



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

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| QUALIFICATION: BACHELOR OF EMPLOYMENT AND LABOUR RELATIONS HONOURS | |
| QUALIFICATION CODE: 08BILR | LEVEL: 8 |
| COURSE CODE: LRT811S | COURSE NAME: LABOUR RELATIONS THEORY |
| SESSION: JUNE / JULY 2023 | PAPER: THEORY |
| DURATION: 3 HOURS | MARKS: 100 |

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

| INSTRUCTIONS |
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| <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 clearly. |

PERMISSIBLE MATERIALS

1. Pen
2. Ruler

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

Section A (Answer all the questions)

[50 marks]

Question 1

- 1.1. Discuss the role-players in employment relations by describing each party's role and critically analysing the importance of each party. **[15]**
- 1.2. Martha is a waitress at a popular Windhoek restaurant. She has been suspended without pay pending the outcome of a disciplinary hearing. Martha feels that the procedures followed during the disciplinary inquiry were not fair as she was not allowed to state her case, to have representation of a union member or to call witnesses. Which type of justice perception is applicable in Martha's case? Substantiate your answer and discuss this justice perception in detail. **[10]**
- 1.3. Think of any two popular Namibian trade unions and discuss the critical role they played as representative of employees at any two organisations they legitimately acquired organisational rights. **[15]**
- 1.4. Explain the concept of freedom of association and provide an example of a situation when a person's right to freedom of association would be violated. **[10]**

Section B (Answer all the questions)

[50 marks]

Question 1

Read the following case study and answer all the following questions.

Making ends meet

Freddy and Denise started dating in their final year at school. Madly in love, they decided that they would be “partners for life”. The year after completing school they decided to get married, because Denise fell pregnant. They struggled financially and jobs were hard to come by. Ultimately, they both landed jobs at Meet Meat Mates, a popular Windhoek restaurant and bar. Denise became a waitress and Freddy was given the job of “kitchen-hand”. Denise was doing very well because of all the tips she received. Both were working long hours and because they generally did not work the same shifts, they really found it sad that they could not spend a lot of time together socially. Freddy decided that he had to augment his income and when he worked night shifts, he would buy meat and boerewors and during day-times he would then prepare boerewors rolls and steak rolls on the streets in an industrial area close to where they were renting a one-bedroom cottage in the backyard of Denise’s sister. Eventually Denise started doing the same during daytimes when she was scheduled to work night shifts at Meet Meat Mates. In this way they could ensure a continuous daily supply of the food, which has become rather popular and was selling well. The people working in the surrounding factories expressed their sincere satisfaction with the quality of the food as well as with the ways in which Freddy and Denise treated them.

One day Moses Moala, the owner of Meet Meat Mates, noticed that Freddy was putting some spices in his bag. Moses saw Freddy leaving after work but decided to ignore the incident and wait to see if it happened again. The second time he saw Freddy taking some of the spices, Moses immediately confronted him about it. Freddy admitted that he has been taking a bit of spices a few times, explaining that he used the spices when he made boerewors rolls and steak rolls in the small side-line business he and Denise were running. This helped to make more money to make ends meet, as

they were saving up for the baby Denise was expecting in less than three months' time. Freddy apologised. Moses said that it should not happen again and that this was his final warning.

Freddy nevertheless asked politely whether Moses would not please allow him to use some of the spices, as that would help them a little bit financially. Moses refused. About two weeks later, another staff member of Meet Meat Mates told Moses that he saw Denise taking some spices earlier that evening. Moses was furious and went straight to Denise while she was serving a customer. He told her there and then that she was fired, and he said that she should go home immediately. He also said that she should tell Freddy not to bother to come back to work there ever again; they were both fired because they were thieves. Denise broke down in tears and was very upset – as was the pair of customers who were being served by Denise at the time.

The woman took her escort by the hand, stating that Denise was really doing a very good job as waitress and that because she found the way in which Moses handled the situation extremely unprofessional and rude, they were leaving the restaurant. By this time Denise was already on her way out, sobbing. She was very worried because she knew that they needed the money, and the birth of her child was getting very close.

- 1.1. Considering the above case, comment on the following statement: “Discipline is important in any workplace and Moses did what he had to do”. **[5]**
- 1.2. “Moses issued the final warning and therefore the dismissal was fair.” Do you agree with this statement? Why or why not? Substantiate your views. **[10]**
- 1.3. Denise went to her sister that evening and asked her what she thought about what had happened, denying that she had ever taken any spices. Her sister advised her to go back the following day and file a grievance. Would you agree with that advice? Why or why not? Explain fully. **[10]**

1.4. What advice would you give Freddy and Denise regarding the situation at Meet Meat Mates? Do they have an alternative in terms of the Labour Act, or they should forget about what happened and concentrate on formalising their street business where they can introduce fair labour practices. [9]

1.5. What advice would you give Moses regarding the “constructive and appropriate use of discipline in the workplace”? [8]

1.6. In a short summary, how did the Labour Relations Theory (LRT811S) as a course shape your understanding of the employment relationship in contemporary organisations? Do you foresee applying what you have learned thus far, how? *Here, you are required to express your understanding in your own words and not listing topics or themes appearing in your prescribed course materials. Also, please note that this question is twofold, the latter requiring you to relate theory to practice.* [8]

End of Paper!

Good Luck!