

00625

MANAGEMENT PROGRAMME

Term-End Examination

December, 2013

MS-24 : EMPLOYMENT RELATIONS

Time : 3 hours

Maximum Marks : 100

(Weightage 70%)

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- Note :** (i) *There are two sections - A and B.*
(ii) *Attempt any three questions from section - A.*
All questions carry 20 marks each.
(iii) *Section - B is compulsory and carries 40 marks.*
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SECTION - A

1. What are the concepts, scope and objectives of industrial relations in organizational context ? 20
2. Critically evaluate the problems and prospects of outsider and insider leadership in unions. Explain with examples. 20
3. Outline the conditions required for the success of collective bargaining. 20
4. What are the objectives of workers participation in management ? Explain the degrees and forms of participative management. 20

5. What are the steps that are involved in handling employee grievances ? Explain the steps. 20

SECTION - B

6. Read the case given below and answer the questions given at the end. 40

Rajan Road Transport Corporation introduced an incentive scheme in 1996. The bus crew will get the incentive bonus if the income of a bus during a particular day in a particular route crosses the standard amount of collections. The standard amounts for all the routes are fixed by the administration on the basis of average income in the preceding year in the respective routes. The crew get one percent of the excess amount over and above the standard amount. The collections to the corporation increased phenomenally after the introduction of the scheme as the crew has been taking extra care in clearing all the passengers awaiting bus for their journey. Prior to this, the bus crew did not allow the passengers over and above the seating capacity. But they have been overloading the buses since 1996 and it is allowed by the corporation.

The corporation has been running a bus from Rajahmundry to Vangalpudi. There was heavy traffic in this route on 13th July. The crew overloaded the bus to the tune of double the

seating capacity (i.e., 54 seating capacity and another 54 standing passengers). The conductor issued tickets and requested the passengers to buy tickets several times. He felt that all the passengers had bought the tickets and his job was completed.

The ticket checking staff were camping at Sitanagaram a mid-point between Rajahmundry and Vangalpudi. They stopped the bus at Sitanagaram and started checking the tickets. They found that all the passengers except an old lady sitting on the floor of a corner of the bus did not buy the ticket. They collected penalty from her and issued a ticket. Immediately they issued the suspension order to the conductor, despite his request and the requests of the passengers. The passengers told the checking staff that he had done his job sincerely and in good faith. The old lady also informed the checking staff that it was purely her mistake and she was suffering from fever and hence she could not buy the ticket. But the checking staff did not consider these requests.

The conductor informed the Trade Union leaders at Rajahmundry about his suspension on phone. The Trade Union leaders met the Depot Manager, explained him the incident and requested him to withdraw the suspension order. The Depot Manager refused to do it and the Trade Union leaders announced a wild cat strike. The traffic was affected badly and the commuters

suffered a lot. The strike continued for one week. The loss of income was around Rupees two lakh per day. The issue started affecting the other depots. The General Manager of the Corporation instructed the Depot Manager on 21st July, to solve the issue immediately. Then the Depot Manager discussed the issue with the union leaders and withdrew the suspension order.

Questions :

1. Evaluate the disciplinary procedure followed in this case in punishing the conductor.
2. If you were the ticket checking staff, how would you tackle the issue ?
3. If you were the Depot Manager, what steps would you take in different stages of this case ?
