

Internal Assessment Test – II question& answers

Sub:	Industrial Relations & Legislations					Code:	16MBAHR301
Date:	07.10.2017	Duration:	90 mins	Max Marks:	40	Sem:	III
		Branch:	MBA				

		Marks		OBE																												
		CO	RBT																													
Part A - Answer Any Two Full Questions (16*02=32 Marks)																																
1 (a)	Define Employee Grievance? Also state causes of Grievances.	[02]	CO1	L1																												
<p>Employee grievance refers to the dissatisfaction of an employee with what he expects from the company and its management. A company or employer is expected to provide an employee with a safe working environment, realistic job preview, adequate compensation, respect etc. However, employee grievance is caused when there is a gap between what the employee expects and what he receives from the employer.</p> <p>Causes of Grievance</p> <ol style="list-style-type: none"> 1. Economic 2. Work environment 3. Supervision 4. Organizational change 5. Employee relations 																																
(b)	Distinguish between Blue collar worker and White collar worker?	[06]	CO2	L2																												
<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 15%;">BASIS FOR COMPARISON</th> <th style="width: 35%;">BLUE COLLAR</th> <th style="width: 50%;">WHITE COLLAR</th> </tr> </thead> <tbody> <tr> <td>Meaning</td> <td>A job that requires physical labor is known as a Blue collar job</td> <td>A job that requires clerical work is known as a White collar job.</td> </tr> <tr> <td>Color of Attire</td> <td>Blue</td> <td>White</td> </tr> <tr> <td>Place of work</td> <td>Field or industrial location like factory etc.</td> <td>Office</td> </tr> <tr> <td>Job performed by</td> <td>Workers</td> <td>Employees</td> </tr> <tr> <td>Remuneration</td> <td>Wages</td> <td>Salary</td> </tr> <tr> <td>Basis of Payment</td> <td>Hours worked</td> <td>Performance</td> </tr> <tr> <td>Payment cycle</td> <td>Daily</td> <td>Monthly</td> </tr> <tr> <td></td> <td></td> <td></td> </tr> </tbody> </table>						BASIS FOR COMPARISON	BLUE COLLAR	WHITE COLLAR	Meaning	A job that requires physical labor is known as a Blue collar job	A job that requires clerical work is known as a White collar job.	Color of Attire	Blue	White	Place of work	Field or industrial location like factory etc.	Office	Job performed by	Workers	Employees	Remuneration	Wages	Salary	Basis of Payment	Hours worked	Performance	Payment cycle	Daily	Monthly			
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(c)	Explain Grievance Model Procedure and the approaches to Grievance machinery .	[08]	CO1	L4																												
The model grievance model procedure suggested by National commission on Labour																																

has provided for time bound stages of handling grievance.

An aggrieved employee shall present his grievance verbally to the officer designated by management. The officer should give response within 48 hours. If the worker is not satisfied with the decision, he can present it to the Head of the department

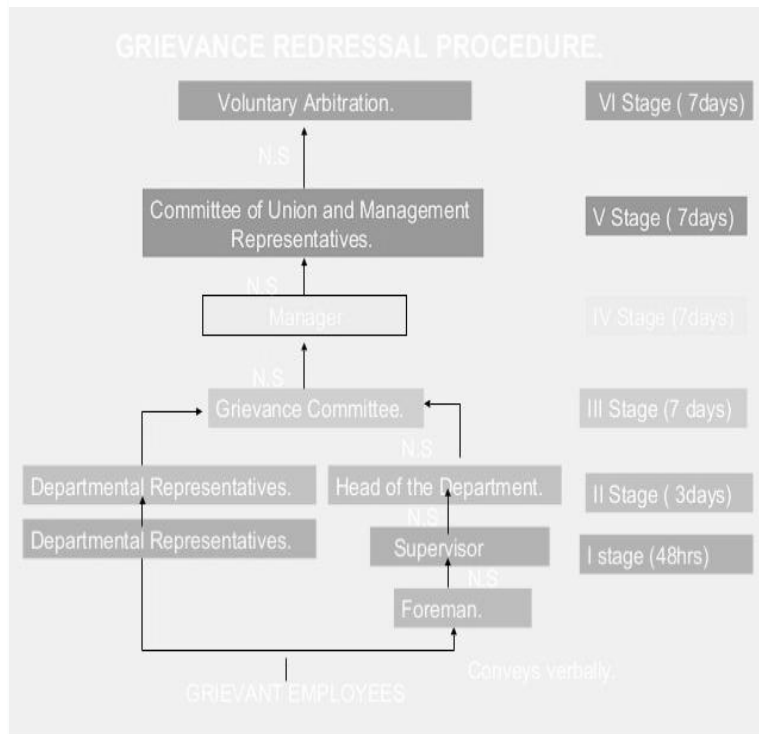
The Head of the department should respond within 3 days. If the worker is not satisfied with the decision, he can forward the grievance to the grievance committee.

The grievance committee should make a recommendation to the manager within 7 days of the aggrieved employee's request. If there a difference of opinion among the members of the committee, the matter should be referred to the manager

The final decision of the manager should be communicated to the employees within 3 days from the receipt of the grievance committee's recommendation.

If the worker is not satisfied with the decision he has the right to appeal to the manager for review of the decision. The employee could use union representative for the appeal to the management. The management should communicate the decision within 7 days of the review petition.

If the worker is still not satisfied, the matter may be referred to the voluntary arbitration.



2 (a) List out the various objectives of trade union.

- Providing Income Security
- Maintaining job security
- Preserving physical security
- Providing social securities
- Procuring political prowess

[02]

CO1 L1

(b) What is the procedure for registration of trade unions?

Appointment of Registrars

[06]

CO2 L3

The appropriate Government may appoint as many Additional and Deputy Registrars of Trade Unions as it thinks fit for the purpose of exercising and discharging, under the superintendence and direction of the Registrar, such powers and functions of the Registrar under this Act as it may, by order, specify and define the local limits within which any such Additional or Deputy Registrar shall exercise and discharge the powers and functions so specified.

Subject to the provisions of any order under sub-section, where an Additional or Deputy Registrar exercises and discharges the powers and functions of a Registrar in

an area within which the registered office of a Trade Union is situated, the Additional or Deputy Registrar shall be deemed to be the Registrar in relation to the Trade Union for the purposes of this Act.

Mode of registration

Any seven or more members of a Trade Union may, by subscribing their names to the rules of the Trade Union and by otherwise complying with the provisions of this Act with respect to registration, apply for registration of the Trade Union under this Act.

Where an application has been made under sub-section (1) for the registration of a Trade Union, such application shall not be deemed to have become invalid merely by reason of the fact that, at any time after the date of the application, but before the registration of the Trade Union, some of the applicants, but not exceeding half of the total number of persons who made the application, have ceased to be members of the Trade Union or have given notice in writing to the Registrar dissociating themselves from the application

(c) Define discipline and list the objectives of discipline and causes of Indiscipline in[08] organization.

Discipline refers to follow up of rules and regulation in a systematic manner by the employees in the interest of the organization. The employees perform their duties and responsibilities keeping the terms and conditions of the company in their mind, it shows that they are disciplined.

Objectives of discipline

Achievement of goals :

Every organization sets certain rules and regulations which are to be followed in order to achieve the desired objectives. The organizations maintain discipline among the employees so that the organizations goals can be achieved easily.

Makes employees responsible

Discipline is used by the organization in order to avoid any kind of irresponsible behavior in the part of employees. The employees follow the set of rules and regulations in the a disciplined and systematic manner.

Controlling employees

The main motive of creating employee discipline is policy for the employees is to have a strong control over them. Since, higher authorities are entitled for taking disciplinart actions.

Minimizes cost of Supervision

Once the employees understand the importance of discipline, the requirement of closely supervising the performance and behavior of the employee's minimizes which further reduces the cost of supervision.

Penalize employees

Punishing the employees is the last approach by which an organization can threat certain undisciplined employees, so that they do not violate any rules of the organization again.

Causes Of Indiscipline:

Unfair Management Practices: Management sometimes indulges in unfair practices like:

Wage discrimination

Non-compliance with promotional policies and transfer policies

Discrimination in allotment of work

Defective handling of grievances

Payment of low wages

Absence of Effective Leadership: Absence of effective leadership results in poor management in the areas of direction, guidance, instructions etc. This in turn, results in indiscipline. I am sure you remember the importance of leadership as studied in the last semester.

CO1	L2

Communication Barriers: Communication barriers and absence of humane approach on the part of superiors result in frustration and indiscipline among the workers. The management should clearly formulate the policies regarding discipline. These policies should be communicated and the policies should be consistently followed in the organisations. The management should also be empathetic towards the employees.

8. Absence of Code of Conduct: This creates confusion and also provides chance for discrimination while taking disciplinary action. We will be discussing Code of Discipline in details etc. A code of conduct is a set of rules outlining the responsibilities of or proper practices for an individual, party or organization. Related concepts include ethical codes and honor codes.

Divide and Rule Policy: Many managers in the business obtain secret information about other employees through their trusted assistants. The spying on employees is only productive of a vicious atmosphere and of undesirable in the organization. Henry Fayol has rightly pointed out that dividing enemy forces to weaken them is clever, but dividing one's own team is grave sin against the business. No amount of management skill is necessary for dividing personnel, but integrating personnel into a team is the challenging task of sound management.

Deferring settlement of Employee Grievances: The employee grievances cannot be put off by deferring or neglecting their solutions. The grievances should properly be inquired into and settled by the managers in a reasonable period. Neglect of grievances often results in reduced performance, low morale and indiscipline among the employees. Strikes and work stoppages stem in many cases from the utter neglect of employee grievances.

3 (a) What do you mean by Craft and General union, Close shop/ Union shop? [02]

Craft and general union:

This type of union is more prevalent in developed western societies where the industrial way of life has had a longer history. A craft union is built around a certain specialized skills which has necessitated a special type of training, craft union are therefore opened to members of a certain trade or skill like Air India's navigation union on the other hand a general union is open to all its members irrespective of their skills cutting across trades or skills and could include unskilled, semi skilled, and skilled workers.

Close shop/union shop

In such situations the union makes employment condition on union membership one variation being that employment is rooted through the union where it acts as a labour supplier and in another, once employed and employee is required to join union.

(b) Elaborate on problems of trade union . [06]

1. Lack of Balanced Growth

Trade unions are often associated with big industrial houses. A vast majority of the working population is without any union backing. The entire agricultural sector is highly unorganized in India. The agricultural workers are subject to all kinds of exploitation. The same is true with respect to those working in small scale and cottage industries. Lack of balanced growth of trade unions in all sectors is one of the major **weakness of the trade union movement in India.**

2. Low Membership

Trade unions, with the exception of few have low membership. This is because many employees are not willing to join unions although they are ready to enjoy the benefits arising out of the union actions. The reasons for the hesitation of employees to join unions include, among others, the need to take part in strikes and such other programmes, fear of pay cut and fear of punishment.

3. Poor financial Position

Low membership is one of the reasons for the poor financial position of the unions. Moreover, the subscription payable by every member is kept low. Some members may

	CO2	L2
	CO2	L3

not even make a prompt payment of the small amount of subscription. These are also not very many sources from which unions can get funds. They may probably depend on contributions from philanthropists. The poor financial position can only weaken the trade union movement.

4. Political Control

Most popular trade unions in India are affiliated to certain political parties. These political parties are only keen on making every grievance of the working class a political issue to attain political gains. As a result the problem only gets wide publicity and remains unsolved.

5. Multiplicity of Unions

Often there exists more than one union within the same industry each backed by a political party. These various unions have conflicting ideology. If one union comes out with a strike proposal another union may work against it. As a result, none of the unions is actually able to solve the problems of the workers.

6. Inter-Union Rivalry

The existence of many unions within a particular industry paves way for what is called inter-union rivalry. These unions do not work together for the cause of the workers. Each union may adopt a different approach to the problem. The inter-union rivalry may become a more serious problem of the workers. As a result, the employees are unable to derive the benefits of collective bargaining.

7. Lack of able Leaders

Another barrier to the growth of trade unions is the lack of able leaders. Some union leaders give a strike call even for petty problems that can easily be resolved through talks. On the other hand, there are leaders who have secret pact with the management. They get bribes from the government and work against the interests of the employees. Some leaders don't convene a meeting of the general body at all even when a crisis develops. They take unilateral decisions that are thrust on the employees.

8. Lack of Recognition

Most management is not prepared to recognize trade unions. This happens because of any of the following reason.

The existence of low membership that reduces the bargaining power of the union.

The existence of more unions within the same industry.

Inter-union rivalry.

The indifferent attitude of the employees themselves towards trade unions.

9. Opposition from Employers

Apart from the fact that most employers are not prepared to recognize trade unions, they also do not let their employees form a union. This the employers are able to achieve by adopting certain punitive measures like intimidating employees victimizing union leaders, initiating disciplinary action against employees indulging in union activities and so on. Some employers also start rival unions with the support of certain employees. Sometimes, they may go to the extent of bribing union leaders to avert a strike or such similar show of protest by employees.

10. Indifferent Attitude of the Members

Union leaders alone cannot be blamed for the weakness of the trade union movement. The indifferent attitude of the members of certain unions is also a barrier. Some members do not even make a prompt payment of the subscription amount. The treasurer of the union has to go behind them, remind and persuade them to pay the subscription that is often a very small amount.

(c) Briefly discuss trade union movement in India. [08]

Trade unions are organizations of workers formed to protect the rights and interests of workers through collective action.

In India, the first quarter of the 20th century gave the birth of the trade union movement. A series of strikes were declared in India in the twenties. The success of most of these strikes led to the organization of many unions.

In 1920, the All India Trade Union Congress (AITUC) was set up. In 1926, the Trade Unions Act was passed which gave a legal status to the registered trade unions.

CO3	L3

Subsequently many trade unions were formed such as:
 Indian National Trade Union Congress (INTUC),
 Centre of Indian Trade Unions (CITU),
 Hind Mazdoor Sabha (HMS),
 Bharatiya Mazdoor Sangha (BMS),
 United Trade Union Congress (UTUC), and
 National Federation of Independent Trade Unions (NFITU).

Growth of Trade Unions in India

It was not until the close of First World War, that the modern trade Union movement really took permanent roots in Indian Soil.

The establishment of Bombay Mill Hands' Association is considered as the first phase of the trade union movement in India. In 1905, the Printers Association of Calcutta and Dock Union Board in Bombay were formed.

There was labor unrest in India at the end of the First World War. In several industries, the workers went on strikes to secure wage increases. The Russian Revolution and the Industrial Labor Organization have inspired the Indian laborers to launch trade unions like the Spinners Union and Weaver's Union which had been established in Madras and Ahmedabad respectively.

But the important step in the history of Indian trade unionism was the foundation of All India Trade Union Congress in 1920. There had been a steady progress of trade union movement in India. However, the decision of the Madras High Court that the formation of trade union is illegal stood in the way of its development.

In 1926, the Trade Unions Act was enacted to give legal recognition to the different trade unions. The said Act also conferred certain privileges on the registered trade unions in an industrial unit. The Trade Unions Act has made it compulsory on trade unions to use their funds for workers interests and to prescribe a fee of at least 25 paise per works. Most of the members of the executive committee of a trade union must be employed in the factory.

In 1930, the climate was not favorable to the growth of trade Union movements in India. The prosecution of the communists involved in Meerut conspiracy case and the failure of Bombay Textile strike of 1929 retarded the trade union movement. Moreover the serious economic depression was added with it, during the period.

In the next phase, the Second World War gave a great impetus to the trade union movement in India. The rising cost of living forced laborers to organize themselves into trade unions. At the same time the Second World War split the trade union leaders on the question of participating in the war. Industrial unrest was also increased during this period. As a result; there was a marked increase in both the number of trade unions and of organized workers.

With independence and partition, the country was plunged into growing unemployment. A series of strikes occurred, in the country. The All India Trade Union Congress was split up as a result of which the Indian National Trade Union Congress (INTUC) was formed in 1947 under the control of congress party. The Hind Mazdoor Sabha (HMS) was formed by the socialist Party in 1948, and United Trade Union congress (UTUC) was formed in 1949. Recently, Centre of Indian Trade Unions (CITU) has been formed by the Communist Party (Marxists).

There are more than fourteen thousand registered trade unions in India. The steady growth of trade unions in India is due to the political consciousness among the laborers as well as the governmental measures to facilitate collective bargaining through appropriate legislation.

Part B - Compulsory (01*08=08 marks)

4

- (a) Write a note on employee relations in IT sector. [04]
 With Information Technology becoming a worldwide phenomenon, the IT Revolution gripped the entire world. A lot of IT projects were outsourced to India as India provided cheap labour. Along with Indian big wigs like TCS, Infosys and Wipro, there were also

CO2	L4

a lot of other MNC's which had employed a huge number of Indians. IT giants like Accenture, IBM and Cognizant are few of them and many other companies like Capgemini, Cisco and HP which have a lesser number of employees. In all there are more than 2.5 million workers employed in India in the IT sector.

If we look at the problems faced by the employees in European countries like France and Belgium, the issues are much different than that in India. With reference to "Industrial relations in the information and communication technology sector" by Robbert van het Kaar and Marianne Grunell, some of the main problems are labour shortage and dependent employment. In the former case, workers in Holland were against employing Indians as they had better Expertise expertise. In case of dependent employment, many employees in the IT sector worker like entrepreneurs-they did not have a job contract that ensured their employment.

The scenario of Industrial relations is in information technology sector in India is in a different dimension all together. Hence their problems are much different than those in European countries.

Exploitation in IT

The exploitation of the workforce in IT is not a new thing. It is a well-known fact among Engineers about the different ways in which the employees are exploited. Some of them are:

Making employees work during extra hours without any additional benefit/pay.

Hiring in huge numbers in the form of "Campus Recruitment" and layoff when the firms performance takes a dip.

Forced to work on holidays and Festival days owing to the American culture which the IT companies ascribe to.

Sexual exploitation of the workers for different reasons.

Being graded for their work through rating which is not transparent or not justified in many cases.

- (b) You are the labour welfare officer in charge how would you manage certain issues and [04] grievances in your organization .

Treat each case as important and get the grievance in writing

Talk to the employees directly

Discuss in a private place

Handle each case within a time frame

Examine company provisions in each case

Get a relevant facts

Control over emotions

Maintain proper records

Be proactive, if possible

CO3	L5

Course Outcomes		PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO1:	To enable students to understand and apply the principles of IR and develop an awareness of the significance of industrial peace.	1b 3c	1a 3a 4b							
CO2:	To provide a conceptual basis of Industrial Relations.	2a	2b							

CO3:	To give an understanding of the components and meaning of sustaining Industrial peace anchored on harmonious Employee-Management relations.	1c 2c	3b	4a						
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Cognitive level	KEYWORDS
L1	List, define, tell, describe, identify, show, label, collect, examine, tabulate, quote, name, who, when, where, etc.
L2	summarize, describe, interpret, contrast, predict, associate, distinguish, estimate, differentiate, discuss, extend
L3	Apply, demonstrate, calculate, complete, illustrate, show, solve, examine, modify, relate, change, classify, experiment, discover.
L4	Analyze, separate, order, explain, connect, classify, arrange, divide, compare, select, explain, infer.
L5	Assess, decide, rank, grade, test, measure, recommend, convince, select, judge, explain, discriminate, support, conclude, compare, summarize.

□