

MBA-I/ SEM-II /HUMAN RESOURCE MANAGEMENT**COMPREHENSIVE CONCURRENT EVALUATION 2021-22****Subject: Employee Relations and Labor Legislations****Code: 206 HRM****Faculty : Prof.Shrawani Parse**

The subject is evaluated on the basis of three components

Sr No	Components	Marks	Date of Exam/Submission
A	Case Study	50	14 th July 2022
B	End Semester Exam /Internal Exam	50	
C	Online MCQ Exam	50	

Instructions:-

Details of student: Name, Class, Course name, and Course code must be clearly mentioned.

Copied answers will not be evaluated.

A. Case Study – I**Grievance Procedure vs. Collective Bargaining**

The Andhra Pradesh State Road Transport Corporation has been providing passenger transport facility since 1956. It has been extending its operation from one region to another by nationalizing the passenger transport companies in a phased manner. Presently, it nationalized two routes in East Godavari District in the state in October 1988. Normally, it absorbs all the employees working in passenger transport companies before the nationalization and fixes their wages at par with the scales of similar categories of jobs.

The pay scales in the Corporation are determined on the basis of mutual agreement between the management and the recognized trade union. The scales are revised once in three years. The recent agreement came into force with effect from September 1988. There are two classes in driver category: Class I (drivers working on long distance buses) and Class II (drivers working on short

distance buses). The pay scale of Class II drivers was enhanced from Rs. 600-1200 to Rs. 900-1600 with effect from September 1988 in consequence to the latest agreement. The agreement further stated that the pay scale of the drivers drawing the scale of Rs. 600-1200 would be fixed in the scale of Rs. 900 – 1600.

The Corporation absorbed 10 drivers who were with the private passenger transport companies upon the recent nationalization of two routes. The personnel department fixed the scale of these 10 drivers in the scale of Rs. 600-1200 and it rejected their plea of fixing their pay scale of Rs. 900 – 1600, saying that only drivers drawing the scale of Rs. 600 – 1200 are eligible to draw the new scale. The Corporation has set up both the grievance machinery and the collective bargaining machinery to resolve employee problems. These drivers submitted this issue to the foreman who was their immediate superior. The foreman told them to raise this issue in collective bargaining with the help of the trade union leaders as it was a policy matter. The drivers approached the trade union leaders and persuaded them to solve the issue. The trade union leaders included this term in the draft agenda of the collective bargaining committee scheduled to meet in January 1989. But the collective bargaining committee deleted this item from the draft agenda saying that the issue could be settled through grievance machinery as only 10 drivers out of 3,000 drivers of the Corporation were concerned with the issue.

Questions :-

Q.1) Who is correct: the personnel department, the foreman or the collective bargaining committee?

Q.2) Where do you place the issue for redressal? Give reasons.

Q.3) How will you redress this issue?

Case Study – II

Spenta Automobiles Limited (SAI), a subsidiary of Jain Enterprises, Nashik, was founded by its chairman Nipun Jain in 1979. During those days, it was one of the biggest assembly plants in Maharashtra. The company was manufacturing 40,000 vehicles on an annual basis, utilizing only 72% of their capacity. It was a fully automated plant with close to 1,500 employees and was manufacturing four major types of vehicles – two types of tractors, tempos and rickshaw. The company had maintained fairly good employee relations since the commencement of its operations. Majority of its workforce was from Maharashtra itself (60%) the rest from other parts of India. The workers had formed a union after 5 years of the company's inception and after a

couple of years another one was formed. The workers were divided into two main unions i.e. Datta Sangh Union and Maharashtra Mazdoor Union.

The company had been signing the memorandum of agreement periodically every three years. One of the unions signed the agreement and the other had issues with the agreement and did not perceive it as fair – a new clause was incorporated to increase and improve productivity to 75 – 85% for which the incentive to be given was Rs. 280 – 500 per month, no other factors were taken into account.

On a sunny May morning, the Datta Sangh Union workers stood near the factory gates and did not allow any worker to enter the premise. Two of the minor local political parties too supported the union. The executives and other staff did try to enter through the other gate though strike continued for a month, till the chief minister's appeal was broadcasted on Doordarshan for the maintenance of peace and harmony and a reconciliation request between the management and the union were sought. At the end of the long month, most of the workers lost the energy to continue the strike and the local police leaders were also relented.

The management maintained its composure throughout the strike, it did not succumb to the pressure tactics that were thrown at its face by the union, police, political parties and parties and on a few occasions the press too. It maintained its stand on the 'productivity' front. The other union that did not support the strike were supported by the management. Above all, the strike was declared illegal by the labour court and morale of the union was at an all-time low too. Routine work commenced after a month.

Questions:-

Q.1) Where did the Datta Singh Union workers go wrong?

Q.2) What advice could you have given them?

Case Study III

Ramesh was just promoted as a shift officer. The promotion became effective when his immediate superior Mr. Sharma was out of town for a few days. Due to illness of Ramesh's subordinate the work schedule was not being met. He decided to pitch in and help spending about four hours daily in production. When Mr. Sharma returned to his work, Ramesh is not available, as he is not working on the shop floor. He is upset and tells him that it is the function of the supervisor to accomplish work with and through other people and not do it himself.

1. What was the initial problem in this case?
2. Tick the alternative you would select to solve future problems when workers are not available:
 - (a) Let the scheduled work be late and catch up when the worker returns
 - (b) Lend a hand as Ramesh did in this case.
 - (c) Prepare back up for emergency
 - (d) Workout an acceptable compromise with the superior.

Case Study IV

The loyal employee Raman is the Sales manager of a reputed Corporation. He has 25 employees in his department, and all are paid commission for their sales in their territories. For the past 3 years the market for the company's goods has been steadily growing and the majority of Raman's staff have met this growth with increased sales. However one employee in particular, Gopal has not kept up with the pace. Gopal has been with this corporation for over 20yrs and is now 56 yrs old. He is a friendly man and is liked by all his peers and those to whom he sells the company's products on a regular basis. The company has always considered Gopal dependable and loyal. Through the years, he has been counted as an asset to the company, but at the age of 56, he has gone into an age of semi-retirement. Gopal's sales have not increased as others have and he does not have the determination to acquire a significant increase in sales. Raman wishes to change this situation. He wants to motivate Gopal into increasing his sales to match that of his younger peers. To do this Gopal must begin to do more than just put in his time, but Raman is not sure how to go about trying to motivate him. Unlike the majority of new employees, Gopal is an old man, who within a few years will reach the age of retirement.

Q1. If you were Raman, the sales manager, what would you do?

Case Study V

In a unit the operations for a particular section were withheld for a certain period. The section was doubling and twisting yarns as per market requirement. Due to the cut in production, about 25 operators were excess and they were adjusted to different departments like Mixing, Blow room Carding, Rig frame. Mr. Ram Tilak an operator was assigned to Carding department. When Mr. Ram Tilak reported to Carding department, Mr. Khanna said to him, "I do not know whether you will stay here. We have sufficient men and we do not really need any extra person. But I will see that you may be accommodated for doffing or sweeping." So as an operator for a few days, Ram Tilak tried to help other operators for doffing purpose. In the end of the week, Mr. Khanna told

Tilak, “I have got news for you. One operator has left the job, so we will be able to engage you on the m/c from Monday.” On Monday, Mr. Khanna assigned Ram Tilak to Carding m/c. Apparently the job was very easy, it was only to feed the laps from blow room and replacement of full cans with empty one at delivery end. “Here” said Mr. Khanna to Ram Tilak, “watch me do this operation. It’s as easy as ABC. A trainee can also do the same job. I sometimes think that a trainee would be better than an experienced operator. “ Mr. Khanna explained slowly to Ram Tilak what was happening. After doing it personally, he asked Ram Tilak to do the same operation and said, “Now try it.” Ram Tilak performed the job in a correct way. Mr. Khanna said, “Here, I told you there is nothing to do. You can do this job in your sleep also.” That was the last time Mr. Khanna spoke to Ram Tilak until Friday. Between Monday and Friday, the following things happened to Ram Tilak: I) Three times break-down on the machine. II) Very low productivity III) Higher CV% IV) Higher naps Ram Tilak used to manage the job with the help of other operators. On Friday as he was putting the laps on the Card one of his fingers was caught under the nip of feed rolls and he got a severe injury of fractures. That was when Mr. Khanna found time to talk to Ram Tilak once again.

Q1: How do you think Ram Tilak feel about his new job? His new boss?

Q2: In what way were the incidents that happened to Ram Tilak between Monday and Friday afternoon related to his training?

B. End Semester Exam

C. Online MCQ Exam



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