

Roll No.

Total No. of Pages : 03

Total No. of Questions : 10

**MBA(Sem.-3)**  
**EMPLOYEE RELATIONS**

Subject Code :MBA 932-18

M.Code :76899

Date of Examination:08-12-2025

Time : 3 Hrs.

Max. Marks : 60

**INSTRUCTIONS TO CANDIDATES :**

1. SECTION-A contains EIGHT questions carrying TWO marks each and students has to attempt ALL questions.
2. SECTIONS-B consists of FOUR Subsections : Units-I, II, III & IV. Each Subsection contains TWO questions each carrying EIGHT marks each and student has to attempt any ONE question from each Subsection.
3. SECTION-C is COMPULSORY and consists of ONE Case Study carrying TWELVE marks.

**SECTION-A**

**1. Answer briefly:**

- a. Describe the system approach to IR.
- b. Illustrate the provisions of hours of work as per the Factories Act 1948.
- c. Discuss the consequences of outside leadership in the Indian trade union movement.
- d. What is arbitration? Discuss its types.
- e. Define termination as per the Industrial Dispute Act.
- f. What do you mean by social security?
- g. Explain the terms 'partial disablement' and 'total disablement' as per the Workman's Compensation Act.
- h. What is ILO? Discuss various activities of the ILO.

## SECTION - B

### UNIT - I

2. Define Industrial Relations. Discuss different approaches to industrial relations in detail.
3. Define trade union. Why do employees join trade unions? Briefly explain the functions of trade unions in India.

### UNIT - II

4. What is Industrial Dispute? What are the causes of industrial disputes? Elaborate on the dispute settlement machinery outlined in the Industrial Dispute Act.
5. What are the objectives of Industrial Dispute Act 1947? Discuss the provisions of layoff and retrenchment as per the Industrial Dispute Act 1947.

### UNIT - III

6. Define wages. Describe the various kinds of deductions that are permissible under the Payment of Wages Act 1936.
7. What is Gratuity? What are the benefits under the Payment of Gratuity Act 1982? Also, discuss the offences and penalties under the Act.

### UNIT - IV

8. What are the objectives of the Maternity Benefit Act? Discuss in detail the benefits payable to female employees under this act.
9. Discuss in detail the scope of labour welfare. Also, explain various types of welfare measures undertaken by the employers for their employees.

## SECTION - C

### 10. Case study

Exactitude Manufacturing implemented a new compensation system a year ago and it hasn't been very well received by their employees. Pay grades were reduced from six to five, and pay was tied to skills rather than seniority. As a result, some senior and highly skilled workers are already at the top of their pay grades. They will only see slight pay increases for several years to come. They are understandably frustrated and have been complaining to supervisors, human resource managers and anyone else who will listen. The problem has been particularly difficult in the St. Louis Missouri facility. Several

employees have posted their complaints on Twitter and their personal Facebook pages. To make matters even worse, a satirical music video has surfaced on YouTube, featuring several Exactitude employees and depicting Exactitude managers as clueless, inept and money hungry. Older workers are pictured sitting in trash cans portraying them as pushed aside because of their age. The video is gaining in popularity and a local TV station has featured it in a news segment that casts Exactitude in a negative light.

HR Director Shannon Keller was called to the facility to meet with nervous managers and supervisors. Their questions came quickly. Anthony, the plant manager asked "What if we offer to go back to the old pay plan if they agree not to talk to union organizers? I think that would make them happy." Bert, a production supervisor, explained, "I'm pretty sure they made the video in the factory on their breaks, and sent it with their company e-mail accounts. Should we discipline them for that?" Carla, another production supervisor, said, "I think there's an information meeting planned with the union. I know where it is. I can go there and see who is interested. If it's the older guys in the video we could offer them early retirement and that would take care of the problem."

Tyler, a manager at the facility, added, "Everyone shouldn't be so concerned. Acme Manufacturing had a union when I worked there and it wasn't bad at all. The management worked closely with the union on all sorts of issues and everyone got along really well. I was there five years and we never went on strike." Quang, another manager, agreed. "I don't think it's going to be a big problem. There's a rumor that if a union is certified, Exactitude will shut this plant down and move production to one of the other three plants. That will probably scare enough people that the union will never get certified," he added. Shannon interrupted the discussion. "You've brought up some really important issues, and I need your cooperation in clearing up some misconceptions before we do anything at all."

**Questions :**

- a. Evaluate the opinions of different managers from legal and ethical perspectives. Which actions are problematic and why?
- b. Suggest ways that Exactitude could implement to resolve the issue of reduced pay grades and establish healthy industrial relations.

**NOTE : Disclosure of Identity by writing Mobile No. or Making of passing request on any page of Answer Sheet will lead to UMC against the Student.**