

(a) Was the leader of Union A justified in making remarks which made the leader of Union B feel offended?

(b) 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?

MBA 3914

M.B.A. DEGREE EXAMINATION, JUNE 2007.

Third Semester

Human Resource Management

Paper XIV — INDUSTRIAL RELATIONS
MANAGEMENT

Time : Three hours

Maximum : 100 marks

PART A — (5 × 6 = 30 marks)

Answer any FIVE out of the following.

1. Briefly explain the effective communication systems in IR.
2. Explain the structure and functions of trade union.
3. What are the consultative bodies to settle the IR problems?
4. What are the conditions essential for the success of WPM?

5. What are difference between conciliation and arbitration?
6. Explain the causes of grievances.
7. Explain the Indian Constitutional Provisions related labour.
8. Suggest the future IR that takes place in Indian industries.

PART B — (5 × 10 = 50 marks)

Answer any FIVE out of the following.

9. Define IR. What are the different approaches and three actors of IR?
10. Explain the objectives and functions of trade union. Give suggestions for making the Trade Union as strong and successful.
11. What are the different types of employee counselling and state its nature and important?
12. Explain the IR strategies to settle the IR problems.

13. What are the characteristics of CB and bring out the process of CB.
14. Suggest the measures to promote industrial peace and explain the causes of indiscipline.
15. What is ILO? Explain its functions.
16. Explain contemporary trends and future industrial relations in India.

PART C — (1 × 20 = 20 marks)

17. Case Study – Compulsory.

M/s. Ananthavalli Textiles is a leading industry having a workforce of more than 1,200 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 Ananthavalli 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 relation 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 unions B went on strike. They were joined by the members of union D.

During the strike, the management could prove 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 & D) resumed work and the settlement was signed for the same rate of bonus as was originally agreed upon.