

Code No: **24BA4T5HB****II MBA - II Semester - Regular Examinations – JUNE 2026****INDUSTRIAL RELATIONS AND ENGAGEMENT**

Duration: 3 Hours

Max. Marks: 70

- Note: 1. This question paper contains two Parts: Part-A and Part-B.
 2. Part-A contains 5 essay questions with an internal choice from each unit.
 Each Question carries 12 marks.
 3. Part-B contains one Case Study for 10 Marks.
 4. All parts of Question paper must be answered in one place

BL – Blooms Level

CO – Course Outcome

PART - A

			BL	CO	Max. Marks
<u>UNIT – I</u>					
1.	a)	Describe the framework of the Industrial Relations system and discuss its key components.	L2	CO1	6 M
	b)	Explain the impact of globalization on Industrial Relations in India.	L2	CO1	6 M
OR					
2.	a)	Discuss the recent trends and emerging issues in Industrial Relations at national and global levels with suitable examples.	L2	CO1	6 M
	b)	What are the major factors influencing Industrial Relations in an enterprise?	L1	CO1	6 M
<u>UNIT – II</u>					
3.	a)	Explain the concept and importance of Trade Union recognition.	L2	CO2	6 M

	b)	Discuss the principles of Collective Bargaining.	L2	CO2	6 M
OR					
4.	a)	Explain the major problems faced by Trade Unions in India?	L2	CO2	6 M
	b)	Explain the concept of Employees' Associations and their role in organizations with suitable examples.	L2	CO2	6 M
<u>UNIT-III</u>					
5.	a)	Define employee grievance and explain the common causes of grievances in an organization.	L2	CO3	6 M
	b)	Explain the concept and objectives of Standing Orders in industry.	L2	CO3	6 M
OR					
6.	a)	Differentiate between employee grievances and indiscipline in the workplace.	L2	CO3	6 M
	b)	What is the Code of Discipline? Discuss its significance in maintaining good industrial relations.	L2	CO3	6 M
<u>UNIT – IV</u>					
7.	a)	Discuss the scope of industrial disputes in industrial relations.	L2	CO4	6 M
	b)	Describe the economic and social consequences of industrial disputes.	L2	CO4	6 M
OR					
8.	a)	Discuss the various methods for the settlement of industrial disputes in India.	L2	CO4	6 M

	b)	Explain the role of government in the prevention and settlement of industrial disputes in India.	L2	CO4	6 M
<u>UNIT – V</u>					
9.	a)	Explain the methods used to measure employee engagement in an organization.	L2	CO5	6 M
	b)	Explain the role of managers in engaging employees and maintaining a positive work environment.	L2	CO5	6 M
OR					
10.	a)	Discuss various strategies to improve employee engagement in modern organizations.	L2	CO5	6 M
	b)	Describe the different levels of employee engagement among employees.	L2	CO5	6 M

PART – B

	CASE STUDY	L3	CO2	10 M
11.	Mr. Kishore, a mechanic has been working in a light engineering company for the last 20 years. The company is manufacturing balls and bearings to be used for automobile firms. He has a firm belief in unionism and joined a union in 2006. He was having a strong hold over the workers. He was also the representative of his department and most of the time was involved with union activities. In the year 2007, he had some serious differences with his fellow workers on certain ideological ground. In a dispute with his workers, he was badly injured and hospitalised for many days. Because of this development, the management suspended Kishore for a year. In the meantime, there was a			

thorough investigation by the management. After thorough investigation, management was able to find out the real cause of the clash. There was tremendous pressure from the union to reinstate him. So Kishore was reinstated in the company in January 2008. In the middle of 2008, a second union came into existence in the company and this become the most powerful union by the end of September 2008. However, Kishore continued with his old union. Though Kishore joined his duty but could not have the same level of performance as he used to have before his suspension. When he was asked by his supervisor, Mr. Vora to explain as to why his performance has been declining, Kishore said, “that he is unable to sit for long time because of backache”. Mr. Vora tried to motivate him to improve his performance but of no use. Since Kishore was appointed on the recommendation of Mr. R.K. Gupta, a very senior officer of the department, Mr. Vora told him the whole story. Then they sat together and decided to transfer Mr. Kishore to the sales department. It had no effect on Kishore’s performance. Gradually, he was becoming obstinate and it was as if he was planning to have a war with the organisation. However, the head of sales department reported his unusual behaviour with the customers and frequent absence from the counter to the top management. Now top management is considering to transfer him back to his original department.

Questions :

- i) What is problem in the case?
- ii) How would you justify Kishore’s transfer?
- iii) What is to be done to get the best out of the person?

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II MBA - II Semester –Regular Examination

~~December - 2025~~ JUNE 26

Duration: 3 hours

Max MARKS: 70

**INDUSTRIAL RELATIONS AND ENGAGEMENT
SCHEME OF VALUATION**

	SECTION -A		
1.a.	Describe the framework of the Industrial Relations system and discuss its key components	6 Marks	
	Total		6 Marks
1.b.	Explain the impact of globalization on Industrial Relations in India.	6 Marks	
	Total		6 Marks
2.a.	Discuss the recent trends and emerging issues in Industrial Relations at national and global levels with suitable examples.	6 Marks	
	Total		6 Marks
2.b.	What are the major factors influencing Industrial Relations in an enterprise?	6 Marks	
	Total		6 Marks
3.a.	Explain the concept and importance of Trade union Recognition	6 Marks	
	Total		6 Marks
3.b.	Discuss the principles of Collective Bargaining.	6 Marks	
	Total		6 Marks
4.a.	Explain the major problems faced by Trade Unions in India	6 Marks	
	Total		6 Marks
4.b.	Explain the concept of Employees' Associations and their role in organizations with suitable examples.	6 Marks	
	Total		6 Marks
5.a.	Define employee grievance and explain the common causes of grievances in an organization.	6 Marks	
	Total		6 Marks
5.b.	Explain the concept and objectives of Standing Orders in industry.	6 Marks	
	Total		6 Marks
6.a.	Differentiate between employee grievances and indiscipline in the workplace.	6 Marks	
	Total		6 Marks
6.b.	What is the Code of Discipline? Discuss its significance in maintaining good industrial relations.	6 Marks	
	Total		6 Marks
7.a.	Discuss the scope of industrial disputes in industrial relations.	6 Marks	
	Total		6 Marks
7.b.	Describe the economic and social consequences of industrial disputes.	6 Marks	

	Total	6 Marks
8.a.	Discuss the various methods for the settlement of industrial disputes in India.	6 Marks
	Total	6 Marks
8.b.	Explain the role of government in the prevention and settlement of industrial disputes in India.	6 Marks
	Total	6 Marks
9.a.	Explain the methods used to measure employee engagement in an organization.	6 Marks
	Total	6 Marks
9.b.	Explain the role of managers in engaging employees and maintaining a positive work environment..	6 Marks
	Total	6 Marks
10.a.	Discuss various strategies to improve employee engagement organizations. in modern organizations.	6 Marks
	Total	6 Marks
10.b.	Describe the different levels of employee L2 engagement among employees.	6 Marks
	Total	6 Marks
11	For presentation of the case	4 Marks
	Analytical ability of the case (Discretion of the examiner)	6 Marks
	Total	10 marks

SECTION -A

1.a) Describe the framework of the Industrial Relations system and discuss its key components 6 Marks

Industrial Relations (IR) refers to the relationship between employers, employees, and the government in the industrial and organizational environment. It focuses on maintaining industrial peace, improving productivity, and ensuring fair treatment of workers.

IR System Framework

Dunlop's Industrial Relations System Model

John T. Dunlop explained IR as a system made up of interacting elements.

Diagram: IR System Framework
ENVIRONMENT

| Technology | Market | Political |



ACTORS

| Employers |
| Employees |
Government



RULES & NORMS

| Labour laws |
| Agreements |
Workplace practices



OUTCOMES

(Industrial peace, productivity)

Components Explained

1. Actors

- Employers and employer associations
- Employees and trade unions
- Government and its agencies

2. Environment (Context)

- Technological conditions

- Market and economic forces
- Political and social systems
- 3. Rules
 - Labour laws
 - Collective agreements
 - Company policies
- 4. Ideology
 - Shared beliefs and values that bind the system together

1b). Explain the impact of globalization on Industrial Relations in India. 6 Marks

Industrial Relations (IR) refers to the relationship between employers, employees, and the government in the industrial and organizational environment. It focuses on maintaining industrial peace, improving productivity, and ensuring fair treatment of workers.

Globalization and Industrial Relations

Meaning of Globalization

Globalization refers to the integration of world economies, markets, technology, and labour forces.

Impact of Globalization on IR

1. Flexible Employment Practices o Contract labour o Outsourcing o Gig work
2. Decline of Trade Union Power
3. Performance-Based Pay
4. HRM Replacing Traditional IR
5. Increased Competition

2a) Discuss the recent trends and emerging issues in Industrial Relations at national and global levels with suitable examples. 6 Marks

Recent Trends in Industrial Relations

1. Shift from IR to HRM
2. Decline in Trade Union Membership
3. Decentralized Collective Bargaining
4. Use of Technology
5. Emphasis on Cooperation and Participation
6. Labour Law Reforms

2b) What are the major factors influencing Industrial Relations in an enterprise? 6 Marks

Influencing Factors of IR in an Enterprise

1. Economic Factors
2. Technological Factors
3. Social and Cultural Factors
4. Political and Legal Factors
5. Organizational Factors

3a) Explain the concept and importance of Trade union Recognition 6 Marks

Trade unions are voluntary organizations formed by workers to protect their rights and promote their welfare. In an industrial system, employees individually have weak bargaining power. Trade unions provide collective strength, enabling workers to negotiate better wages, working conditions, job security, and dignity at work.

Definition of Trade Union

A trade union is a continuous association of employees formed primarily to regulate relations between workers and employers.

Union Recognition

Union recognition means the employer formally accepts a trade union as the legitimate representative of workers for negotiations and decision-making.

Importance of Union Recognition

1. Facilitates collective bargaining

Recognition enables unions to negotiate wages, working conditions, and policies formally with management.

2. Prevents inter-union rivalry

When one union is recognized, competition and conflict among multiple unions are reduced.

3. Improves industrial relations

A recognized union acts as a stable channel of communication between workers and management, reducing misunderstandings.

4. Enhances union legitimacy

Recognition gives credibility to the union and strengthens workers' trust in it.

3b) Discuss the principles of Collective Bargaining. 6 Marks

Meaning:

Collective bargaining is a process in which employers and employees, through their unions, negotiate terms and conditions of employment to reach a mutually acceptable agreement.

Principles of Collective Bargaining

1. Good faith negotiations

Both parties must negotiate honestly, sincerely, and with genuine intention to reach agreement.

2. Mutual respect Each side

must respect the rights, dignity, and interests of the other.

3. Recognition of the union Management

must accept the union as the legitimate representative of workers.

4. Willingness to compromise

Both sides should be flexible and prepared to make concessions.

5. Equality of bargaining power

Neither side should dominate unfairly; power should be balanced.

6. Transparency

All relevant information should be shared honestly to facilitate fair negotiations.

7. Respect for agreements

Once an agreement is reached, both parties must honour and implement it faithfully.

4a)Explain the major problems faced by Trade Unions in India 6 Marks

Problems of Trade Unions

A. Internal Problems

1. Multiplicity of unions

Many unions exist within the same organization or industry, weakening collective strength and causing confusion.

2. Inter-union rivalry

Competition among unions leads to conflicts, strikes, and lack of unity, reducing effectiveness.

3. Poor leadership

Many union leaders lack training, experience, and vision, leading to weak negotiations and mismanagement.

4. Financial weakness

Low membership fees and irregular contributions make unions financially unstable.

5. Low member participation

Workers often show apathy, resulting in poor attendance, lack of involvement, and weak union activities.

B. External Problems

1. Employer hostility

Some employers oppose union activities, leading to victimization of union members and denial of recognition.

2. Political interference

Political parties influence unions for their own agendas, diverting attention from workers' issues.

3. Legal restrictions

Strict labour laws and procedures sometimes limit union actions, reducing effectiveness.

4. Growth of informal and contract labour

Temporary, contract, and gig workers are difficult to organize, reducing union membership and influence.

4.b.Explain the concept of Employees' Associations and their role in organizations with suitable examples. 6 Marks

Employees' Associations and Their Role in Organizations

An Employees' Association is a voluntary organization formed by employees to represent their common interests, protect their rights, and promote their welfare. These associations act as a bridge between employees and management, helping to improve communication, working conditions, and industrial relations. They may function as staff associations, workers' unions, or professional employee organizations.

Roles of Employees' Associations

1. Representing Employees

- They represent employees in discussions and negotiations with management regarding wages, working conditions, benefits, and policies.
- Example: A factory workers' association negotiates for higher wages and safer working conditions.

2. Protecting Employee Rights

- They ensure that employees are treated fairly and that labor laws and organizational policies are followed.
- Example: An association supports an employee facing unfair disciplinary action.

3. Collective Bargaining

- Employees' associations negotiate collective agreements on salaries, promotions, leave, and other employment conditions.
- Example: A bank employees' association negotiates an annual salary revision for all staff.
- 4. Improving Communication
 - They serve as a communication channel between management and employees, helping resolve misunderstandings and workplace conflicts.
 - Example: An association gathers employee feedback and presents it to management for policy improvements.
- 5. Promoting Employee Welfare
 - They organize welfare activities such as health camps, educational programs, sports events, and financial assistance.
 - Example: An association arranges medical check-up camps and scholarships for employees' children.
- 6. Resolving Disputes
 - They help settle workplace disputes through discussion, mediation, and negotiation, reducing the chances of strikes or lockouts.
 - Example: An association mediates a dispute over work schedules, preventing industrial unrest.
- 7. Skill Development and Awareness
 - They conduct training programs, workshops, and awareness sessions on workplace rights, safety, and professional development.
 - Example: An IT employees' association organizes workshops on new technologies and cybersecurity.
- 8. Enhancing Job Satisfaction
 - By addressing employee concerns and promoting a positive work environment, associations contribute to higher morale and productivity.
 - Example: Employee suggestions collected by the association lead to flexible working hours, improving work-life balance.

5a) Define employee grievance and explain the common causes of grievances in an organization.
6 Marks

EMPLOYEE GRIEVANCES

1. Meaning of Grievance

A grievance is a formal complaint raised by an employee regarding dissatisfaction at the workplace. It arises when an employee feels that he/she has been treated unfairly or when organizational rules are not properly implemented.

According to the International Labour Organization, a grievance refers to a complaint by a worker regarding wages, working conditions, or interpretation of service rules.

Causes of Employee Grievances

Grievances do not arise suddenly. They are usually the result of persistent dissatisfaction.

A. Economic Causes

1. Low Wages
2. Wage Discrimination
3. Delay in Wage Payment
4. Non-payment of Overtime/Bonus

B. Working Condition Causes

1. Unsafe Environment
2. Poor Physical Facilities
3. Excessive Workload

C. Supervisory Causes

1. Biased Supervision
2. Harsh Behaviour
3. Lack of Communication

D. HR Policy Causes

1. Unfair Promotion Policy
2. Improper Performance Appraisal
3. Arbitrary Transfers

E. Psychological Causes

1. Lack of Recognition
2. Job Insecurity
3. Interpersonal Conflicts

5b) Explain the concept and objectives of Standing Orders in industry. 6 MARKS

Meaning

Standing Orders are written rules governing service conditions of employees.
They bring clarity and uniformity in employment terms.

Objectives

1. Define rights and duties
2. Prevent arbitrary decisions
3. Reduce industrial disputes

6a) Differentiate between employee grievances and indiscipline in the workplace. 6 Marks

Employee grievances

A grievance is a formal complaint raised by an employee regarding dissatisfaction at the workplace. It arises when an employee feels that he/she has been treated unfairly or when organizational rules are not properly implemented.

Indiscipline is the failure of an employee to follow the rules, regulations, policies, or standards of behavior established by an organization. It includes any act of misconduct, disobedience, or violation of workplace discipline that affects the smooth functioning of the organization.

6b) What is the Code of Discipline? Discuss its significance in maintaining good industrial relations. 6 Marks

The Code of Discipline is a set of voluntary principles and guidelines that employers, employees, and trade unions agree to follow to maintain peace, cooperation, and mutual respect in industrial organizations. In India, it was introduced in 1958 during the 16th Indian Labour Conference to promote harmonious

industrial relations.

significance in maintaining good industrial relations

1. Promotes Industrial Peace
2. Improves Employer–Employee Relations
3. Ensures Fair Practices
4. Encourages Collective Bargaining
5. Increases Productivity
6. Reduces Industrial Disputes
7. Creates a Positive Work Environment

7a) Discuss the scope of industrial disputes in industrial relations 6 Marks

An industrial dispute refers to any disagreement or conflict between employers and employees or between groups of employees regarding employment matters. These disputes generally arise when workers feel that their rights, wages, benefits, or working conditions are not satisfactory or fair.

According to the Industrial Disputes Act, 1947, an industrial dispute is defined as:

"Any dispute or difference between employers and employees, employers and workmen, or workmen and workmen which is connected with employment, non-employment, terms of employment, or conditions of labour."

Scope of Industrial Disputes

1. Employer–Employee Relations
2. Employee–Employee Relations
3. Employer–Employer Relations
4. Individual Disputes Becoming Collective Disputes
5. Legal and Institutional Framework

7b) Describe the economic and social consequences of industrial disputes. 6 Marks

An industrial dispute refers to any disagreement or conflict between employers and employees or between groups of employees regarding employment matters. These disputes generally arise when workers feel that their rights, wages, benefits, or working conditions are not satisfactory or fair.

Consequences of Industrial Disputes

- 1. Effects on Workers
- 2. Effects on Employers
- 3. Effects on Consumers
- 4. Effects on the Economy

8a) Discuss the various methods for the settlement of industrial disputes in India. 6 Marks

Settlement of Industrial Disputes in India

- 1. Works Committee
- 2. Conciliation
- 3. Board of Conciliation
- 4. Court of Inquiry
- 5. Labour Courts
- 6. Industrial Tribunals
- 7. National Tribunals

8b) Explain the role of government in the prevention and settlement of industrial disputes in India. 6 Marks

Explain the role of government in the prevention and settlement of industrial disputes in India.

Prevention of Industrial Disputes

- 1. Collective Bargaining
- 2. Workers Participation in Management
- 3. Effective Grievance Redressal System
- 4. Fair Personnel Policies
- 5. Effective Communication

Role of government in the prevention and settlement of industrial disputes in India.

Settlement of industrial disputes in India

- 1. Works Committee
- 2. Conciliation
- 3. Board of Conciliation
- 4. Court of Inquiry
- 5. Labour Courts
- 6. Industrial Tribunals
- 7. National Tribunals

9a) Explain the methods used to measure employee engagement in an organization. 6 Marks

Explain the methods used to measure employee engagement in an organization.

Employee engagement refers to the emotional, psychological, and professional commitment of employees towards their organization and its goals. Engaged employees are enthusiastic, dedicated, and willing to go beyond their basic job responsibilities to contribute to organizational success.

Definition of Employee Engagement

According to William Kahn (1990):

“Employee engagement is the harnessing of organization members’ selves to their work roles.”

Measurement of Employee Engagement

1. Employee Surveys

Regular engagement surveys and feedback forms

2.Key Performance Indicators (KPIs)

Productivity, absenteeism, turnover rate

3.360-Degree Feedback

Feedback from peers, subordinates, and supervisors

4.Exit Interviews

Identify reasons for employee dissatisfaction

5.Employee Net Promoter Score (eNPS)

Measures willingness to recommend the organization

9b) Explain the role of managers in engaging employees and maintaining a positive work environment.. 6 Marks

Employee engagement refers to the emotional, psychological, and professional commitment of employees towards their organization and its goals.

Role of Managers in Engaging Employees

1.BuildingTrust

Managers should be transparent and reliable.

2.ProvidingFeedback

Regular constructive feedback improves performance.

3.EncouragingParticipation

Involve employees in decision-making processes.

4.RecognizingPerformance

Appreciate and reward employees.

5.SupportingCareerGrowth

Guide employees in career development.

6.CreatingPositiveWorkEnvironment

Promote teamwork and respect.

7.ConflictResolution

Address issues promptly and fairly.

8.MotivatingEmployees

Inspire employees through leadership and vision.

10a) Discuss various strategies to improve employee engagement organizations. in modern organizations. 6 Marks

Strategies to Improve Employee Engagement

1.EffectiveCommunication

Maintain transparency and regular updates.

2.RecognitionPrograms

Reward achievements and contributions.

3.TrainingAndDevelopment

Provide skill enhancement opportunities.

4.Empowerment

Give autonomy and involve employees in decisions.

5.Work-LifeBalanceInitiatives

Flexible working hours, remote work options.

6.StrongLeadershipPractices

Build trust and maintain fairness.

7.EmployeeWellnessPrograms

Physical and mental health support.

10b) Describe the different levels of employee engagement among employees. 6 Marks

Employee engagement refers to the emotional, psychological, and professional commitment of employees towards their organization and its goals

Definition of Employee Engagement

According to William Kahn (1990):

"Employee engagement is the harnessing of organization members' selves to their work roles."

Levels of Employee Engagement

1.Highly Engaged Employees

Passionate and committed

High productivity and innovation

2.Moderately Engaged Employees

Perform duties but lack enthusiasm

3.Disengaged Employees

Minimal effort, low productivity

4.Actively Disengaged Employees

Negative attitude, may spread dissatisfaction

11)

For presentation of the case

Analytical ability of the case (Discretion of the examiner)

Total