



ΠΑΜΙΒΙΑ UNIVERSITY
OF SCIENCE AND TECHNOLOGY

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

QUALIFICATION : BACHELOR OF HUMAN RESOURCES MANAGEMENT	
QUALIFICATION CODE: 07BHRM	LEVEL: 7
COURSE CODE: IRL712S	COURSE NAME: INDUSTRIAL RELATIONS
SESSION: JANUARY 2026	PAPER: THEORY
DURATION: 3 HOURS	MARKS: 100

SECOND OPPORTUNITY QUESTION PAPER	
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INSTRUCTIONS
<ol style="list-style-type: none">1. Answer ALL the questions.2. Write clearly and neatly.3. Number the answers clearly.

PERMISSIBLE MATERIALS

1. Examination paper.
2. Examination script.

THIS EXAMINATION PAPER CONSISTS OF 4 PAGES (Including this front page)

SECTION A

[30 marks]

QUESTION 1

Read the case scenario and answer the questions below.

Hangana Seafood Concludes First Wage Negotiations with Workers Council

Hangana Seafood, a subsidiary of the Ohlthaver & List (O&L) Group, is pleased to announce the conclusion of its wage negotiations with the Workers' Council. This marks the first time these negotiations have been conducted with representation from a Workers' Council, a significant shift from previous years when a union led the negotiations. A Workers Council is composed of employees elected by their peers within the company, ensuring that their representation is closely aligned with the specific needs and experiences of the workforce. This creates a more tailored and collaborative negotiation process, where employees have a direct voice in shaping outcomes that reflect their priorities, while still ensuring that the company's long-term goals are considered. Unions, on the other hand, often address broader, sector-wide concerns which may not always account for the unique dynamics within the single organisation.

Hangana Seafood, in alignment with their core characteristics of being truly authentic, caring and passionate is committed to improving employee relations and creating an environment where staff feel respected and valued. The fishing industry is complex and labour relations often reflect that complexity. This first negotiation process with the Workers' Council demonstrates that, through empathy, transparency and a willingness to learn, both parties can authentically work together to achieve outcomes that benefit everyone

Lucia Hamunyala, Chairperson of the Workers' Council, reflected on the experience: "It is the first year that the company and the Workers' Council have negotiated without a union. We concluded the negotiations, although it was tough."

This successful negotiation represents a milestone in the company's relationship with its workforce. The process has reaffirmed Hangana's dedication to fostering meaningful, mutually beneficial relationships and the company is optimistic about the future and remains committed to working hand in hand with its employees to ensure sustainable growth for all.

Questions

- 1.1 Explain the difference between negotiations conducted by a Workers' Council and those led by a trade union, as highlighted in the article. (4)

- 1.2 Identify and explain three ways in which Hangana Seafood demonstrated its commitment to employee relations during the negotiation process. (4)
- 1.3 Negotiations do not take place in isolation; they are shaped by various environmental factors. Discuss how public policy could affect negotiations between Hangana Seafood management and the Workers' Council. (10)
- 1.4 The two parties successfully negotiated and reached an agreement. Identify the key steps in their preparation for the negotiation process and explain how each step contributes to achieving a fair outcome. (12)

SECTION B

QUESTION 2

- 2.1 Bargaining structures refer to the framework within which collective bargaining takes place between employers or employer organizations and employee representatives. Discuss any five variables influencing the type of structure established. (5x2=10)
- 2.2 Conflict is a natural part of employment relations, and there are different methods for handling it. These methods are often grouped into categories such as structures, processes, and agreements. Focusing on the processes category, identify and explain the internal processes that parties may use to handle conflict. (5x2=10)
- 2.3 The Labour Act of Namibia, 2007 (Act No. 11 of 2007) places strong emphasis on conciliation as a mechanism for resolving disputes. Critically discuss the provisions of the Act regarding conciliation of disputes in Namibia. (10)
- 2.4 It is important to know what the basic causes of a conflict are, in order to understand the consequences it may have. The causes of conflict can be divided into three main areas, namely distributive, structural and human relations causes. Discuss specifically the structural and human relations causes of conflict in detail. (2x9=18)
- 2.5 The International Labour Organisation (ILO) has had an important influence on the shaping of industrial relations systems in many developing countries. At present

virtually the entire industrial relations structure in Namibia is built upon and increasingly bears testimony to the influence of international labour standards which have their roots in the activities of the ILO. Discuss the following:

- a) The International Labour Conference (5)
- b) The Governing Body (5)
- c) The International Labour Office of the ILO. (2)

2.6 An effective grievance procedure is essential for maintaining fair labour relations in the workplace. Explain the steps to be followed when an employee wants to lodge a grievance. In your answer, discuss the importance of each step in ensuring that the grievance is handled fairly and efficiently. (10)
