

Time : 2 1/2 hours

Marks : 75

Note : i. All questions are compulsory

Q1 a. Match the following (Any 8)

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	Group A		Group B
1.	Employee Relations Policy	v.	Framework of organization's rules
2.	Labour Welfare fund	xi.	Second world war era
3.	Labour	vi.	Productive Activity
4.	Flexi-time	x.	Non-Statutory Welfare
5.	TQM	iv.	Deep Commitment of an organisation to quality
6.	Single unit Bargaining	ii.	Centralised collective bargaining
7.	Pattern bargaining	iii.	Parallel Bargaining
8.	Chemical Hazards	i.	Pesticides
9.	Employee Stock option policy	vii.	ESOP
10.	Statutory welfare	viii	Factories Act 1948

Q1 b. State whether the following statements are true or false (Any 7)

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- i. Favourable political climate is essential condition for successful bargaining. (*True*)
- ii. HR does not play important role in employee relations. (*False*)
- iii. The 12th Five Year Plan stressed on unemployment and underemployment issue. (*True*)
- iv. Labour welfare cannot be substituted for wages is principle of totality of wages. (*False*)
- v. Medi-claim is a statutory facility. (*False*)
- vi. Boredom is a disease. (*False*)
- vii. Women are generally paid the minimum wages for the kind of work they do. (*False*)
- viii. Joint councils are bodies comprising representatives from employees and employers. (*True*)
- ix. Grievance redressal machinery is recommended in Factories Act, 1947. (*False*)
- x. Employees may demand individual wage adjustments is a economic cause of grievance. (*True*)

Q2 a. What do you mean by employee relations? Discuss the areas of employee relation policies.

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- *collective dialogue and negotiations*
- *support organisational culture*
- *implement non discriminatory employee practices.*
- *compliance to social aspect of business principles relevant to labour commitments.*
- *provide platforms for employee concerns*
- *accept trade unions' role as constructive*

2)

Q2 b. What are the ways to improve employee relations at workplace. 7

- *Improve communication*
- *Career development*
- *Share the vision*
- *Challenge employees*

OR

Q2 p. Discuss the current trends in collective bargaining. 8

- *Decentralised and Individualized Bargaining*
- *Declining Wage Share*
- *New Wave of Labour Movement for Unionisation*

Q2 q. Discuss the following : 7

- i. *Distributive bargaining (Explain the concept)*
- ii. *Attitudinal bargaining (Explain the concept)*
- iii. *Integrative bargaining (Explain the concept)*

Q3 a. Discuss various theories of employee welfare 15

Policing Theory According to this view, the factory and other industrial workplaces provide ample opportunities for owners and managers of capital to exploit workers in an unfair manner. This could be done by making the labour work for long hours, by paying workers low wages, by keeping the workplaces in an unhygienic condition, by neglecting safety and health provisions, and by ignoring the provision of elementary human amenities, such as drinking water, latrines, rest rooms and canteens. Clearly, a welfare state cannot remain a passive spectator of this limitless exploitation. It enacts legislation under which managements are compelled to provide basic amenities to the workers. In short, the state assumes the role of a policeman, and compels the managers of industrial establishments to provide welfare facilities, and punishes the non-complier. This is the policing theory of labour welfare. 8

Religion Theory The religion theory has two connotations, namely, the investment and atonement aspects. The investment aspect of the religion theory implies that the fruits of today's deeds will be reaped tomorrow. Any action, good or bad, is therefore treated as an investment. Inspired by this belief, some employers plan and organise canteens and creches. The atonement aspect of the religion theory implies that the present disabilities of a person are the result of the sins committed by him/her previously. He/she should undertake to do good deeds now to atone or compensate for his/her sins. There is the story of a big Jain employer who firmly held the belief that the provision of welfare facilities for workers was outside the duties of the management. Whatever he did provide was under government compulsion and supervision. It so happened, however, that the children born to him died as soon as they were born. Later, his own health suffered. He felt that, as a compensation, or expiration or even as an investment in a good deed (punyam), he should liberally contribute to the creche in the factory (as well as to other child-welfare institutions), and also to medical services for his workers. Consequently, in this particular factory, there came to exist an excellent creche and a well-organised dispensary.

Philanthropic Theory Philanthropy means affection for mankind. The philanthropic theory of labour welfare refers to the provision of good working conditions, creches and

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canteens out of pity on the part of the employers who want to remove the disabilities of the workers. Robert Owen of England was a philanthropic employer, who worked for the welfare of his workers. The philanthropic theory is more common in social welfare. Student hostels, drinking water facilities, the rehabilitation of crippled persons, donations to religious and educational institutions, and so forth are examples of philanthropic deeds.

Paternalistic Theory According to the paternalistic theory, also called the trusteeship theory, of labour welfare, the industrialist or the employer holds the total industrial estate, properties and the profits accruing from them, in trust. The property which he/she can use or abuse as he/she likes is not entirely his/her own. He/she holds it for his/her use, no doubt, but also for the benefit of his/her workers, if not for the whole society. For several reasons, such as low wages, lack of education, and so forth the workers are at present unable to take care of themselves. They are, therefore, like minors, and the employers should provide for their well-being out of funds in their control. The trusteeship is not actual and legal, but it is moral and, therefore, not less real.

Placating Theory This theory is based on the assumption that appeasement pays when the workers are organised and are militant. Peace can be bought by welfare measures. Workers are like children who are intelligent, but not fully so. As crying children are pacified by sweets, workers should be pleased by welfare works.

Public Relations Theory According to this theory, welfare activities are provided to create a good impression on the minds of the workers and the public, particularly the latter. Clean and safe working conditions, a good canteen, creche and other amenities, make a good impression on the workers, visitors and the public. Some employers proudly take their visitors round the plant to show how well they have organised their welfare activities.

Functional Theory Also known as the efficiency theory of labour welfare, the functional theory implies that welfare facilities are provided to make the workers more efficient. If workers are fed properly, clothed adequately and treated kindly, and if the conditions of their work are congenial, they will work efficiently. Welfare work is a means of securing, preserving and increasing the efficiency of labour.

Social Theory The social obligation of an industrial establishment has been assuming great significance these days. The social theory implies that a factory is morally bound to improve the conditions of the society in addition to improving the condition of its employees. Labour welfare, as mentioned earlier, is gradually becoming social welfare.

OR

Q3 p. Discuss the paternalistic and Mechanistic approaches to employee welfare

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Paternalistic Approach

In the early phase of industrialisation i.e., during the early days of this century, the paternalistic approach of labour welfare was adopted. The employers of those days started providing such facilities duly motivated by philanthropic, humanitarian and religious considerations.

In those days, the employers maintained direct contact with their workmen. Hence, they were in a position to understand their problems, difficulties and strains. But those days have gone and at present provision of welfare amenities can no longer be regarded as an act of charity.

Mechanistic approach

It is an approach to scientific management of the industry leads to the 'mechanistic' view about, labour welfare. It treated worker as 'labour' performed in some 'mechanical units' such as 'hours of work', 'man — days', 'man — hours'. Its emphasized is on the scientific and effective methods of production.

Q3 q. Explain how the assessment of effectiveness of the employee welfare can be done. 7

- Trend analysis
- Opinion survey

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Q4a. Discuss in detail the importance of women welfare.

- Ensure safety
- Provide healthy working environment
- Improve living standards
- Provide facilities

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Q4b. State the significance of safety culture in organization.

Safety culture is the attitude, beliefs, perceptions and values that employees share in relation to safety in the workplace. Safety culture is a part of organizational culture, and has been described by the phrase "the way we do things around here".

Studies have found that workplace related disasters are a result of a breakdown in an organization's policies and procedures that were established to deal with safety, and that the breakdown flows from inadequate attention being paid to safety issues.

A good safety culture can be promoted by senior management commitment to safety, realistic practices for handling hazards, continuous organisational learning, and care and concern for hazards shared across the workforce.

OR

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Q4 p. Discuss the role of trade union in labour welfare.

- Education
- Training

- *Welfare of women employees*
- *Free legal aid*
- *Schools*

Q.4.q. What measures can be provided for providing healthy work place? 7

- *Build trust*
- *Empower*
- *Communication*
- *Promote wellness*
- *Workplace design*
- *Training and development*
- *Team spirit*

Q5a. Discuss the Grievance handling process. 8

- *Acknowledge dissatisfaction*
- *define problem*
- *get the facts*
- *analyse and decide*
- *follow up*

Q5b. Explain the importance of Employee Stock option plans as a method of participation. 7

OR

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Q5 p Short Notes (Any 3)

- Welfare Policy(Explain the concept)*
- Trusteeship theory(Explain the concept)*
- Hazard management(Explain the concept)*
- Industrial relations manager and employee relations(Explain the concept)*
- Hazards at workplace(Explain the concept)*