

Total No. of Questions : 4]

SEAT No. :

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T.Y. B.B.A.

**(C 506) : Cases in Human Resource Management Project & Viva
(2019 Pattern) (CBCS) (Semester - V)**

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates:

- 1) *All questions are compulsory.*
- 2) *Figures to the right indicate full marks.*

Case : 1 - 15 Marks :

Pearl fabrics limited are a garment manufacturing company and employs nearly 2500 workers. The workers are organized under a flagship of a militant union. Last year in spite of competitive market conditions the company earned handsome profits. The personnel manager met and urged the managing director consider substantially higher percentage of bonus in order to better industrial relations. The managing director pointed a number of difficulties. Claims from shareholders for higher dividends, allocation for future expansion, replacing of machinery etc. he also said that labour alone are not responsible for handsome earnings and besides accepting such a steep rise in the percentage of bonus will unnecessary set a wrong precedent. The personnel manager got disturbed and expressed fear about serious unrest amongst workers over the issues.

Questions:

- 1) Critically analyse the case and suggest various actions the management should take?
- 2) Explain the principles of industrial relations pertaining to the case.
- 3) Give suitable title to the case.

Case : 2 - 15 Marks :

A machine operator spilt a large quantity of liquid on the floor around his machine. The supervisor told operator to clean up the spill. The operator refused stating that the specifications for his job did not include clean-up. Not

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having time to check exact wording of the specifications, the supervisor called a service worker - a general helper type of worker assigned to the department, to do cleaning. The service worker was called at 2.25 p.m. which happened to be just before the scheduled afternoon general ten minute rest period shutdown. But he refused to do clean-up because he claimed that his job specification did not include such chores.

On reviewing the three job specifications, it was found that the job specifications of the machine operator stated that the operator was responsible for keeping the machine in clean operating order, but nothing about floor cleaning. The job specification for service worker listed responsibility for assisting operators in various ways such as getting materials and tools, when called for assistance, but nothing was said about the clean-up. Although the sweeper was not present at the time, his job specifications were also checked, it did include all forms of cleaning, but specification stated that the sweepers hours of work commenced after the shift ended.

Questions :

- 1) Analyse this case and suggest suitable title.
- 2) Comments on the theoretical base of job specification in this case.

Case : 3 - 10 Marks :

Vikas Industries is an Engineering goods manufacturing company located near Somatan Phata about 50 Km from Pune, on Pune Mumbai Highway.

Mr. Palkar , an unskilled permanent worker, was asked to work in a press shop on a press machine, without any training of handling such machine. Due to lack of knowledge and training, Mr. Palkar was not at all comfortable and confident while working on the press machine. In such a unsafe condition, he met with an accident and lost his right hand index finger. Mr. Palkar asked management to give compensation as per the workmens compensation Act, 1923. The management refused to give any compensation, as they felt that the accident took place due to negligence on the part of the workman.

Mr. Palkar, through his union took the matter for grievance redressal procedures but failed in getting any compensation from management. He then moved to the court.

Questions :

- 1) Analysis the case & Comment on management action & Mr. Palkar approach.
- 2) Work out the compensation as per the act and advise the management for appropriate action.

Case : 4 - 10 Marks :

A multinational company specialized in food processing has been operating in India for about 3 decades. The company has recently decided to expand its production. It was decided to shift the factory to a new location about 20 km away from its present site. For want of experienced hands some of the workers were transferred to the new site. As the workers transferred to the new site were living on own, the union demanded an increase of Rs. 60 in their salary. But the company offered to give Rs. 25 only to cover the transport cost.

When the plant was being shifted to the new site; negotiation went on uninterrupted between the management and the union on the issues. However both the parties could not come to settlement even after 6 months.

The management was firm on their decisions even though the union indicated some flexibility. The union refused to compromise fully on the issue. They adopted go slow tactics to pressurize the management. The production went down drastically but still the management was firm on their stand. In the mean time, the management charsheeted some of the trade union leaders and suspended them and enquiry was pending.

Questions :

- 1) Analyze the case and elucidate the problems and causes.
- 2) Do you justify the management decision? If yes/no-why?

