

III Semester M.B.A. (Day) Degree Examination, January/February 2007
(Updated Scheme)
MANAGEMENT

HR : Employee Relations Management

Time : 3 Hours

Max. Marks : 75

SECTION – A

Answer any six of the following. Each question carries two marks. (6x2=12)

1. a) Define employee relationship management.
- b) What are wage policies ?
- c) Define collective bargaining.
- d) What is Safety Audit ?
- e) What are grievances ?
- f) Define Social Security.
- g) What do you mean by Job hazard ?
- h) What is ergonomics ?
- i) Distinguish between Wage and Salary.

SECTION – B

Answer any four of the following. Each question carries five marks. (4x5=20)

1. What are the causes of Industrial Accidents ?
2. Define, industrial relations and list out its objectives.
3. What are the determinants of executive compensation ?
4. State a few of the major provisions of Factories Act.
5. List out the objectives of Employees State Insurance.
6. "VRS has created social problems rather than solving any" – Do you agree ?
Why ?

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SECTION - C

Answer any three questions. Each question carries 10 marks. (3×10=30)

8. Trace the various reasons for industrial disputes in India and examine conciliation as a measure to resolve disputes.
9. Define Participative Management and give an account of its practice in Indian industries.
10. Describe the problems of Compensation Management and highlight the impact of rising salaries on socio-economic development of India.
11. Explain the causes and consequences of job stress and suggest measures to overcome stress in organizations.
12. Define Industrial Safety and explain how it can be ensured by the government.

SECTION - D

Read the following case and answer the questions given below. This Section is compulsory. (1×13=13)

13. Case study:

MHC Cement is a 1500 TPD plant with a workforce of 1250. Its turnover is 400 crores per Annum. The plant was established in 1981 Oct. In the first 5 years, the Co. did not make any profits and hence no Bonus was paid. Although the workers were unhappy about this and were demanding for some token amount as gratia. But the management quoted the provision of the Bonus Act and took a stand that during the infancy period "No Profit, No Bonus".

In the mean time, three different unions were formed with outside affiliation and 50% of the office bearers of these unions were outsiders/politicians.

The company's financial year was Oct. - Sept. The accounting year 85-86 was extended by 6 months to make it April to March in pursuance of the Govt. of India, FM's Notification.

Workers demanded bonus for the extended 6 months claiming that it was not infancy period but only an extended period. But the Management took a stand that it is an accounting year, of 18 months, and denied the Bonus.

The workers agitated by the stand of the management went on strike. On the third day of the strike the Asst. Labour Commissioner convened a conciliation meeting.

- 1) Was the Management right ?
 - 2) Was the union's stand fair and justified ?
 - 3) What is the legal point ?
 - 4) If you were the HR Head of the Co. what would be your line of thinking ?
 - 5) If you were the ALC, how would you address the dispute ?
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III Semester M.B.A. (Day) Theory Examination, January 2008

(Updated Scheme)

BUSINESS ADMINISTRATION

T-3 : Employee Relations Management

Time: 3 Hours

Max. Marks: 50

Write Answer of all the Questions.

SECTION – A

1. Answer any six from the following. Each question carries five marks. (6x5=30)

- a) Define Performance Appraisal system.
- b) What is a Pay Packet?
- c) What are the Essential features? Give examples.
- d) Write the meaning of 'Work life Balancing'.
- e) Mention any two functions of WPS.
- f) What is a Rational Perspective in Industrial Relations?
- g) Give the meaning of work environment.
- h) Define Self-managed team.

SECTION – B

Answer any four of the following. Each question carries five marks. (4x5=20)

1. Explain an effective Work Appraisal Process.
2. As an HR Manager, what strategies do you use when designing plans for an organisation for a large business enterprise? Give brief.
3. Write a note on the rationale for social security measures (Introduction).
4. Give an idea on the steps involved in IR research.
5. Write briefly on the main of Attention in writing industrial dispute.
6. Explain briefly causes and consequences of sickness at work place.



III Semester M.B.A. (Day) Examination, January 2009
(2007-08 Scheme)

BUSINESS ADMINISTRATION
IL2 : Employee Relationship Management

Time : 3 Hours

Max. Marks : 75

SECTION - A

Answer any six of the following. Each question carries two marks. (6×2=12)

1. a) What is Strike ?
- b) What is ILO ?
- c) Define Trade Union.
- d) What is Industrial Relations ?
- e) What is Disciplinary Action ?
- f) Define Grievance.
- g) What is Demotion ?
- h) What is Quality Circle ?

SECTION - B

Answer any three of the following. Each question carries eight marks. (3×8=24)

2. What are the conditions essential for the success of WPM ?
3. Explain the causes of Grievances.
4. Discuss the various approaches to Industrial Relations.
5. Explain the various ethical approaches to IR.
6. Explain the structure and functions of Trade Union.

SECTION - C

Answer any two of the following. Each question carries twelve marks. (2×12=24)

7. What is career planning ? Discuss the various career stages and what are the factors affecting career choices.

8. List down the various procedure for taking disciplinary action and bring out the various reasons which lead employees to indiscipline.
9. What is Industrial Dispute? List down the types of industrial dispute and what causes the industrial dispute?

SECTION - D

This case study is compulsory. It carries fifteen marks.

(1x15=15)

Case study

Performance Vs. Trade Union Role in Collective bargaining

R.K. Brewery Limited produces four varieties of beer as well as mineral water. There has been a Trade union representing around 900 employees of total of more than 3000 employees. The company entered a collective Agreement with the trade union in 2005 which would be in force for five years up to the end of 2010.

Mr. Vinod Michael joined R.K. Brewery as a chief HR Manager in 2007. He analyzed the collective agreement with a fixed salary for a group of employees performing the same job. He felt that it would be difficult to enhance the productivity beyond the current level, though the competitive demands increase in productivity at least by 25% in addition to improvement in quality and delivery schedules.

Mr. Vinod discussed the issue of performance based salaries with a base line – the current salary level as base line with the CEO of the company in March 2007. The CEO accepted the idea reluctantly as the trade union may create a problem. Mr. Vinod implemented the scheme of performance based salaries and benefits in May 2007. The scheme worked beyond expectations as the productivity increased by 30% in addition to improvement in quality and delivery schedule. The salaries of 80% of employees increased by 20% to 30% and surprisingly the membership of trade union declined to around 45% by 2008.

Trade union is worried of increase in the salary levels of remaining 20% of employees and majority of who are its members. In addition the salary differentials caused social problems among employees and their family members. In view of the expiry of the collective agreement by 31st December 2010, the trade union requested the management to arrange for a collective bargaining meeting to negotiate and arrive at new agreement during the second week of January 2009.

Mr. Vinod felt that there is no need for collective bargaining meeting as well as collective agreement as the salaries and benefits are based on individual performance of employees. In fact, this is the trend in most of the private sector companies like I.K. Bherwary. Mr. Vinod discussed the issue with the CEO and the senior level Managers in a meeting organized for the purpose of taking decisions of collective bargaining and collective agreement. There were mixed arguments and responses in the meeting. However Mr. Vinod took a decision of implementing bargaining or negotiation with individual employees regarding salaries, benefits, working conditions, and all other issues of HR and terms and conditions of employment and communicated to all employees as well as trade union leaders.

Questions :

- 1) What did Mr. Vinod take such a decision deviating from the established practice of collective bargaining and collective agreements ?
- 2) What would be the possible reaction and response from the trade union ?
- 3) How will you handle this issue if you were to be in the place of Mr. Vinod Michael ?





III Semester M.B.A. (Day) Examination, January 2010
(2007-08 Scheme)
MANAGEMENT

H-2 : Employee Relationship Management

Total - 3 Hours

Max. Marks: 75

SECTION - A

1. Answer any six of the following. Each question carries two marks. (6x2=12)
- Define IR.
 - What is meant by WPM ?
 - Define Trade Union.
 - What is meant by adjudication ?
 - What is meant by safety ?
 - Define grievance.
 - What is misconduct ?
 - What is bona fide ? Give two examples.

SECTION - B

- Answer any three of the following. Each question carries eight marks. (3x8=24)
- What are causes for industrial disputes ? Discuss with examples.
 - Trade union movement in India is collapsed due to its inherent problems. Explain the problems and remedy.
 - Discuss a model of grievance procedure. Whether it is effective in solving the employee problem ?
 - What are the major occupational records ? How these are preserved ?
 - Discuss the principles of labour welfare. Explain.

SECTION - C

- Answer any two of the following. Each carries twelve marks. (2x12=24)
- Elaborately discuss the steps/procedure adopted in conducting disciplinary enquiry.
 - Explain the theories of trade union.
 - Explain the machinery provided under Industrial Disputes Act 1947 for prevention and settlement of industrial disputes in India.

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SECTION – D

Case Study

(15×1=15)

10. Analyse the case and answer the questions.

Trade Union Democracy

In one State, the Chief Minister was invited to the annual conference of a union whose union elections were also scheduled. The Chief Minister inaugurated the conference and observed as follows : 'I propose that you elect Mr XYZ as your President and the President in turn elect his team'. Before the members could understand the significance of what the Chief Minister had said there was a big round of applause from the audience – presumably orchestrated by supporters of the Chief Minister's nominee for presidency of the union. Before anyone could say anything, quite a few quipped up and began to guffaw Mr XYZ. Mr XYZ then rose and announced the names of his nominees. The elections concluded. Those who were elected were happy about the smooth and cordial manner in which the elections had been held. Referring to two cases in the recent past in neighbouring factories, they said, in one the rival unions spent a lot of money in elections. From whom had the money come ? Would the ones who had spent so much money not want to recover it in one form or another ? Another elected person was talking about how management manipulated the elections to have a 'company' union. Some of the people who had aspired to contest the elections were dismayed but could not do much because of the atmosphere in which the whole thing has happened.

Questions :

- 1) Comment on the case and the divergent viewpoints/perceptions of those who won the elections without contesting and those who wanted contest but could not.
- 2) Discuss the problems of trade union democracy.
- 3) What suggestions do you have to make trade unions truly for the members, of the members, and by the members ?
- 4) What role, if any, should management have in the manner in which unions are administered ? Is there a justification for management to intervene in the internal matters of unions on the grounds that the internal dynamics of unions affect the functioning of the company wherein the unions operate ?

III Semester M.B.A. (Day) Degree Examination, January 2012

(2007-2008 Scheme)

MANAGEMENT

H – 2 : Employee Relationship Management

Time : 2 Hours

Max. Marks : 75

SECTION – A

Answer any six of the following. Each carries two marks. (6x2=12)

1. a) Define the term 'Industrial Relations'.
- b) Why do workers join trade unions?
- c) What are the central trade unions of India?
- d) What is a 'lock-out'?
- e) What are the types of industrial disputes?
- f) What are the ways of conflict planning?
- g) What is empowerment?
- h) How to ensure workers' participation in Management?

SECTION – B

Answer any three of the following. Each carries eight marks. (3x8=24)

2. How to conduct a departmental disciplinary enquiry?
3. Explain the relationship between unions and collective bargaining.
4. What are the different types of benefits offered to employees?
5. Why worker's participation in management is needed and how it is done?
6. What is meant by a) recognition of a trade union b) strike and c) quality circle?

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SECTION – C

Answer any two questions. Each question carries 12 marks.

(2x12=24)

7. Explain the role of the state, employer and employees that form industrial relations.
8. Explain the reasons for industrial disputes and the resolution mechanisms available to solve them.
9. Is it possible to plan careers in these turbulent times? Discuss.

SECTION – D

Case study (Compulsory)

(1x13=13)

10. Bangalore has over 80,000 three-wheeler auto-rickshaws. A large percentage of them have been owned by non-driver owners who rent them out to the drivers on a daily basis.

The driver takes it on rent for a shift, puts petrol and does minor repairs like fixing a tire puncture etc. and at the end of the shift leaves the vehicle at the owner's home and gives the daily rent.

The driver needs to ferry passengers throughout the shift even sleep without any rest in order to make profits after covering the rent, cost of petrol and repairs.

The drivers do not have any health insurance nor any minimum salary payments. There are a number of unions and it is rumored that they are not functioning exactly the way the drivers want.

Questions

- 1) In what ways the trade unions can help the state and the members?
- 2) How to maximize the incomes of the non-owner drivers who depend on auto-rickshaw driving for their livelihood?
- 3) What kind of career planning could be thought of and what the state should do to help?
- 4) How to empower auto drivers?
- 5) Design a sound Industrial Relations Policy for auto-drivers at the state level.

**II Semester B.B.A. (Day) Examination, January 2013
(2007-08 Scheme)**

MANAGEMENT

H.2 : Employee Relationship Management

Time: 2 Hours

Max. Marks: 75

Instruction: Answer all Questions.

SECTION – A

1. Answer any six, each carries 2 marks. (3x2=12)
- a) Who are the parties to industrial relations?
 - b) What are the principles of bargaining?
 - c) Why do workers join Unions?
 - d) What is work stress?
 - e) Distinguish between lay-off and lock-out.
 - f) What are career anchors?
 - g) What are the prerequisites of collective bargaining?
 - h) What are quality circles?

SECTION – B

Answer any three questions. Each question carries eight marks. (3x8=24)

2. Examine the different approaches to industrial Relations.
3. Discuss the provisions of registration and rights to recognition of Trade Unions.
4. Discuss the importance and prerequisites of collective bargaining.
5. Explain the factors affecting career choices.
6. Describe the various forms of worker participation in management.

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SECTION - C

Answer any two questions. Each question carries 12 marks.

(2x12=24)

7. Explain the machinery for settlement of industrial disputes.
8. Examine the problems and explain the functions of Trade Union.
9. Explain grievance and disciplinary procedure adopted by industrial organisations.

SECTION - D

10. Compulsory – Case

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Sudhakar Rao and Prakash Garg, both consultants with For Research Register had just finished teaching an all-day management development seminar for the Research and Development Division of the Hindustan Engine Company, one of the nation's largest manufacturers of diesel engines. Participating in the particular day's programme were upper and middle level managers from the division, as well as Dinesh Garg, the division head, and Raju Khan, the personnel manager.

In the morning Sudhakar and Prakash had conducted some formal training. In the afternoon, the upper and middle managers were separated into two groups to discuss the implications of practising what they had learned that day and how their relationships with the other group of managers should be improved. At the end of the afternoon, the two groups of managers, together, decided on policy and procedure changes for the division.

The whole change effort was planned by Sudhakar Rao, who worked with other consultants on the project. It was designed to be in response to a survey of all managers and professionals that Sudhakar had done months earlier. The survey had identified a number of problems at the division. There was high turnover among the managers and professionals due in part to the considerable ambiguity about each individual's major responsibilities and because of a lack of sufficient structure in the organization. The training programme design method the development of

realities that focused on the issues of the organization's problems as revealed by the survey. This material was first used in working with the top management group. These managers were asked to determine how they could change the policies and how they could urge their own behaviour to solve these problems. A good deal of time was spent on developing the acceptance and commitment to these changes by the top group. Then they worked on developing a new set of relationships with lower levels of management. A similar process would occur for each lower management level, until all organizational levels were started and had worked out their relationship with the next lower level.

Case Study Questions:

- 1) Evaluate the effectiveness of the change programme, according to the concepts discussed in this chapter.
- 2) Can a training programme be designed to reduce pressures and rigidity identified in the survey?

II Semester M.B.A. Degree Examination, February 2018
(2007-08 Scheme)

Management

Paper - H.2 : EMPLOYEE RELATIONSHIP MANAGEMENT

Time : 3 Hours

Max. Marks : 75

SECTION - A

1. Answer any six, each carries two marks. (6x2=12)
- What is Discipline ?
 - What is Quality circle ?
 - Who is a Conciliator Officer ?
 - What is arbitration ?
 - What is blue collar, white collar trade union ?
 - What is meant by employee's empowerment ?
 - Define collective bargaining.
 - What is work life balance ?

SECTION - B

Answer any three, each carries 8 marks. (3x8=24)

- What is career planning ? Discuss types of promotions.
- What are the statutory and non-statutory institutions which are established to resolve industrial disputes ? Discuss.
- Discuss the steps in collective bargaining process. Discuss.
- Explain and discuss effects the relationship, productivity and profitability. Discuss.
- What are major criteria's involved in recognizing a Trade Union ? Discuss with examples.

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SECTION - C

Answer any two of the following. Each carries 16 marks. (Ex 200 Marks)

7. Explain the impact of industrial relations on, economy, industry, society and national wealth.
8. Explain the theories of Trade Union Movement.
9. What are the major provisions of code of discipline and how it develops relationship between management and unions? Discuss.

SECTION - D

10. Analyse the case and answer the questions. (1x10=10)

Whirpool is a major manufacturer of washing machines in the United States of America. It has subsidiaries and sub-contractors who make some of the parts for the final product. One of these companies, Whirpool Corporation, has a plant located in Michigan state which turns metal rods into washing machine parts.

The plant is not a high-tech, state of the art facility, but only a small old-fashioned and plain shop. The company employs 260 workers. Because of low productivity, the company was considering closing the plant. The company also did not want to invest additional capital to upgrade the technology. It did, however, revamp the manufacturing process and had training workshops for the workers to improve the quality of product. However, the productivity per man hour remained low, the rate of defective parts in the production remained high and the employees morale remained generally low.

Then the company decided to introduce a profit sharing plan whereby the workers would be encouraged to improve upon productivity as well as the quality of the product and they would share in the extra costs saved or extra profits earned.

Even though, the workers were sceptical when the program was initiated, they negotiated a profit sharing formula which was suitable to both the

management and the workers. It was agreed that there would be no increase in base pay but the worker's share in the additional benefits would be proportional to the savings achieved. Since the inception of the program, the productivity has increased 12% to 118.8 units per worker as against 92.8 parts per worker prior to the program. Similarly, the number of defective parts has decreased from as high as 851 per million down to only 10 per million. During this time, the total worker pay increased by 12 percent.

The workers have become so involved that they themselves keep looking for ways to cut costs. For example, one group of workers has been involved in finding ways to recycle the oil used to cool and lubricate machines. If those efforts are successful, the workers feel that they can save about \$ 41,000.00 — which can be shared by them.

Even though the program has been successful, some workers are unhappy that the gains are shared by all workers equally and this inhibits individual initiatives. They feel that some unproductive workers are being benefited because of some highly productive workers and the arrangement does not seem to them to be equitable.

Questions:

- 1) Do you think gains-sharing programs are considered to be motivators for workers as individuals? Explain how the program has motivated the workers of Miripool Corporation.
- 2) Should the management continue with the current manufacturing facilities or should it invest capital in upgrading the technology of production? Which option would help the management more than and why?
- 3) What can the management do about the unproductive workers who are getting the same benefits as the productive workers?



II Semester M.B.A. Degree Examination, February 2017
(2007-08 Scheme)
MANAGEMENT
Paper - H 2 : Employee Relationship Management

Time: 3 Hours

Max. Marks: 75

SECTION - A

1. Answer any eight of the following questions, each carries 10 marks. (8x10=80)
- a) Define negotiable equity.
 - b) What are the differences between (i) stock and (ii) preference stock?
 - c) Who is the central person in financial markets?
 - d) Define hedged asset portfolio.
 - e) What is asset portfolio?
 - f) What is the difference between (i) stock and (ii) preference stock?
 - g) Define negotiable equity.
 - h) Define negotiable equity.

SECTION - B

- Answer any three, each carries 25 marks. (3x25=75)
- 2. What is portfolio theory? Discuss its main features (10/25) (10/25)
 - 3. Discuss the steps in the financial planning.
 - 4. What is APW? Discuss some important features of APW.
 - 5. Discuss important causes for a dispute in HRD.
 - 6. Discuss the steps in handling a dispute in HRD.



SECTION-4

Answer any two from the following, each carries 100 marks

(2x100=200)

1. What are rights, guarantee provided to a union under the Trade Union Act? Discuss with examples.
2. Explain the important machinery provided to resolve industrial disputes under ILO Act.
3. The quality of work life in a firm depends on its strategy. What measures would you suggest to improve the quality of work life of IT sector employees? Give points with examples.

SECTION-5

10. Case study

Read the case and answer the questions.

(1x15=15)

The Andhra Pradesh State Road Transport Corporation was formed by passing an act in 1961 in the financial year 1960-61. It has been controlling the operation of a new region controlled by the Government of Andhra Pradesh since its formation as an organized unit. Presently it is operating 10 lakh in 1992 of the routes in the state. Financially, the corporation has done in the financial year 1988-89. Normally it benefits all the employees working in the organization in the financial year 1988-89. For this purpose it has the policy of similar employees.

The pay scale in the corporation was determined on the basis of parity of concept between the management and the employees. The scales are revised every 3-5 years. The recent agreement was signed in the month of September 1988. There are two classes of the employees, i.e., Class I (power working on long distance routes) and Class II (power working on short distance routes). The pay scale of Class I started in enhanced from Rs. 500-1000 to Rs. 500-1000 (with effect from September 1988). It covers 10000 employees. The agreement has also fixed the pay scale of the Class II working the routes of Rs. 200-1000 will be fixed in the scale of Rs. 600-1000.

The Corporation currently 10 drivers who were with the company in 1988-89. The Corporation has decided to increase the pay scale of Rs. 500-1000 and

