

SRM VALLIAMMAI ENGINEERING COLLEGE

(An Autonomous Institution)

SRM Nagar, Kattankulathur – 603 203

DEPARTMENT OF MANAGEMENT STUDIES

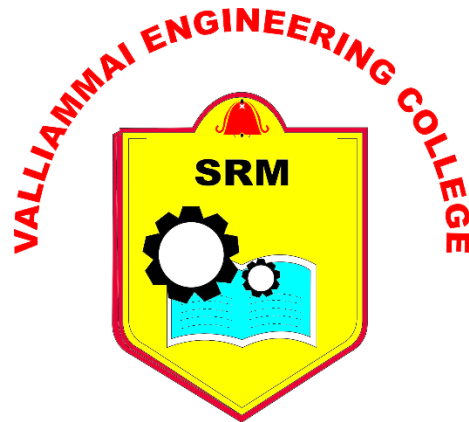
QUESTION BANK

III SEMESTER

1915318 – INDUSTRIAL RELATIONS AND LABOUR WELFARE

Regulation – 2019

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UNIT I INDUSTRIAL RELATIONS			
Concepts – Importance – Industrial Relations problems in the Public Sector – Growth of Trade Unions – Codes of conduct.			
Q. No	Questions	BT LEVEL	COMPETENCE
1	Define industrial relations.	Level 1	Remembering
2	Will you state two conditions of good Industrial Relations?	Level 2	Understanding
3	How would you organize the objectives of Industrial Relations?	Level 3	Applying
4	Can you list the factors influencing Industrial Relations	Level 4	Analysing
5	What are the features of Industrial Relations?	Level 5	Evaluating
6	Interpret the actors in the Industrial Relations.	Level 6	Creating
7	Define Trade union.	Level 1	Remembering
8	Will you state some names of central trade unions in India?	Level 2	Understanding
9	How would you show your understanding of the importance of trade unions?	Level 3	Applying
10	Why do you think employees have to join Trade Unions (benefits)?	Level 4	Analysing
11	How trade unions are classified?	Level 5	Evaluating
12	Interpret any two functions of trade union.	Level 6	Creating
13	What are the goals of trade unions?	Level 1	Remembering
14	Define ILO.	Level 2	Understanding
15	Define code of conduct.	Level 3	Applying
16	Will you state two objectives of code of conduct?	Level 4	Analysing
17	Define the factors guiding codes of conduct.	Level 1	Remembering
18	Interpret are the features of code of conduct?	Level 2	Understanding
19	How code of conduct is essential?	Level 1	Remembering
20	What the limitations of code of conduct?	Level 1	Remembering
21	Name the 6 periods in which the growth and development of trade union occurred.	Level 1	Remembering

22	Name the Components of Industrial relations.	Level 2	Understanding
23	Specify the rights of registered Trade union.	Level 3	Applying
24	Specify the eligibility criteria for becoming a member of Trade Union.	Level 1	Remembering

Q.No	Questions		Level	COMPETENCE
1	What are the causes of industrial relations problems in the public sectors in India?		Level 1	Remembering
2	Can you explain the role and relevance of trade union in India in the time of globalization?		Level 2	Understanding
3	i. Can you explain the present status of Industrial Relations in India. ii. Summarize the determinants of Industrial Relations	(7) (6)	Level 3	Applying
4	List out the importance & Objectives of Industrial Relations		Level 4	Analysing
5	Elaborate the role of trade unions in maintaining industrial peace.	(7)	Level 5	Evaluating
6	What is your opinion & Explain about the growth of Trade Unions in India?		Level 6	Creating
7	Can you list the i. Scope of trade unions. ii. Problems of trade unions.	(7) (6)	Level 1	Remembering
8	Illustrate the various types of trade unions.		Level 2	Understanding
9	What approach would you use to strengthen trade union movement in India?		Level 3	Applying
10	How would you classify the functions of trade unions?		Level 4	Analyzing
11	i. What is code of conduct? ii. Elaborate the concept and features of code of conduct	(4) (9)	Level 1	Remembering
12	How would you summarize the contents of code of conduct?		Level 2	Understanding
13	“Trade union is a voluntary organization”. Examine		Level 4	Analyzing

14	Can you list out the guidelines for developing codes of conduct		Level 1	Remembering
15	Explain the Components of Industrial relations system.		Level 1	Remembering
16	write an essay on the growth of trade union in India.		Level 2	Understanding
17	Do you think industrial relations necessary?		Level 3	Applying

PART - C	
S. No.	QUESTIONS
	<p>Profit Sharing and Organizational Progress</p> <p>Velu Naachiyar Agro Private Ltd. is a profit-making firm. To retain its status in the market the management stressed and monitored quality and productivity from the initial stage itself. An individual incentive scheme has been in place for 20 years. During the last decade, the company had to launch new products thanks to the proliferation of electronic systems. The new product entailed additional investments in machineries and on additional manpower. The new comers were raw hands requiring training at extra cost. During the year, due to heavy investment on the new project, the interest charges and depreciation completely wiped out the profit. This means only the statutory minimum bonus of 8.33% of surplus was to be offered as against the usual 20% that the workers are used to receive in the last several years. The management needs to ensure maximum cooperation from employees to maximize productivity.</p> <p>There was a dispute that bonus payment is finance oriented and it does not necessarily reflect the productivity of the employees. The personnel officer felt that if payments were based on the Bonus Act, it would deprive and demotivate employees during a crucial period.</p> <p>Questions</p> <ol style="list-style-type: none"> 1. Do you agree with the personnel officer? (8) 2. Arrive at the settlement considering the conflicting ideas of productivity-linked and profit-sharing bases of bonus? (7)
2	<p>Unionism in public services like State Police Force is a hot topic being discussed and debated in India recently. Some of the State Govts Have also encouraged and introduced Unionism in their police force. It has mixed result. Other public services like telecom, Transport and fire services have unions. There were pros and cons of unionism in public services, some of them are given below:</p> <ol style="list-style-type: none"> 1. Antagonist: Public services are arteries of public welfare life. Unionism and collective bargaining go against public interest.

	<p>2. Protagonists: Lack of unionism in public services creates a second-class citizenship. Fight against enjoy their rights to protect their interest; employment in public services cannot be a justification of denying this fundamental right to them.</p> <p>Questions:</p> <ol style="list-style-type: none"> 1. What is your stand on unionism in public services? Justify your stand with reasons with social and psychological aspects. (7) 2. Do you think unionism be introduced in all public services in the same manner as that of private sector? If not, how does it be tailor made to make it more effective and at the same time minimize the inconvenience to the public life? (8)
3	<p>Given below is a new excerpt on the riot in the Ceramic Factory in Sivangangai (near Karaikudi in Tamilnadu), a small town but located far away from the Administration Headquarters. The denial of the factory management to accept the formation of a trade union is said to be initial cause of the riot. A strike was announced by the workers and the police interference followed with lati charge resulted in the death of the Union leader. As the tension mounted up, the angry workers collected into a mob and killed a high-level official of the factory management. The following is a news report on the incident:</p> <p>What was the provocation for the mayhem at ManiMekalai Ceramics Limited factory which led to large-scale destruction and loss of two lives? A combination of political rivalry and irreconcilable differences between the management and the union as also politics of caste and police highhandedness besides the role of vested interests has caused this anarchy in this peaceful Sivagangai District, TamilNadu.</p> <p>According to sources, the management of ManiMekalai, which is a pioneer in ceramic tiles with an annual turnover of Rs 20,678 lakh, was reluctant to entertain any union activity. This caused a lot of heartburn among the workers and employees. The immediate trigger for the violence was the transfer and suspension of some leaders of the union last January.</p> <p>Questions:</p> <ol style="list-style-type: none"> 1. What is the real problem and who could have stopped it? (8) 2. How much the interference of Politics and Police is important or unhealthy to the Industry and trade unions?(7)
4	<p>The personnel office of Arunagirinathar Chemicals Limited informed the middle managers through a circular that a group of consultants would be calling on them later in the week to provide training on team building. The consultants would be emphasizing on how to develop team work and to build inter group relationships throughout the company. The information also contained the approach to be adopted by the consultants and explained the five steps process of team buildings: problem sensing, examining differences, giving and receiving feedback, developing interactive skills, and follow up actions. The circular also included a note on the utility of team building in organizational effectiveness.</p> <p>On receiving the circular, middle managers felt tense as they thought teambuilding as an exercise involving a lot of hocus-pocus as they thought team sensitivity training exercises in which participants used to attack each other and let out their aggression by heaping abuse on those disliked. Therefore, the managers felt that the consultants were not needed for team building. One of the managers commented, " now that we understand what is involved in team</p>

building, we can go ahead and conduct session ourselves. All we have to do is to choose a manager who is liked by everyone and put him in the role of change agent/consultant. After all, you really do not need high-priced consultants to do this team building stuff. You just have to have a good feel for human factor”.

The other managers generally agreed. However, the corporate personnel director turned down their suggestions and proceeded with his original programmed of hiring consultants.

Questions:

1. Why did middle managers show resistance to team building approach of organization development? (5)
2. Do you think the managers had accurate view of team building concept and role of external consultant in that? (5)
3. Did corporate personnel office sell the concept of team building and its usefulness properly to middle managers? What actions that the department has taken? (5)

5	Explain industrial relation problems in public sector with Examples.
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UNIT II INDUSTRIAL CONFLICTS

Disputes – Impact – Causes – Strikes – Prevention – Industrial Peace – Government Machinery – Conciliation – Arbitration – Adjudication.

Q.No	Questions	BT LEVEL	COMPETENCE
1	Define Industrial Dispute.	Level 1	Remembering
2	What are the different forms of strikes?	Level 2	Understanding
3	Identify the meaning of Industrial Discipline in the Industrial Sector.	Level 3	Applying
4	Classify the importance for industrial disputes.	Level 4	Analysing
5	How would you show your understanding about Industrial Peace?	Level 5	Evaluating
6	Interpret the scenario 'Appropriate Government' under Industrial Disputes Act, 1947?	Level 6	Creating
7	Define Arbitration.	Level 1	Remembering
8	Outline the preventive machinery for industrial disputes	Level 2	Understanding
9	How would you show your understanding of negotiation?	Level 3	Applying
10	Define Compulsory Adjudication.	Level 4	Analysing
11	Define negotiation and mediation.	Level 5	Evaluating
12	Interpret the importance of collective bargaining.	Level 6	Creating
13	What do you mean by Conciliation?	Level 1	Remembering
14	Classify the types of collective bargaining.	Level 2	Understanding
15	List the Role of Conciliator.	Level 3	Applying
16	What is collective Bargaining?	Level 4	Analysing
17	Define the terms 'Dispute', 'Strike', & 'Lockout'.	Level 1	Remembering
18	Compare arbitration and adjudication.	Level 2	Understanding
19	Define industrial peace.	Level 1	Remembering
20	What is labour court?	Level 1	Remembering
21	What are the Principal objectives of Industrial dispute Act 1947?	Level 1	Remembering

22	Mention Management related factors which cause Industrial disputes.	Level 2	Understanding
23	Write the qualities of Conciliator.	Level 3	Applying
24	What is Gherao?	Level 1	Remembering

Q.No	Questions		Level	COMPETENCE
1	i. What are the causes of Industrial Disputes? ii. What are the impacts of Industrial Disputes?	(7) (6)	Level 1	Remembering
2	Can you explain the various methods statutorily available to solve Industrial Disputes (Industrial Dispute Redressal Mechanism)?		Level 2	Understanding
3	How would you use the process of negotiation?		Level 3	Applying
4	i. What are the types of Negotiations? ii. What is strike? State the advantages and disadvantages of strike.	(7) (6)	Level 4	Analysing
5	Can you elaborate the mediation process & roles of mediator?		Level 5	Evaluating
6	What is your opinion about the effectiveness of preventive and settlement machinery of Industrial Conflicts?		Level 6	Creating
7	Explain the policies, concepts, process and strategies of collective Bargaining.		Level 1	Remembering
8	How would you summarize the importance of collective Bargaining?		Level 2	Understanding
9	i. How would you show your understanding of conciliation? ii. Suggest the measures to make conciliation machinery effective.	(7) (6)	Level 3	Applying
10	What are the weaknesses of conciliation machinery in settling the industrial disputes?		Level 4	Analyzing
11	Can you list the types of arbitration process?		Level 1	Remembering

12	How would you compare the conciliation, arbitration with adjudication procedures and bring out the differences among them.		Level 2	Understanding
13	What are the procedural formalities to be observed statutorily for giving strike notice by the employees and declaring lock out by the employers?		Level 4	Analyzing
14	What is adjudication? Explain the importance of Adjudication.		Level 1	Remembering
15.	Discuss in detail about labour court in adjudication system		Level 1	Remembering
16	Discuss in detail about Industrial tribunal in three-tier system of adjudication.		Level 2	Understanding
17	State the advantages and disadvantages of Arbitration process.		Level 3	Applying

PART - C	
S. No.	QUESTIONS
	<p>“But Mr. Nakkeeran, this isn’t fair I’m away from the conveyor belt for five minutes and your’re going to suspend me for two weeks? Aw, come on, Mr. Nakkeeran” “listen,” replied Nakkeeran, “you know the rules, Mr.Pandiyan no one is allowed to leave their work station without permission from their supervisor. I’m your supervisor and you left your job without permission. And don’t give me that five minutes crap. I glanced at my watch when you left – it was 10.20. You came back at 10.40”</p> <p>“That’s not right,” Mr.Nakkeeran, retorted Mr.Pandiyan,” I had to check with my daughter’s nursery school. She’s been sick for the past few days. I was away less than five minutes without getting permission. This just isn’t fair. I’ve been here for two years and I know I didn’t do anything wrong.”</p> <p>“look, Mr.Pandiyan. That’s the whole problem around here. I may have only been a supervisor for a few months, but I’m not stupid. People around here get away with murder. You break the rules and your boss looks the other way. Well, no more we’re going to shape up this department”</p> <p>“But why me, Ms.Nakkeeran? You know I need this job. I just can’t afford two weeks without pay, explained Pandiyan. “Well, that’s too bad. You should have thought about that before you broke the rule. No, Pandiyan. You knew the rules around here. You left your work station without permission. The dismissal stands.”</p> <p>Questions:</p>

	<ol style="list-style-type: none"> 1. Has Mr.Nakkeeran treated Pandiyan fairly? (3) 2. Comment on Nakkeeran's disciplinary action with earlier rules.(5) 3. Has would you have handled this situation?(3) 4. Reflect upon the legality of the action taken?(4)
2	<p>In one state, the chief minister was invited to the annual conference of union where union elections were also scheduled. The chief minister inaugurated the conference and observed as follows; 'I propose that you elect Mr.ChozhaVendhan as your president and the president in turn elect his team.' Before the members could understand the significance of what the chief minister had said there was a big round of applause from the audience- presumably orchestrated by supporters of the chief minister's nominee for president ship of the union. Before anyone could say anything, quite a few queued up and began to garland Mr. ChozhaVendhan. Mr. ChozhaVendhan then rose and announced the names of his nominees. The elections concluded.</p> <p>Those who were elected were happy about the smooth and cordial manner in which the elections had been held. Referring to two cases in the recent past neighbouring factories, they said, in one the rival unions spent a lot of money in elections. From where had the money come? Would the ones who had spent so much money not want to recover it in one form or another? Another elected person was talking about how management manipulated the elections to have a 'company' union. Some of the people who had aspired to contest the elections were dismayed but could not do much because of the atmosphere in which the whole thing had happened.</p> <p>Questions:</p> <ol style="list-style-type: none"> 1. Comment on the case and the divergent viewpoints/perceptions of those who won the elections without contesting and those who wanted to contest but could not win. (5) 2. Discuss the problem of trade union democracy.(5) 3. What suggestions do you have to make trade unions truly for the members, of the members, and by the members? (5)
3	<p>Wage and reward system - Grass cutter vs gas cutter</p> <p>In a public sector undertaking with a chequered past, a line manager was appointed as the chief of personnel. Within a year of taking up the assignment, he had to sign a wage agreement with the workers' union. The union at the time was dominated by non-technical staff. The union's charter of demands favoured the interest of its dominant member groups. It asked for a significant revision in the gardeners' pay, was not equally vocal in pressing for increase in the pay scales of workers in certain technical grades. The management conceded these demands because the union cooperated with them in keeping the burden of the pay revision well within the guidelines of the Bureau of public enterprises (BPE). Once the agreement was signed and communicated to the employees/members by the management and the respectively, there was commotion among the technical staff. They walked out of the union, formed a separate technical staff holding placards which read, 'here grass cutters get</p>

	<p>more than the gas cutters'. In that engineering assembly unit, till the pay revision occurred, wedding was a highly rated job- now gardeners get than welders</p> <p>Question:</p> <ol style="list-style-type: none"> 1. What will happen if grass cutters get more than gas cutters? (5) 2. Evaluate the pros and cons of the approach of both the management and union in this incident.(5) 3. List the lessons learnt. Suggest a way out for the problem on the hand. (5)
4	<p>Grievances and discipline handling -Coolers as basins</p> <p>VedhaNayagam is a professionally managed company with a fair record of labour – management relations. Its headquarters are located in Deva Neyya Pavanar Palace, Tirunelveli. Its houses about 500 employees in three floors One day, a senior manager in the human resources department observed that a few woman employees were washing their hands after lunch at the water cooler in the third floor. The manager immediately reported the matter to his supervisor, who got a notice, put up and circulated it to all employees. It reads as follows</p> <p>‘It was observed that some employees are washing their hands at the water cooler. Water coolers are dispensing drinking water. They are not meant for cleaning hands and utensils. Appropriate action will be taken against any one seen washing their hands/ utensils at the water coolers’.</p> <p>The same evening a few employees barged into the concerned officers’ room and told him, ‘with no wash rooms and washing basins in the third floor and no lift in the building, what else do you expect us to do? Use the stationary? Over the next two days, more and more people started making liberal use of the water cooler for the purpose of washing their hands and even utensils. The subject was discussed over the next few days with passion, animation and animosity.</p> <p>Questions:</p> <ol style="list-style-type: none"> 1. Is the case above one of grievance or of indiscipline? (2) 2. What is the root cause of the problem? What is the solution? (5) 3. What are the rights of a charge- sheeted employee? (3) 4. What is meant by the ‘principle of natural justice’? (5)
5.	<p>Define Impacts & consequences of Industrial conflicts.</p>

UNIT III LABOUR WELFARE

Concept – Objectives – Scope – Need – Voluntary Welfare Measures – Statutory Welfare Measures – Labour – Welfare Funds – Education and Training Schemes.

Q.No	Questions	BT LEVEL	COMPETENCE
1	Define labour welfare.	Level 1	Remembering
2	Will you state the objectives of Labour Welfare?	Level 2	Understanding
3	Identify the role of statutory welfare measures.	Level 3	Applying
4	Categorize the benefits of Labour Welfare Funds.	Level 4	Analysing
5	What are the characteristics of labour welfare?	Level 5	Evaluating
6	Interpret the methods of Wage and Salary Payments.	Level 6	Creating
7	What is the concept of labour welfare officer in Indian industry?	Level 1	Remembering
8	Classify the components that influence the methods of Wage Payment.	Level 2	Understanding
9	How would you list non-statutory welfare measures?	Level 3	Applying
10	What are the qualifications of Labour Welfare Officer?	Level 4	Analysing
11	How education schemes are helpful for workers?	Level 5	Evaluating
12	Justify the necessity of workers education.	Level 6	Creating
13	Define workers education	Level 1	Remembering
14	Explain Central Board of Workers Education Scheme.	Level 2	Understanding
15	How would you show your understanding of statutory welfare measures?	Level 3	Applying
16	Conclude your understanding on the training schemes	Level 4	Analysing
17	Classify the various training schemes of DGET	Level 1	Remembering
18	What can you say about national employment service?	Level 2	Understanding
19	What is DGET?	Level 1	Remembering
20	Define HTS.	Level 1	Remembering
21	what do you understand by Craftsmen's Training programme?	Level 1	Remembering
22	Mention some of the features of workers education?	Level 2	Understanding
23	Define Labour.	Level 3	Applying

24	Define Education & Training Scheme.	Level 1	Remembering
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PART – B

Q.No	Questions		Level	COMPETENCE
1	What are voluntary welfare measures? and explain voluntary welfare measures with illustrations and also its features.		Level 1	Remembering
2	How would you classify the Labour Welfare and its growth in India?		Level 2	Understanding
3	How would you show your understanding of the Objectives of Education and Training Schemes?		Level 3	Applying
4	Explain in detail about the theories of labour welfare.		Level 4	Analysing
5	Can you elaborate the levels of labour welfare funds?		Level 5	Evaluating
6	Interpret the various labour Welfare measures guaranteed statutorily under the different acts to the Employees in India.		Level 6	Creating
7	What are the various non-statutory welfare measures practiced in Indian Industries?		Level 1	Remembering
8	Illustrate the term wage and salary under Workers Welfare Act. Explain the components influencing and the methods of wage payment.		Level 2	Understanding
9	Based on your understanding discuss the various characteristics of workers education.		Level 3	Applying
10	What is CBWE? What are the objectives CBWE? What are the functions of CBWE?	(3) (5) (5)	Level 4	Analyzing
11	How you describe various programmes under CBWE schemes.		Level 1	Remembering

12	Will you state the suggestions for better implementation of CBWE schemes?		Level 2	Understanding
13	What are the features of training schemes of DGET?		Level 4	Analyzing
14	Explain how the effectiveness of welfare assessed? How is welfare administered in a typical organization?	(7) (6)	Level 1	Remembering
15	How would you explain statutory welfare measures with illustrations?		Level 1	Remembering
16	Based on your understanding explain importance of education and training schemes.		Level 2	Understanding
17	Explain the importance of labour welfare in small scale industries in India.		Level 3	Applying

PART - C

**S.
No.**

QUESTIONS

1

M/S Nambiyandar Limited is private company making tyres with their HQ at Madurai. Labor management relations were cordial. They have three years wage agreement renewed periodically without any strike or lockout for the last ten years. There were three main Unions ENTUC, AITUC and CITU owing allegiance to respective political parties. Current wages agreement is likely to expire shortly. Mr.Nambi, Director, HR was holding negotiations with union leaders for the last three months. During this period, he sorted out differences on all seven out of 8 points. The 8th point was in regard to the wages increase. Union originally demanded a wage raise of 30% whereas the management was prepared to go only for 15%. After a series of discussion, Union leaders agreed to come down to 25% and the management has agreed to increase to 17%. The stalemate continued for the next 20 days. Finally the management has accepted 18% increase. Union leaders did not agree and called for a strike. Even after one week strike, the management did nothing. The Union gave a public advertisement stating its side and the management has also given an advertisement that the strike is unwarranted and they have no other alternative except to go for a lockout. It also stated that their offer of present agreement will remain valid only for the next three days.

Questions:

1. Explain the Unions rationale of the latest demand.(3)
2. Explain the reasons for management action.(4)
3. Predict the outcome, of this dispute.(5)

	4. Suggest additional gestures from management or union to break the statement.(3)
2	<p>Downsizing efforts change into a retention move The CEO of Sivagami Group Ltd assessed that the stock market seemed to encourage reduction in the employee strength. She observed that whenever any listed company announced plans to downsize, their share prices went up, apparently attracted by the ensuing cost savings and revenues per share. Hence Sivagami Group Ltd announced its plan to trim down its present size of 1250 into 1000, which would mean a 20% cut. To achieve this, the organization adopted measures like recruitment freeze, retraining and redeployment and de-layering of avoidable intermediary layers. Promotions were almost stopped and poor performers were targeted for removal. To top it all, the organization began to introduce a voluntary retirement scheme (VRS) with a reasonably attractive package. Through this major initiative the CEO and his team of top management expected to achieve most of the target for reduction. When the scheme was announced and voluntary applications were sought, it was dismaying to the top management that a whopping number of 700 employees, including many of the highly rewarded good performers had applied for VRS.</p> <p>The top management took some time to be able to reason out the reason for the turn of events. Finally it was realized that sudden introduction of VRS when the organization was performing well according to official financial statements had set the rumor mill on that the organization was hiding its internal financial difficulties. For one set of people, the series of downsizing moves set alarm bells inside them and they thought it to be prudent to be the early birds in moving out of what they thought to be a sinking ship. Also, employees throughout the organization resented announcing VRS for pleasing the shareholders.</p> <p>As a consequence of multiple factors, the organization found that the whole scheme to downsize has backfired. Some managers felt that “Smart-sizing” should have been tried instead of downsizing. Some others felt that the whole initiative was hasty and untimely. The situation called for self-introspection among the persons responsible for the human resources of the organization.</p> <p>Questions</p> <ol style="list-style-type: none"> 1. List out all possible reasons for the decisions of majority of employees to quit their present job.(3) 2. Were the actual feelings of the employees reported in the case realistic and justified reasons? (3) 3. What would be the long term implications of downsizing decisions that are driven by forces of stock market? (3) 4. How do you think the organization should have planned for human power reduction? (3) 5. What would be the measures to be taken up towards controlling the damage already set in? (3)
3	A management consultant was asked to report on the causes of low productivity and declining morale of employees in Annamalaiyar industries Ltd., they gave the following report after interviewing a cross section of the employees working in the company.

	<p>Most of them felt that the management is first not interested in revising their wage rate, whereas profits earned by the company are registering a steady increase, the wage rates continue to be those fixed about four years ago.</p> <p>Shop floor workers are the worst sufferers due to sub-standard working conditions. Most of the machines are old and outdated which reduces the output per worker. Wages are paid in time without any incentive on the extra efforts made by the workers. The atmosphere on the shop floor is uncongenial. There is a lot of noise, heat and dust. The cooling system installed years ago has ceased to work and no one cared to set it right.</p> <p>Management members look down on workers. There is absolutely no rapport between them. Decisions are handed down to workers who have no say in their making. Workers are scolded and reprimanded in full view of others with the result that no one dare to take initiative in his work.</p> <p>In a bid to weaken the trade union, the management has authorized the senior foreman to recruit new workers from among those whom he knows well and who will toe the management line in all matters.</p> <p>Suggestions and grievances of workers are seldom giving any attention.</p> <p>(a) What is the nature of the problem in this case? (8)</p> <p>(b) As a management consultant yourself, what would be your recommendation to raise productivity and morale. (7)</p>
4	<p>Cathay Pacific Airways is an International airline based in Hong Kong that serves over eighty five destinations on five continents. An early survey revealed that the travelers felt that the Cathy Pacific service was good, but not as warm and friendly as customer desired. Some even described the service as “robotic”. This led to reexamination of how the company recruited, trained and managed its employees.</p> <p>To increase customer retention, especially business travelers, Cathy Pacific decided that something more was needed. Assume you are HRD professional responsible for organizational changes.</p> <p>Questions</p> <ol style="list-style-type: none"> 1. How do you go about designing a need assessment for the Airline? (5) 2. What methods would you use to design training that emphasizes customer service? (5) 3. What type(s) of training would you recommend for ‘Flight Attendants?’ (5)
5	<p>Explain in detail about Education & training scheme with examples.</p>

UNIT IV INDUSTRIAL SAFETY

Causes of Accidents – Prevention – Safety Provisions – Industrial Health and Hygiene – Importance – Problems – Occupational Hazards – Diseases – Psychological problems – Counseling – Statutory Provisions.

Q.No	Questions	BT LEVEL	COMPETENCE
1	Define Accidents.	Level 1	Remembering
2	What can you say about National Safety Council?	Level 2	Understanding
3	How would you show your understanding on prevention of accidents?	Level 3	Applying
4	Classify the legislation laws in regard to accidental death of a worker under the Workmen's Compensation Act.	Level 4	Analysing
5	Categorize the various importances of Industrial Health and Hygiene for Factory Workers.	Level 5	Evaluating
6	Evaluate the Nature of Industrial Safety.	Level 6	Creating
7	What is Industrial Safety?	Level 1	Remembering
8	Summarize the provisions under Factories Act, 1948.	Level 2	Understanding
9	Identify the needs for Industrial Safety.	Level 3	Applying
10	What do you think about importance of Industrial Safety?	Level 4	Analysing
11	Discuss the internal and external psychological problems of Industry.	Level 5	Evaluating
12	Can you assess what is Industrial Health?	Level 6	Creating
13	Define the causes for accidents in the Factory.	Level 1	Remembering
14	Outline the term Alcoholism.	Level 2	Understanding
15	How would you show your understanding on the responsibilities of Industrial Health and Hygiene?	Level 3	Applying
16	Conclude your understanding on Hygiene.	Level 4	Analysing
17	Define Occupational Hazards.	Level 1	Remembering
18	What is meant by Counseling?	Level 2	Understanding
19	List some of the Occupational Diseases.	Level 1	Remembering
20	Define occupational diseases.	Level 1	Remembering
21	what is Safety Audit?	Level 1	Remembering

22	Define Statutory Provisions.	Level 2	Understanding
23	Define Psychological Problems.	Level 3	Applying
24	Differentiate Industrial Health & Industrial Hygiene.	Level 1	Remembering

Q.No	Questions	Level	COMPETENCE
1	What are the importance of Accident Investigation, mode of investigation and importance of recording the same?	Level 1	Remembering
2	Can you enlist the causes of industrial accidents and mention the safety measures to be taken to prevent the same?	Level 2	Understanding
3	Based on your understanding discuss the safety measures taken to prevent accidents.	Level 3	Applying
4	Describe the nature and need for industrial safety.	Level 4	Analysing
5	Can you elaborate in depth the statutory provisions governing workers industrial safety and role of psychological counseling and the impediments encountered in this process under factories act, 1948?	Level 5	Evaluating
6	Can you assess the importance of industrial safety?	Level 6	Creating
7	Define industrial hygiene & Explain the importance of industrial hygiene	Level 1	Remembering
8	Can you explain about what is industrial health and Illustrate the objectives of industrial health?	Level 2	Understanding
9	Identify the statutory provisions for industrial health.	Level 3	Applying
10	What are the objectives of industrial hygiene?	Level 4	Analyzing
11	List the importance of industrial health and hygiene in an Industry.	Level 1	Remembering
12	i. What is meant by occupational hazards? ii. Explain in detail the importance of occupational hazards.	(4) (9)	Level 2 Understanding
13	How would you categorize the psychological problems?	Level 4	Analyzing

14	i. Define counseling (2)	(4)	Level 1	Remembering
	ii. Can you list the important statutory provisions for counseling.	(9)		
15	List the problems related to industrial health and hygiene.		Level 1	Remembering
16	Write a brief note on		Level 2	Understanding
	a) Safety Programmes	(3)		
	b) Safety education	(5)		
	c) Safety Audit	(5)		
17	Explain the psychological issues relating to the employment and measures to be taken to prevent adverse impact on overall health of employees.		Level 3	Applying

PART - C

S. No.	QUESTIONS
1	<p>Aircraft maintenance engineers of Chozha Airlines Corporation formed the bulk of engineers having air craft maintenance engineer's license. The recent pay revision announced by government of India has resulted wide disparity between wages and allowance between engineers and pilots. Engineers accordingly joined together and formed the trade union and got it registered. Nearly ninety percent of serving engineers joined the trade union.</p> <p>During the recent negotiation with the management, engineers insisted to introduce a clause to make union membership mandatory to all employed engineers which in other words is called "union shop"</p> <p>A section of union leaders preferred "maintenance shop" characteristics to their union where as some others insisted an "agency shop" status Opinions are also divided whether they should get themselves affiliated to national union. They decided to seek the opinion of consultant.</p> <p>Questions:</p> <ol style="list-style-type: none"> 1. As a consultant what status you recommend for the engineers union. Illustrate you answer with proper justification.(8) 2. What will be your advice regarding their affiliation to the national union? (7)
2	A Branded Tamilnadu Ancestral company in the food processing sector has been operating in India for about 2 decades. The company has recently decided to expand its production. Since

	<p>the space is not adequate at present location, it was decided to shift the factory to a new location which is about 20kms. Away from its present site, as the workers transferred to the new site were living in the town nearby, the union demanded an increase of Rs300/-per month in the salary, but the company offered to give Rs.140/- only to cover the cost of transportation.</p> <p>When the plant was being shifted to the new site, negotiations went on uninterrupted between the management and the union on several issues including pay hike. However, both the parties could not come to a settlement even after 6 months of shifting to a new facility.</p> <p>The management was firm on their decision even though the union indicated some flexibility with respect to pay hike. The union refused to compromise fully on the issue and they adopted go slow strategy to pressurize the management. Consequently, the production went down drastically, but still the management was firm on their stand. In the mean while the management charge- sheeted some of the trade union leaders and suspended them.</p> <p>Questions:</p> <ol style="list-style-type: none"> 1. Analyze the case given above and explain the problems and causes. (7) 2. If you are a general manager of this company, how would you resolve the problems? (8)
3	<p>Sakthi Arulanandham ready –made Garment company has 2500 woman employees. Woman workers are not provided with minimum amenities like toilet, and canteen facilities. Some pregnant women have applied leave for 3 months. The company refuses to provide maternity benefits to the woman workers in the factory. The company does not pay adequate wages to the employees. There is neither social security nor provident fund and employee insurance. Equal pay for equal work is not there is the organization and the equality of justice is totally ignored. Lot of exploitation of woman is prevailed in the organization in several angles. Working lunch is to be purchased exorbitant prices.</p> <p>The women are demoralized and frustrated with the attitude of management of the company. Quality and production in the company suffered a setback. Woman are planning to quit the company.</p> <p>Questions:</p> <ol style="list-style-type: none"> 1. What are the welfare measures to be provided by the company? (5) 2. Discuss the labour legislation, which are not followed in the company. (5) 3. What quality retention methods should be initiated by the company to retain the quitting employees? (5)
4	<p>Promotion of the deserving candidates</p> <p>In an organization with about 300 staff members, a supervisor was recommended to line manager for out of turn promotion on grounds of extraordinary qualities of leadership as</p>

	<p>an executive in preference to one of his seniors who possessed the required skills for an executive. 190 Both the supervisors came to know of the recommendations.</p> <p>The personnel manager advised the line manager to observe the working of both the supervisors and then come up with proposals after two months. After two months it was reported that the performance of the supervisor who was tipped for promotion had not improved and both continued to keep up the same pace. It was also observed that the junior who was recommended for out of turn promotion was only day dreaming. He was preparing for his future job while neglecting his present one.</p> <p>The senior seemed to have taken things in its stride and there was neither increase nor decrease in his output. Productivity was getting affected severely. Promotional decisions usually have far reaching impact in the morale of employees in the organization.</p> <p>Questions</p> <ol style="list-style-type: none"> 1. What are the causes of the difference between expectations and actual behavior on the part of the promoted employee? (5) 2. What would you recommend if you were the line manager entrusted with handling this case? (5) 3. What are the normal guidelines to be followed while finding a new incumbent to an existing job? (5)
5	Define psychological problems in Industrial safety & write the measures to overcome the problems.

UNIT V WELFARE OF SPECIAL CATEGORIES OF LABOUR

Child Labour – Female Labour – Contract Labour – Construction Labour – Agricultural Labour – Differently able Labour –BPO & KPO Labour - Social Assistance – Social Security – Implications.

Q.No	Questions	BT LEVEL	COMPETENCE
1	Define child labour.	Level 1	Remembering
2	Will you state the factors that induced the child labour?	Level 2	Understanding
3	Outline the problems faced by female labour.	Level 3	Applying
4	What do you think about provisions for female labours in various acts?	Level 4	Analysing
5	Discuss the Labour Welfare measures to be adhered under Contract Labour.	Level 5	Evaluating
6	Interpret the necessity of contract labour act, 1970	Level 6	Creating
7	What is called Construction Labour?	Level 1	Remembering
8	Compare contract and construction labour.	Level 2	Understanding
9	How would you classify the agricultural labour?	Level 3	Applying
10	What do you think about agricultural labour?	Level 4	Analysing
11	Discuss the disadvantages of differently abled labour.	Level 5	Evaluating
12	How would you evaluate VRC's?	Level 6	Creating
13	List some categories of BPO.	Level 1	Remembering
14	Compare BPO and KPO.	Level 2	Understanding
15	Identify the problems of BPO.	Level 3	Applying
16	List the characteristics of social security.	Level 4	Analysing
17	What is social security?	Level 1	Remembering
18	Illustrate two importance of social security.	Level 2	Understanding
19	What is social assistance?	Level 1	Remembering
20	Define agricultural labour.	Level 1	Remembering
21	What are the strategies adopted by the government for elimination of child labour?	Level 1	Remembering
22	Specify the categories in which of Agricultural Labourers have been divided.	Level 2	Understanding

23	Define safety measures of Female Labour.	Level 3	Applying
24	What do you understand by the term “theory of accidents”.	Level 1	Remembering

Q.No	Questions	BT Level	COMPETENCE
1	How would you describe the important provisions of the child labour act 1986?	Level 1	Remembering
2	What do you mean by child labour? And list the causes of child labour?	Level 2	Understanding
3	Will you state the steps for Promoting Welfare and Development of Female Labour?	Level 3	Applying
4	What are the provisions for Women labours in various acts?	Level 4	Analysing
5	How would show your understanding of important provisions of contract labour (Regulation and Abolition) Act 1970?	Level 5	Evaluating
6	Explain the welfare measures provided for BPO and KPO labour force and its implications.	Level 6	Creating
7	i. What are the problems faced by construction labour? ii. List out the suggestions for promoting welfare of construction labour.	Level 1	Remembering
8	Can you list out and explain the other construction workers act 1996.	Level 2	Understanding
9	Can you list the various welfare measures available to protect the Differently –abled labour. Mention the Social assistance available to them.	Level 3	Applying
10	What are the various Statutory Labour Welfare measures available to protect the Agricultural Labour. Mention the Social assistance available to them.	Level 4	Analyzing
11	What is your opinion of services rendered to handicapped persons by VRC'S?	Level 1	Remembering

12	What can you say about the welfare of special categories of labour?		Level 2	Understanding
13	i. List the importance of social security? ii. What are the implications of social security?	(7) (6)	Level 4	Analyzing
14	i. How would you describe the role? ii. List the function of special categories of labour welfare officer in a country.	(7) (6)	Level 1	Remembering
15	List and explain the special categories of labour any three		Level 1	Remembering
16	How would you avoid the child labour? Explain the various awareness programmes related to this		Level 2	Understanding
17	Explain the merits and demerits of female and contract Labours in detail.		Level 3	Applying

PART - C	
S. No.	QUESTIONS
1	<p>Share options are a benefit normally reserved for directors. However it was reported that motor components supplier UNI PART offered shop floor workers the opportunity to participate in such a scheme.</p> <p>The applied to all full-time staff who had worked for the company for over six months, who had received a satisfactory appraisal and whose division has reached its 2007 targets. It was estimated that 2600 of the 3800 staff would be eligible. They were given option to buy a limited number of shares, 5 to 10 depending upon service, at a 15% discount for everyone bought at the market rate.</p> <p>Questions:</p> <ol style="list-style-type: none"> 1. How does the scheme compare with typical executive share option schemes? (5) 2. What are the advantages and disadvantages of this approach? (5) 3. Does it penalize those who work for the division that has not reached its target? for the reason that may be beyond an individual's control? (5)
2	<p>Suppose you are a Traditional Hot Pot Restaurant Manager who is conducting a coaching discussion with one of your servers about the server's repeated failure to complete store closing operations before leaving for the night. You have conducted coaching analysis and have determined that the server is able to complete this responsibility, that all obstacles to doing so have been removed, and that this is an important part of a server's job in your restaurant.</p>

	<p>Questions:</p> <ol style="list-style-type: none"> 1. Describe as to how do you get the server to agree that the problem exists, and what you would do if the server refuses to acknowledge that a problem exists. (5) 2. Describe the option available to you in dealing with this situation. (5) 3. Which option would you select? Support your choice. (5)
3	<p>Ms. Andal is the owner of a ginning factory. Certain men were engaged in putting the ginned cotton into what are called bojhas and they were engaged for that work not by Ms. Andal but the merchants who owned cotton. Ms. Andal did not show their names in the attendance register of the factory.</p> <p>Question:</p> <p>Are the labour employed by the merchants workers within the meaning of the Factories Act, 1948?</p>
4	<p>Tiruvarutselvan Steel (Pvt.) Ltd. founded 15 years before by Mr. Adhitanar was having booming time. At that time, Mr. Adhitanar, worked both in the office and in the factory and knew his men and they knew him. Production standard were always maintained and labour turnover was practically non-existing. As the business mushroomed, the number of employees has progressively increased. Thus, Mr. Adhitanar's greetings and conversation with his workers became less frequent. In fact, he had so many things to do, that he could no longer supervise the factory. Thus, he hired another man, Mr. Inbakavi as a plant supervisor.</p> <p>As this time though the number of workers increased to about 500, labour turnover and absenteeism increased along with the labour cases. The only thing that decreased was productivity. In order to meet the situations, Mr. Adhitanar granted substantial increase in wages which were already high and made some arrangements for increment earnings based on merit rating on seniority. Yet labour turnover and absenteeism continue at a high rate. On investigation, it was found that the new plant supervisor lacked the patience and understanding which is necessary for dealing with the employees.</p> <p>When something was found wrong, he was scolding the employees but no attempt was made to find the case of faulty work. Meanwhile, labour unrest developed. The Worker began to complain about working on Saturdays and not having either time or facilities change from work clothes to original dresses after work, about toilet facilities etc. Some of the claims were not found sufficiently justified or easy to meet. Mr. Adhitanar offered to workers as compensation, a new rise in wages with more liberty in allowing vacation time all of which the company could well afford.</p> <p>Questions</p> <ol style="list-style-type: none"> 1. Were the steps taken by Mr. Adhitanar right? (8) 2. What do you think he should have done in order to improve the situation? (7)
5	<p>Explain in detail about Contract & differently abled labour.</p>