

PG Even Semester Examination, May 2025

BUSINESS ADMINISTRATION

(4th Semester)

Course No.: HR-05

(Management of Industrial Relations)

Full Marks: 70

Pass Marks: 28

Time: 3 hours

The figures in the right margin indicate full marks for the question.

1. Case Abstract : Maruti Maneswar Case

The Maruti Maneswar case highlight one of the most severe instances of industrial unrest in India's automobile sector. Maruti Udyog limited established in 1983 initially maintained stable labour relations. However, conflicts escalated following changes in ownership, privatization, and growing tensions between workers and management. The situation worsened at the Manesar plant, where contract employment practices and dissatisfaction with union representaton fuelled discontent.

In July 2012, a violent confrontation erupted, leading to the tragic death of a senior HR executive, injuries to numerous managers and workers and extensive damage to the plant. The unrest stemmed from wage disputes, alleged caste based discrimination, and the demand for better working conditions. The

Turn Over

incident resulted in mass dismissals, financial losses, and a temporary shutdown of operations. Maruti eventually abolished contract hiring to stabilize labour relations.

This case underscores the challenges of industrial relations in India, the impact of rigid labour laws and the need for corporate strategies to prevent such violent conflicts. It also serves as a critical lesson for business on handling workforce grievances and ensuring fair employment practices.

Questions :

- (i) Analyse the root causes of the industrial unrest at Maruti's Manesar plant. How did these factors contribute to the escalation of violence in July 2012? 7
- (ii) What role did contract workers play in the labour unrest at the Manesar plant? 2
- (iii) According to your opinion, whether Maruti's decision to dismiss 500 workers and eliminate contract employment effectively addressed the underlying labour issue? Justify your answer with relevant labour law and industrial relations perspectives. 5

2. Discuss the changing scenario of Industrial Relations in India with special reference to post independence. 14

Or

3. Discuss the different approaches to Industrial Relations and their criticism. 14

4. What are key provisions of Trade Unions Act, 1926? How this act has impacted the functioning of trade union in India? 10+4=14

Or

5. Discuss the functions of trade union with special reference to social and political functions. Mention different types of trade unions. 9+5=14
6. Critically examine the different forms and causes of grievances. How do grievances impact production, employees and managers? 9+5=14

Or

7. Illustrate the matters to be contained in the Standing Orders as per the Industrial Employment (Standing Orders) Act, 1946. 14
8. A union representing workers at a major automotive company negotiates a three year agreement with an employer, including a gradual wage increase over five years, enhanced employee training programs and improves workplace safety measures. Discuss the importance of collective bargaining as a method of regulating the relationship between employees and employer. Also mention the pre-requisites of a successful collective Bargaining. 14
