



**PAMIBIA UNIVERSITY**  
OF SCIENCE AND TECHNOLOGY

**FACULTY OF COMMERCE, HUMAN SCIENCES AND EDUCATION**  
**DEPARTMENT OF GOVERNANCE AND MANAGEMENT SCIENCES**

<b>QUALIFICATION: BACHELOR OF HUMAN RESOURCES MANAGEMENT HONOURS DEGREE</b>	
<b>QUALIFICATION CODE: 08BHRMH</b>	<b>LEVEL: 8</b>
<b>COURSE CODE: ADR811S</b>	<b>COURSE NAME: ADVANCED INDUSTRIAL RELATIONS</b>
<b>DATE: JUNE 2024</b>	<b>PAPER: 1</b>
<b>DURATION: 3 HOURS</b>	<b>MARKS: 100</b>

<b>FIRST OPPORTUNITY QUESTION PAPER</b>	
<b>EXAMINER(S)</b>	<b>Ms. Fiina Shimaneni</b>
<b>MODERATOR:</b>	<b>Dr Felix Musukubili</b>

<b>INSTRUCTIONS</b>	
<ol style="list-style-type: none"><li>1. Answer ALL the questions.</li><li>2. You are expected to apply your subject knowledge to the case study.</li><li>3. Write clearly and neatly.</li><li>4. Number your answers clearly.</li></ol>	

**THIS MEMORANDUM PAPER CONSISTS OF 3 PAGES (Including this front**

## SECTION A

[40]

**Read the case study below and answer the questions that follow.**

Tech24 is a technology company that develops software and provide cloud computing services. As part of its strategic plan, Tech24 is expanding into emerging markets. With over 500 employees globally, the company recently opened new branches in Namibia, Angola and South Africa. This does not only mean hiring local employees, but also mean adapting to new labour laws.

Edson, is the CEO of the company, while Loide, the head of HR is responsible for managing employees' relations and adapting company's policies to new markets. Gerald, the new manager in Namibia is tasked with overseeing the new office setup and recruitment. Wilfred, is a software engineer in Angola, while Simson is a shop steward in South Africa, advocating for better working conditions for local employees.

It is reported that employees in Angola are dissatisfied with their work-life balance. In the same line, Gerald's authoritarian management style is causing friction among the newly hired employees in Namibia. To make the matter worse, miscommunications between the head quarter and new offices due to cultural and language differences is a matter of concern. As if this is not enough, Tech24' operational costs and employees' salaries are affected by the fluctuating economy in the headquarter country. South Africa's labour laws are stricter than anticipated, hence posing challenges for labour flexibility and layoffs. Moreover, rapid technology advancements require Tech24 to invest in continuous upskilling, affecting labour demand and supply.

### Question 1

- 1.1 Define labour flexibility as alluded to in the case scenario above. (3)
- 1.2 Identify the category of labour market flexibility evident in the case. Motivate your answer. (3)
- 1.3 Identify the micro factors affecting employment relations at Tech24. (3)

1.4 State the macro factors affecting employment relations at Tech24. (3)

1.5 Discuss the challenges Tech24 faces in managing employee relations in its expansion to emerging markets. (10)

1.6 The process of collective bargaining and negotiation can be influenced by various factors. Identify and explain such factors, present in the case study. (18)

## **SECTION B**

### **Question 2**

2.1 Discuss the differences and similarities between a code of ethics and the company disciplinary code. (15)

2.2 Variety of acts or omissions by employees may constitute a strike in terms of its statutory definitions. Define a strike in terms of the labour Act, no. 11 of 2007 and then identify and explain the various forms of strike actions. (15)

2.3 Explain the major factors that lead to a differentiation in earnings. (15)

2.4 There are four types of collective bargaining levels and units. Explain what they entail and give examples of where each of these structures is used within the Namibian employment relations context. (15)

GOOD LUCK