



BOTSWANA COLLEGE OF DISTANCE AND OPEN LEARNING

In collaboration with

ZIMBABWE OPEN UNIVERSITY

DIPLOMA IN HUMAN RESOURCE MANAGEMENT &

DIPLOMA IN BUSINESS MANAGEMENT

SUBJECT NAME: LABOUR RELATIONS

SUBJECT CODE: LR 101

SESSIONAL EXAMINATION

Marks – 100

Instructions to candidates:

1. Answer all questions in section A,B and C.
2. Choose any two questions from section D.
3. Begin each answer to a new question on a new page.
4. Write legibly in grammatical English.
5. Use examples where possible to support your explanations.
6. Time Allowed: 3 hours



SECTION A

(25 marks)

Choose the correct answer from the following questions

1. Which of the following is **not** a Labour Relations theory?

- A. Pluralism
- B. Codetermination
- C. Systems theory
- D. Pluralistic Perspective

2. _____ approach accepts and even encourages the formation of trade unions as competing groups to employers.

- A. Radicalism
- B. Unitarism
- C. Pluralism
- D. Codetermination

3. What does the acronym ILS stands for?

- A. International Labour Organisation
- B. International Labour Society
- C. International Labour Structure
- D. International Labour Standard

4. The following are advantages of grievance procedure except

- A. It improves relations in the workplace
- B. It serves as a reinforcement of existing upward channels
- C. It could be daunting even though the worker is entitled to be accompanied to attend grievance meeting
- D. It makes provision for the removal of sources of conflict, which may cause small problems to escalate into large scale unrest



5. Which statement best describes progressive discipline?
- A. A process for dealing with job-related behavior that does ~~not~~ meet expected performance standard
 - B. Is a willing submission to essential rules and regulations
 - C. It is the reinforcement of obedience by means of punishment or the fear of punishment
 - D. It is concerned with the reason for and sufficiency of the disciplinary action on an employee.
6. The following are possible reasons for unfair dismissal except
- A. If the employee has reached retirement and statutory retirement procedure is followed
 - B. If constructive dismissal has taken place
 - C. In the event of shrike action only some of the strikers are dismissed
 - D. If an employee has refused to become members of a trade union which was not independence
7. _____ is not a skill of negotiations.
- A. Persuasion skill
 - B. Listening skill and Observing skill
 - C. Presentation skill
 - D. Preparation skill
8. Which step in the grievance procedure requires an employee to complete a grievance form and hands it to the supervisor if the grievance is not resolved?
- A. Step 1
 - B. Step 2
 - C. Step 3
 - D. Step 4



9. _____ is when workers strike in support of a legal strike held by other workers.
- A. Secondary strike
 - B. Picketing
 - C. Lockout
 - D. Recognition strike
10. A person who is accredited by the Trade Union, and who acts on behalf of the Trade Union member in the organization where he/she works is called.
- A. The chairman
 - B. A Shop Steward
 - C. The Secretary
 - D. A Trade Union member
11. Which of the following is ~~not~~ a conflict resolution method?
- A. Conciliation
 - B. Negotiation
 - C. Mediation
 - D. Industrial Action
12. Which from the following is an approach to Employee Participation?
- A. Disclosure of information
 - B. Joint Consultative Committees
 - C. Negotiation Skills
 - D. Sustentative Negotiations.
- 13 _____ is a common factor influencing negotiations.
- A. Equity Issues
 - B. Fringe benefits
 - C. Working Arrangement
 - D. Labour markets



14. What is Institutionalisation?

- A. It is a market structure, which is sometimes referred to as an open competition.
- B. The particular body responsible for overseeing or implementing policy
- C. Is the degree of technology employed in production increases
- D. Is an area in which buyers and sellers are in close contact so that a single price prevails.

15. The following are Economic resources except

- A. Entrepreneurship
- B. Goods and services
- C. Capital
- D. Labour

16. The benefits forgone from the best alternative that is not selected is known as

- A. The law of demand
- B. Demand relationship
- C. Opportunity cost
- D. The law of supply

17. Which of the following is an economic resource?

- A. Wants
- B. Needs
- C. Scarcity
- D. Capital



18. Negotiations is described as

- A. Talking to interested parties to explain development and issues to seek their view
- B. A forum that attempts to ensure that power play between the employers and employees is not detrimental to the society
- C. A process, which seeks to organize and regulate the relationship between organizations.
- D. A process that involves discussions that leads to making agreements which must be carried out in good faith

19. Services that are regarded as extremely important to the livelihood of the community or the sustenance of the business are known as

- A. Trade services
- B. Essential services
- C. Minimum services
- D. Access services

20. A process whereby an employer decides to terminate the contract of employment of workers as a result of redundancy is called

- A. Retrenchment
- B. Redundancy
- C. Dismissal
- D. Retirement

21. Which of the following is a government spending policy that influences macro economic conditions

- A. Fiscal Policy
- B. Monetary policy
- C. Labour markets
- D. Supply

22. _____ is a process whereby employers bargain with employee's representatives about the terms and conditions of employment and other matters of mutual interest.



- A. Labour agreement
- B. Recognition agreement
- C. Procedural agreement
- D. Collective agreement

23. Which of the following is a fair reason for dismissal?

- A. Employees conduct
- B. Legal action
- C. Consultation
- D. Grievance

24. A point where the supply function and demand function intersect is called

- A. Breakeven
- B. Equilibrium
- C. Elasticity
- D. Diminishing returns

25. The type of unemployment which involves a mismatch between the workers looking for jobs and the vacancies available is

- A. Cyclical unemployment
- B. Functional unemployment
- C. Structural unemployment
- D. Hidden unemployment



SECTION B

(10 marks)

State whether each of the following is True or False

1. In a competitive labour market workers are free to enter or leave the market at will, and from one employer to the other.
2. Structural unemployment involves mismatch between the workers looking for jobs and the vacancies available.
3. If the price is set below the equilibrium there will be excess demand.
4. According to the Marxist perspective, conflicts exist between owners of capital and suppliers of labour.
5. During disciplinary action the employee does not have the right to be informed in good time of the forthcoming disciplinary investigation.
6. The three major players in labour relations are employer and organizations, workers and unions and the state.
7. The four factors of production are scarcity, labour, needs and capital.
8. According to the International Labour Standards, employers are allowed to restrict association of their employees with external parties.
9. The remedies for unfair dismissal should the employee be successful in his/ her claim are re- employment and compensation.
10. Grievances should be resolved as close as possible to the point of origin in order to prevent escalation and afford those involved an opportunity to resolve them.



SECTION C

(15 marks)

1. Distinguish between Mediation and Arbitration (4 marks)
2. Define the term "grievance" (2 marks)
3. What is procedural agreement (2 marks)
4. Briefly explain "lockout" (2 marks)
5. Give three uses of International Labour Standards (3 marks)
6. Identify any two macro- economic objective of the government (2 marks)



SECTION D

(50 marks)

Answer any **two** questions from this section.

Question 1

(25 marks)

Read the following newspaper articles and answer the questions that follow.

A supervisor realises that one worker, Maele, comes to work on time, talks very little or has nothing to say, does not volunteer any information, does the work he is given and does not put off his way to do any extra work.

Maele knocks off on time, has no social moments with colleagues etc. the supervisor finds Maele's behavior dislikeable, rude, uncooperative, difficult, unfriendly and insubordinate.

The supervisor decided to go on for some days without talking to him to the extend that when coming across each other along the passage, it was more like strangers passing each other on a busy market. On a strange occasion, Maele decided to greet the supervisor, but she did not respond. On another day Maele greeted the supervisor again and this time she responded without looking at him.

1. List three possible reasons you perceive to have led to Maele's behavior (3 marks)
2. What do you perceive is the reason for the supervisors' reaction? (2 marks)
3. What are the results of the supervisor's perception? (2 marks)
4. From the case study, outline the causes of conflict between these two employees. (4 marks)
5. List 4 factors that affect how people manage conflict. (4 marks)
6. Define Conflict (2 marks)
7. Name and explain four types of conflicts (8 marks)



Question 2

(25 marks)

Read the following newspaper articles and answer the questions that follow.

Following some wage negotiations between Company X and the Union, an agreement was finally reached to award an increment. The union originally demanded a 13% increment, and management only offered 0.3% increment. Finally the parties agreed to an award of 5% increment after many deliberations.

The union was negotiating for its members; from whom it always collects subscriptions and who always attended union meetings and took part in union activities. However, management decided to award an increment to its entire workforce. Union members argued that there were free riders who derived benefits for free when had to subscribe.

1. How can non- union members who always benefit from union negotiations that are really intended to benefit the union members be made to pay or contribute to the services of being represented? (3 marks)

2. Draft a possible clause(s) of how the inclusion of these “free riders” should read in the event an agreement is to be concluded with them. (6 marks)

3. Give four rights of union representatives (4 marks)

4. Name and explain any six ways that unions use to achieve their objectives (12 marks)



Question 3

(25 marks)

A grievance procedure is a bottom- up communication channel, which affords the employee the right to discuss a grievance at various levels of management; with the right to appeal to a higher management level should the grievance not be resolved.

- a) (i) Outline and explain any five requirements for a successful grievance procedure (10 marks)
- (ii) List five advantages of a grievance procedure. (5 marks)
- (iii) Give five examples of what may cause workers' grievances (5 marks)
- b) Provide classification of employees who may not complain of unfair dismissal (5 marks)

END OF PAPER