



**PG – 781**

**III Semester M.B.A. Degree Examination, January/February 2018  
(CBCS) (2014 – 15 & Onwards)**

**Management**

**Paper – 3.5.2 : INDUSTRIAL AND EMPLOYEE RELATIONS**

Time : 3 Hours

Max. Marks : 70

**SECTION – A**

Answer **any five** of the following, **each** question carries **five** marks. **(5×5=25)**

1. Briefly explain three actors and their roles in IR.
2. What is meant by :
  - a) Layoff ?
  - b) Retrenchment ?
  - c) Strike ?
  - d) Lockout ?
3. What is collective bargaining ? Explain the collective bargaining process followed for Indian companies.
4. Explain in brief
  - a) ESI Act, 1948
  - b) EPF and (miscellaneous Provisions) Act, 1948.
5. Elaborately discuss the salient features of "The Factories Act, 1948".
6. Discuss the Labour legislations pertaining to employees working on night shifts.
7. Explain the problems and challenges of trade unions in India today.



## SECTION – B

Answer **any three** of the following, **each** question carries **10** marks. **(3×10=30)**

8. What are the causes for Industrial disputes ? Discuss with examples.
9. Bring out the differences between traditional IR and emerging employee relations.
10. Discuss the various phases of trade union movement in India. Explain types of trade union.
11. Explain in brief :
  - a) Unfair labour practices
  - b) Schedule of the Standing Orders Act, 1946.

## SECTION – C

12. Case Study (**Compulsory**). **(1×15=15)**

**Striking for Benefits**

By February 2004, the strike by Southern California grocery workers against the state's major supermarket chains was almost five months old. Because so many workers were striking (70,000), and because of the issues involved, unions and employers across the country were closely following the negotiations. Indeed, grocery union contracts were set to expire in several cities later in 2004 and many believed the California settlement-assuming one was reached-would set a pattern.

The main issue was employee benefits and specifically how much (if any) of the employee's health care costs the employees should pay themselves. Based on their existing contract, Southern California grocery workers had unusually good health benefits. For example, they pay nothing toward their health insurance premiums and paid only \$10 co-payments for doctor visits. However, supporting these excellent health benefits cost the big Southern California grocery chains over \$4.00 per hour per worker.





The big grocery chains were not proposing cutting health care insurance benefits for their existing employees. Instead, they proposed putting any new employees hired after the new contract went into effect into a separate insurance pool and contributing \$1.35 per hour for their health insurance coverage. That meant new employee's health insurance would cost each new employee perhaps \$10 per week. And, if that \$10 per week wasn't enough to cover the cost of health care, then the employees would have to pay more, or do without some of their benefits.

This was a difficult situation for all the parties involved. For the grocery chain employers, skyrocketing health care costs were undermining their competitiveness; and the current employees feared any step down the slippery slope that might eventually mean cutting their own health benefits. The unions didn't welcome a situation in which they'd end up representing two classes of employees, one (the existing employees) who had excellent health benefits and another (newly hired employees) whose benefits were relatively meagre and who might therefore be unhappy from the moment they took their jobs and joined the union.

**Questions :**

- 1) Assume you are mediating this dispute. Discuss five creative solutions you would suggest for how the grocers could reduce the health insurance benefits and the cost of their total benefits package without making any employees pay more.
  - 2) From the grocery chains point of view, what is the downside of having two classes of employees, one of which has superior health insurance benefits ? How would you suggest they handle the problem ?
  - 3) Similarly, from the point of view of the union, what are the downsides of having to represent two classes of employees and how would you suggest handling the situation ?
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