

**M.B.A. Semester—III Examination**  
**MANAGEMENT OF INDUSTRIAL RELATIONS**  
**PAPER—MBA/3301/H**

Time : Three Hours]

[Maximum Marks : 70

**SECTION—A**

1. (A) What is Industrial relations ? Discuss some suggestions for the improvement of industrial relations and reduce disputes. 14

**OR**

- (B) Discuss the concept of Industrial relations and the emerging socio-economic scenario. 14

**SECTION—B**

2. (A) Explain the structure and types of trade unions in India. 7  
(B) A manager of an organization is facing the problem in solving individual problems of the employees. The company has total 500 employees on rolls. Manager thought to take the help of trade union but the management is not supporting him. As a HR professional you are required to guide the management about the importance of trade union. 7

**OR**

- (C) Discuss the functions of Trade Union. 7  
(D) A group of employees discouraged and harassed by the management come together and are thinking to form trade union to give the justice to all employees. But they don't know how to proceed. You are required to help them in registering their union. How will you do this ? Explain. 7  
3. (A) What can be different causes of employee grievance ? Discuss. 7  
(B) If problems are allowed to accumulate unsolved their quantity may get so great that they may have adequate pressure "to blow-off the lid of the whole section". To have a good grievance system what important steps will you take if you are a responsible authority in management ? 7

**OR**

- (C) Discuss the nature of collective settlement. 7  
(D) "Negotiations are a process by which men's mind and opinions are changed and should be approached by both sides with an understanding that it is likely to produce these results." Do you agree with this statement ? Justify. 7

**SECTION—C**

4. (A) What is meant by productive bargaining ? Explain. 7  
(B) Discuss different forms of employee involvement and participation. 7  
**OR**  
(C) Discuss the hurdles in the way of workers participation in India. 7  
(D) Discuss government policies for workers participation in management. 7

## SECTION—D

5. Companies struggle everywhere to retain the sense of ownership. Entrepreneurship unfortunately disappears as they become bigger. What is critical for employees is to try to maintain the feeling that they are responsible for success, that they can execute their ideas. But, large organizations tend to create bureaucracies, create system and processes that stifle some of that. What HCL has done extremely well is to retain the DNA of a small entrepreneurial company's being able to retain the freedom to evaluate, the freedom to make decisions and the freedom to act. What is remarkable with HCL has been the ability to retain that kind of culture in a fast growing company with more than 30,000 employees who have been added to the workplace in the past few years. All these achievements have been made possible by the "Employees first, Customers second" model that proved to work extremely well. Chief Human Resource Officer (CHRO) of HCL recognizes that it is the employees who bring the value to the customers. System and processes are secondary, what is critical is to use employees intelligently.

### Questions :—

1. Discuss the initiatives taken by HCL to empower the employees. 7
2. As we know "Customers are the God": in this sense do you agree with the view of CHRO of HCL ? Justify. 7