



PG – 928

**III Semester M.B.A. Degree Examination, February 2017**  
**(CBCS)**  
**MANAGEMENT**  
**Paper – 3.5.2 : Industrial and Employee Relations**

Time : 3 Hours

Max. Marks : 70

**SECTION – A**

Answer **any five** of the following questions. **Each** question carries **5** marks. **(5×5=25)**

1. What is the significance of employee relations ?
2. Define industrial dispute. State the causes of industrial disputes.
3. Explain the role of trade unions in collective bargaining.
4. What is gratuity ? Illustrate calculation of gratuity in different cases.
5. What is the importance of conciliation machinery ?
6. State the benefits under Maternity Benefit Act, 1961.
7. What are the challenges arising due to employees working on night shifts ?

**SECTION – B**

Answer **any three** questions. **Each** question carries **10** marks. **(3×10=30)**

8. Elaborate the evolution of IR policies in India.
9. Discuss the problems and challenges of trade unions in India.
10. Describe the important provisions of ESI Act, 1948.
11. Explain the prevention and settlement procedure of industrial disputes in India.

P.T.O.



SECTION – C  
(Compulsory)

12. Case Study :

(1×15=15)

In one public sector undertaking with a chequered past, a line manager was appointed as the Chief of Personnel. Within a year after taking up the assignment, he had to sign a wage agreement with the workers' union. The union at that time was dominated by non-technical staff. The union's charter of demands favoured the interests of the dominant members' groups. It asked for a significant revision in gardener's pay, but was not equally vocal in pressing for the increase in the pay scales of the workers in certain technical grades. The management conceded these demands because the union cooperated with them in keeping the burden of the pay revision well within the guidelines of Bureau of Public Enterprises (BPE).

Once the agreement was signed and communicated to the employees/members by the management and the union respectively, there was commotion among the technical employees. They walked out of the union and formed a separate technical staff union. They marched round the company premises holding the placards which read, "Here grass cutters get more than the gas cutters". In the engineering assembly unit till the pay revision occurred, welding was a highly rated job. But not any longer.

**Questions:**

- 1) Was the action of union management justified and why ?
  - 2) Forming a separate union was both right and wrong. Explain.
  - 3) What are the legal implications of forming a separate union ?
  - 4) If you were in place of management, what factors would you like to consider before finalizing the wages ?
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PG – 1093

III Semester M.B.A. Degree Examination, February 2016  
(CBCS) (2014-15 and Onwards)  
MANAGEMENT

Paper – 3.5.2 : Industrial and Employee Relations

Time : 3 Hours

Max. Marks : 70

SECTION – A

Answer **any five** of the following questions. **Each** question carries **five** marks. (5×5=25)

1. Discuss the evolution of IR in India. What were the different approach to study IR ?
2. Discuss the salient features of ID Act, 1947. What are the dispute settlement mechanisms ?
3. What is Trade Union ? Discuss the salient features of Trade Union Act, 1926.
4. What are the various social security legislation in India ? Discuss in brief each legislation.
5. Define the following concepts :
  - a) Registered Trade Union
  - b) Joint Management Council
  - c) Lay off and retrenchment
  - d) Bonus
  - e) Disablement benefit.
6. What are the salient features of ESI Act, 1948 ? What are the benefits covered during the course of accident and disablement ?
7. What is gratuity ? What are the provisions under the Payment of Gratuity Act, 1972 ?

P.T.O.



## SECTION - B

Answer **any three** questions. **Each** question carries **ten** marks. **(3×10=30)**

8. Discuss about the Health, Safety and Welfare provisions under the Indian Factories Act, 1948. How relevant is this Act in today's organisational setting ?
9. What are the various provisions covered under the Maternity Benefit Act, 1961 ?
10. What are the labour legislation pertaining to employees working on night shift, female employees ?
11. Write short notes on :
  - a) Collective bargaining
  - b) Standing orders.

## SECTION - C

12. This is **compulsory** Section : **(1×15=15)**

**Case Study :**

For Bata, labor had always posed major problems. Strikes seemed to be a perennial problem. Much before the assault case, Bata's chronically restive factory at Batanagar had always plagued by labor strife. In 1992, the factory was closed for four and a half months. In 1995, Bata entered into a 3-year bipartite agreement with the workers, represented by the then 10000 strong BMU, which also had the West Bengal government as a signatory.

On July 21, 1998, Weston was severely assaulted by four workers at the company's factory at Batanagar, while he was attending a business meet. The incident occurred after a member of BMU, Arup Dutta, met Weston to discuss the issue of the suspended employees. Dutta reportedly got into a verbal duel with Weston, upon which the other workers began to shout slogans. When Weston tried to leave the room the workers turned violent and assaulted him. This was the second attack on an officer after Weston took charge of the company, the first one being the assault on the Chief Welfare Officer in 1996. In February 1999, a lockout was declared in Bata's Faridabad Unit. Middleton commented that the closure of the unit would not have much impact on the company's revenues as it was catering to lower-end products such as canvas and Hawaii chappals. The lock out lasted for eight months. In October 1999, the unit resumed production when Bata signed a three-year wage agreement.



On March 8, 2000, a lockout was declared at Bata's Peenya factory in Bangalore, following a strike by its employee union. The new leadership of the union had refused to abide by the wage agreement, which was to expire in August 2001. Following the failure of its negotiations with the union, the management decided to go for a lock out. Bata management was of the view that though it would have to bear the cost of maintaining an idle plant (Rs. 3 million), the effect of the closures on sales and production would be minimal as the footwear manufactured in the factory could be shifted to the company's other factories and associate manufacturers. The factory had 300 workers on its rolls and manufactured canvas and PVC footwear.

In July 2000, Bata lifted the lockout at the Peenya factory. However, some of the workers opposed the company's move to get an undertaking from the factory employees to resume work. The employees demanded revocation of suspension against 20 of their fellow employees. They also demanded that conditions such as maintaining normal production schedule, conforming to standing orders and the settlement in force should not be insisted upon.

In September 2000, Bata was again headed for a labour dispute when the BMU asked the West Bengal government to intervene in what it perceived to be a downsizing exercise being undertaken by the management. BMU justified this move by alleging that the management has increased outsourcing of products and also due to perceived declining importance of the Batanagar unit. The union said that Bata has started outsourcing the Power range of fully manufactured shoes from China, compared to the earlier outsourcing of only assembly and sewing line job. The company's production of Hawaii chappals at the Batanagar unit too had come down by 58% from the weekly capacity of 0.144 million pairs. These steps had resulted in lower income for the workers forcing them to approach the government for saving their interests.

- 1) What are the limitations in our ID Act, 1947 ? What ratification in the Act should Indian Govt. take ?
  - 2) As Management Student, what are the various steps needs to be taken to see that, such incidence will not occur in the Company ?
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