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Total No. of Pages : 04

Total No. of Questions : 10

MBA (Sem.-3)
EMPLOYEE RELATIONS
Subject Code : MBA932-18
M.Code : 76899

Date of Examination : 24-12-2024

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. SECTIONS-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

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 SSI) 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, SSI 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 SSI 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, SSI 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 SSI'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 :

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

NOTE : Disclosure of Identity by writing Mobile No. or Making of passing request on any page of Answer Sheet will lead to UMC against the Student.