



**DIPLOMA
January-June**

**Sessional Examination
LR 101- Intro To Industrial And Labour Relations**

BOTSWANA COLLEGE OF DISTANCE AND OPEN LEARNING

DIPLOMA IN HUMAN RESOURCE MANAGEMENT

DIPLOMA IN BUSINESS MANAGEMENT

LABOUR RELATIONS

LR 101

SESSIONAL EXAMINATION

Marks – 100

TIME ALLOWED: 3 HOURS

Instructions to candidates:

1. Answer **all questions** from section A, Section B and Section 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.

TIME ALLOWED: 3 HOURS



Answer ALL questions. Each question carries ONE (1) marks.

Choose the correct answer from the following questions

1. Which one of the following is a type of Recognition Agreement?
 - A. Non verbal agreement
 - B. Silent agreement
 - C. Unwritten agreement..
 - D. Verbal agreement

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 ILS stand for?
 - A. International Labour Organisation
 - B. International Labour Society
 - C. International Labour Structure
 - D. International Labour Standard

4. The following are included in the Process of Collective Bargaining except:
 - A. Industrial court
 - B. Collective agreement
 - C. Employment proposal



D. Union claim

5. Which statement best describe 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 ^{Strike} ~~strike~~ 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. Which of the following is NOT a type of conflict?

- A. Value conflicts
- B. Organizational conflicts
- C. Interest conflicts
- D. Structural conflicts

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 _____ is a common factor influencing negotiations.

- A. Equity Issues



- B. Fringe benefits
- C. Working Arrangement
- D. Labour markets
13. The following are Economic resources except _____.
- A. Entrepreneurship
- B. Goods and services
- C. Capital
- D. Labour
14. What is Institutionalisation?
- A. It is a market structure which is sometimes referred to as a 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. Which from the following is an approach to Employee Participation?
- A. Disclosure of information
- B. Joint Consultative Committees
- C. Negotiation Skills
- D. Sustentative Negotiations.
16. Which of the following is an economic resource?
- A. Wants
- B. needs
- C. Scarcity
- D. Capital



17. 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

18. 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

19. Negotiations are 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

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

- A. Retrenchment



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- B. Redundancy
- C. Dismissal
- D. Retirement
21. 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
22. 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
23. A point where the supply function and demand function intersect is called _____.
- A. Breakeven
- B. Equilibrium
- C. Elasticity
- D. Diminishing returns
24. Which of the following is a fair reason for dismissal?
- A. Employees conduct
- B. Legal action
- C. Consultation
- D. Grievance



25. _____ 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

SECTION B

(10 marks)

Answer ALL questions. Each question carries ONE (1) mark

State whether each of the following is True or False.

1. Unitary perspective is a system which attempts to deny the right to existence of divergent interest
2. Structural unemployment involves mismatch between the workers looking for jobs and the vacancies available
3. Universality is when standards are put in place and they should be theoretical
4. According to the Marxist perspective, conflicts exist between owners of capital and suppliers of labour.
5. Grievance procedure is a top – down communication channel
6. The three major players in labour relations are employer and organizations, workers and unions and the state
7. During legal strikes workers may have civil legal proceedings brought against them



8. There is no room for courts in Southern Africa to expand their use of ILS

9. Structural conflicts can be traced to existing human relations that have been shaped by historical factors

10. The first rule of negotiation is that there are no assumed rules for negotiation

SECTION C

[15 marks]

Answer all questions from this section

1. Identify any three characteristics of a perfectly (pure) competitive market structure. (3 marks)

2. Outline any three characteristics of negotiations in labour relations (3 marks)

3. Identify any three relevant skills needed for one to be a good negotiator (3 marks)

4. Give three reasons why International Labour Standards are needed. (3 marks)

5. Identify any three macro- economic objective of the government (3 marks)



Answer any two questions from this section

QUESTION 1

[25 Marks]

Read the passage below and answer the questions that follow

Mr James, was working for Mool and Associates as Technical Engineer, based in Gaborone. His working hours were from 0730hrs and 1630hrs with provision to work overtime if there was too much and subsequent for authorization from his supervisor.

Mool and Associates had recently won a tender with Botswana Telecommunications Corporations to install underground network cables along the Trans Kalahari High Way, from Jwaneng to Ghanzi Mamuno. Mr James was appointed as a Project Manager for the said project with effect from 1st December 2006 and it was to run for two years. In the letter that was written to him, it was specified that confirmation to his new post will be done after six months. Mr James acted on his post for more than ten months without any conformation thereof, on the post. Failure to confirm him as a project manager for the project compelled Mr James to write a long comprehensive letter to letter to his immediate supervisor, querying that he has not received the confirmation letter to the said date.

Mr James' actions were met with so much hostility from his supervisor and he was labeled a poor performer, who was only good at raising complaints but failing to deliver. His actions were thus seen and perceived as a form of insubordination and he was immediately transferred back to Head Office and was given final written warning for poor performance and insubordination.

- a) If you were an HR Practitioner, what advice would you have given Mr James' supervisor? **(5 marks)**



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b) Explain if Mr James' decision was procedurally fair/ unfair and substantively fair/ unfair

(5 marks)

c) Did Mr James' supervisor act fairly by transferring Mr James to the Head Office and by giving him a final written warning for poor performance and insubordination? Support your answer by quoting relevant labour laws of Botswana.

(15 marks)

QUESTION 2

[25 Marks]

Read the passage below and answer the questions that follow

Victoria

On Sunday 17th 2005, at 19:00, the compound staff informed management that the mineworkers, who were due to start the night shift at Shaft No.4, were on strike. On their arrival, management found that, with the exception of a few individuals, the entire workforce was involved and that they were very noisy and uncooperative.

The communication system on the mine made provision for a works council only, since a workplace forum had not been established. There were a number of union employees on the mine and management of Diggers Luck had previously made attempts to sign a recognition agreement. In terms of the present strike, it was soon realized that the works council would be of no use in the negotiation because the workers considered them to be management's puppets and they had already been threatened with violence. The compound prefects were equally ineffective and could in most cases not even be found. Management did, however, establish that if the workers were on strike because they were demanding higher wages and were trying to pressurize management into signing a recognition agreement.

Management discussed the matter with the strikers and informed them that the strike was illegal. Management did suggest that it was prepared to talk to a number of representatives appointed by workers. The strikers did not agree to this, demanding instead that management should take a



positive stand. Management again decided to talk to the workers and give individuals the chance to state their case. This round of negotiation lasted for one hour, after which management departed to rethink their position.

Another attempt was made to persuade the workers to appoint representatives to negotiate on their behalf but without success. After management consulted amongst themselves, the strikers were informed that they were in the month of the annual increase and that the increment would definitely be in the region of 10%. The strikers were not satisfied and management asked them to wait till the next morning when the matter would once again be discussed. They accepted this proposal.

Next morning management informed the strikers that they were not prepared to grant more than the previously mentioned increase, but guaranteed that it would be the 10%, adding that those who were not satisfied with the increase could rescind their contract of service with Diggers Luke Mine. Management also refused to accede to the strikers' demand to support the community growth fund of COSATU and NACTU unconditionally.

The works refused to leave the mine area and also refused to resume work.

- a) What specific actions do you suggest management could take to prevent the possible recurrence of labour unrest at Diggers Luck Mine in the future? **(10 marks)**

- b) Describe the steps that the mine workers were supposed to follow before engaging in a strike. **(15 marks)**



QUESTION 3

[25 Marks]

Read the passage below and answer the questions that follow

With regard to employee involvement, management sets the agenda which is consistent with requirements for a flexible and adaptable workforce within a competitive product market. Employees do not have any input from information disseminated from top level management, although they are expected to respond positively towards it. Their only participation in this process is the execution of tasks.

As a Labour Relations Manager discuss the approaches which you could put in place to increase employee participation **(25 marks)**

END OF PAPER