

Human Resources Management and Industrial Relations

Roll No.....

Time allowed : 3 hours

Maximum marks : 100

Total number of questions : 8

Total number of printed pages : 3

P A R T – A

(Answer Question No.1 which is compulsory
and any two of the rest from this part.)

1. In January, 1990, Pritam, an MBA with five years of work experience, was appointed as General Manager (TPT-Headquarters) on a salary of Rs.4,50,000 per annum, by the Indraprastha Transport Corporation (ITC), Delhi, a company engaged in inter-State transport business. The General Manager worked with zeal and tact. The profits of the ITC rose by 10% within one year. There were no strikes or major labour grievances. The General Manager had job satisfaction.

In the annual general meeting of 1995, few shareholders objected to high salary being paid to Pritam. The Chairman and Managing Director (CMD), Brijesh responded, "For a junior manager with less than ten years experience, salary of Rs.4,50,000 per annum could be considered high..... ."

Pritam was irked, but kept quiet. A month later, he resigned to join Mahanagar Transport Authority, Mumbai, as Executive Director (TPT) on a salary of Rs.6,00,000 per annum plus hefty perks.

Brijesh, CMD was shell shocked. He was worried, "How do we ensure that we shall have continuity of leadership at General Manager's level? Efficient managers with good track record jump positions for more compensation package."

You are the Company Secretary in-charge of personnel functions in ITC. Advise the CMD about the steps and actions he should initiate to retain personnel at the junior and middle management levels.

(20 marks)

2. (a) 'Industry-academia partnership' is an innovative mechanism in campus recruitment. Justify the statement in the context of limitations involved in it.

(10 marks)

- (b) Re-write the following sentences after filling-in the blank spaces with appropriate word(s)/figure(s) :

- (i) The carrot and stick approach is known as _____.
- (ii) Patterned interview was designed by _____.
- (iii) Education is person-oriented, while training is _____ oriented.

- (iv) Recruitment is a _____ process whereas selection is a _____ process.
- (v) Organisations should have personnel policies as they ensure _____ benefits on the whole.

(1 mark each)

3. Write notes on **any three** of the following :

- (i) Comparison of job evaluation with job analysis, job design and job specification.
- (ii) HRM's challenges in a knowledge based industry.
- (iii) Training and development as the same side of a coin.
- (iv) Employee benefits and services.
- (v) Field review method of employee assessment.

(5 marks each)

4. (a) Distinguish between the following :

- (i) 'Employee training' and 'executive development'.
- (ii) 'Base compensation' and 'supplementary compensation'.
- (iii) 'Work-load analysis' and 'work-force analysis'.
- (iv) 'HR audit' and 'HR accounting'.

(2 marks each)

(b) Attempt **any one** of the following :

- (i) Mention features of positive and negative discipline.
- (ii) "MBO is fine in theory, but not so good in practice." Comment.

(7 marks)

P A R T – B

(Answer Question No.5 which is compulsory and any two of the rest from this part.)

5. Jolly, an employee retired from the services of Company-Y, after putting in 30 years of service. He claimed gratuity and bonus as per provisions of relevant statutes. The employer refused to pay on the ground that Jolly had illegally constructed a house on the land belonging to the Company-Y. Jolly moved the Labour Commissioner who was controlling authority. The Labour Commissioner awarded gratuity to Jolly but Company-Y again refused and filed a writ petition in the High Court. The petition was dismissed.

Critically evaluate whether --

- (i) The High Court's order was in accordance with the legal provisions relating to payment of bonus.
(10 marks)
- (ii) Costs of litigation in labour court could lawfully be deducted from the amount of gratuity.
(5 marks)
- (iii) Cite case law, if any.
(5 marks)
6. (a) State, with reasons in brief, whether the following statements are correct or incorrect :
- (i) Voluntary arbitration has failed in India.
(ii) Politicisation of trade unions is necessary in the public interest.
(iii) The District Magistrate can fix minimum wages for any class of workers in the area within his jurisdiction.
(3 marks each)
- (b) Distinguish between the following :
- (i) 'Primary strikes' and 'secondary strikes'.
(ii) 'Lay-off' and 'closure'.
(3 marks each)
7. (a) "The concept of workers' participation in management has not been able to take roots in India." Comment.
(8 marks)
- (b) Briefly outline the steps in a negotiation process between employer and employees.
(7 marks)
8. (a) "Industrial relations in India are largely regulated, shaped and structured by the State." Comment.
(9 marks)
- (b) Critically evaluate the judgment in *Air India Statutory Corporation vs. United Labour Union* (1997).
(6 marks)

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