

**MBA-II Sem.-3 & 5 Examination****HRM****MIR****Time : 2-30 Hours]****February-2025****[Max. Marks : 70**

- Q.1. You are the HR Manager of a manufacturing company facing deteriorating industrial relations. Analyze the key factors affecting industrial relations. Propose actionable strategies to improve industrial harmony and foster a collaborative work environment.

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OR

- Q.1 As an HR manager in a company experiencing a prolonged industrial dispute over wage revisions, working conditions, identify and evaluate the most effective methods to resolve the issue. Discuss how approaches such as negotiation, mediation, conciliation, arbitration, and adjudication can be applied in this context. Recommend a step-by-step strategy to ensure a fair and sustainable resolution

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- Q.2. Examine the rights and privileges granted to registered trade unions under the Trade Unions Act, 1926. How do these rights empower trade unions to protect workers' interests and ensure fair treatment in the workplace? Discuss with examples how these privileges impact industrial relations and organizational policies.

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OR

- Q.2. Discuss the significance of Model Standing Orders under the Industrial Employment (Standing Orders) Act, 1946. How do they ensure uniformity and fairness in workplace practices? Analyze their role in regulating key areas such as working hours, leave, misconduct, and disciplinary actions. Suggest ways organizations can effectively implement and adhere to these standing orders to promote industrial harmony.

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- Q.3. In the context of a recent factory accident that resulted in several worker injuries due to poor working conditions, analyze the health-related provisions under the Factories Act, 1948, particularly focusing on Sections 11 to 19. How do these provisions ensure worker safety and well-being? Discuss the role of the employer in implementing these provisions and propose measures for improving worker health and preventing future accidents.

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OR

- Q.3.A Discuss the definitions of 'contract labor', 'principal employer', and 'establishment' as per the Contract Labour (Regulation and Abolition) Act, 1970. 04
- Q.3.B Examine the provisions under the Contract Labour (Regulation and Abolition) Act, 1970, concerning the liability of the principal employer, the regulation of opening and closing hours, and leave with pay. How do these provisions ensure the welfare of contract workers? Discuss the legal obligations of the principal employer and how they relate to ensuring compliance with worker rights." 10
- Q.4. Identify and discuss the key prerequisites for successful collective bargaining in India. How do these factors contribute to the success of negotiations between employers and employees? Using real-life examples, explain how these elements can be integrated into the bargaining process to ensure a win-win outcome for both parties." 14

OR

- Q.4.A In the context of industrial relations, discuss the various types of punishments that can be imposed on employees for indiscipline within a company. What legal frameworks govern these punishments in India, and how can companies ensure that the disciplinary actions they take are fair, consistent, and legally compliant? Use examples of indiscipline and their corresponding penalties, as well as insights from recent legal cases, to illustrate your answer. 07
- Q.4.B A manufacturing company recently faced a rise in employee grievances related to unsafe working conditions and unfair treatment by supervisors. As the HR Manager, you are tasked with addressing these grievances through a formal grievance handling process. Using a structured grievance handling system, discuss the steps you would take to resolve these issues. How can the company ensure that grievances are addressed fairly and efficiently, preventing escalation into industrial disputes? Support your answer with examples of best practices and case studies of companies successfully implementing grievance handling procedures. 07
- Q.5. A notable case study on worker participation in management is the experience of National Thermal Power Corporation (NTPC) in Ramagundam, Andhra Pradesh, India. The study explored how workers in this government-owned electricity company participated in decision-making processes, particularly within participatory forums like production committees, works committees, and canteen committees. These forums allowed workers to engage with management in matters related to policy decisions, working conditions, and operational procedures.

The findings highlighted the role of periodic meetings, with a majority of workers and managerial personnel reporting regular involvement in these discussions. The study also showed that decisions made through these forums were generally implemented, with significant cooperation between workers and management. Furthermore, it was found that workers with more years of job experience had a higher level of participation and were more satisfied with their involvement in management.

This case underlines the importance of participative forums in fostering collaboration between workers and management, which can lead to higher productivity, reduced conflicts, and a more balanced organizational environment. As workers' involvement increases, their commitment to organizational goals strengthens, thus enhancing overall efficiency.

- A) How does regular involvement of both workers and managerial personnel in periodic meetings affect organizational decision-making and the implementation of policies at NTPC? Provide examples from the case study.
- B) According to the case study, what are the key benefits of worker participation in management?
- C) The case study suggests that workers' participation in decision-making leads to greater cooperation between management and labor. How can other companies apply this model of participatory management to improve labor relations and productivity?
- D) Provide suggestions from your side for better functioning of WPM.