



FINAL EXAMINATION
NOVEMBER 2023

COURSE TITLE	NEGOTIATION AND CONFLICT MANAGEMENT
COURSE CODE	TPAD3253
DATE/DAY	17 FEBRUARY 2024 / SATURDAY
TIME/DURATION	09:00 AM - 11:00 AM / 02 Hour(s) 00 Minute(s)

INSTRUCTIONS TO CANDIDATES :

1. Please read the instruction under each section carefully.
2. Candidates are reminded not to bring into examination hall/room any form of written materials or electronic gadget except for stationery that is permitted by the Invigilator.
3. Students who are caught breaching the Examination Rules and Regulation will be charged with an academic dishonesty and if found guilty of the offence, the maximum penalty is expulsion from the University.

(This Question Paper consists of 3 Printed Pages including front page)

*****DO NOT OPEN THE QUESTION PAPER UNTIL YOU ARE TOLD TO DO SO*****

There are FOUR (4) questions in this paper. Answer ALL questions based on the article below in the answer booklet provided. [100 MARKS]

Union negotiating for better benefits for laid-off Lazada staff

SINGAPORE - The Food Drinks and Allied Workers Union (FDAWU) is negotiating with Lazada for better benefits for the e-commerce company's laid-off employees, with the talks being facilitated by the Ministry of Manpower (MOM). This comes after the retrenched employees were told that they would receive two weeks salary for each year of service, FDAWU and the National Trades Union Congress said in a joint statement on Jan 6. The union is an affiliate of the NTUC. "FDAWU do not find this satisfactory and are negotiating for additional benefits for affected eligible workers," the joint statement said.

In a separate statement, the MOM said it facilitated discussions between the union and Lazada on Jan 5, and added that there was good progress. Lazada had cut an undisclosed number of employees in Singapore on Jan 3 without informing the union, despite these workers being unionised. The cuts spanned various departments across the company as well as its regional offices from countries including Malaysia, Indonesia and Vietnam.

The latest job cuts come amid speculation regarding a potential initial public offering for Lazada's parent company, Alibaba International Digital Commerce, in the United States in 2024 first reported in May 2023. FDAWU and NTUC said that Lazada has since apologised for not informing them of the retrenchment exercise, with both organisations having earlier expressed their disappointment.

A MOM spokesperson said: "Lazada is working closely with MOM and the FDAWU to ensure that the restructuring exercise is held in a fair and responsible manner, including offering affected employees adequate support and appropriate retrenchment benefits in line with industry standards." A Lazada spokesperson said that the company is "proactively cooperating" and consulting the Singapore government, NTUC, FDAWU and other relevant agencies, and will continue to do so. The spokesperson said: "We respect local labour laws and our employees' well-being."

Source: Asiaone, January 6, 2024, By Wallace Woon

QUESTION 1

(25 Marks)

Explain the **FIVE (5)** steps of negotiation processes that FDAWU and Lazada could have adopted to resolve the laid-off issues.

QUESTION 2

(25 Marks)

A negotiation team from FDAWU might think of crossing over to persuasion as crossing the "CREEK" when negotiating with Lazada. Explain "CREEK".

QUESTION 3

(25 Marks)

If you were a negotiation team from FDAWU, suggest **FIVE (5)** recommendations you would like Lazada to consider for a better retrenchment scheme for affected employees. Discuss.

QUESTION 4

(25 Marks)

Do you think the layoff exercise is the right move for Lazada to stay competitive in the Singapore market? Why or why not? Justify your arguments.

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***** END OF QUESTION PAPER *****