

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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Decisions and Orders of the National Labor Relations Board United States. National Labor Relations Board, 1987
Monthly Labor Review , 1996-10 Publishes in depth articles on labor subjects current labor statistics information about current labor contracts and book reviews **National Labor Relations Act** United States. Congress. House. Special Committee to Investigate the National Labor Relations Board, 1940 **Inland Steel Company V. National Labor Relations Board** , 1939 Ebook: Fundamentals of Human Resource Management Raymond Noe, John Hollenbeck, Barry Gerhart, Patrick Wright, 2014-10-16 Fundamentals of Human Resource Management 5th Edition by Noe Hollenbeck Gerhart and Wright is specifically written to provide a complete introduction to human resource management for the general business manager This book is the most engaging focused and applied HRM text on the market Resources in Education , 1984 **Marshall Field & Company V. National Labor Relations Board** , 1942 **National Labor Relations Board V. Cutting, Incorporated** , 1981 Court Decisions Relating to the National Labor Relations Act United States. National Labor Relations Board, 1948 Public Papers of the Presidents of the United States United States. President, 1979 Containing the public messages speeches and statements of the President 1956 1992 Consolidated Papers, Inc. V. National Labor Relations Board , 1981 **National Labor Relations Board V. Sawyer Downtown Motors, Inc** , 1954
Indiana Metal Products Corporation V. National Labor Relations Board , 1952 **American Newspaper Publishers Association V. National Labor Relations Board** , 1951 **Peabody Coal Company V. National Labor Relations Board** , 1960 **National Labor Relations Board V. National Mineral Company** , 1942 The State and the Unions Christopher L. Tomlins, 1985-08-30 This 1985 book offers a critical examination of the impact of the National Labor Relations Act on American unions Dr Tomlins examines both the laws from the late nineteenth century and the history of the act s passage He shows how public policy confined labour s role in the American economy and the problems faced by unions that stem from these laws **National Labor Relations Board V. Process Corporation** , 1969 **Amendments to Expedite the Remedies of the National Labor Relations Act** United States. Congress. House. Committee on Education and Labor. Special Subcommittee on Labor, 1971 **National Labor Relations Board V. Local Union No. 74, International Association of Marble, Slate and Stone Polishers, Rubbers and Sawyers, Tile and Marble Setters' Helpers, and Marble Mosaic and Terrazzo Workers' Helpers of the United States and Canada, AFL-CIO** , 1972

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