

**MANAGEMENT PROGRAMME
(MP)**

Term-End Examination

December, 2024

MS-24 : EMPLOYMENT RELATIONS

Time : 3 Hours

Maximum Marks : 100

(Weightage 70%)

Note : (i) Attempt any **three** questions from Section A. Each question carries 20 marks.

(ii) Section B is compulsory and carries 40 marks.

Section—A

1. Identify the factors responsible for the formation of white-collar managerial unions. Briefly trace the evolution of managerial unions in India.

2. What is industrial relations ? Briefly discuss the Dunlop's approach to industrial relations.
3. Define collective bargaining. Examine the unique features of collective bargaining in Indian context with illustration.
4. Identify the factors responsible for the failure of participative schemes in India. Discuss the strategies for making participative forums effective.
5. Write short notes on any *four* of the following :
 - (a) The "Red-Hot Stove" Rule
 - (b) Advantages of formal mechanism of grievance redressal
 - (c) Negotiation skills
 - (d) The Oxford approach
 - (e) Productivity bargaining

Section—B

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

The Aristocrat Baggage Company's Suggestion Committee is meeting. The members of the committee are listening to a report by the

Secretary on the discussion that had taken place in the Company's Joint Consultative Committee meeting to which he was invited.

One of the workers' representatives of the Joint Consultative Committee had brought up the case of the operator, Raman Gandhi, who three years before had put in a suggestion regarding the dispatch procedure which was turned down by the Suggestion Committee. Two years later a new Dispatch Manager was appointed. Apparently, a year after his appointment he introduced what virtually amounted to the idea suggested by Mr. Gandhi.

Mr. Gandhi was furious when he heard about this and complained to the union leaders. He stated that his idea was stolen and that he will never give any new ideas under the suggestion scheme. "It is ramp" he announced. Some of his colleagues agreed with him.

At the Joint Consultative Committee meeting, the Secretary had a somewhat tough time during the heated discussion. Subsequently, as he discussed the matter with the new Dispatch

Manager, the latter stated that “in any case the situation is different now. Gandhi’s idea could not have been workable at that time.” The Suggestion Committee discussed the matter, but failed to take any decision in this case.

Questions :

- (a) What is the problem in this case ?
- (b) Should it be mandatory for the Suggestion Committee to give reasons if it turns down any suggestion by a worker ?
- (c) How would you deal with the present situation ? What step would you take to avoid the recurrence of such a problem in future ?
- (d) How would you encourage the workers to participate in the suggestion scheme of the company ?

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