



higher education & training

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

MARKING GUIDELINE

NATIONAL CERTIFICATE

LABOUR RELATIONS N6

19 June 2025

This marking guideline consists of 8 pages.

SECTION A (COMPULSORY)

QUESTION 1

1.1	1.1.1	True
	1.1.2	True
	1.1.3	True
	1.1.4	False
	1.1.5	True
	1.1.6	False
	1.1.7	False
	1.1.8	False
	1.1.9	False
	1.1.10	True

(10 × 2) (20)

1.2	1.2.1	C
	1.2.2	G
	1.2.3	I
	1.2.4	D
	1.2.5	F
	1.2.6	B
	1.2.7	J
	1.2.8	A
	1.2.9	H
	1.2.10	E

(10 × 2) (20)
[40]

TOTAL SECTION A: 40

SECTION B

Candidates had to answer any FOUR of the FIVE questions in SECTION B.

QUESTION 2

- 2.1
- Economic
 - Political
 - Legal environment
 - Social influences
- (4 × 2) (8)
- 2.2
- The economy:✓ Changes in the macro and micro economy will influence collective bargaining directly or indirectly.✓ It can lead to either easy and smooth bargaining or difficult and tough bargaining.✓
 - Politics:✓ Bargaining may become more aggressive and less cooperative if bargaining parties are absolutely opposed in political viewpoints✓ or if one party perceives the other as political opposition.✓
 - Technology:✓ Technological progress can lead to replacement of workers,✓ which will become a serious issue on the bargaining table.✓
 - Social influences:✓ Social problems experienced in particular communities, e.g. poor housing,✓ will follow their way to the bargaining table in the way of demands for housing benefits, etc.✓
 - Legal environment:✓ Government policy and legislation and the guidelines they set✓ will influence the bargaining structure established.✓ (5 × 3) (15)
- 2.3
- Union recognition
 - Drawing up of health and safety procedures
 - Disciplinary procedures
- (Any 2 × 1) (2)
- 2.4
- Collective bargaining takes place when the employee and employer negotiate with each other about terms and conditions of employment to reach a collective agreement.✓ It is a two-way process necessitated by a conflict of needs, interests, goals, values, perception and ideologies,✓ resting on a basic interdependency and commonality of interests,✓ through which management representatives and trade union representatives make collective agreements.✓ (4)
- 2.5
- A briefing group is a systematic,✓ face-to-face communication channel✓ through the line of command✓ by which groups of employees are informed or instructed✓ on aspects in the work environment that affect them.✓ (5)
- 2.6
- Negotiation
 - Mediation
 - Arbitration
 - Adjudication
 - Conciliation
- (Any 3 × 2) (6)
- [40]**

OR

QUESTION 3

- 3.1
- Poor communication
 - Lack of openness
 - Lack of trust between people
 - Conflicting resources (competition for resources)
 - Personality or style differences
 - Conflicting perceptions or opinions
 - Different personal values, goals and ideologies
 - Non-compliance with rules and policies
 - Misunderstandings/Poor understanding
 - Competition (e.g. between organisations or between workers)
 - Poor leadership/managers failing to be open to their employees
 - Authority issues
 - Distribution of profits
 - Decision-making powers
 - Status
 - Accountability structures
- (Any relevant 5 × 1) (5)
- 3.2
- If there is a collective agreement containing a dispute resolution procedure, that procedure must be followed.
 - If the parties are members of a council, the procedures in the council's constitution must be followed.
 - If there is no agreed dispute resolution procedure as outlined above, the procedures in the LRA must be followed.
 - The issue in dispute should be referred in writing to the CCMA or to a bargaining or statutory council.
 - The CCMA or council must try to settle the dispute by conciliation within 30 days.
 - If this fails, the CCMA or council must issue a certificate saying that the dispute has not been resolved.
 - The employee must get at least 48 hours' notice in writing of the proposed lockout. The employer may then proceed with the lockout.
- (7)
- 3.3
- Economic
 - Recognition
 - Sympathy or secondary
 - Solidarity
 - Strategic
 - Rotating
 - Sit-in
 - Expected
 - Wildcat
 - General
- (Any 4 × 2) (8)

- 3.4
- Reasons for proposed retrenchment
 - Previously considered alternatives
 - Number of employees and employment categories to be affected
 - Number of retrenched or redundant employees during preceding period of 12 months
 - Proposed severance pay
 - Proposed selection methods
 - Proposed assistance to be given to the retrenched
 - Possibility of future re-employment
 - Total number of persons employed (Any 5 × 2) (10)
- 3.5 A dispute is a continuous disagreement✓ between an employer and employees with their unions✓ regarding a matter of common interest✓ that is work-related✓ that affects their relationship.✓ (5)
- 3.6
- To correct unacceptable behaviour
 - To adjust behaviour
 - To adjust training
 - To indicate clearly what unacceptable behaviour means
 - To help employees to clearly understand what acceptable and desirable behaviour means (5)
- [40]

OR

QUESTION 4

- 4.1 A disciplinary code is an official set of standards, rules and regulations of an organisation✓ according to which employees must adhere.✓ It must be fair, reasonable,✓ logic, easily understood and acceptable to all.✓ (4 × 1) (4)
- 4.2
- Collective bargaining
 - Mediation
 - Arbitration
 - Strikes
 - Lock-outs
 - Work-stoppages (Any 5 × 1) (5)

- 4.3
- Competing: Assertive; uncooperative; tries to attain one's own concern at the other party's expense; does it through empowerment
 - Accommodating: Unassertive; cooperative; satisfies the other's concerns; neglects own concerns
 - Avoiding: Unassertive; uncooperative; neglects both your own and the other party's concerns; side-steps or postpones raising of conflict issues
 - Collaborating: Assertive; cooperative; attempts to fully satisfy both parties' concerns
 - Compromising: Seeks partial satisfaction for both parties; looks for a middle-ground position; results in mutual sacrifice (5 × 2) (10)
- 4.4
- Presence (record names of all people requested to be present)
 - Read charges or complaints to employee
 - Explain the hearing procedures
 - The employer states their case
 - The employee states their case
 - Summary
 - Decide on finding of guilty or not guilty
 - Make findings known
 - Appeal for mitigation
 - Decide on a type of sanction or punishment
 - Announce the sanction of punishment
 - Inform employee about their right to appeal
 - Finalise documentation (13)
- 4.5
- To avoid the escalation of conflict that may become disruptive
 - To contain the issues in dispute at the earliest possible stage
 - To obtain maximum information about the issue in dispute
 - To explore different options for handling the dispute
 - To arrive at a solution that both parties can accept
 - To avoid an outcome that results in a win/lose situation (6)
- 4.6
- Employees do not lose their wages as easily as in a strike.
 - It is more difficult for managers to take action against the employees.
 - Employees cannot be replaced by temporary workers.
 - If production can be accurately measured, wages may be decreased for below-average production. (Any 1 × 2) (2)
- [40]

OR

QUESTION 5

- 5.1 A grievance is a complaint other than a demand from a trade union formulated by a collective body,✓ related to employees' treatment or position within their daily working routine.✓ It warrants formal attention of management because it may result in a dispute.✓ It could be indicated by a high absence rate, high labour turnover or a strike.✓ (4 × 1) (4)
- 5.2
- It creates an opportunity for upward communication.
 - It prevents grievances from developing into other more serious actions.
 - It ensures that complaints are effectively dealt with by management.
 - It is an effective method/communication channel to voice a grievance.
 - It develops a culture to solve problems internally. (5 × 2) (10)
- 5.3
- Interdict
 - Compensation
 - Dismissal of strikers (3 × 2) (6)
- 5.4
- Distributive bargaining
 - Integrative/Cooperative bargaining
 - Intra-organisational bargaining
 - Attitudinal structuring (4 × 2) (8)
- 5.5
- To put pressure on an employer without direct action being taken
 - To punish an employer for past actions
 - To force an employer to return to the status quo that existed before employees were dismissed or had taken action against them
 - To spark action by stakeholders (4)
- 5.6 Arbitration involves the appointment of a third party,✓ who acts as an adjudicator in a dispute✓ and decides on the terms of the settlement.✓ It does not promote the continuation of collective bargaining.✓ (6)
- 5.7
- To apply an employee's services elsewhere because of personality clashes
 - To prevent a bigger problem from arising if the problem is not sorted out (Any 1 × 2) (2)
- [40]**

OR

QUESTION 6

- 6.1
- Degree of representation (30% representation)
 - Trade unions with bigger numbers are usually more powerful, but this is not always the case
 - Sufficient power and influence
 - Registration with the Registrar of Labour Relations
 - Number of employees joining the trade union
 - Type of employees (Any 5 × 2) (10)
- 6.2
- CCMA
 - Accredited bargaining council
 - Labour court
 - Labour Appeal Court
 - IMSSA (Independent Mediation Service of South Africa)
 - Private agencies (Any 5 × 1) (5)
- 6.3
- It is a means of withholding labour.
 - It affects production without actually stopping the operation of the company.
 - It brings the dissatisfaction of the workforce to the eyes of management.
 - It has the same effect as a strike. (4 × 2) (8)
- 6.4
- To promote the interests of all employees in the workplace
 - To enhance efficiency in the workplace
 - To be consulted by the employer with the view to reach consensus about work-related matters
 - To participate in joint decision making (4 × 2) (8)
- 6.5
- Rights and duties
 - Wages
 - Allowances
 - Bonuses
 - Working conditions
 - Hours of work
 - Holidays
 - Productivity
 - Housing (Any 6 × 1) (6)
- 6.6
- Conflict is a condition✓ that exists between two or more people✓ when there is disagreement over an issue.✓ (3)

[40]

TOTAL SECTION B: 40
GRAND TOTAL: 200