

[This question paper contains 6 printed pages.]

2883

Your Roll No.

M.Com./Sem. III (NC)

F

Paper No. : MJ322 : Management of Industrial Relations

Time : 3 Hours

Maximum Marks : 100

*(Write your Roll No. on the top immediately
on receipt of this question paper.)*

Attempt All Questions.

All Questions carry equal marks.

Question five is compulsory.

1. (a) What is meant by industrial relations system?
Discuss the emergence and growth of industrial
relations in India. (20)

OR

- (b) Write a short note on the followings.

(i) Tri- Partite Mechanism (10)

(ii) Industrial Democracy (10)

P.T.O.

2. (a) Evaluate the role and effectiveness of Outside Leadership in trade unions. How do adverse consequences of outside leadership be avoided Indian scenario? Explain. (20)

OR

- (b) Write a short note on the followings.
- (i) Causes of Industrial Unrest. (10)
 - (ii) Trade union movement in India. (10)
3. (a) Explain key features of industrial grievances and suggest a model grievance procedure for settlement of such disputes. (20)

OR

- (b) Examine the main characteristics, concept and importance of collective bargaining. Also discuss the factors that contribute to effective collective bargaining.
4. (a) What is workers participation in management? Critically evaluate the present and future prospects of workers participation management in India? (20)

OR

(b) Write a short note on the followings.

(i) Dispute settlement machinery in India (10)

(ii) Standing Order Act (10)

5. Case Study (20)

In February 2006, the employees of the Airport Authority of India struck work in protest against the privatization of the airport. Airport Authority Employee Union (AAEU) also protested the development of Greenfield airports at Hyderabad and Bangalore, which meant closing down the old airports run by AAI. The Indian government's ambitious plan to privatize the modernization of the country's two biggest airports - at Mumbai and Delhi - sparked off another major controversy, leading to strikes, protests, threats, complaints and accusations.

Thousands of Airport- Authority- of- India employees went on "indefinite" strike against the government's privatization plans, and a bidder who last out, moved the court, challenging the airport bids.

P.T.O.

The issues relating to the strike are summarized below:

- o The government awarded the modernization contract for the Delhi and Mumbai airports - the country's two busiest airports - to two private consortia. GMR-Fraport clinched the modernization bid for the Delhi airport, while GVK - South African Airports bagged the Mumbai airport.
- o This led to nationwide protests by the employees of the Airport Authority of India.
- o The Unions raised a fundamental question - were the airports in India so badly maintained that they needed to be modernized?
- o Around 3 million domestic and international passengers travel through these airports every year. But the infrastructure at all the airports has remained much below international benchmarks. This was stated to be the government's rationale for modernizing/privatizing the Mumbai and Delhi airports (to be followed by others).
- o The government invited technical bids from private companies/consortia to build and maintain the two airports. The government finally selected two bidders and awarded the contract to them.

- o The airport employees protested as they feared they will lose jobs if the government went ahead with the modernization and eventual privatization plan. There were nearly 22,000 employees with the AAI, working across all the airports in the country. They feared that the private companies that were going to rebuild these airports would throw them out.
- o The government says the charges were baseless. It says it had taken care of the welfare of the employees in the airport-modernization process. Both bidders had agreed to absorb 60 per cent of the employees. About 10 per cent of the employees would continue to work for AAI in these airports, and 7 to 8 per cent were expected to retire by 2009. The rest would be absorbed by the AAI and posted at other airports.
- o The alternative suggestion from the employees' unions was that instead of awarding the contract for modernizing the airports to private companies, the government should allow the AAI to build world-class airports.

Questions:

(1) Critically examine the stand of the trade unions.

(10)

(2) How should the "consortia" handle the employee relation for a smooth project implementation?

(10)