

**M.B.A. (Semester – III) Examination**  
**MANAGEMENT OF INDUSTRIAL RELATIONS**  
**Paper—MBA/3301/H**

**Time—Three Hours]**

**[Full Marks—70**

**N.B. :— (1) Attempt ALL questions.**

**(2) Figures to the right indicate full marks.**

**SECTION—A**

1. (a) Explain in detail approaches to industrial relations and importance of harmonious industrial relations.

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**OR**

- (b) Write the different Industrial Relations problems encountered in the public sector units in India and how the same can be tackled effectively ?

14

## SECTION—B

2. (a) What are the different types of trade unions ? Explain the four important types of union structures with advantages and disadvantages of trade unions. 7
- (b) Prepare a SWOT (strengths weaknesses are internal to the organisation and opportunities and threats external to organization) analysis of trade union movement in India. 7

## OR

- (c) Discuss the key provisions in trade union legislation relating to threshold limit for union registration, role of outsiders, political funding and immunity from civil and criminal liability and evaluate their relevance in today's context. 7
- (d) A trade union leader complained to the HR department that particular general manager in operations was flouting international labour standards and indulging in unfair labour practices. On his part, the manager

employed Marketing Executives felt that the old managers would not accept new ideas proposed by them, whereas the old managers opine that Marketing Executives thought very high of them and did not allow themselves to share others experiences and ideas. Both felt that there were no special interactions between the groups.

- (a) Analyze the problem in this case. 4
- (b) What do you recommend to solve the problem ? 5
- (c) How quality circle will be proved as a solution to problem mentioned in above case ? 5

## SECTION—C

5. South Indian Bank was instituted in 1980. Most of the employees joined as clerks with M.Com. qualification in 1980 and in 2005 became Branch Managers and Regional Managers. These managers have been performing various functions including marketing functions of the bank like purchasing of deposits and selling of advances. Top management of the bank decided to employ candidates with MBA (Marketing) qualification as Marketing Executives in 2006. The management's decision protested by the bank managers, saying that they could perform with their long experience, the marketing functions effectively. But top management ignored the opposition of the managers, and employed MBA candidate as marketing executives. MBAs joined the bank in 2006 and assumed the responsibilities of purchasing of deposits, selling advances and recovery of advances. The performance of bank was poor during 2006 and 2007 especially in areas like deposit mobilisation, sanctioning of advances and recovery of advances. The personnel management besides other departments of the bank was asked to find out the reasons for the declining performance of the Bank. The newly

concerned reasoned that implicit in the freedom of association is the freedom not to associate. Also, freedom of association implies a multiplicity of union 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 workers or the company. When some employees came to discuss the subject with him, he suggested to them that they start another union which would behave more responsibly. He offered that all possible help would be extended to the workers to ensure their freedom of association.

Can a management sponsor a union or encourage the formation of another union so that the employers have a choice ?

7

3. (a) Describe grievance settlement procedure. Bring out its merits and demerits. 7
- (b) In BG-LIN Pvt. Ltd. employees from 'Quality Control' department are demanding for revision in wages and better working conditions. But, management rejected

their demands, this led to emergence of industrial disputes. By involving the interference of a third party, how this issue can be settled. 7

**OR**

- (c) What are the features and causes of Industrial Disputes ? 7
- (d) The workers in service station of Informatics Systems Pvt. Ltd. are found violating the rules of discipline frequently. You are assigned with a task of improving their work behaviour. Which approach will you use to deal with such indiscipline ? And why ? 7
4. (a) Define the term collective bargaining. What are the characteristics of collective bargaining ? 7
- (b) In Endurance System Ltd. plant head observed that production department is filled with negativity. Casual approach which is reflecting through poor performance of production department.

Being an HR manager the task of enhancing the morale of workers of production department is handed over to you. How can you use participative management to solve this issue and creating positive work culture ? 7

**OR**

- (c) What is meant by workers participation in management ? Why is it needed ? 7
- (d) R.K. Brewery Ltd. produces varieties of soft drinks and mineral water. Mr. Abhishek joined R.K. Brewery as Chief HR. Mr. Abhishek introduced performance based salary in company, and this scheme was very successful. Now this is the time for salary revision. Suggest Mr. Abhishek, whether he should go for collective bargaining or individual bargaining and why ? 7