

M.B.A Semester-III Examination
MANAGEMENT OF INDUSTRIAL RELATIONS
Paper-MBA/3301/H

Time : Three Hours]

[Maximum Marks : 70

- Note :—** (1) Attempt all questions.
(2) Figures to the right indicate marks.

SECTION—A

1. (A) What is labour administration ? Discuss the different role of labour administrative machinery in industrial relations. 14

OR

- (B) Explain the impact of technological changes on work, employment and industrial relations. 14

SECTION—B

2. (A) What are the objectives of Trade Union ? Why do Trade Unions in India often fail to achieve their objectives ? 7
(B) The Labour Commission of Karnataka, home to the country's largest tech hub in Bengaluru, has certified the formation of the Karnataka State IT/ITES Employees Union (KIUS) under the Trade Unions Act, 1926, and the Karnataka Trade Union Regulations 1958. This is the significant moment for IT industry, being the first dedicated IT employees. Trade Unions trying to mobilise technology employees grappling with drastic changes confronting India's IT industry have made their first breakthrough. Does the Indian IT industry need Trade Unions ? How can unionisation create harmful effects on IT industry in Bengaluru ? 7

OR

- (C) Write the procedure for registration of Trade Union in India. Also brief the right of Trade Unions. 7
(D) A trade union leader complained to the HR department that a particular general manager in operations was flouting international labour standards and indulging in unfair labour practices. On his part, the manager concerned reasoned that implicit in the freedom of association is the freedom not to associate. Also, freedom of association implies a multiplicity of unions because if there is no choice there is no freedom.

Since in the manager's view the existing union was not working in the interest of the worker so that when some employees came to discuss the subject with him, he suggested to them that they should start another union which would behave more responsibly. He offered that all possible help would be extended to the workers for formation of another union. Can a management sponsor a union or encourage the formation of another union so that the employees name a choice ? Justify. 7

3. (A) Why negotiation is important nowadays ? What are the common skills required for negotiation ? 7
(B) Arun was sleeping on night duty in a petrochemical complex. Later, in the same company, Bose, on duty near the front desk, was also found sleeping. The same company had a third incident within a week when Kumar, who was working in the Accounts Section where he does not normally have contact with external customers was found sleeping on duty. Whether the gravity of misconduct in each of the three cases is the same ? Should punishment be the same or different in all three cases ? Discuss. 7

OR

- (C) What are the different causes of industrial disputes ? Briefly discuss the machinery for settlement of industrial disputes. 7
- (D) In a company XYZ, the trade union was not happy with the final offer made by the Personnel Director. Therefore, they approached the chairman of the company. The Chairman of the company patiently heard the view of trade union and expressed surprise and told to the trade union the Personnel Director should not have offered such a big raise that would adversely affect the competitiveness of the company. The trade union did not pursue the matter with the Chairman any further. It went to the Personnel Director and told her that they would accept the final offer made by her. But after the remark of Chairman, Personnel Director was hesitating to accept trade union offer. For the collective bargaining purpose, what steps would you like to take and why ? 7

SECTION—C

4. (A) What do you understand by employee participation ? How employee participation affect on performance of company ? 7
- (B) Explain the concept and practice of co-ownership in India. 7

OR

- (C) What is the role of participative management in organisational innovativeness ? Explain. 7
- (D) Explain the concept of productive bargaining. 7

SECTION—D

5. The past few years have been a nightmare not only for Maruti, but also for a host of other companies like Coal India, Dhanlaxmi Bank. Dunlop. Jet Airways, M & M ; the list is getting longer by the day. Employees of even much smaller entities like Meru, a car leasing company, got influenced by the general employer bashing mood. The reasons for the labour pains of each of these companies are vastly different, but the industrial relations scenario in India has not been so bad for many years now. Coal India unions have threatened to go on strike if their demand is not met. It was exactly the opposite at the Dunlop factory in West Bengal's Sahaganj unit. Hours after the owners announced suspension of work, unions affiliated to different political parties vowed to fight together against the "evil intentions" of the management. The Dhanlaxmi Bank case was much more serious that an industry union alleged and expressed doubts about the Bank survival.

These are the serious industrial-relations issues, but insignificant compared to what is happening in Maruti Suzuki, India's biggest car maker. What is worse is the complete collapse of trust between the workers and management. Indian economy which is about to lean heavily on service sector, along with industry. Jet Airway's pilots went on a strike. There were millions of passengers who landed up in trouble. But going beyond individual company issues, one thing is clear that the industry and the industrial relations are in unrested condition and this is growing in the country.

Questions :

- (A) Analyse the case. 3
- (B) Suggest the various reasons for unrest of industrial relations in India. 5
- (C) How harmonious industrial relations should be implemented in current economic scenario in India ? 6