



**NAMIBIA UNIVERSITY
OF SCIENCE AND TECHNOLOGY**

**FACULTY OF MANAGEMENT SCIENCES
DEPARTMENT OF MANAGEMENT**

QUALIFICATION: BACHELOR OF HUMAN RESOURCES MANAGEMENT	
QUALIFICATION CODE: 07BHRM	LEVEL: 7
COURSE CODE: IRL712S	COURSE NAME: INDUSTRIAL RELATIONS
SESSION: NOVEMBER 2019	PAPER: THEORY
DURATION: 3 HOURS	MARKS: 100

FIRST OPPORTUNITY QUESTION PAPER	
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INSTRUCTIONS
1. Write clearly and neatly. 2. All questions are compulsory

THIS QUESTION PAPER CONSISTS OF 3 PAGES (Including this front page)

QUESTION 1 – CASE INCIDENT (COMPULSORY)

John Shikongo works for a company which manufactures gates. Although it is not a member of an employers' organisation, the company has quite sophisticated labour relations procedures, including a detailed disputes process. John has been in the employ of the company for the past 10 years and has been promised that he will be appointed in the next promotion post which becomes available. However, when this happens, a much younger and less experienced colleague is appointed. John is very unhappy and lodges a grievance, but it is not resolved to his satisfaction.

Questions

- 1.1 What would be John's next step? How would he classify his problem? Provide detail of the process and the possible dispute settling mechanisms which could be available to John. (4)
- 1.2 After the first step the matter remains unresolved. What would be John's next step? Provide detail of the process and the persons involved. (4)
- 1.3 John is still not satisfied with outcome of the previous step. Does he have any further recourse, and, if so, subject to which conditions? (4)

QUESTION 2 - STRUCTURED QUESTIONS (COMPULSORY)

- 2.1 Discuss in detail the external factors that influence the labour relationship in Namibia (10)
- 2.2 Employment relations can be viewed from different approaches or paradigms by the various parties involved in the relationship, which include the Unitary, Radical and Pluralistic. Discuss these three approaches in detail. (12)
- 2.3 The objectives of trade unions can be classified into different categories. Discuss these categories in detail. (10)
- 2.4 The role adopted by the state with regards to Industrial Relations can be divided into a number of categories. Discuss these categories and describe the role of the state in each case. (12)
- 2.5 Differentiate between distributive and integrative bargaining styles. (18)

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- 2.6 If conflict is to be handled successfully, its existence and causes must be recognised and identified in time. Discuss the methods that can be employed to identify the existence and causes of conflict. (14)
- 2.7 Discuss the steps that a negotiator should follow when preparing for the negotiation table. (12)

THE END
GOOD LUCK