



**NAMIBIA 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 2023</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 Mr. Elias Kandjinga</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>

**PERMISSIBLE MATERIALS**

1. Examination Question Paper
2. Examination Booklet

**THIS QUESTION PAPER CONSISTS OF 4 PAGES (Including this front**

## SECTION A

[5]

**Question 1:** Multiple-choice questions. Circle the correct answer.

1.1 The relationship between the state and trade unions is also known as?

- a) Tertiary employment relationship
- b) Conflict employment relationship
- c) Secondary employment relationship
- d) Primary employment relationship

1.2 Your cousin is the assistant store manager at a large retail store. Her relationship with her employer and her supervisor, the store manager, represents the \_\_\_\_\_ dimension of the employment relationship.

- a) collective
- b) formal
- c) individual
- d) informal

1.3 Mr Itewa is regarded as an employee representative. He is accredited by the trade union of which he is a member, and he acts on behalf of its members in the organisation where he works. What role does Mr Itewa fulfil?

- a) Labour consultant
- b) Mediator
- c) Negotiator
- d) Shop steward

1.4 Who are the actors of Industrial Relations?

- a) Workers and their organisations
- b) Employers and their organisations
- c) Government and the role of the State
- d) all of the above

1.5 What can be defined as: the extent to which an enterprise can alter various aspects of its work and workforce to meet the demands of the business, for example the size of the workforce, the content of jobs, working time, etc?

- a) labour market flexibility
- b) Wage flexibility

- c) Economic fluidity
- d) Recession

**SECTION B**

**[26]**

**Question 2: Read the extract below and answer the questions that follow:**

According to the 2008 Namibia Labour Force Survey, Namibia has one of the highest unemployment rates (broadly defined) in the world, particularly among its youth population. This means more than half of Namibia's economically active population is unemployed, posing major social, political and economic risks, as such high unemployment can yield devastating effects on social exclusion, crime, and economic welfare, erosion of human capital, death, misery and social instability.

On the hand, those who are working are said to be struggling to make ends meet. Although earning a salary, most of the Namibian workers are lowly paid, making it difficult to cover basic needs for themselves and their dependants. Labour market data display that the majority of these workers are depressed, disengaged and unmotivated.

Adopted from: Mwinga, (2012, First Capital working papers)

2.1 Identify the social issue mentioned in the case study? (1)

2.2 The question of whether to introduce a national minimum wage is being discussed in the Namibian labour market. Discuss what could be the benefits of introducing a national minimum wage in Namibia. (10)

2.3 There are many actors and stakeholders in the employment relationship. Explain how the following primary actors can minimise the social problem you mentioned in 2.1. (15)

- a) The state
- b) Youth
- c) Employed persons

**SECTION C**

**[69]**

**Question 3: Long and structured questions.**

3.1 Conflict is inevitable in any human interaction including the employment relationship.

Discuss sources of conflict in the employment relationship. (20)

3.2 Organisations do not operate in vacuum, but rather in a dynamic environment, which affect the way they operate. Discuss the factors that influence and affect an organisation's industrial and labour relations. (20)

3.3 Examine the concept of collective bargaining under the following dimensions:

a) Definition (5)

b) Collective bargaining structure (15)

3.4 There are two fundamental types of disputes, which the Labour Act, 11 of 2007 distinguish, the dispute of right and dispute of interest. Differentiate these two types of disputes.

(9)

**GOOD LUCK!**