



**NAMIBIA UNIVERSITY
OF SCIENCE AND TECHNOLOGY**

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

QUALIFICATION: BACHELOR OF EMPLOYMENT AND LABOUR RELATIONS HONOURS	
QUALIFICATION CODE: 08BERH	LEVEL: 8
COURSE CODE: LRT811S	COURSE NAME: LABOUR RELATIONS THEORY
SESSION: JUNE /JULY 2025	PAPER: THEORY
DURATION: 3 HOURS	MARKS: 100

FIRST OPPORTUNITY EXAMINATION QUESTION PAPER	
EXAMINER(S)	Mr Elias Kandjinga
MODERATOR:	Ms Penehafo Johannes

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

PERMISSIBLE MATERIALS

1. Pen
2. Ruler

THIS QUESTION PAPER CONSISTS OF 5 PAGES (Including this front page)

Section A (Answer all the questions)

[65 marks]

Analyse the case study from pages 4-5 and answer all the following questions.

- 1.1. **Develop** a theoretical understanding of the nature of labour and employment relations in the mining industry, as described in **paragraphs one to seven** of the case study and then incorporate them to produce a coherent representation of Namibia's ideological position, which the governor supports. **(20)**

- 1.2. Considering the act of leniency by Metal Mill management, **discuss** the fundamental ethos/ingredients of an individual & collective labour relationship apparent in **paragraph five**. **(20)**

- 1.3. In **paragraph four**, the governor provided the region's Alternative Dispute Resolution (ADR) status. Considering this is the case throughout the country, **discuss** the implications [this has] on the Namibian labour and employment landscape and suggest how this problem can be solved. **(15)**

- 1.4. Considering what is contained in **paragraphs six and seven**, assume you are the ER practitioner at Metal Mill. **Discuss how** you will mitigate the potential risks of hostile employment relations at Metal Mill. **(10)**

Section B (Answer all the questions)

[35 marks]

Question 1

- 1.1. **Explain** what employee involvement means and **discuss four** employee involvement initiatives. **[10]**
- 1.2. **Describe** a grievance and **clarify** if Namibia's Labour Act includes the grievance process and disciplinary policy. Explain your response. **(10)**
- 1.3. In a short summary, **how** did the Labour Relations Theory as a course shape your understanding of the employment relationship in employing organisations? How do you foresee applying what you have learned thus far? Here, you must express your understanding in your own words and not list topics or themes appearing in your prescribed course materials. Also, please note that this question is twofold, requiring you to relate theory to practice. **(15)**

End of Paper!

Good Luck!

Annexure 1: This case study is for questions under Section A only!

Metal Mills Reinstates Former Employees

Paragraph one – background

A company that provides engineering and maintenance services through a long-term agreement with a Uis-based mine has resolved to reemploy a group of dismissed employees. The governor of the Erongo region, Neville Andre, announced that negotiations with Metal Mill and the company's former employees resulted in eleven employees' re-employment. The governor of the Erongo region mediated talks between the former employees and Metal Mill, Neville Andre, from January 2023. The governor intervened to promote sustainable employment and improved labour relations in the Erongo Region and find an optimal solution in the future.

Paragraph two

Andre sent the Erongo Regional Council chairperson, Benitha Imbamba, to assess the situation. She presented a report, and the governor called both parties to his office to mediate. Uis Mine, a subsidiary of Andrada Mining Limited, was invited by the governor to resolve the dispute as a key client of Metal Mill. The consultations resulted in the re-employment of eleven (11) former employees at Metal Mill, increasing its headcount to thirty-six (36). After negotiations were held between all parties, the mediation process resulted in the re-employment of all the ex-metal Mill workers, who were absorbed between Andrada's Uis Mine and Metal Mill.

Paragraph three

As a part of the remediation process, Andrada Mining agreed to absorb an additional ten (10) of the former employees into available vacancies in its engineering department, resulting in twenty-one (21) of the former employees being re-instated between the two companies. Andrada has further committed to prioritising the balance of the former employees for an additional sixteen (16) non-artisanal jobs at the Uis Mine to be available in the next few months due to the planned expansion. Metal Mill provides engineering and maintenance services through a long-term agreement with Andrada's Uis Mine. The appointment of Metal Mills aligns with Andrada's focus on developing local and national small and medium enterprises in Namibia.

Paragraph four

"It must be noted without pointing fingers at anyone that both parties acted contrary to certain parts of the Labour Act provisions. We are, however, happy to note that the mine in Uis employs more than 300 Namibian citizens, thereby contributing to the economic livelihoods of local and national communities. It is evident that the company is fully committed to strengthening job creation and local skills development," Andre said. The

governor highlighted that during his engagement with the workers, his office observed that the workers in the Erongo Region are not happy with the slow service delivery they are often subjected to by the office of the Labour Commissioner. "Despite critical provisions of the Labour Act 11 of 2007 that regulates the conduct of these offices, the workers are time and again subjected to late issuing of dates for cases to be adjudicated upon, arbitration awards are delayed and affect the Alternative Dispute Resolution (ADR) process." "We are pleased to have reached a fair agreement and would like to thank the governor and Andrada Mining for their involvement in the resolution process. Metal Mill remains committed to delivering its service offering and strives to apply employment best practices in the Erongo region," said Giel Verster, a representative of Metal Mill Engineering.

Paragraph five (Dispute)

Towards the expiry period of the Metal Mill contracts on 31 December 2022, the management offered a two-year extension up to 31 December 2024 to all its forty-seven employees. The new contracts were in line with the minimum wages for the Construction Industries Federation of Namibia and the Metal and Allied Namibian Workers Union as regulated by a collective agreement. Wages paid by Metal Mill to its employees were between 6% and 116% higher than those prescribed in the Federations collective agreement. According to Andre, the employees collectively decided not to accept the extension of their contracts because Metal Mill management did not accept their demand for the hourly wage rate to be increased to N\$90 per hour across the board. "They demanded an increase equated to an average of 118 %, varying between 31% and 480% of current employee packages. "Following the expiry of the contracts, Metal Mill appointed 20 new employees in January 2023 to ensure the continuity of its service offering.

Paragraph six (labour relations in the region)

Andre criticised companies in the region that are not promoting and adhering to maintaining conducive working relations. "The state of working relations is deplorable at some workplaces. The intentional disregard for basic employment regulations and the complete disregard for standing rules of engagement as it pertains to collective bargaining principles is unacceptable. The non-compliance by employers to the basic employment conditions of employment as set out under Chapter 3 of the Namibian Labour Act No 11 of 2007 and the noncompliance to the Affirmative Action Act and other relevant legislation that is aimed at regulating labour relations in the country is lamentable."

Paragraph seven (Better relations)

Andre called on companies in all sectors to prioritise good labour relations and maintain a standard that is conducive to managing a successful organisation and an environment that is conducive to attracting more investment.

Source: Local Press, February 2023