

AS-776

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 full marks.

SECTION—A

1. (a) Explain the role of the Government Employer and the trade union in maintaining smooth industrial relations, also explain the importance of smooth industrial relations. 14

OR

- (b) Describe the perspectives of IR in detail. Also explain the impact of globalization and privatization on industrial relations. 14

SECTION—B

2. (a) Describe functions and characteristics of trade union and give the reasons why workers join trade unions. 7
- (b) To improve the productivity Sunny Food Ltd. wants to introduce automation in work process. This decision of management is resisted by Union Members. This is disturbing the union-management relationship.

Being an industrial relations manager how will you handle the situation and improve union-management relation ? 7

OR

- (c) Why do trade unions in India often fail to achieve their objectives ? Suggest measures for the successful functioning of trade unions. 7
- (d) In the plant of an Automobile Company of Chakan, Pune, the management and workers union executed an agreement in March 2010 for 9 years which lasts till 2019, with a clause that provides wage revision in three years. This wage revision was due in March 2013. But union arbitrarily terminated the agreement and raised demands on the management. Workers demanded an annual hike of Rs. 15,000, apart from the benefits of variable dearness allowance. The union had then submitted separate list of 37 demands which also seek clarity on company's promotion policy, eligibility for housing loan of Rs. 5 lakh, education loan of Rs. 2 lakh and

marriage loan of Rs. 50,000. Union also demanded a work study at the site to measure how much production is possible in 480 minutes. Over and above union made audacious demand of allotting 500 shares of the company to each worker at Re. 1/- per share only.

According to you what inspired workers' union to raise such a demand. Are these demands justified ? Explain. 7

3. (a) What is Industrial Dispute ? Explain various machineries for settlement of Industrial Disputes. 7

(b) Rao was sleeping on night duty in a petrochemical complex. Later, in the same company, Sharma on duty near the front desk was found sleeping. The same company had a third incident within a week. Ghai, who was working in the accounts section where he does not normally have contact with external customers was found sleeping on duty. As per your notion, gravity of misconduct in each of the three cases is the same or different ? Which approach will you use to deal with such kind of indiscipline ? 7

OR

(c) Why do Industrial Disputes crop up ? How these can be avoided ? 7

(d) ABC Company is in a Financial Crunch. After organizational analysis it was found that one of the reasons behind company financial sickness is overstaffing in company. Hence, management decided to retrench extra employees. And these employees are in continuous service in company for more than one year. According to Law, suggest what conditions should be fulfilled and which procedure is to be adopted in retrenchment of these employees ? 7

SECTION-C

4. (a) Explain the concept of productive bargaining and gain-sharing. 7

(b) Explain the concept and practices of co-ownership in India. 7

OR

(c) Explain workers participation in management. Describe the conditions essential for the success of workers participation in management. 7

(d) "Participative Management is nothing but participation of workers in decision making." Elaborate. 7

SECTION-D

5. Standard Electricals Ltd. is pioneer in producing electrical components having its production plants in Delhi, Mumbai, Goa, Nasik and Chennai.

The Chennai plant was facing difficulty in meeting its budgets and production quotas. Mr. Satyaprakash was appointed as a plant head at Chennai plant. Mr. Satyaprakash was very ambitious and also an autocratic leader. He believed in exercise of authority and control to carry out his decisions. To improve the condition of Chennai plant Mr. Satyaprakash made a preliminary study of the plant and issued instructions to all departments to reduce budgeted expenses and increase the productivity by 10%, in a specified quarter.

Mr. Satyaprakash checked performance reports and operations critically at the end of the quarter. He suspended four supervisors who had performed below average and failed to meet the production quotas. Mr. Satyaprakash also called those supervisors who performed just an average; in a given quarter. Supervisors clarified to Mr. Satyaprakash that they need training as they didn't receive training after the installation of new machineries. They also need some functional authority as now they need to take prior approval from central authority to execute their decisions and because of which they can't execute their decisions timely due to which production gets hampered.

Mr. Satyaprakash replied that don't make an excuse; you have to achieve your targets without making complaints.

Unhappy with this, these supervisors resigned. In next quarter the condition of plant become worse, and finally Mr. Satyaprakash put in his papers.

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| (i) Analyze the case. | 5 |
| (ii) How would you handle the situation if you get appointed as a new plant head of Chennai Plant ? | 5 |
| (iii) Does employee empowerment always work positively ? | 4 |

