



FACULTY/COLLEGE	College of Business and Economics
SCHOOL	Johannesburg Business School
DEPARTMENT	Industrial Psychology & People Management
CAMPUS(ES)	APB
MODULE NAME	Advanced Industrial Relations IV
MODULE CODE	BIR43A1
SEMESTER	First
ASSESSMENT OPPORTUNITY, MONTH AND YEAR	SSAO – Supplementary Summative Assessment Opportunity - July 2019

ASSESSMENT DATE	July 2019	SESSION	
ASSESSOR(S)	Dr. Mpho D. Magau		
MODERATOR(S)	Mr. Ronnie Moholane		
DURATION	2 hours (120 min)	TOTAL MARKS	100

NUMBER OF PAGES OF QUESTION PAPER (Including cover page)	2
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INFORMATION/INSTRUCTIONS:

- This is a closed-book assessment.
 - There are 4 **COMPULSORY** questions. **Answer All questions.**
 - Read all the scenarios / cases carefully and answer all related questions.
 - Read the questions carefully and answer only what is required.
 - Number your answers clearly and correctly as per the question paper.
 - Write neatly and legibly on both sides of the paper in the answer book, starting on the first page.
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QUESTION 1**[20 MARKS]**

An employer and employee will be in conflict when the compensation paid to the worker is not sufficient to meet what are considered basic needs. For example, when public workers work for years without a raise, even to adjust for inflation, they can feel disgruntled and betrayed by their employer. The organisation will likely experience decreased worker productivity and increasing conflicts in the workplace. Employees often do not feel engaged and loyal to their employers with inadequate pay.

- 1.1 Describe what employers want and what employees need during stakeholder interactions. (8)
- 1.2 Explain the concept of commonality and convergence in relation to the scenario above. (4)
- 1.3 Explain how the employer can use power to influence the workers. (4)
- 1.4 Formulate a purpose statement of the employee relations policy. (4)

QUESTION 2**[30 MARKS]**

The South African National Defence Force, the National Intelligence Agency, the South African Secret Service and the South African National Academy of Intelligence are excluded from the ambit of the Labour Relations Act. However, Section 23(2) of the Constitution of the Republic of South Africa grants every worker the right to form and join trade unions, to participate in the activities of the trade union and to strike. Therefore, the government is expected to consider processes to recognise trade union/s.

Draft the following clauses that must be included in the recognition agreement between the government and trade union/s.

- 2.1 Recognition. (4)
- 2.2 Guiding principles. (10)
- 2.3 Union subscriptions. (6)
- 2.4 Functions of the shop stewards. (10)

QUESTION 3**[20 MARKS]**

- 3.1 Identify the trade union strategies. (10)
- 3.2 Describe the organisational rights for sufficiently representative trade unions. (6)
- 3.3 Explain the difference between closed shop and agency shop agreement. (4)

QUESTION 4**[30 MARKS]**

Bargaining is usually initiated by a union. If employer did not believe that the employees, through the union, held power, they might not readily enter into the bargaining relationship, particularly where there is no law obliging them to do so. UASA, a recognised trade union initiated a bargaining process to establish a Workplace Forum with ESKOM in order to discuss the company's financial situation and plans to avoid job losses.

- 4.1 Advise ESKOM on the purpose and conduct of collective bargaining. (6)
- 4.2 Write a letter to the trade union outlining the consultation process. (10)
- 4.3 Provide the benefits of establishing a workplace forum. (2)
- 4.4 Outline the steps in the establishment of the workplace forums. (8)
- 4.5 Identify the key issues that the Company must report to the workplace forum. (4)

TOTAL [100]