

Section A (Answer all the questions)

[50 marks]

Question 1

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

Imagine you are the new HR director of a company involved in the manufacturing of heavy equipment that are used to build roads. Part of your brief as HR Director is to come up with suggestions on how to increase profitability and decrease staff turnover. Your discussions will form part of a strategic planning session that will focus on how to turn the company around. Poor economic circumstances and general mismanagement of staff has led to very little pay increases, and staff turnover is at a record high. The company functions within a strong unionised environment, and you have only been in your new position for one day when you were told in no uncertain terms that “things need to change, or staff will engage in strike action to force the boss’s hand”.

- 1.1. You strongly believe in involving the employees in decisions that affect them. Compile a possible action plan on items to discuss with the unions and staff on matters that need changing. The focus of the initiatives should be employee participation and involvement. **[10]**
- 1.2. Consider how you will approach the unions on these matters as you know from experience that the unions may view these plans with skepticism. You want their buy-in in any new plans and want to assure them that you are not trying to erode their power base. **[10]**
- 1.3. Critically analyse the differences between the “tripartite” and “multipartite” perspectives of the employment relationship. **[10]**

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Yan Bai



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Decisions and Orders of the National Labor Relations Board United States. National Labor Relations Board, 2001
Decisions and Orders of the National Labor Relations Board, V. 328, April 7, 1999 Through August 31, 1999 ,
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National Labor Relations Board V. Paper Art Company, Inc ,1969 *Revere Camera Company V. National Labor Relations Board* ,1982 **National Labor Relations Board V. Mercury Marine Division of Brunswick Corporation** ,1982 **Multinationals, Unions, and Labor Relations in Industrialized Countries** Robert F. Banks, Jack Stieber, 1977
Collection of conference papers on labour relations between multinational enterprises and trade unions in OECD countries discusses decision making collective bargaining problems caused by international contact between home and host countries and responses to these problems by the trade unions Statistical tables Conference held in East Lansing 1974 November 10 to 13 **National Labor Relations Board V. Shedd-Brown Mfg. Co** ,1953 *Wausau Steel Corporation V. National Labor Relations Board* ,1966 **Labor Relations Reporter** ,1944 Each binder has a distinctive title 1 Analysis news and background information 2 Labor management relations decisions of boards and courts 3 Labor arbitration and dispute settlements 4 4A State laws 5 Wage 6 6A Wage and hour manual 7 Fair employment practice 8 8A Fair employment practice manual 9 Individual employment rights 9A Individual employment rights manual 10 Americans with disabilities cases and Labor relations expediter v 12 pt 1 2 Master index National Labor Relations Board V. W. A. Jones Foundry & Machine Co ,1941 American Newspaper Publishers Association V. National Labor Relations Board ,1951 *Palmers' Index to the Times Newspaper* ,1906 *Journal of the Engineering Institute of Canada* ,1920 Vol 7 no 7 July 1924 contains papers prepared by Canadian engineers for the first World power conference July 1924

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