#### 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]
  - Critically analyse the differences between the "tripartite" and "multipartite" perspectives of the employment relationship.

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<u>Congressional Record</u> United States. Congress,1949 The Congressional Record is the official record of the proceedings and debates of the United States Congress It is published daily when Congress is in session The Congressional Record began publication in 1873 Debates for sessions prior to 1873 are recorded in The Debates and Proceedings in the Congress of the United States 1789 1824 the Register of Debates in Congress 1824 1837 and the Congressional Globe 1833 1873

National Labor Relations Board V. Paper Art Company, Inc ,1969 Decisions and Orders of the National Labor Relations Board E.U.A. National Labor Relations Board, National Labor Relations Board, 2001-08 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 The Wayward Liberal Thomas E. Vadney, 2014-07-15 In the first political biography of Donald Richberg Thomas E Vadney traces the continuities and discontinuities in the American reform tradition from the days of the Progressives to the years after the New Deal Richberg's strong advocacy of the earlier liberalism contrasted with his equally strong rejection of post New Deal liberalism At the beginning of the New Deal Richberg supported Roosevelt s National Recovery Administration program but as time went on he was unable to accept the growth of big government and the welfare state that later evolved from it Many of the old liberals firmly believed in the viability of competition opportunity and individualism and abhorred the later efforts of younger liberals to expand the functions of government Donald Richberg's **American Newspaper Publishers** story is one of a persistent faithfulness to the older concept of liberalism **Association V. National Labor Relations Board**, 1951 *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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