

No. of Printed Pages : 6

MS-24

MANAGEMENT PROGRAMME

Term-End Examination 00608

December, 2011

MS-24 : EMPLOYMENT RELATIONS

Time : 3 hours

Maximum Marks : 100

(Weightage 70%)

Note :

- (i) There are two Sections - A and B.
 - (ii) Attempt any three questions from Section - A.
All questions carry 20 marks each.
 - (iii) Section - B is compulsory and carries 40 marks.
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SECTION - A

1. Discuss the role of Indian constitution in evolving labour policy. Identify the impact of ILO on industrial relations. 20
2. What are the principles of industrial adjudication ? Briefly discuss the power and status of arbitrators. 20
3. Outline the rationale for workers's participation in management. Discuss the issues involved in participative forums in India. 20

4. **Discuss various structural types of trade unions. 20**
Briefly describe the structure of trade unions in India with illustration.
5. **Outline the negotiation guidelines. Discuss the 20**
Skills and traits of negotiating team.



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SECTION - B

6. Read the following case carefully and answer the questions given at the end of the case. 40

Amit Plastics was a private limited company engaged in the manufacture of PVC Rigid pipes and fittings. With the boom in agricultural production in the country the demand for products of this company was high. It employed about 100 persons, primarily to look after the production schedule working at two shifts. The workers and the management had a cordial relationship for long, until there were problems as a result of withdrawal of a facility, known as 'salary advance'. The genesis of 'salary advance' was as follows : One day Mr. Jain who was the Chairman cum Managing Director (CMD) of the company was going to his factory when the driver mentioned to him about some difficulties at home and wanted monetary advance. Mr. Jain agreed to allow him to take his one month's salary as advance and to manage his expenses. This naturally made driver. Mohan, happy and he mentioned about the generosity of the CMD to some of his friends/colleagues. The advance did not carry any interest and was deductible in twelve instalments.

After some days a plant supervisor came to the CMD and requested that he also be sanctioned one month's salary as advance in view of some illness in his family. The CMD agreed in this case also and the supervisor was well satisfied.

This news became the talk of the company and every one who was in need of money used this "approach" to obtain advances.

Mr. Jain being a father figure of the company

and having the employees welfare at heart agreed to such requests periodically. The officers of the company who were also noticing this phenomenon with interest, one day requested the CMD, in one of the monthly meetings to grant them also this facility. The CMD of course mentioned that this facility was only for workers and plant-level supervisors and not for officers, who were better placed. On persistent demand at the meeting, he agreed to go into this problem on a case to case basis. Over the 5 years period the withdrawal of salary advance at the beginning of the year i.e. in January/February became a matter of routine for almost all the categories of employees. The Accounts Department of the company used to send a statement indicating the amount required in January/February for meeting this facility. The Chairman was almost shocked to notice that Rs. 7 to 8 lakhs was required for this purpose.

With the increase in the prices of raw materials, as also other competitors coming in the field, the cash-flow position of the company was delicate and the management was thinking as to how to improve the financial position, and in particular cash-flow.

At this time the administration manager of the company resigned due to domestic reasons, and a new General manager (Incharge, Admn. and Finance) was appointed.

In his brief to Mr. Kumar, the new General Manager (Admn.) the CMD stressed the need for improving the productivity and also informed about the delicate cash flow position of the company. The new General Manager (Admn.)

had long meetings with his officers and thought of taking new initiatives.

The CMD gave all autonomy and support to GM (Admn.) to improve the productivity and financial health of the company. The GM scrutinized various expenditure heads and initiated various measures to reduce expenditures which were affecting adversely the cash-flow position of the company. The GM issued a circular regarding withdrawal of salary advance facility. This was resented to by all concerned and a "whisper campaign" commenced against the GM (Admrt.).

The Union of the company called a meeting and the matter was discussed at length. It was decided that this issue be taken up with GM (Admn.). During the course of meeting the GM expressed his helplessness and the meeting adjourned abruptly.

The Union gave a notice to the management to restore the facility, failing which they would be taking other agitational methods.

In the meantime, the GM realising the seriousness of the situation asked workers to give them applications which would be examined on an individual basis. But no advance was sanctioned.

The request for withdrawal of salary advance of some officers and plant supervisors were summarily rejected. Officers were told that they were senior people and they should understand the organisation's financial requirements. In the meantime. The officers who were already feeling frustrated on account of various reasons, formed an association and raised

this issue, as one of their demands. The Management while dealing with the Officers' Association took a firm stand and rejected this demand. The Officers' Association gave a notice of a "slow-down" and the productivity of the company was adversely affected.

Because of lack of supervision on the part of the officers and workers sympathising with the officers, there was a sharp fall in the production target of the company. As a result the Workers Union and the Officers Association demanded the removal of the GM (Admn). The CMD was worried about the worsening situation of the company.

Questions :

- (a) Identify the problems in this case.
 - (b) As CMD how would you handle an explosive situation of this kind ?
 - (c) In the light of this case, do you think the CMD made a mistake in giving his driver one month's advance salary in the initial instance ? Discuss.
 - (d) Comment on the behavioural aspects of the unionised workers and officers vis-a-vis top management.
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No. of Printed Pages : 3

MS-24

MANAGEMENT PROGRAMME

Term-End Examination

June, 2012

MS-24 : EMPLOYMENT RELATIONS

Time : 3 hours

Maximum Marks : 100

(Weightage 70%)

Note : (i) There are two Sections - A and B.

*(ii) Attempt any three questions from Section - A.
All questions carry 20 marks each.*

(iii) Section - B is compulsory and carries 40 marks.

SECTION-A

1. Explain the meaning of industrial relations. 20
Discuss Dunlop's approach to industrial relations.
2. Briefly explain the structure of trade unions in India. 20
3. What strategies are to be adopted for making negotiation exercises meaningful ? 20
4. Briefly explain the issues involved in participative forums in India. 20
5. What is grievance ? Outline the details involved in handling employee grievance procedures. 20

SECTION-B

6. Read the case given below and answer the questions given at the end. 40

Mr. Raghupati started a carrier company in 1998 with just Rs. 1,00,000 and three employees. He developed the company to the tune of Rs.100 million turnover and 300 employees by 2007. He wants to expand the operations of the company to new towns and also to new customers. The company had always paid higher salaries and provided better benefits than comparable employers in the city. But, he found that his employees wanted to form a union, even though he offers higher salaries.

One day Mr. Raghupati was overhearing the conversation of employees about the formation of union in the company. He thought for a while and got disappointed immediately as he has been one of the good pay master; but yet he could not get the maximum contribution, commitment and support of the employees.

He spent whole night thinking of the possible problem. He got into a different psychological state and started thinking of how he could make use of the situation for the betterment of the company. He got an idea that he should inspire the employees to form a union and let the union demand for still higher salaries.

Immediately he implemented the idea and encouraged the employees to form a union. His idea worked well. Quite a surprise to the expectations of the employees, Mr. Raghupati inaugurated the union and encouraged the union to make their demands. Trade Union leaders after a year met the CEO with a charter of demands. He made a counter proposal while appreciating the union leaders for their charter of demands. His counter proposal includes additional contribution and commitment from employees side for every rupee of hike in salaries and benefits. Trade union leaders appreciated and accepted the counter proposal made by the CEO.

Mr. Raghupati encouraged trade union leaders to enlighten employees and enhance their deficiencies for higher wants and better life.

Questions :

- (a) Why were the employees not content with the salaries and benefits ?
- (b) How do you analyse Mr. Raghupati's strategy of encouraging employees to form a trade union?
- (c) How do you perceive the strategy followed by the CEO in making the counter offer for the employees and its ramification to their trade union.

No. of Printed Pages : 5

MS-24

MANAGEMENT PROGRAMME

Term-End Examination

December, 2012

03260

MS-24 : EMPLOYMENT RELATIONS

Time : 3 hours

(Weightage 70%)

Note : (i) There are two Sections - A and B.

(ii) Attempt any three questions from Section - A.

All questions carry 20 marks each.

(iii) Section - B is compulsory and carries 40 marks.

SECTION - A

1. What are the provisions under the Industrial Disputes Act for settlement of industrial disputes ? Discuss briefly.
2. Discuss the issues inherent in managing internal affairs of the unions. Explain the role and significance of leadership in this context.
3. Discuss briefly the emerging issues in collective bargaining.
4. Identify the factors responsible for failure of participative forums. Suggest strategies for making them effective.

5. Write short notes on *any three* of the following :

- (a) Misconduct
- (b) The "Red-Hot-Stove Rule"
- (c) Employers organization
- (d) Negotiation skills
- (e) Industrial discipline



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SECTION - B

6. Read the case given below and answer the questions given at the end.

A nationalised road transport corporation introduced an incentive scheme for the bus crew (staff) so as to provide better transport facilities to the maximum number of passengers as there was no other transport agency operating on the same route. Moreover, this would increase the revenue of the corporation. In accordance with this scheme, the corporate fixed a certain amount of the level of revenue to each route as base revenue. If the revenue earned by a particular trip was equal to the base revenue, the conductor and driver of that bus would be eligible to receive the incentive amount of one percent of the base revenue. If the revenue exceeded the base amount the conductor and driver could get higher percent on incremental revenue as incentive bonus.

In a bid to take advantage of this incentive scheme, the bus conductors of almost all the routes started to overload the buses exceeding double the seating capacity (i.e., 49 seating capacity plus 49 standing passengers). This scheme had been functioning successfully, benefiting the passengers, the bus crew and particularly the corporation, as the cost of operation of the bus did not increase in proportion to the increase in revenue.

Mr. 'A' had been working as a conductor in 'Z' depot of the road transport corporation. He was on duty on 19th September 2008 on a route (R to K

passenger bus). He had overloaded the bus almost to a double of the seating capacity. Mr. X — a passenger of that bus did not purchase a ticket despite repeated enquiries of the conductor, because the heavy overloaded condition of the bus and his illness. The conductor was unable to count the passengers because of the overload. In this state, the ticket checking officers stopped the bus, verified the tickets of all the passengers and found that Mr. X had not purchased a ticket. They blamed the conductor for not issuing the ticket and the passenger for not buying the ticket. Then Mr. X in a written appeal to the checking staff stated that he had not purchased the ticket despite repeated enquiries by the conductor because he was ill and the bus was heavily overloaded. He requested, therefore, not to take any action against the conductor. The ticket checking staff collected the ticket fare and penalty from Mr. X and suspended the conductor ignoring the written request made by Mr. X. Moreover, the repeated requests made by the co-passengers of that bus was not paid any heed to.

The suspension of the conductor created an uproar among all the bus crew of the depot (Z). The operating staff (conductors and drivers) held a meeting on 19th September itself and resolved to limit the intake of passengers to the seating capacity. This decision was implemented with immediate effect. Consequently, most of the commuters were unable to leave for their destination. Passengers of almost all the routes experienced many difficulties while travelling.

Average revenue per day of 'Z' bus depot declined to Rs. 75,000 from Rs. 1,00,000 between 20th and 27th September. The suspension of Mr. A at 'Z' bus depot served as the potential "fuel" for the staff, working in other depots to launch a work-to-rule agitation. Viewing the situation, the officials of the corporation re-examined the whole case and withdrew the suspension order served on Mr. A on 27th September 2008.

Questions

1. Who is correct ? The personnel department or the foreman or the collective bargaining committee.
2. Where do you place this issue for redressal ?
3. How do you redress this grievance ?



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No. of Printed Pages : 4

MS-24

MANAGEMENT PROGRAMME

Term-End Examination

June, 2013

MS-24 : EMPLOYMENT RELATIONS

Time : 3 hours

Maximum marks : 100

(Weightage 70%)

Note : (i) There are two Sections - A and B.

(ii) Attempt any three questions from Section - A.

All questions carry 20 marks each.

(iii) Section - B is compulsory and carries 40 marks.

SECTION - A

1. Briefly explain the Gandhian approach to industrial relations. 20
2. Briefly explain the reasons for the formation of managerial unions and its activities. Explain with suitable examples. 20
3. What are the special features of collective bargaining, in India ? 20
4. Briefly discuss the factors responsible for the failure of participative management schemes in India. 20
5. Explain the bases of classification of act of misconduct relating to discipline. Give examples. 20

SECTION - B

6. Read the case given below and answer the questions given at the end : 40

The Standard Textile Printing Works conduct business in high quality printing of superior textiles. It has a good reputation in the market. The Company employs about 500 workers and works in three shifts a day. There is no union in the plant. The chief executive of the works is the General Manager who is assisted by three Shift Managers, six Supervisors and twelve Assistant Supervisors.

For the past few months, the General Manager had been receiving frequent complaints from Shift Managers that a large number of pieces of customer's cloth were missing from the plant and they could not account for the losses. The General Manager took a serious view of the losses because it meant not only payment of damages to the customers but also the company's reputation in the market. He therefore, ordered a close search of workers at the time of their leaving the work-place for home. As a result of these searches, a couple of workers were caught with pieces of cloth hidden inside their dresses. They were chargesheeted for theft subsequently dismissed after the domestic enquiry.

Some day's back, during lunch interval, Vinayak, a worker in the folding department saw an Assistant Supervisor taking a piece of cloth and putting it in his brief case. Vinayak immediately reported the matter to the Shift Manager who came to the department and found the said piece of cloth in the briefcase of the Assistant Supervisor. Without any discussion, he asked the Assistant Supervisor to see him in his office. A week passed, and the concerned Assistant Supervisor continued to attend to his work.

During this period, the Assistant Supervisor threatened Vinayak that the latter's days here were numbered. This upset Vinayak. He approached the Shift Manager and enquired of him as to what action was taken against the Assistant Supervisor. The Shift Manager politely replied, "I am thankful to you for whatever you did; it is none of your business to know what action we are taking against him. Remember that, after all, he is your officer." Vinayak felt irritated, but left the Shift Manager's office without a word.

On the same day, when the watchman was about to search Vinayak while he was leaving the plant, Vinayak shouted at the watchman saying, "I will not allow myself to be searched unless the officers are also searched. They are the real

thieves." The watchman detained Vinayak at the gate and reported the matter to the General Manager, who called vinayak to his office. On being questioned by the General Manager, Vinayak told him all about the piece of cloth in the Assistant Supervisor's briefcase and subsequent events and repeated what he had said to the watchman. The General Manager thereupon asked him angrily, "Do you mean to say that we are thieves?" Vinayak replied, "You can take it that way, if you like." The General Manager recorded the incident along with Vinayak's reply to his question and took Vinayak's signature on it.

Next day Vinayak was served with a suspension order for his "Act of insubordination and indecent behaviour." Thereafter, the General Manager referred the case to the Personnel Manager.

Questions :

- (a) How far is the action of General Manager Justified ?
- (b) As the Personnel Manager how would you deal with this case ?
- (c) Give reasons for the way you would handle this case.

No. of Printed Pages : 4

MS-24

00625

MANAGEMENT PROGRAMME

Term-End Examination

December, 2013

MS-24 : EMPLOYMENT RELATIONS

Time : 3 hours

Maximum Marks : 100

(Weightage 70%)

- Note :**
- (i) There are *two* sections - A and B.
 - (ii) Attempt *any three* questions from section - A. All questions carry 20 marks each.
 - (iii) Section - B is *compulsory* and carries 40 marks.

SECTION - A

1. What are the concepts, scope and objectives of industrial relations in organizational context ? 20
2. Critically evaluate the problems and prospects of outsider and insider leadership in unions. Explain with examples. 20
3. Outline the conditions required for the success of collective bargaining. 20
4. What are the objectives of workers participation in management ? Explain the degrees and forms of participative management. 20

5. What are the steps that are involved in handling employee grievances ? Explain the steps. 20

SECTION - B

6. Read the case given below and answer the questions given at the end. 40

Rajan Road Transport Corporation introduced an incentive scheme in 1996. The bus crew will get the incentive bonus if the income of a bus during a particular day in a particular route crosses the standard amount of collections. The standard amounts for all the routes are fixed by the administration on the basis of average income in the preceding year in the respective routes. The crew get one percent of the excess amount over and above the standard amount. The collections to the corporation increased phenomenally after the introduction of the scheme as the crew has been taking extra care in clearing all the passengers awaiting bus for their journey. Prior to this, the bus crew did not allow the passengers over and above the seating capacity. But they have been overloading the buses since 1996 and it is allowed by the corporation.

The corporation has been running a bus from Rajahmundry to Vangalpudi. There was heavy traffic in this route on 13th July. The crew overloaded the bus to the tune of double the

seating capacity (i.e., 54 seating capacity and another 54 standing passengers). The conductor issued tickets and requested the passengers to buy tickets several times. He felt that all the passengers had bought the tickets and his job was completed.

The ticket checking staff were camping at Sitanagaram a mid-point between Rajahmundry and Vangalpudi. They stopped the bus at Sitanagaram and started checking the tickets. They found that all the passengers except an old lady sitting on the floor of a corner of the bus did not buy the ticket. They collected penalty from her and issued a ticket. Immediately they issued the suspension order to the conductor, despite his request and the requests of the passengers. The passengers told the checking staff that he had done his job sincerely and in good faith. The old lady also informed the checking staff that it was purely her mistake and she was suffering from fever and hence she could not buy the ticket. But the checking staff did not consider these requests.

The conductor informed the Trade Union leaders at Rajahmundry about his suspension on phone. The Trade Union leaders met the Depot Manager, explained him the incident and requested him to withdraw the suspension order. The Depot Manager refused to do it and the Trade Union leaders announced a wild cat strike. The traffic was affected badly and the commuters

suffered a lot. The strike continued for one week. The loss of income was around Rupees two lakh per day. The issue started affecting the other depots. The General Manager of the Corporation instructed the Depot Manager on 21st July, to solve the issue immediately. Then the Depot Manager discussed the issue with the union leaders and withdrew the suspension order.

Questions :

1. Evaluate the disciplinary procedure followed in this case in punishing the conductor.
2. If you were the ticket checking staff, how would you tackle the issue ?
3. If you were the Depot Manager, what steps would you take in different stages of this case ?

No. of Printed Pages : 5

MS-24

MANAGEMENT PROGRAMME

Term-End Examination

02148

June, 2014

MS-24 : EMPLOYMENT RELATIONS

Time : 3 hours

Maximum Marks : 100

(Weightage 70%)

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- Note :** (i) Attempt *any three* questions from **Section - A**.
(ii) All questions carry **20** marks.
(iii) **Section - B** is compulsory and carries **40** marks.
-

SECTION - A

1. Explain the concept and scope of Industrial Relations. Critically evaluate Dunlop's approach to Industrial Relations.
2. Explain the concept of collective bargaining. Describe its elements and processes.
3. Discuss the meaning and legal framework of Grievance. Briefly explain various approaches to grievance resolution.
4. Highlight the current perspectives in the Industrial Relations management. Discuss its issues and challenges.

5. Write short notes on any three of the following :
- (a) Equity and Fairness
 - (b) Managerial Unionism
 - (c) Conciliation
 - (d) Negotiation skills
 - (e) The Trade Unions Act, 1926

SECTION - B

6. Read the case given below and answer the questions given at the end.

Mr. Nandkishore is a workman employed in the despatch department of a cement factory. The factory is located in one of the towns of a politically sensitive state. It employs about 1,500 employees besides the managerial staff. The annual turnover of the company is around Rs. 150 crores and its capacity utilization is 75 percent.

The factory has three unions besides a Security Staff Association and a Management Association. For eight years, only one union has been recognized, on the basis of its "claim" that it has the largest following of workmen. Continued recognition of a single union led to strained relations between the two unrecognized unions and the Management, and also among the unions themselves.

Mr. Nandkishore is an office bearer of one of the unrecognized unions. The industrial relations situation in the factory has been fluctuating from periods of harmony to periods of disturbances.

On December 10, 1988, Mr. Nandkishore fell down from the ladder, while working during the second shift. This accident resulted in serious injury to his right arm. He was admitted to a Government hospital for treatment. An accident report was sent to the Commissioner under Workmen's Compensation Act, to determine the amount of compensation if any, to be paid to Mr. Nandkishore for the loss of any earning capacity. Meanwhile, the union in which he is an office bearer requested the management to pay a sum of Rs. 5,000 as advance to the injured workman for covering medical expenses. It also stated that the above amount may be deducted from the compensation which Mr. Nandkishore may get, according to the Commissioner's decision. The Management paid Rs. 3,000 as advance, after obtaining a written undertaking from the union that this amount will be deducted from the compensation payable. The union also agreed to this condition. It also arranged for the release of Rs. 2,000 from the Labour Welfare Fund.

The Medical Officer treating the workman submitted a report in February, 1989. The Medical

Report did not mention any kind of disablement (Full / Partial, Temporary / Permanent) to the workman. The Commissioner, after processing the case and studying the report, ruled that the workman, Mr. Nandkishore shall be paid only half - monthly wages for these two months against his request for compensation as there was no permanent or partial disablement.

On receipt of this report from the Commissioner, the Management asked the workman to repay Rs. 3,000 given as an advance and requested the union to do the needful in this regard. The union, however, contended that since the accident occurred during and in the course of employment, the Management must treat it as ex - gratia payment and that it should not demand its repayment as the money was used for treatment. The Management, however, pointed out that at the time of taking advance, both the union and workman had agreed that this amount will be recovered from the compensation payable and since no compensation is payable, the workman should pay back the advance. The Management, further pointed out that it cannot waive the recovery of the above advance as it is bound by the rules.

The union however insisted that Management should not proceed on the recovery of advance from the workman. The Management

also heard rumours that the said union may stage a “show down” over this issue.

Questions :

- (a) Identify the problems in the case and analyse the issues which led to genesis of the problem.
- (b) How should one deal with such a situation ?
- (c) Discuss the Act under which this case can be dealt.



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MS-24

MANAGEMENT PROGRAMME

Term-End Examination

December, 2014

MS-24 : EMPLOYMENT RELATIONS

Time : 3 hours

Maximum Marks : 100

(Weightage 70%)

Note : (i) Attempt *any three* questions from **section - A**.

All questions carry 20 marks.

(ii) **Section - B** is *compulsory* and carries 40 marks.

SECTION - A

1. Explain the constitutional framework of Industrial Relations. Describe the impact of ILO on Industrial Relations.
2. Explain various approaches and emerging issues in collective bargaining.
3. Discuss the factors responsible for failure of participative schemes in India. Explain the strategies for making participative forums effective.
4. Define voluntary arbitration. Describe the judicial review of powers and status of arbitrators.
5. Write short notes on **any three** of the following.
 - (a) Employers organisations.
 - (b) Misconduct.
 - (c) Power and Authority.
 - (d) Registration of Trade Unions.
 - (e) Adjudication

SECTION - B

6. Read the case given below and answer the questions given at the end.

Small industries face the problems of close interaction between workers and employer and the illiteracy of the workers apart from the location problems. There is generally a tendency to victimise the workers. Normally, the problems do not surface since unionisation is not there in such industries.

AB and Co. was a large scale unit along with some ancillary units. One of the ancillary units 'A' Ltd, a profit - making one, was the engineering unit, undertaking contracts for the erection of machinery at different places. There were about 200 workers - 50 contract labourers, 60 permanent workers and the rest casual labourers. The workers wanted to form a union. They alleged that the management was merciless in removing the workers who tried to form a union and that though they wanted a union very badly to voice their grievances regarding wages, insecurity in service, etc, they could not form a union.

Observing the dissatisfaction of the workers, the management increased their wages on par with that existing in some of the nearby units. After some years, the nearby units hiked the wages of their employees and the workers of 'A' Ltd, requested the management to bring their wages also on par with the revised wage structure as was done earlier. The request was turned down by the management. Meanwhile, the other ancillary units also demanded parity in wages.

The workers of the entire group joined together and formed a union and got it registered. They sought the recognition of the union by the company. The company did not accede to this request and expecting problems, transferred the General secretary of the union to another insignificant ancillary unit situated in another town. Also, finding that most of the union workers are in the main unit 'A' and were attending the night shift, cancelled shift itself without giving any notice to anyone. Some persons were also removed from service. When the office bearers of the union represented about these, the management transferred them also.

Discreetly, however, the management sent word to the union representatives that if they resign from the union, their cases would be considered for retransfer. They did not agree. The workers then resorted to 'go-slow' tactics etc. and the management resorted to a lock out. The matter was taken up by the Labour Commissioner for negotiations. It was time and again ensured by the company that negotiations with the Labour Commissioner got postponed.

The management leased out the factory to another owner and the union protested against this stating that even if provisions of the Industrial Disputes Act are applied, the removed workers will not come back and those who were transferred will suffer victimisation. The union filed a suit in the High Court praying for a writ to declare the lease illegal. The court dismissed the suit as it had no jurisdiction and also stated that this should be settled with the Labour Commissioner and the State Government. The labourers started agitating and preventing the functioning of the unit.

Questions :

- (a) How will you approach this problem ?
 - (b) Discuss the legality of the lease.
 - (c) Is the approach of the company right ?
 - (d) Was the union ineffective ?
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No. of Printed Pages : 3

MS-24

MANAGEMENT PROGRAMME

Term-End Examination

June, 2015

MS-24 : EMPLOYMENT RELATIONS

Time : 3 hours

Maximum Marks : 100

(Weightage 70%)

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- Note :** (i) *There are **two** Sections, **A** and **B**.*
- (ii) *Attempt **any three** questions from **Section - A**.
Each question carries **20** marks.*
- (iii) ***Section - B** is **compulsory** and carries **40** marks.*
-

SECTION - A

1. Define industrial relations. Discuss Dunlop's approach to industrial relations.
2. Briefly explain the evolution of Managerial Unions in India. Describe the factors influencing the formation of Managerial Unions in India.
3. Define Collective Bargaining. Examine the unique features of Collective Bargaining in Indian context with illustrations.
4. Discuss the need for Workers Participation in Management (WPM). State the issues involved in participative forums in India.

5. Write short notes on **any three** of the following.
- (a) Voluntary arbitration
 - (b) Acts of misconduct
 - (c) The "Red - Hot Stove" Rule
 - (d) Managing Trade Unions
 - (e) Discipline in Industry

SECTION - B

6. **Read the case given below and answer the questions given at the end.**

In one state, the Chief Minister was invited to the annual conference of a union where union elections were also scheduled. The Chief Minister inaugurated the conference and observed as follows : "I propose that you elect Mr. XYZ as your president and the president in turn elect his team." Before the members could understand the significance of what the Chief Minister had said there was a big round of applause from the audience - presumably orchestrated by supporters of the Chief Minister's nominee for presidency of the union.

Before anyone could say anything, quite a few queued up and began to garland Mr. XYZ. Mr. XYZ then rose and announced the names of his nominees. The elections concluded. Those who were elected were happy about the smooth and cordial manner in which the elections had been held. Referring to two cases in the recent past in neighbouring factories, they said, in one the rival unions spent a lot of money in elections. From where had the money come. Would the ones who had spent so much money not want to recover it in one form or another ? Another elected person

was talking about how management manipulated the elections to have a 'company' union. Some of the people who had aspired to contest were dismayed but could not do much because of the atmosphere in which the whole thing had happened.

Questions :

- (a) Comment on the case and the divergent view points/perceptions of those who won the elections without contesting and those who wanted to contest but could not.
 - (b) Discuss the problem of trade union democracy.
 - (c) What suggestions do you have to make trade unions truly for the members, of the members, and by the members ?
 - (d) What role, if any, should management have in the manner in which unions are administered ? Is there a justification for managements to intervene in the internal matters of unions on the grounds that the internal dynamics of unions affect the functioning of the company wherein the unions operate.
-

No. of Printed Pages : 3

MS-24

01541

MANAGEMENT PROGRAMME

Term-End Examination

December, 2015

MS-24 : EMPLOYMENT RELATIONS

Time : 3 hours

Maximum Marks : 100

(Weightage 70%)

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- Note :** (i) *There are two Sections A and B.*
(ii) *Attempt any three questions from Section - A.*
Each question carries 20 marks.
(iii) *Section - B is compulsory and carries 40 marks.*
-

SECTION - A

- 1.** Discuss the constitutional framework of industrial relations. What is the impact of ILO on industrial relation.
- 2.** Briefly describe the structure of trade unions in India.
- 3.** Identify the factors responsible for the formation of white collar managerial unions. Briefly discuss the evolution of managerial unions in India.
- 4.** Define discipline in industry. Discuss the acts of misconduct.

5. Write short notes on **any three** of the following :
- (a) Nature and content of Collective Bargaining.
 - (b) Powers and duties of conciliation officers.
 - (c) Trade Unions Act 1926.
 - (d) Equity and fairness in employment relations.
 - (e) Rationale for participation.

SECTION - B

6. Read the case given below and answer the questions given at the end :

The Aristocrat Baggage Company's Suggestion Committee is meeting. The members of the committee are listening to a report by the Secretary on the discussion that had taken place in the Company's Joint Consultative Committee meeting to which he was invited.

One of the workers' representatives of the Joint Consultative Committee had brought up the case of the operator, Raman Gandhi, who three years before had put in a suggestion regarding the dispatch procedure which was turned down by the Suggestion Committee. Two years later a new Dispatch Manager was appointed. Apparently, a year after his appointment he introduced what virtually amounted to the idea suggested by Mr. Gandhi.

Mr. Gandhi was furious when he heard about this and complained to the union leaders. He stated that his idea was stolen and that he will never give any new ideas under the suggestion scheme. "It is ramp" he announced. Some of his colleagues agreed with him.

At the Joint Consultative Committee meeting, the Secretary had a somewhat tough time during the heated discussion. Subsequently, as he discussed the matter with the new Dispatch Manager, the latter stated that "in any case the situation is different now. Gandhi's idea could not have been workable at that time". The Suggestion Committee discussed the matter, but failed to take any decision in this case.

Questions :

- (a) What is the problem in this case ?
- (b) Should it be mandatory for the Suggestion Committee to give reasons if it turns down any suggestion by a worker ?
- (c) How would you deal with the present situation ? What step would you take to avoid the recurrence of such a problem in future ?
- (d) How would you encourage the workers to participate in the suggestion scheme of the company ?

No. of Printed Pages : 3

MS-024

MANAGEMENT PROGRAMME

Term-End Examination

December, 2016

MS-024 : EMPLOYMENT RELATIONS

Time : 3 hours

Maximum Marks : 100

(Weightage 70%)

-
- Note :** (i) *Attempt any three questions from Section-A.*
(ii) *All questions carry 20 marks.*
(iii) *Section-B is compulsory and carries 40 marks.*
-

SECTION - A

1. Explain various approaches to industrial relations.
2. Give an overview of collective bargaining in the public sector in India.
3. Define adjudication. Explain the principles of industrial adjudication.
4. Briefly discuss the issues covered in the Participative Forums in India.

5. Write short notes on **any three** of the following :
- (a) Approaches to grievance resolution.
 - (b) Remuneration of the second National Commission on labour.
 - (c) Principled Negotiations.
 - (d) Methods used for verification of trade union membership.
 - (e) Conflict versus Cooperation in the context of Industrial relations.

SECTION - B

6. Read the case given below and answer the questions given at the end.

A well known business house started an industrial unit using new technology under the name Royal Electronics. Their system of management in general was of the old type where everything was centralised on a personal level. However, in case of new company, due to various factors like distance, time etc., the industry was allowed to develop on autonomous lines and was put in charge of a U.K. trained Engineer.

Considering the various aspects, the industry was progressing well. But due to the lack of adequate attention to labour and industrial relations, a strike occurred. It generated tensions and fears among the executives, both on the production side and in other departments. Several engineers and executives left jobs including Labour Officer who felt insecure due to vacillation and interference from top management.

Finally the strike was resolved. But some workers were still under charge-sheets. Their cases had been conducted by the new Labour Officer who had joined at the height of strike. One day, the Factory Manager received a call from the Managing Director to dismiss the Labour Officer immediately. The Factory Manager solicited reasons at least to justify his action, but to no avail. In fact, the Managing Director came personally to meet the Labour Officer and gave him the dismissal letter. The Labour Officer was appointed by the Factory Manager and so he went to the latter who said that he could do nothing now.

Questions :

- (a) Analyse the factors that led to a break-down of industrial relations in the Royal Electronics.
 - (b) How should the cases of chargesheeted employees be dealt with ?
 - (c) What course of action will you suggest for the Factory Manager ?
 - (d) As Labour Officer, what would be your steps after receiving the letter of dismissal from the Managing Director.
-

No. of Printed Pages : 4

MS-024

01735

MANAGEMENT PROGRAMME

Term-End Examination

June, 2017

MS-024 : EMPLOYMENT RELATIONS

Time : 3 hours

Maximum Marks : 100

(Weightage : 70%)

-
- Note :** (i) *Attempt any three questions from Section - A.*
(ii) *All questions carry 20 marks.*
(iii) *Section - B is compulsory and carries 40 marks.*
-

SECTION - A

1. Briefly explain John T. Dunlop's approach to industrial relations.
2. Describe the structure of trade unions in Indian context.
3. Outline the emerging issues in collective bargaining. Discuss in relation to Indian scenario.
4. Discuss the strategies that can be adopted for making participative forums effective.

5. Write short notes on **any three** of the following :
- (a) Advantages of formal mechanism of grievance redressal.
 - (b) Works Committee
 - (c) Misconduct domestic enquiry
 - (d) Principled Negotiations
 - (e) Activities of Managerial Associations

SECTION - B

6. Read the case given below and answer the questions given at the end.

Anjul Industries Ltd. is a leading textile mills in Maharashtra having a workforce of more than 1200 employees, engaged in the manufacture of cotton yarn of different counts. The company has a well-established distribution network in different parts of the country. It has modernised all its plants, with a view to improve the productivity and maintain quality. To maintain good human relations in the plants and the organisation as a whole, it has extended all possible facilities to the employees. Compared to other mills, the employees of Anjul Industries are enjoying higher wages and other benefits.

The company has chief executive, followed by executives in-charge of different functional areas. The Industrial Relations Department is headed by the Industrial Relations Manager. The employees represented by six trade unions- A, B, C, D, E and F (unions are alphabetically presented based on membership) - out of which the top three unions are recognised by the

management for the purposes of negotiations. All the unions have maintained good relations with the management individually and collectively.

For the past ten years, the company has been distributing bonus to the workers at rates more than the statutory minimum prescribed under the Bonus Act. Last year, for declaration of rate of bonus, the management had a series of discussions with all recognised unions and finally announced a bonus, which was in turn agreed upon by all the recognised unions. The very next day when the management prepared the settlement and presented it before the union representatives, while unions A and C signed the same, the leader of union B refused to do so and walked out, stating that the rate of bonus declared was not sufficient. The next day, union B issued a strike notice to the management asking for higher bonus. The management tried its level best to avoid the unpleasant situation, but in vain. As a result, the members of union B went on strike. They were joined by the members of union D.

During the strike, the management could probe the reason for the deviant behaviour of union B leader; it was found that leader of union A, soon after the first meeting, had stated in the presence of a group of workers, "It is because of me that the management has agreed to declare this much amount of bonus to the employees. Union B has miserably failed in its talks with the management for want of initiative and involvement". This observation somehow reached the leader of union B as a result of which he felt insulted.

Soon after identifying the reason for union B's strike call, the Industrial Relations Manager brought about a compromise between the leaders of unions A and B. Immediately after this meeting, the strikers (members of union B and D) resumed work and the settlement was signed for the same amount of bonus as was originally agreed upon.

- (a) Was the leader of Union A justified in making remarks which made the leader of Union B feel offended ?
- (b) What should be management's long-term strategy for avoiding recurrence of inter-union differences on such issues ?
- (c) If you were the Industrial Relations Manager, what would have you done had the union B resorted to strike for a reason other than mentioned in the case ?

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No. of Printed Pages : 3

MS-024

00955

MANAGEMENT PROGRAMME

Term-End Examination

December, 2017

MS-024 : EMPLOYMENT RELATIONS

Time : 3 hours

Maximum Marks : 100

(Weightage 70%)

-
- Note :** (i) *Attempt any three questions from Section-A.*
(ii) *All questions carry 20 marks.*
(iii) *Section-B is compulsory and carries 40 marks.*
-

SECTION - A

1. Briefly discuss the impact of ILO and role of law on industrial relations in India.
2. Outline the factors responsible for the persistence of outside leadership in the trade unions in India.
3. Briefly explain Chamberlain's model of collective bargaining with suitable examples.
4. Discuss the issues covered in the participative forums in India.

5. Write short notes on any three of the following :
- (a) Principles of adjudication.
 - (b) Red Hot-Stove Rule.
 - (c) Attributes of a Successful Negotiator.
 - (d) Degrees and Forms of Participative Management.
 - (e) The Marxist approach to industrial relations.

SECTION - B

6. Read the case given below and answer the questions given at the end :

A well known business house started an industrial unit using new technology under the name Royal Electronics. Their system of management in general was of the old type where everything was centralised on a personal level. However, in case of new company, due to various factors like distance, time etc., the industry was allowed to develop on autonomous lines and was put in charge of a U.K. trained Engineer.

Considering the various aspects, the industry was progressing well. But due to the lack of adequate attention to labour and industrial relations, a strike occurred. It generated tensions and fears among the executives, both on the production side and in other departments. Several engineers and executives left jobs including Labour Officer who felt insecure due to vacillation and interference from top management.

Finally the strike was resolved. But some workers were still under chargesheets. Their cases had been conducted by the new Labour Officer who had joined at the height of strike. One day,

the Factory Manager received a call from the Managing Director to dismiss the Labour Officer immediately. The Factory Manager solicited reasons at least to justify his action, but to no avail. In fact, the Managing Director came personally to meet the Labour Officer and gave him the dismissal letter. The Labour Officer was appointed by the Factory Manager and so he went to the latter who said that he could do nothing now.

Questions :

- (a) Analyse the factors that led to a break-down of industrial relations in the Royal Electronics.
- (b) How should the cases of chargesheeted employees be dealt with ?
- (c) What course of action will you suggest for the Factory Manager ?
- (d) As Labour Officer, what would be your steps after receiving the letter of dismissal from the Managing Director ?

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No. of Printed Pages : 7

MS-24

MANAGEMENT PROGRAMME

Term-End Examination

June 2018

02610

MS-24 : EMPLOYMENT RELATIONS

Time : 3 hours

*Maximum Marks : 100
(Weightage 70%)*

Note :

- (i) *There are **three** Section A, B and C.*
- (ii) *Section A is for the students who have registered before January, 2018. Attempt any **three** questions from Section A; each question carries 20 marks. Section B is for the students who have registered for January 2018 semester onwards. Attempt any **three** questions from Section B, each question carries 20 marks, and Section C is **compulsory** and carries 40 marks.*

SECTION A

1. Explain the provisions regarding strikes and lockouts and settlement of industrial disputes under the Industrial Disputes Act, 1947.
2. Discuss the factors influencing the formation of managerial unions. Describe the various boundaries of managerial associations with which you are familiar.

3. Explain the meaning and concept of collective bargaining. Describe the conditions for success of collective bargaining process.
4. Explain the concept and objectives of Workers' Participation in Management. Discuss the workers' participation/employee involvement practices of an organization with which you are familiar.
5. Discuss the role of management in the era of new industrial relations strategies. Explain the latest developments in HRM for industrial relations issues.

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SECTION B

1. Discuss the historical perspective behind the labour policy of the Government of India.
2. Discuss the aims and objectives of the employers' organizations in India. Briefly describe the structure and functions of the employers' organizations in India.
3. Discuss the various steps in the bargaining process. Describe the conditions for the success of collective bargaining.
4. Briefly describe the factors responsible for failure of participative schemes in India. Discuss the strategies for making participative forums effective.
5. Define adjudication. Explain the principles of industrial adjudication.

SECTION C

6. Read the following case carefully and answer the questions given at the end :

40

Small industries face the problems of close interaction between workers and employers and the illiteracy of the workers, apart from the location problems. There is generally a tendency to victimise the workers. Normally, the problems do not surface since unionisation is not there in such industries.

AB & Co. was a large scale unit along with some ancillary units. One of the ancillary units 'A' Ltd, a profit-making one, was the engineering unit, undertaking contracts for the erection of machinery at different places. There were about 200 workers — 50 contract labourers, 60 permanent workers and the rest, casual labourers. The workers wanted to form a union. They alleged that the management was merciless in removing the workers who tried to form a union and that though they wanted a union very badly to voice their grievances regarding wages, insecurity in service, etc, they could not form a union.

Observing the dissatisfaction of the workers, the management increased their wages on par with that existing in some of the nearby units. After some years, the nearby units hiked the wages of their employees and the workers of 'A' Ltd, requested the management to bring their wages also on par with the revised wage structure as was done earlier. The request was turned down by the management. Meanwhile, the other ancillary units also demanded parity in wages.

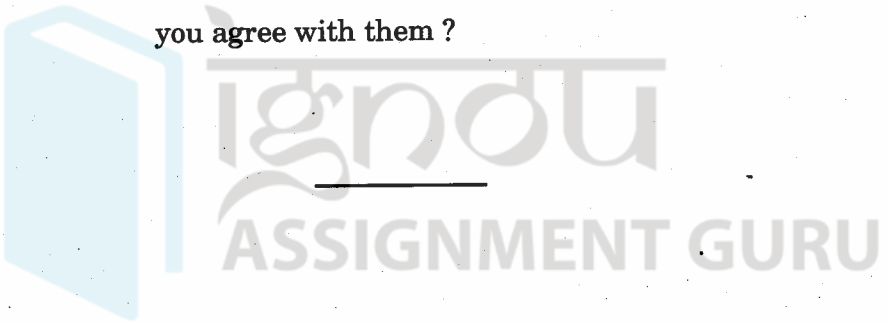
The workers of the entire group joined together and formed a union and got it registered. They sought the recognition of the union by the company. The company did not accede to this request and expecting problems, transferred the General Secretary of the union to another insignificant ancillary unit situated in another town. Also, finding that most of the union workers are in the main unit 'A' and were attending the night shift, cancelled the shift itself without giving any notice to anyone. Some persons were also removed from service. When the office bearers of the union represented about these, the management transferred them also.

Discreetly, however, the management sent word to the union representatives that if they resign from the union, their cases would be considered for retransfer. They did not agree. The workers then resorted to 'go-slow' tactics etc., and the management resorted to a lockout. The matter was taken up by the Labour Commissioner for negotiations. It was time and again ensured by the company that negotiations with the Labour Commissioner got postponed.

The management leased out the factory to another owner and the union protested against this stating that even if provisions of the Industrial Disputes Act are applied, the removed workers will not come back and those who were transferred will suffer victimisation. The union filed a suit in the High Court praying for a writ to declare the lease illegal. The court dismissed the suit as it had no jurisdiction and also stated that this should be settled with the Labour Commissioner and the State Government. The labourers started agitating and preventing the functioning of the unit.

Questions :

- (a) Discuss the main problematic areas in this case.
- (b) What will be your own approach in handling the case ?
- (c) Describe the perspective with which the authorities tried to handle the issues. Do you agree with them ?



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No. of Printed Pages : 4

MS-024

01693

MANAGEMENT PROGRAMME

Term-End Examination

December, 2018

MS-024 (Pre Revised) : EMPLOYMENT RELATIONS

MS-024 (Revised) : INDUSTRIAL RELATIONS

Time : 3 hours

Maximum Marks : 100

(Weightage 70%)

Note : (i) *There are three sections : Section - A is for the students who have registered for this course prior to July, 2017. Section - B is for the students who have registered for this course July, 2017 onwards. Section - C is compulsory for all.*

(ii) *Attempt any three questions from Section - A/ Section - B. All questions carry 20 marks. Section - C is compulsory and carries 40 marks.*

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SECTION - A

(Pre Revised)

1. Define and outline objectives of industrial relations. Briefly explain Dunlop's approach to industrial relations.
2. Briefly discuss the structure of Indian Trade Unions and highlight the present status of major trade unions in India.

3. Explain the evolution of managerial unions in India. Describe the factors influencing the formation of managerial unions in India.
4. Describe different approaches to grievance resolutions. Discuss the recommendation(s) of National Commission on labour for effective grievance procedure.
5. Briefly discuss the factors responsible for the failure of participative management schemes in India.

SECTION - B (Revised)

1. Describe the evolution of India's labour policy and its main postulates.
2. Discuss the origin and growth of employers' organisations in India. Also highlight the structure of employers' organisations in India.
3. Explain the various steps in bargaining process with the help of relevant examples.
4. Discuss how to design an appropriate participative forum and the dynamics involved in participation.
5. Discuss the alternative stages/modes of dispute settlement and the role of ILO in dispute settlement process.

SECTION - C

6. Read the case carefully and answer the questions given at the end.

V.J. Textiles is a leading industry having a workforce of more than 1200 employees, engaged in the manufacture of cotton yarn of different counts. The company has a well-established distribution network in different parts of the

country. It has modernised all its plants, with a view to improve the productivity and maintain quality. To maintain good human relations in the plants and the organisation as a whole, it has extended all possible facilities to the employees. Compared to other mills, the employees of V.J. Industries are enjoying higher wages and other benefits.

The company has a Chief Executive, followed by Executives in-charge of different functional areas. The Industrial Relations Department is headed by the Industrial Relations Manager. The employees are represented by five trade unions - A, B, C, D and E (unions are alphabetically presented based on membership) - out of which the top three unions are recognised by the management for purposes of negotiations. All the unions have maintained good relations with the management individually and collectively.

For the past ten years, the company has been distributing bonus to the workers at rates more than the statutory minimum prescribed under the Bonus Act. Last year, for declaration of rate of bonus, the management had a series of discussions with all recognised unions and finally announced a bonus, which was in turn agreed upon by all the recognised unions. The very next day when the management prepared the settlement and presented it before the union representatives, while Unions A and C signed the same, the leader of Union B refused to do so and walked out, stating that the rate of bonus declared was not sufficient. The next day, Union B issued a strike notice to the management asking for higher bonus. The management tried its level best to avoid the unpleasant situation, but in vain. As

a result, the members of Union B went on strike. They were joined by the members of Union D.

During the strike, the management could probe the reason for the deviant behaviour of Union B leader; it was found that leader of Union A, soon after the first meeting, had stated in the presence of a group of workers, " It is because of me that the management has agreed to declare this much amount of bonus to the employees; Union B has miserably failed in its talks with the management for want of initiative and involvement". This observation somehow reached the leader of Union B as a result of which he felt insulted.

Soon after identifying the reason for Union B's strike call, the Industrial Relations Manager brought about a compromise between the leaders of Unions A and B. Immediately after this meeting the strikers (members of Unions B and D) resumed work and the settlement was signed for the same rate of bonus as was originally agreed upon.

Questions :

- (a) Was the leader of Union A justified in making remarks which made the leader of Union B feel offended ?
- (b) What should be management's long-term strategy for avoiding recurrence of inter-union differences on such issues ?
- (c) If you were the Industrial Relations Manager what would you have done had the Union B resorted to strike for a reason other than that mentioned in the case ?

No. of Printed Pages : 7

MS-24

MANAGEMENT PROGRAMME

Term-End Examination

02672

June, 2019

MS-24 : (Pre-Revised) EMPLOYMENT RELATIONS (Revised) INDUSTRIAL RELATIONS

Time : 3 hours

Maximum Marks : 100

(Weightage : 70%)

Note :

- (i) *There are **three** sections — Section A is for the students who have registered for this course prior to July, 2017. Section B is for the students who have registered for this course July, 2017 onwards. Section C is compulsory for all.*
- (ii) *Attempt any **three** questions from Section A / Section B. All questions carry 20 marks. Section C is **compulsory** and carries 40 marks.*

SECTION A (Pre-Revised)

1. Explain the Gandhian approach to industrial relations.
2. Define collective bargaining. What are the special features of collective bargaining in India ?

3. What are the skills and traits required for a negotiating team ? Briefly discuss about the process of long term settlement.
4. Describe the issue of leadership in trade unions. Outline the new role of trade unions.
5. Define discipline in industry. Discuss the acts of misconduct.



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SECTION B

(Revised)

1. Discuss the global trends in industrial relations system and its implications in India.
2. What are the different structures of trade unions ? Briefly describe the structure of unions in India.
3. Explain the concept of negotiation and its importance in organizations. Enlist the attributes of a successful negotiator.
4. Describe the rationale for participation and the issues involved in participative forums.
5. What are the major determinants of grievances ? Describe briefly the grievance procedure followed in Indian organizations.

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SECTION C

6. Read the case given below and answer the questions given at the end :

The Standard Textile Printing Works conduct business in high quality printing of superior textiles. It has a good reputation in the market. The company employs about 500 workers and works in three shifts a day. There is no union in the plant. The chief executive of the works is the General Manager who is assisted by three Shift Managers, six Supervisors and twelve Assistant Supervisors.

For the past few months, the General Manager had been receiving frequent complaints from Shift Managers that a large number of pieces of customer's cloth were missing from the plant and they could not account for the losses. The General Manager took a serious view of the losses because it meant not only payment of damages to the customers but also the company's reputation in the market. He therefore, ordered a close search of workers at the time of their leaving the work-place for home. As a result of

these searches, a couple of workers were caught with pieces of cloth hidden inside their dresses. They were chargesheeted for theft and subsequently dismissed after the domestic enquiry.

Some day's back, during lunch interval, Vinayak, a worker in the folding department saw an Assistant Supervisor taking a piece of cloth and putting it in his briefcase. Vinayak immediately reported the matter to the Shift Manager who came to the department and found the said piece of cloth in the briefcase of the Assistant Supervisor. Without any discussion, he asked the Assistant Supervisor to see him in his office. A week passed, and the concerned Assistant Supervisor continued to attend to his work.

During this period, the Assistant Supervisor threatened Vinayak that the latter's days here were numbered. This upset Vinayak. He approached the Shift Manager and enquired of him as to what action was taken against the Assistant Supervisor. The Shift Manager politely

replied, "I am thankful to you for whatever you did; it is none of your business to know what action we are taking against him. Remember that, after all, he is your officer." Vinayak felt irritated, but left the Shift Manager's office without a word.

On the same day, when the watchman was about to search Vinayak while he was leaving the plant, Vinayak shouted at the watchman saying, "I will not allow myself to be searched unless the officers are also searched. They are the real thieves." The watchman detained Vinayak at the gate and reported the matter to the General Manager, who called Vinayak to his office. On being questioned by the General Manager, Vinayak told him all about the piece of cloth in the Assistant Supervisor's briefcase and subsequent events and repeated what he had said to the watchman. The General Manager thereupon asked him angrily, "Do you mean to say that we are thieves?" Vinayak replied, "You can take it that way, if you like." The General Manager recorded the incident along with

Vinayak's reply to his question and took Vinayak's signature on it.

Next day Vinayak was served with a suspension order for his "act of insubordination and indecent behaviour". Thereafter, the General Manager referred the case to the Personnel Manager.

Question :

- (a) How far is the action of the General Manager justified ?
- (b) As the Personnel Manager, how would you deal with this case ?
- (c) Give reasons for the way you would handle this case.

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No. of Printed Pages : 4

MS-024

MANAGEMENT PROGRAMME

Term-End Examination

02043

December, 2019

MS-024 : (Pre-Revised) EMPLOYMENT RELATIONS (Revised) INDUSTRIAL RELATIONS

Time : 3 hours

Maximum Marks : 100

(Weightage : 70%)

Note :

- (i) *There are **two** sections — Section A is for the students who have registered for this course prior to July, 2017. Section B is for the students who have registered for this course July, 2017 onwards.*
- (ii) *Attempt any **five** questions. Each question carries 20 marks.*

SECTION A

(Pre-Revised)

1. Explain the concept and scope of industrial relations. Discuss Dunlop's approach to industrial relations.
2. Discuss the factors responsible for the formation of White-Collar Managerial Unions. Briefly explain the evolution of managerial unions in India.

3. Define Collective Bargaining. Explain the unique features of collective bargaining in the Indian context, with illustrations.
 4. Describe the factors responsible for the failure of participative schemes in India. Discuss the strategies for making participative forums effective.
 5. Define discipline. Explain the process of disciplinary action against an employee on an act of misconduct.
 6. Briefly explain the structure of Trade Unions in India. Discuss the methods of verification of Union membership and state the advantages and disadvantages of each of these methods.
-
7. Explain the concept and objectives of Workers' Participation in Management (WPM). Discuss the workers' participation/employee involvement practices in an organization, with suitable examples.
 8. Define grievance. Explain the process of grievance handling in an organization, citing examples.

SECTION B

(Revised)

1. Define discipline and discuss its main aims and objectives. Describe the procedure of holding domestic enquiry against an employee for certain acts of alleged misconduct.
2. Discuss the meaning and context of grievance handling procedure and explain how it is useful to the aggrieved employee, citing examples.
3. Explain the role of the Government in enacting a series of labour laws. Discuss the fundamental rights and directive principles relating to industrial jurisprudence.
4. Explain the genesis, concept and objectives of Industrial Relations. Describe the relative state of unionism and collective bargaining in current times in reference to Oxford approach.
5. Discuss the pros and cons of globalization. Describe the Industrial Relations Systems in Asian countries and the European Union (EU).
6. Explain the systems model of John T. Dunlop. Why is it considered universally applicable ? Discuss.

7. Explain the concept of Labour Administration in the Indian context. Describe the role of various administrative agencies in implementing the policy decisions.
8. Describe the evolution of managerial unions in India. Discuss the various activities of a managerial association. Distinguish between the workers trade unions and managerial trade unions.



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No. of Printed Pages : 6

MS-024

MANAGEMENT PROGRAMME (MP)

Term-End Examination

June, 2020

**MS-024 (Pre-Revlsd) : EMPLOYMENT
RELATIONS**

MS-024 (Revised) : INDUSTRIAL RELATIONS

Time : 3 Hours

Maximum Marks : 100

Weightage : 70%

Note : (i) There are two Sections A and B.

*Section A is for the students who have
registered for this course prior to July,
2017. Section B is for the students who
have registered for the course July, 2017
onwards.*

(ii) Each question carries 20 marks.

[2]

MS-024

Section—A

(Pre-Revised)

1. Explain the historical perspective of industrial relations in India. Describe the recent developments in the field of industrial relations in India.

2. Explain the provisions regarding strikes and lockouts under the Industrial Disputes Act, 1947.

Discuss the provisions under the Act for settlement of industrial disputes.

3. Discuss the consequences of labour being included in the concurrent list of the Indian Constitution. Describe the fundamental rights and directive principles under the Indian Constitution.

[3]

MS-024

4. Explain the concept of negotiation and its importance. Describe the guidelines of negotiation and skills and traits of negotiating team.
- * 5. Discuss the factors responsible for the failure of participative schemes in India. Describe the strategies for making participative forums effective.
6. Discuss the origin and growth of employers' organisation in India. Describe the structure and functions of the employers' organisation in India.
7. Describe the International Labour Organisation and explain the dispute settlement process. Define adjudication and discuss the principles of industrial adjudication.

P. T. O.

[4]

MS-024

8. What is Grievance ? Explain various approaches of grievance resolution. What are the advantages of a formal mechanism of grievance redressal procedure ?

Section—B

(Revised)

1. Explain the concept and features of globalization in Industrial Relations (IR). Describe. "The state intervention is becoming increasingly evident in IRS." Elucidate the statement.
2. Discuss the historical perspective behind the labour policy of the Government of India. Describe the landmarks of labour administration in India.
3. Discuss the structure of Trade Unions in India. Explain the methods of verification of union of membership and state the advantages and disadvantages of each of these methods.

4. Discuss the origin, growth, aims and objectives of the employers' organizations in India. Describe the first National Commission on Labours (NCL) observations on the employers' organizations in India.
5. Explain the meaning and concept of collective bargaining. Briefly describe the various theories on collective bargaining.
6. Discuss the fundamental rights and directive principles relating to industrial jurisprudence. Describe the role of ILO in promoting social justice and its impact on industrial relations in India.
7. Explain the aims and objectives of Workers' Participation in Management. Describe the pre-requisites for effective participation.

8. Write short notes on any *two* of the following :

- (a) Directive Principles
- (b) Red hot store rule
- (c) Gandhian approach to industrial relations



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No. of Printed Pages : 7

MS-24

MANAGEMENT PROGRAMME
(MP)

Term-End Examination
December, 2020

MS-24 : INDUSTRIAL RELATIONS

Time : 3 Hours

Maximum Marks : 100

Weightage : 70%

Note : (i) Attempt any **three** questions from
Section A. Each question carries
20 marks.

(ii) Section B is **compulsory** and carries
40 marks.

Section—A

1. What are the objectives of industrial relations ?
Discuss any **two** approaches to industrial
relations mentioning their relevance in current
Indian scenario.

2. Trace the historical evolution of trade union movement in India and briefly state the recent trends in trade unionism.
3. Enlist the elements of collective bargaining and give an account of various theories in brief on collective bargaining.
4. Define discipline. Explain the procedure of holding domestic enquiry against an employee for certain acts of alleged misconduct citing an example.
5. Write short notes on any *four* of the following :
 - (i) Rationale for worker's participation
 - (ii) Managing pitfalls in grievance handling
 - (iii) Adjudication
 - (iv) Negotiating models
 - (v) Boundaries of managerial associations
 - (vi) Industrial relations in Canada

Section—B

6. There is one case study given in this Section.
Attend the same :

Mr. Nandkishore is a workman employed in the despatch department of a cement factory. The factory is located in one of the towns of a politically sensitive state. It employs about 1,500 employees besides the managerial staff. The annual turnover of the company is around ₹ 150 crores and its capacity utilization is 75 per cent.

The factory has three unions besides a Security Staff Association and a Management Association. For eight years, only one union has been recognized, on the basis of its “claim” that it has the largest following of workmen. Continued recognition of a single union led to strained relations between the two

unrecognized unions and the Management, and also among the unions themselves.

Mr. Nandkishore is an office bearer of one of the unrecognized unions. The industrial relations situation in the factory has been fluctuating from periods of harmony to periods of disturbances.

On December 10, 2018, Mr. Nandkishore fell down from the ladder, while working during the second shift. This accident resulted in serious injury to his right arm. He was admitted in a Government hospital for treatment. An accident report was sent to the Commissioner under Workmen's Compensation Act, to determine the amount of compensation, if any, to be paid to Mr. Nandkishore for the loss of any earning capacity. Meanwhile, the union in which he is an office bearer requested the Management to pay a sum of ₹ 5,000 as advance to the injured workman for covering medical expenses. It also stated that the above

amount may be deducted from the compensation which Mr. Nandkishore may get, according to the Commissioner's decision. The Management paid ₹ 3,000 as advance, after obtaining a written undertaking from the union that this amount will be deducted from the compensation payable. The union also agreed to this condition. It also arranged for the release of ₹ 2,000 from the Labour Welfare Fund.

The Medical Officer treating the workman submitted a report in February, 2019. The Medical Report did not mention any kind of disablement (Full/Partial, Temporary/Permanent) to the workman. The Commissioner, after processing the case and studying the report, ruled that the workman, Mr. Nandkishore shall be paid only half-monthly wages for these two months against his request for compensation as there was no permanent or partial disablement.

On receipt of this report from the Commissioner, the Management asked the workman to repay ₹ 3,000 given as an advance and requested the union to do the needful in this regard. The union, however, contended that since the accident occurred during and in the course of employment, the Management must treat it as ex-gratia payment and that it should not demand its repayment as the money was used for treatment. The Management, however, pointed out that at the time of taking advance, both the union and workman had agreed that this amount will be recovered from the compensation payable and since no compensation is payable, the workman should payback the advance. The Management, further pointed out that it cannot waive the recovery of the above advance as it is bound by the rules.

The union however insisted that Management should not proceed on the recovery of advance from the workman. The Management also heard rumours that the said union may stage a “show down” over this issue.

Questions :

- (a) Identify the issues in the case.
- (b) How should one deal with such a situation ?
- (c) Discuss the Act under which this case can be dealt.