

MANAGEMENT PROGRAMME
Term-End Examination
December, 2022

MS-24 : INDUSTRIAL 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.
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SECTION A

1. Define and outline the objectives of industrial relations. Briefly explain Dunlop's approach to industrial relations.
2. Describe the evolution of India's labour policy and its main postulates.
3. Discuss how to design an appropriate participative forum and the dynamics involved in participation.

4. Describe different approaches to grievance resolutions. Discuss the recommendations of National Commission on Labour for effective grievance procedure.

5. Discuss the alternative stages/modes of dispute settlement and the role of ILO in dispute settlement process.

SECTION B

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

The Vysya Bank is a traditional bank with around 600 branches across India. The majority of these branches are located in the southern region and the rest are distributed over the rest of the country. Established in 1930, the bank has gradually grown over a period of more than seven decades. The trade union movement in the bank is as old as the bank itself and the characteristics of the trade unions have been changing along with the trade union movement in the country. Traditionally, the banking sector in the country has had very strong trade unions for officers as well as other staff. Wage negotiations and pay settlements are based on collective bargaining at the industry and national level, with the Indian Banks Association (IBA) on one side and the unions and associations of officers on the other. The national level agreement is a binding agreement. Any additional pay revision is made

according to the bargaining capacity of the bank vis-à-vis the unions. The bank has four unions, two each for the officers and for the other staff. The officers' associations have been traditionally liberal with the management while the other associations have been aggressive with the management and have protected the interests of the employees.

During the early 1980s, when the bank started computerization, the officers' as well as the workers' associations opposed the move. They agreed to computerization only as per the guidelines of the national level agreement. However, since the early 1990s the competition in the banking sector intensified with the advent of a number of private-sector banks. The officers' and the workers' associations could sense the change in the situation, and agreed with the management that it was necessary to increase the levels of computerization in order to make

the bank competitive and provide better services to customers.

The management has been following the guidelines of national level agreements regarding pay scale. However, perks and various benefits are being determined based on collective bargaining and bank-level negotiations between the officers' and workers' associations and the management of the bank.

During the late 1990s, an MNC bank picked up a minority stake. By 2003, it hiked up its holding to significant levels. The new management brought in new HR policies such as signing a Memorandum of Understanding (MoU) with the top management, that is, the Assistant Vice President and those above him or her in the management, and also placed the officers in these cadres on contract basis based on a Cost To the Company (CTC) approach. As far as the officers in the lower cadre and the workers were concerned, the bank adopted a cost to the

company approach in a phased manner and simultaneously rolled out a VRS policy for the workers in order to reduce their numbers over a period of time. The officers' and workers' associations, were initially non-supportive of the management initiatives but when they found that the industry trends were similar, they had little choice.

Questions :

- (a) Analyse the trade union movement in the bank.
 - (b) Identify the issues in the given case.
 - (c) Do you think that the strategy adopted by the bank is correct ? If you do, give reasons.
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