

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.

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.

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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