

**Sub:** Industrial Relations & legislations

**Code:** 22MBHR304

Date: **26/05/2025** Duration 180mins Marks: 100 Max  
Sem: III

**Branch:** MBA

**Note:** Qn.1 to 7 - Answer Any Four Full Questions (04\*20=80 Marks)

**Qn. 8 - Compulsory (01\*20= 20marks)**

Part	Question #	Description	Marks Distribution	Max Marks
A	1	a) Define Industrial Relations	<b>Industrial Relations</b> refers to the relationship between employers, employees, and the government in the workplace. It encompasses the systems, rules, and practices used to manage and regulate employment, labor relations, and collective bargaining.	3
		b) Explain the scope of Industrial Relations	The <b>scope of Industrial Relations (IR)</b> is broad and includes all aspects of the employment relationship. It deals with the dynamics between employees, employers, and the institutions that regulate their interactions. Below are the main areas that fall under its scope: 1. Employer-Employee Relations 2. Trade Unionism 3. Collective Bargaining	7
		c) Elaborate any four approaches to Industrial Relations	Here are <b>four important approaches to Industrial Relations</b> , each offering a different perspective on how employer-employee relationships should be understood and managed: 1. Unitary Approach 2. Pluralistic Approach 3. Marxist (or Radical) Approach 4. Human Relations Approach	10
	22	a) Define Grievance	<b>Definition of Grievance</b>  A <b>grievance</b> is a formal complaint raised by an employee regarding any aspect of their work environment, employment conditions, or treatment by management that they believe is unfair, unjust, or in violation of workplace policies or labor laws.	3
				20 M

b)

2	b)	Explain the rights of women workers listed in Indian Constitution Articles Provisions	The <b>Constitution of India</b> provides several <b>fundamental rights and directive principles</b> to protect and promote the welfare of <b>women workers</b> . These rights ensure equality, dignity, and safe working conditions for women across sectors.	7	
	c)	Explain the model grievance procedure in detail	<p>The Model Grievance Procedure is a structured process designed to resolve workplace conflicts and ensure fairness. It typically involves a series of steps, starting with informal attempts to resolve the issue and escalating to more formal procedures if necessary, ultimately aiming for a swift and satisfactory resolution for the aggrieved employee.</p> <p>Stage 1: Informal Discussion with Immediate Supervisor</p> <p>Stage 2: Written Grievance to Department Head</p> <p>Stage 3: Appeal to Grievance Committee</p> <p>Stage 4: Top Management Intervention</p> <p>Stage 5: Voluntary Arbitration or Legal Redress</p>	10	
3	a)	What do you mean by Collective Bargaining?	<p><b>Collective Bargaining</b> is a process of negotiation between <b>employers</b> and a <b>group of employees</b> (usually represented by a <b>trade union</b>) aimed at reaching agreements that regulate <b>working conditions</b>.</p> <p>These agreements may cover areas such as:</p> <ul style="list-style-type: none"> <li>• Wages and salaries</li> <li>• Working hours and conditions</li> <li>• Benefits (like leave, health insurance, etc.)</li> <li>• Job security</li> <li>• Grievance redressal mechanisms</li> <li>• Promotion and transfer policies</li> </ul>	3	20 M
	b)	Discuss the types of collective bargaining	<p>Collective bargaining can take various forms depending on the objectives of negotiation, the relationship between the parties, and the economic context. The main types of collective bargaining are as follows:</p> <ol style="list-style-type: none"> <li>1. Distributive Bargaining (Also called "Conjunctive Bargaining")</li> <li>2. Integrative Bargaining (Also called "Cooperative Bargaining")</li> <li>3. Productivity Bargaining</li> <li>4. Concessionary Bargaining</li> <li>5. Composite Bargaining</li> </ol>	7	

		c)	Describe the forms of worker participation in India.	<p>Worker participation in management refers to the involvement of workers in the decision-making processes of an organization. In India, several mechanisms have been established by law or practice to promote worker participation in both public and private sector enterprises.</p> <ol style="list-style-type: none"> <li><b>1. Works Committees</b> (Under the Industrial Disputes Act, 1947)</li> <li><b>2. Joint Management Councils (JMCs)</b></li> <li><b>3. Shop Councils and Joint Councils</b> (Part of the 1975 Scheme)</li> <li><b>4. Workers' Representation in Boards of Management</b></li> <li><b>5. Quality Circles</b></li> </ol>	10	
4		a)	What is Employee relation?	<p><b>What is Employee Relation?</b></p> <p><b>Employee Relation</b> refers to the efforts and practices used by an organization to manage and maintain a <b>positive, productive, and legally compliant relationship</b> between the employer and the employees.</p> <p>It includes the development and implementation of policies, procedures, and communication strategies to ensure:</p> <ul style="list-style-type: none"> <li>• Mutual respect</li> <li>• Fair treatment</li> <li>• Conflict resolution</li> <li>• Employee satisfaction</li> <li>• Legal compliance</li> </ul>	3	

		b)	Explain the significance of Employee relations in industry.	<p><b>Significance of Employee Relations in Industry</b></p> <p>Employee relations play a <b>critical role in the success and sustainability of any industry</b>. A strong and healthy relationship between employers and employees fosters a positive work environment, improves productivity, and contributes to organizational growth. Here is a detailed explanation of the significance:</p> <ol style="list-style-type: none"> <li>1. Enhances Productivity</li> <li>2. Reduces Industrial Conflicts</li> <li>3. Promotes Employee Engagement and Motivation</li> <li>4. Ensures Legal Compliance</li> <li>5. Facilitates Organizational Change</li> </ol>	7	
		c)	Analyze any two legal provisions to main maintain employee relations	<p>Here's an analysis of <b>two key legal provisions</b> in India that are crucial for maintaining <b>employee relations</b>:</p> <p><b>1. Industrial Disputes Act, 1947</b></p> <p><b>Purpose:</b></p> <p>To provide a legal framework for the <b>investigation and settlement of industrial disputes</b> between employers and employees.</p> <p><b>Key Provisions Relevant to Employee Relations:</b></p> <ul style="list-style-type: none"> <li>• <b>Works Committees (Section 3):</b> <ul style="list-style-type: none"> <li>○ Applicable to establishments with 100 or more workers.</li> <li>○ Composed of employer and employee representatives.</li> <li>○ Aim: Promote <b>harmonious relations</b>, resolve minor conflicts through dialogue</li> </ul> </li> </ul> <p><b>2. Factories Act, 1948</b></p> <p><b>Purpose:</b></p> <p>To ensure <b>health, safety, and welfare</b> of workers in factories and promote a safe working environment.</p> <p><b>Key Provisions Relevant to Employee</b></p>	10	

				<b>Relations:</b> <ul style="list-style-type: none"> <li>• <b>Welfare Provisions (Chapter V):</b> <ul style="list-style-type: none"> <li>○ Facilities such as canteens, restrooms, washing areas, first-aid appliances.</li> <li>○ Improves worker satisfaction and morale.</li> </ul> </li> </ul>		
	5	a)	What is factory according to factories act 1948?	<p>According to <b>Section 2(m)</b> of the <b>Factories Act, 1948</b>, the term "<b>Factory</b>" is defined as:</p> <p><b>"Any premises</b> (including the precincts thereof) —</p> <p>(i) Where <b>10 or more workers</b> are working (or were working on any day in the preceding 12 months), and a <b>manufacturing process is being carried on</b> with the aid of <b>power</b>, or</p> <p>(ii) Where <b>20 or more workers</b> are working (or were working on any day in the preceding 12 months), and a <b>manufacturing process is being carried on without the aid of power.</b>"</p>	3	
		b)	Explain the provisions related to welfare of workers as per Factries Act 1948.	<p><b>Welfare Provisions under the Factories Act, 1948</b></p> <p>The <b>Factories Act, 1948</b> lays down several <b>statutory welfare measures</b> to ensure the well-being and comfort of workers employed in factories. These provisions are mainly covered under <b>Chapter V (Sections 42 to 50)</b> of the Act.</p> <p><b>. Washing Facilities (Section 42)</b></p> <ul style="list-style-type: none"> <li>• Every factory must provide <b>adequate and suitable washing facilities</b>.</li> <li>• Separate and screened facilities must be provided for <b>male and female workers</b>.</li> <li>• Facilities should be <b>clean and conveniently accessible</b>.</li> </ul> <p><b>. Facilities for Storing and Drying Clothing (Section 43)</b></p> <ul style="list-style-type: none"> <li>• The State Government may make rules requiring factories to provide suitable <b>places for storing clothes</b> not worn during working hours and for <b>drying wet clothing</b>.</li> </ul>	7	

			<p><b>3. Facilities for Sitting (Section 44)</b></p> <ul style="list-style-type: none"> <li>Workers who are required to work in a standing position must be provided with <b>sitting arrangements</b> to take rest when not actively working.</li> </ul> <p><b>4. First-Aid Appliances (Section 45)</b></p> <ul style="list-style-type: none"> <li><b>Mandatory</b> first-aid boxes or cupboards must be provided and maintained in every factory.</li> <li>One first-aid box for every <b>150 workers</b>.</li> <li>Each box must be in charge of a <b>trained person</b>.</li> <li>For factories with more than <b>500 workers</b>, an <b>ambulance room</b> with prescribed equipment and staff is mandatory.</li> </ul> <p><b>5. Canteens (Section 46)</b></p> <ul style="list-style-type: none"> <li>Factories with <b>250 or more workers</b> must provide a <b>canteen</b>.</li> <li>The State Government may prescribe rules regarding food standards, hygiene, and management.</li> </ul> <hr/> <p><b>6. Shelters, Rest Rooms, and Lunch Rooms (Section 47)</b></p> <ul style="list-style-type: none"> <li>For factories with <b>150 or more workers</b>, suitable <b>shelters, restrooms, and lunchrooms</b> (with drinking water) must be provided.</li> </ul>		
		c)	<p>Describe the deduction from wages as per payment of wages act.</p> <p><b>Deductions from Wages under the Payment of Wages Act, 1936</b></p> <p>The <b>Payment of Wages Act, 1936</b> ensures timely payment of wages to employees and <b>regulates the deductions</b> that can legally be made from their wages.</p> <p>According to <b>Section 7 of the Act</b>, only certain <b>authorized deductions</b> are allowed, and there are strict limits on how much can be deducted.</p> <ol style="list-style-type: none"> <li><b>Fines</b></li> <li><b>Absence from Duty</b></li> </ol>	10	

				3. Damage or Loss 4. <b>House Accommodation</b> 5. <b>Amenities and Services</b>		
6		a)	What is an Industrial Dispute?	<b>What is an Industrial Dispute?</b>  An <b>Industrial Dispute</b> refers to any conflict or difference between employers and employees (or between employees themselves) related to the terms and conditions of employment or the working environment.  <b>Legal Definition (Industrial Disputes Act, 1947 - Section 2(k))</b>  " <b>Industrial dispute</b> means any dispute or difference between employers and employers, or between employers and workmen, or between workmen and workmen, which is connected with the employment or non-employment or the terms of employment or with the conditions of labor of any person."	3	
		b)	Explain the rights and privileges of a Registered Trade Union.	<b>Rights and Privileges of a Registered Trade Union</b>  When a trade union is <b>registered</b> under the <b>Trade Unions Act, 1926</b> , it gains certain legal rights and privileges that help it function effectively and protect the interests of its members.  1. <b>Legal Recognition</b> 2. <b>Protection from Civil Suits</b> 3. <b>Right to Recover Registration Fees</b> 4. <b>Right to Hold Property</b> 5. <b>Immunity from Certain Legal Actions</b>	7	
		c)	List out the six types of benefits provided under ESI Act	<b>Six Types of Benefits Provided under the Employees' State Insurance (ESI) Act</b>  The <b>Employees' State Insurance Act, 1948</b> provides comprehensive social security benefits to workers in case of sickness, maternity, disability, and employment injury. The six main	10	

			<p>types of benefits are:</p> <ul style="list-style-type: none"> <li>• <b>Medical Benefit</b> <ul style="list-style-type: none"> <li>• Full medical care for insured persons and their dependents, including outpatient and inpatient treatment, hospitalization, and specialist consultation.</li> </ul> </li> <li>• <b>Sickness Benefit</b> <ul style="list-style-type: none"> <li>• Cash compensation for wage loss during periods of certified sickness or illness, typically paid for up to 91 days in a year.</li> </ul> </li> <li>• <b>Maternity Benefit</b> <ul style="list-style-type: none"> <li>• Paid leave for female insured persons during maternity, usually for 26 weeks (can be extended in certain cases).</li> <li>• Includes prenatal and postnatal care.</li> </ul> </li> <li>• <b>Disablement Benefit</b> <ul style="list-style-type: none"> <li>• Financial compensation for temporary or permanent disablement due to employment injury.</li> <li>• Temporary Disablement Benefit (TDB): Weekly payments during temporary incapacity.</li> <li>• Permanent Disablement Benefit (PDB): Lump sum or pension for permanent disability.</li> </ul> </li> <li>• <b>Dependents' Benefit</b> <ul style="list-style-type: none"> <li>• Monthly payments to dependents of an insured person who dies due to employment injury.</li> </ul> </li> <li>• <b>Funeral Expenses</b> <ul style="list-style-type: none"> <li>• A lump sum payment to cover funeral costs of an insured person who dies from an employment-related injury.</li> </ul> </li> </ul>		
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7	a)	What do you mean by Human Relations Approach?	<b>What is the Human Relations Approach?</b>  The <b>Human Relations Approach</b> is a management theory that emphasizes the importance of <b>social factors, employee welfare, and human needs</b> in the workplace. It focuses on understanding how interpersonal relationships, employee attitudes, and group dynamics affect productivity and job satisfaction.	3	
	b)	Brief the types of Industrial Relations	<b>Types of Industrial Relations</b>  Industrial relations can be broadly classified based on the nature of interaction and conflict between employers and employees:  <b>1. Cooperative Industrial Relations</b> <ul style="list-style-type: none"> <li>Both employers and employees work together <b>harmoniously</b>.</li> <li>Emphasis on <b>collaboration, trust, and mutual respect</b>.</li> <li>Encourages joint problem-solving and collective decision-making.</li> <li>Leads to higher productivity and industrial peace.</li> </ul> <b>2. Conflictual Industrial Relations</b> <ul style="list-style-type: none"> <li>Characterized by <b>frequent disputes, strikes, and disagreements</b>.</li> <li>Opposing interests between management and workers dominate.</li> <li>Lack of trust and poor communication.</li> <li>Can result in industrial unrest and loss of production.</li> </ul> <b>3. Neutral Industrial Relations</b> <ul style="list-style-type: none"> <li>Neither strongly cooperative nor conflictual.</li> <li>Relationship is <b>formal and distant</b>, mostly governed by rules and contracts.</li> <li>Limited interaction beyond necessary negotiations.</li> <li>Stability exists but lacks warmth or engagement.</li> </ul> <b>4. Unilateral Industrial Relations</b> <ul style="list-style-type: none"> <li>One party (usually management) makes decisions <b>without consultation</b> with employees.</li> </ul>	7	

			<ul style="list-style-type: none"> <li>• Little or no worker participation.</li> <li>• Can lead to dissatisfaction and potential conflicts over time.</li> </ul> <p><b>5. Bilateral Industrial Relations</b></p> <ul style="list-style-type: none"> <li>• Both parties (management and employees/unions) actively engage in dialogue and negotiations.</li> <li>• Collective bargaining is a key feature.</li> <li>• Balances power and promotes fairness.</li> </ul> <p><b>6. Tripartite Industrial Relations</b></p> <ul style="list-style-type: none"> <li>• Involves three parties: <b>employers, employees (unions), and the government.</b></li> <li>• Government acts as a mediator or regulator.</li> <li>• Often used in policymaking and dispute resolution.</li> </ul>		
	c)	Explain the Dunlop Model and Oxford Model of Industrial relations	<p><b>1. Dunlop Model of Industrial Relations</b></p> <p><b>Developed by John T. Dunlop (1958), this is one of the most influential frameworks for understanding industrial relations.</b></p> <p><b>Core Idea:</b></p> <p>Industrial Relations is a <b>system</b> consisting of three main actors and a context that influences their interactions.</p> <p><b>Key Components:</b></p> <ul style="list-style-type: none"> <li>• <b>Actors:</b> <ul style="list-style-type: none"> <li>○ <b>Employers</b> (management)</li> <li>○ <b>Employees</b> (workers or their representatives/unions)</li> <li>○ <b>Government</b></li> </ul> </li> <li>• <b>Context:</b> <ul style="list-style-type: none"> <li>○ The industrial relations system operates within a broader <b>environment</b> that includes economic conditions, technology, and labor market dynamics.</li> </ul> </li> <li>• <b>Rules of the Game:</b> <ul style="list-style-type: none"> <li>○ Formal and informal <b>rules and procedures</b> (laws, agreements, customs) that govern interactions among actors.</li> </ul> </li> <li>• <b>Ideology:</b></li> </ul>		

				<ul style="list-style-type: none"> <li>○ Shared beliefs and values among the actors that shape expectations and behavior.</li> </ul> <p><b>How It Works:</b></p> <ul style="list-style-type: none"> <li>• The actors interact within the framework of rules and ideology.</li> <li>• The government often acts as a mediator and regulator.</li> <li>• The system is dynamic and affected by external factors (like economy, politics).</li> </ul> <p><b>Significance:</b></p> <ul style="list-style-type: none"> <li>• Emphasizes the <b>systematic interaction</b> between all parties.</li> <li>• Highlights the importance of <b>rules and shared ideologies</b>.</li> <li>• Useful in analyzing how disputes and cooperation arise in workplaces.</li> </ul>		
				<p><b>2. Oxford Model of Industrial Relations</b></p> <p><b>Developed by the Industrial Relations Research Unit, Oxford University, mainly by Allan Flanders and colleagues in the 1960s.</b></p> <p><b>Core Idea:</b></p> <p>Focuses on the <b>collective bargaining process</b> and the role of <b>trade unions and employers</b> in industrial relations.</p> <p><b>Key Elements:</b></p> <ul style="list-style-type: none"> <li>• <b>Trade Unions:</b> <ul style="list-style-type: none"> <li>○ Seen as central actors representing workers.</li> <li>○ Influence workplace rules through negotiation.</li> </ul> </li> <li>• <b>Collective Bargaining:</b> <ul style="list-style-type: none"> <li>○ The process through which unions and employers negotiate terms and conditions of work.</li> <li>○ Viewed as the key mechanism for regulating industrial relations.</li> </ul> </li> <li>• <b>Power and Conflict:</b> <ul style="list-style-type: none"> <li>○ Acknowledges that conflict and power struggles are inherent in industrial relations.</li> <li>○ Emphasizes the <b>balance of power</b> between employers and</li> </ul> </li> </ul>		

				<p>unions.</p> <ul style="list-style-type: none"> <li>• <b>Role of Government:</b> <ul style="list-style-type: none"> <li>○ Less emphasized than in Dunlop's model.</li> <li>○ Government may intervene mainly to regulate or support collective bargaining.</li> </ul> </li> </ul> <p><b>Significance:</b></p> <ul style="list-style-type: none"> <li>• Focuses on <b>practical negotiation processes</b>.</li> <li>• Explains how rules and agreements emerge from collective bargaining.</li> <li>• Useful for understanding <b>union-management relations</b> and conflict resolution.</li> </ul>		
8		a)	Is the case above one of grievance or of indiscipline?	<p>Based on the source provided, the case study describes an incident at EGL where women employees were found washing their hands in a water cooler meant for drinking water. This practice continued and spread to more employees even after a notice was posted.</p> <p>Considering the description of the incident – employees engaging in behaviour (washing hands in a drinking water cooler) that is contrary to the intended use of company facilities and continuing to do so despite a notice – this action aligns more closely with a violation of expected workplace conduct or rules. Such behaviour, particularly when it involves misuse of property and potentially affects others (hygiene of drinking water), is generally classified as <b>indiscipline</b>. A grievance, in contrast, typically refers to a formal complaint made by an employee against the management or their working conditions.</p> <p>Therefore, based on the nature of the incident described in the case study and the likely distinction between "grievance" (employee complaint) and "indiscipline" (employee misconduct) in the context of Industrial Relations, the case is most likely intended to be identified as one of <b>indiscipline</b>.</p>	20	

	b)	What is the root cause of the problem?	<p>Based on the case study provided in the source, the problem described is that women employees at EGL were washing their hands in the water cooler intended for drinking water on the third floor. This practice continued and spread despite a notice being posted.</p> <p>While the source does not explicitly state "the root cause is...", it provides crucial information that points to the underlying reason for this behaviour. Immediately following the description of the employees washing hands on the third floor, the case study states, "<b>There is no handwashing facility on the third floor</b>". It also mentions "<b>no lift in the building</b>", making access to facilities on other floors potentially difficult.</p> <p>Therefore, based directly on the information presented in the case study, the <b>root cause of the problem</b> is most likely the <b>lack of available and conveniently accessible handwashing facilities</b> on the third floor where the incident occurred. The employees appear to be using the drinking water cooler as a substitute for proper handwashing facilities that are not present in their immediate work area.</p>		
	c)	What is the solution?	<p>Therefore, while the source highlights the issue and prompts for a solution, the solution itself is not contained within the document. Based on the identified root cause, a logical step towards a solution would involve <b>**installing appropriate handwashing facilities**</b> on the third floor where the employees are working. This would directly address the reason employees are misusing the drinking water cooler for hand hygiene.</p> <p>Please be aware that this suggested solution is an inference based on the problem description and the identified root cause, and is <b>**not explicitly stated in the provided source material**</b>.</p>		