

Roll No. _____
Total No. of Questions : 17

Total No. of Pages : 02

MBA (2018 Batch) (Sem.-3)
EMPLOYEE RELATIONS
Subject Code : MBA 932-18
M.Code : 76899

Time : 3 Hrs.

Max. Marks : 60

INSTRUCTIONS TO CANDIDATES :

1. SECTION-A contains EIGHT questions carrying TWO marks each and students has to attempt ALL questions.
2. SECTION-B consists of FOUR Subsections : Units-I, II, III & IV. Each Subsection contains TWO questions each carrying EIGHT marks each and student has to attempt any ONE question from each Subsection.
3. SECTION-C is COMPULSORY and consist of ONE Case Study carrying TWELVE marks.

SECTION-A

Write briefly :

1. Concept of Industrial Relations
2. Role of Government in Industrial Relations
3. Arbitration
4. Retrenchment
5. Social Insurance
6. Bonus
7. Employees' Deposit-Linked Insurance Scheme
8. Agencies for Welfare Work

SECTION-B

UNIT-I

9. Discuss the evolution of industrial relations.
10. Explain various statutory provisions related to health and safety of workers.

UNIT-II

11. Explain the conciliation procedure under the Industrial Disputes Act, 1947.
12. Explain various types of industrial disputes.

UNIT-III

13. Discuss the legal provisions for social security of industrial labour in India.
14. Discuss the main provisions of the Payment of Gratuity Act, 1972.

UNIT-IV

15. Explain various types of benefits under the Employees State Insurance Scheme.
16. What are the objectives of labour welfare? Discuss the scope of labour welfare.

SECTION-C

17. Read the following case and answer the questions given below the case.

CASE

In an engineering factory established in 1945 near Delhi, the employer and the only recognized trade union 'A' functioning since the inception of the factory have been working hard to ensure a high level of productivity and profitability of the enterprise and also a satisfactory level of standard of living for the workers. They have been entering into collective agreements on matters of mutual interests including the terms and conditions of employment of workers. In 1950, two more trade unions 'B' and 'C' led by outsiders also came to be formed in the factory. These two new unions started placing exorbitant demands before the management and organized demonstrations and strikes by a section of workers at intervals leading to impairment of the smooth functioning of the enterprise. The management then approached the Labour Department with a request to intervene. The Labour Department declared the strikes organized by the two new unions illegal and convened a meeting of the parties with a view to providing solution to the disturbed industrial relations in the enterprise. Unions 'B' and 'C' did not participate in the meeting. The government then referred the issue before a tribunal which recognized the status of union 'A' as the sole bargaining agent and debarred unions 'B' and 'C' from any activity in the enterprise.

Questions :

- a. What elements of industrial relations exist in the enterprise?
- b. How will you identify the role of the government in the industrial relations of the enterprise?

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3. SECTION-C is COMPULSORY and consist of ONE Case Study carrying TWELVE marks.

SECTION-A

I. Answer Briefly :

- a) What is the importance of trade unions?
- b) What is the most striking feature of the Trade Unions Act of 1926?
- c) What is meant by conciliation?
- d) What is Social Assistance?
- e) What is meant by Social Insurance?
- f) What is meant by labour welfare?
- g) What are the classifications of welfare work?
- h) What is meant by Adjudication?



SECTION-B

UNIT - I

2. "Industrial Relations play a crucial role in establishing and maintaining industrial democracy". Justify this statement.

3. Write notes on :

- a) Dunlop's System Approach.
- b) How Employees Relations are an important aspect of Human Resource Management.

UNIT-II

4. Discuss in detail the various provisions of the Industrial Dispute Act of 1947. Explain by highlighting the key features that you think are the most crucial for solving industrial disputes.
5. Write notes on :
 - a) Conciliation Practices and Types.
 - b) Regulation to manage foreign nationals in Indian organizations.

UNIT-III

6. a) Discuss the evolution of social security measures. Also, explain the need and importance of social security in the context of industrial relations.
b) Write a short note on the Payment of Bonus Act, 1965.
7. Discuss in detail the key features of Workmen's Compensation Act, 1923.

UNIT-IV

8. Discuss in detail the Maternity Benefit Act, 1961. Explain by discussing its key features.
9. Write notes on :
 - a) ESI, Act, 1948
 - b) Importance of ILO

SECTION-C

10. Case Study :

M/s Industrial Security House (ISH) was a security agency based in the Western State of India. ISH won a tender bid to provide 100 security personnel to National Technical Academy (NTA). NTA was an autonomous institute affiliated to the Central Government of India but registered under the Societies Act of the (Western) State. ISH was mandated to

provide four categories of security personnel viz., (a) Security Supervisor (skilled), (b) Ex-Service Man (skilled), (c) Armed Guard (skilled) and (d) Security Guard (unskilled). 65 of the 100 personnel belonged to the unskilled category of security guard. For the first three categories of personnel, ISH had quoted Central Government minimum wages while for the fourth and unskilled category, they had quoted State Government minimum wages. Accordingly, NTA entered into an agreement with ISH to provide 100 security guards at the rates mentioned as per Central and State minimum wages, respectively. The agreement also stated that as and when the appropriate government revised the minimum wages, NTA would also revise the wages for ISH security personnel in accordance with this revision. Six months after the commencement of the agreement, the Central and State governments issued wage revision notifications. The Central minimum wage rate was much higher than the State minimum wage rate. As per the agreement, ISH put forth a demand for wage revision of its security personnel. ISH contended that since NTA was an autonomous body affiliated to the Central Government, the Central minimum wage rate would be applicable for all its security personnel. NTA responded by stating that Central minimum wage rates would be applicable only for those category of workers for which ISH had quoted Central Government wage rates, i.e., Security supervisor, Ex Service Man and Armed guard. For the Security guards, ISH was eligible only for the revised State Government rates in accordance with the original agreement.

Questions :

- a) Briefly explain the industrial problem highlighted in the case.
- b) In such a scenario, is the agreement considered the primary document for resolution or the status of the Principal Employer, i.e., the autonomous body affiliated to the Central Government?
- c) Which wage rates are applicable to the unskilled category personnel of ISH? Justify your answer.



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MBA (Sem.-3)

EMPLOYEE RELATIONS

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3. SECTION-C is COMPULSORY and consist of ONE Case Study carrying TWELVE marks.

SECTION-A

1. Write short notes on :

- i. What is meant by "Industrial Relations," and why is it important in the workplace?
- ii. How does "Trade Unionism" contribute to protecting the interests of workers?
- iii. Explain the term "Conciliation" in the context of resolving disputes at work and its significance.
- iv. Discuss the concept of "Sexual Harassment" in the workplace and its impact on organizational culture.
- v. Describe the concept of "Social Security" and why it matters in today's workplaces?
- vi. What are the key aspects of the Payment of Bonus Act, 1965, and how does it impact both employees and employers?
- vii. Define "Labor Welfare" and mention four activities included under labor welfare programs.
- viii. What is the scope of ILO?

SECTION-B

UNIT-I

2. Discuss the evolution of industrial relations theories, highlighting the key differences between unitary, pluralistic, and Marxist perspectives.
3. What do you mean by Factories Act 1948? What are the restrictions on employment of women as per the Factories Act 1948?

UNIT-II

4. Compare and contrast conciliation and arbitration as methods of industrial dispute resolution. Provide examples of each from the Indian context.
5. Analyze the provisions of the Industrial Disputes Act, 1947, related to layoffs, terminations, and retrenchments. How do these provisions contribute to dispute resolution?

UNIT-III

6. Critically evaluate the effectiveness of social security measures such as the Payment of Wages Act, 1936, in safeguarding workers' interests.
7. Define workmen's compensation and explain its purpose in the context of occupational injuries and illnesses.

UNIT-IV

8. Explain the significance of the Employees' State Insurance Act, 1948, in providing social security to workers. Discuss its key provisions and benefits.
9. Critically analyze the role of the International Labour Organization (ILO) in promoting labor welfare globally. How does the ILO contribute to setting international standards for labor welfare?

SECTION-C

10. Case Study: Labor Dispute at Sunshine Garments

Sunshine Garments, a textile manufacturer with over 1500 employees, recently faced a labor dispute centered around wage revisions. Despite efforts at negotiation and conciliation, the management and the Textile Workers Union (TWU) failed to reach an agreement, leading to a strike that disrupted production and caused significant losses to the company. Key issues contributing to the dispute include the workers' demand for

higher wages and the management's concerns about financial viability. The effectiveness of dispute settlement mechanisms like conciliation was limited, highlighting challenges in bridging the gap between conflicting interests. Alternative strategies such as mediation and arbitration could have been explored to prevent escalation. Enhancing communication and transparency between the parties could also have facilitated resolution. This case underscores the importance of effective conflict resolution strategies in maintaining harmonious labor relations.

Questions :

- i. What were the primary issues contributing to the labor dispute at Sunshine Garments?
- ii. How effective were the dispute settlement mechanisms employed in this case, such as conciliation?

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3. SECTION-C is COMPULSORY and consist of ONE Case Study carrying TWELVE marks.

SECTION-A

1. Write short notes on:

- a) What do you understand by the term Industrial Relations?
- b) What are trade unions?
- c) What is the most important feature of the Factories Act, 1947?
- d) What is Adjudication?
- e) What is Social Insurance?
- f) Why social security is important?
- g) What are different rules for managing foreign nations in Indian Organizations?
- h) What is one important feature of ESI Act, 1948?

SECTION-B

UNIT-I

2. Discuss the evolution of Industrial Relations. Explain by taking into account the post-independence period.

3. Write notes on :

- a) Unitary and Pluralist Approach in Industrial Relations.
- b) Influence of Trade Unions on employee relations.

UNIT-II

4. Write notes on

- a) What are the different types of Adjudication?
- b) Key highlights of the Industrial Dispute Act, 1947.

5. Write notes on :

- a) What are the different approaches to Arbitration?
- b) Discuss Conciliation Procedure and Practices in India.

UNIT-III

6. a) Discuss briefly Workman's Compensation Act, 1923.
b) Write a short note on need and relevance of Social Assistance

7. Write notes on :

- a. What is the Payment of Gratuity Act, 1982?
- b. What is the Payment of Wages Act, 1936?

UNIT-IV

8. Discuss the role and relevance of various agencies in administering labour welfare laws in India.

9. Write notes on

- a. Need and Objectives of Labour Welfare.
- b. Key highlights of the Maternity Benefit Act, 1961.

SECTION-C

10. The Works Manager of a footwear manufacturing unit was in a quandary over two of his employees. Both the employees in question were absent from the office on three consecutive Fridays and Saturdays. The works manager, however, was wondering if both

cases needed to be handled differently. Softwear Private Limited (SPL) was a medium-sized footwear manufacturing unit based in Andhra Pradesh. SPL operated as a contract manufacturer for branded players in the industry and also offered their own brands in the low-priced unorganized sector. The footwear industry was beset with problems. First, the market for contract manufacturers was very competitive, and as a result the margins were quite low. Second, costs were escalating on account of periodic increases in fuel prices as well as irregular power supply in the region. Input prices also fluctuated immensely. Finally, the industry also faced shortage of skilled manpower especially at the factory-supervisory level. SPL was among the better performing footwear manufacturing units in the region and had a fairly strong relationship with its clients as well as suppliers. The company prided itself for its contemporary human resource practices in an industry where workers were usually exploited and underpaid. The manufacturing unit of SPL was headed by a works manager and had two shift supervisors who managed the workers. Each shift had about 60 workers. There was a quality control department that was managed by another supervisory level employee. Besides this, the factory had officers who handled the finance, materials management and personnel and administration functions. These six employees were like departmental heads and reported directly to the works manager. Footwear sales usually peaked in May each year owing to the school reopening season. In May 2011, SPL was confronted with short supply of a particular raw material and hence its production output was at risk of being badly affected. Clients were pressurising the works manager for a timely delivery of their orders. The works manager was hence surprised when the shift supervisor of shift 1 (let us call him SS1) called him one Thursday evening and informed him that he would not be able to come to the factory for the next two days since his father was unwell and he had to travel to his village for the same reason. However, SS1 was known to be a dedicated and committed employee who always met his deadlines and quality standards. He was also known to have strong control over his shift employees and was popular. The works manager granted him the leave. The same week on Friday evening the shift supervisor of shift 2 (let us designate him SS2) was also absent without giving any prior notice. SS2 continued to be absent on Saturday. Both shifts operated without supervision. SS2 was a cantankerous person who often fought with his shift employees and though he delivered high-quality production there were occasions when he missed his production targets. The following Thursday, again SS1 called the works manager and pleaded for leave on the same grounds. The works manager was extremely reluctant to grant leave owing to the pressure on production. However, SS1 insisted and even went to the extent of stating that he would have no option but to quit if his leave was not granted. His father, he said, was critically ill. Yet again, SS2 was found to be absent on Friday and Saturday without prior notice. The works manager had, in the meanwhile inquired about SS1's father and found out that his father was indeed seriously ill and often needed medical help. The story repeated itself for a third consecutive weekend and this time the works manager knew he had to take a quick decision on the issue. Production was suffering, morale of the workforce was flagging and immediate action was needed. The works manager was under tremendous pressure from the top management since clients were getting restless about their deliveries. He was wondering how to handle these two cases of indiscipline. He wanted to give the benefit of doubt to SS1 and limit his punishment to a warning while he contemplated suspending SS2 for a week. However, SS2 was known to be well

connected with the local trade union leaders and could create unnecessary hassles for the unit.

Questions :

- Can the works manager treat both as cases of indiscipline?
- Is the case of SS1 different from that of SS2? Can differential punishment be handed to the two employees?
- How can differential punishment be justified to both employees, especially to SS2? What would be the implications of suspending SS2?

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