

BBM 606.1

Reg. No.

CREDIT BASED SIXTH SEMESTER B.B.M. DEGREE EXAMINATION APRIL 2013
BUSINESS MANAGEMENT
HUMAN RESOURCE MANAGEMENT – III
Industrial Relations & Labour Management

Time: 3 Hrs

Max. Marks: 120

SECTION – A (20 marks each)

Answer any Three questions.

3 x 20 = 60

1. What is Grievance? Explain causes and model of Grievance handling machinery.
2. State briefly the weakness of trade unions in India. What should be done to strengthen the trade union movement in the country.
3. Define workers participation in management and explain the various forms of workers participation in management.
4. Explain the important causes for industrial conflict. Explain in brief machinery for the settlement of industrial disputes.

SECTION – B (10 Marks each)

Answer any Five questions. (Q. No.10 being compulsory)

5 x 10 = 50

5. Explain in brief the essential conditions to be fulfilled to maintain sound industrial relations.
6. What is meant by labour welfare? Bring out the need for providing welfare facilities to workers.
7. Describe the causes for employee indiscipline.
8. Explain the process of collective bargaining.
9. What are the objectives of trade unions?

10. Rane is a branch manager of a reputed bank and has earned a reputation for efficient operations. Recently, a divisional manager telephones Rane that a new branch office was to be opened in another city. The divisional manager also informed Rane that senior management highly pleased with the way his branch office has been functioning in the past and would like to him recommend someone from his office for promotion as branch manager to manage the new branch.

Rane started analysis of his subordinate staff to determine who might make a good manager. He has narrowed his choice down to two persons within his office: Ms. Anitha and Mr. Malla. Both Anitha and Malla are young persons in early forties. Each has a management degree from reputed institutes. Anitha usually seems more effective and tactful when dealing with customers. Both have low absenteeism record and either one would probably make a satisfactory manager for the new branch of the bank.

Rane has an impression that most people prefer male supervisors and women generally are not really interested in career and as manager might develop aggressive female tendencies. As such Malla may be an effective manager in a new workplace. Hence, he recommended Malla for promotion as a branch manager in the bank's new branch.

- a. If you are Rane, whom would you recommend as head of the new branch? Give arguments in favour of your recommendation.
- b. As HR manager, how would you handle Anitha's feelings of being ignored?

SECTION – C (1 Mark Each)

11. Answer all the questions:

10 x 1 = 10

- a) What is meant by federation?
- b) What is meant by composite bargaining?
- c) Who is a worker director?
- d) Define Strike.
- e) What is Negotiation?
- f) State any two objectives of industrial relations.
- g) What is meant by social security?
- h) State any two differences between adjudication and arbitration.
- i) Expand AITUC.
- j) What is meant by lockout?

BBM 606.2

Reg. No.

**CREDIT BASED SIXTH SEMESTER B.B.M. DEGREE EXAMINATION APRIL 2013
BUSINESS MANAGEMENT
HUMAN RESOURCE MANAGEMENT – IV
Team Development and Leadership**

Time: 3 Hrs

Max. Marks: 120

SECTION – A

Answer any Three questions.

3 x 20 = 60

1. Define leadership. Explain different theories of leadership.
2. What is organizational culture? Explain its types and functions.
3. What is Team Building? Explain Team Building Techniques.
4. What is meant by workforce diversity? Explain issues of valuing diversity.

SECTION – B

Answer any Five questions.

5 x 10 = 50

5. Write a short note on EQ at work.
6. What are the benefits of mentoring?
7. State the need for team development.

8. Explain various leadership developmental techniques.
9. Differentiate between transformational and transactional leaders.
10. Case study (Compulsory)

Amar, the Manager (HR) of a glassware manufacturing unit is transferred to the other branch office of his organization. The branch office caters to around 200 employees. The organization has recently received ISO standardization but after a few months, Amar realized that the organization was underperforming, one of the major reasons for that being the employees taking their work casually and not being oriented. Amar made an effort to organize quality circles and meetings to solve this issue and make the under – performing team a successful one.

He started implementing the Kaizen(Continuous improvement) and Kauban (effective communication) methods. He organized many meetings, but the employees considered them a mere waste of time and refrained from being present there.

Questions:

- c. Imagine that you are the HR Manager of the same unit. What should have been done to improve the situation?
- d. What are the qualities of highly effective work – teams?

SECTION – C

11. **Answer all the questions:**

10 x 1 = 10

- a) What is informal mentoring?
- b) Give any two differences between team and group.
- c) State any two qualities of a leader.
- d) What is self – regulation?
- e) What is team decision making?
- f) What is theory Z culture?
- g) Mention any two techniques of decision making?
- h) Who is protage?
- i) What are norms?
- j) What is a task group?

BBM 606.2

Reg. No.

.....

CREDIT BASED SIXTH SEMESTER B.B.M. DEGREE EXAMINATION

APRIL 2014

BUSINESS MANAGEMENT

HUMAN RESOURCE MANAGEMENT – IV

Team Development and Leadership

Time: 3 Hrs

Max. Marks: 120

SECTION – A

Answer any THREE of the following

3x20=60

1. Explain the types of Leadership styles and major challenges faced by a leader in this global era.
2. What is team decision making? Describe effective team decision making techniques.
3. What is organizational culture? Explain its types and functions.
4. Explain the special techniques used for leadership training.

SECTION – B

Answer any FIVE questions. Case is compulsory

5x10=50

5. Differentiate between transformational and transactional leaders.
6. Explain different types of mentoring.
7. Write a note on EQ at work.
8. Explain different types of team.
9. Explain the importance of leadership.
10. Read the following case and answer the questions given at the end.

In 1992, Manu a chartered accountant, was elected as the chairman of promising Life Insurance Company, which was at that time the largest Life Insurance Company in the country. During the next 5 years, however, while its business increased it did not grow as fast as its major competitors and promising company dropped from third to sixth place.

This naturally perturbed Manu as it did the Board of Directors of the company. Finally, after deliberations the Board of Directors concluded that the lack of leadership in the sales of both ordinary life policies and group life insurance was the major cause of company's comparative slow progress. It was also generally

concluded that the two directors in charge of sales in these two major areas of business were competent executives and leaders but the regional and district managers working under them were not very competent leaders.

Manu called these two directors and asked them to ensure strong leadership at the regional and district levels or else quit their jobs. As these directors left the meeting with the chairman, one Director told the other, “Now, just how do we make people leaders? How can we be sure whether or not a person is a leader? You know this is a tough job”.

Questions:

- a) If you were one of the directors how would you have answered the other director?
- b) What would you do about developing strong leaders?

SECTION – C

11. Answer all questions

10x1=10

- a) What is informal group?
- b) What is reward power?
- c) State any two differences between a leader and a manager.
- d) What do you mean by command group?
- e) State any two qualities of a good mentor.
- f) Who is a Benevolent and Autocratic leader?
- g) What is self regulation?
- h) What is trait?
- i) What is leadership competency?
- j) What is valuing diversity?

BBM 606.3

Reg. No.

.....

CREDIT BASED SIXTH SEMESTER B.B.M. DEGREE EXAMINATION

APRIL 2014
BUSINESS MANAGEMENT
HUMAN RESOURCE MANAGEMENT – III
Industrial Relations & Labour Management

Time: 3 Hrs

Max. Marks: 120

SECTION – A

Answer any THREE questions

3x20=60

1. Define Industrial Relations. Explain the objectives of an conditions for congenial industrial relations.
2. Why do workers join Trade Unions? Explain objectives of important Indian Trade Unions.
3. Explain the causes of and procedure for settlement of Industrial Disputes.
4. Why should organizations introduce a grievance procedure? Explain the model grievance handling machinery.

SECTION – B

Answer any FIVE questions. Case is compulsory

5x10=50

5. Explain the process of collective bargaining.
6. Explain the types of workers participation in management.
7. Explain the essentials of a good disciplinary system.
8. Write a note on Workmens Compensation Act.
9. What are the measures to strengthen Trade Union Movement in India?
10. Case Study.

A large scale and well-known company employed more than 20,000 employees in its different units operating in various parts of India. The employees belong to different trade unions which are also affiliated to different political parties. The company has developed culture of collective bargaining and negotiated settlements with the unions. Recently the company wanted to introduce various changes in technology, work process and the work organization. However, the various unions in different units are displaying reluctance to the management initiatives. What steps, in your view, if implemented, may help the management to arrive at a settlement, which will achieve management's objectives and satisfy the workforce.

SECTION – C

11. Answer all questions

10x1=10

- a) Define "Social Security".
- b) What is meant by compulsory arbitration?
- c) State any two reasons for uneven growth of Trade Unions.
- d) Define 'Industrial Disputes'.
- e) Write any two objectives of discipline.

- f) What is meant by collective bargaining?
- g) Write any two labour welfare facilities.
- h) Define workers participation in management.
- i) What are the features of Employee State Insurance (ESI) Act?
- j) Define Employee Grievances.

BBM 606.2

Reg. No.

.....

**CREDIT BASED SIXTH SEMESTER B.B.M. DEGREE EXAMINATION
APRIL 2015
BUSINESS MANAGEMENT
HUMAN RESOURCE MANAGEMENT
PAPER IV-Team Development and Leadership**

Time: 3 Hrs

Max. Marks: 120

SECTION – A

Answer any THREE of the following

3x20=60

1. What is Leadership training? Describe the special techniques used for leadership training.
2. What is team building? Explain Team building Techniques.
3. What is meant by workforce Diversity? Explain the issues of valuing Diversity.
4. What is Organisational Culture? Explain its types and functions.

SECTION – B

Answer any FIVE questions. Case is compulsory

5x10=50

5. Differentiate between counseling and mentoring.
6. Write a short note on Emotional quotient at work.
7. Explain different types of Leadership styles?
8. Briefly explain the different techniques of team decision making?
9. What are the major challenges of Leadership?
10. Read the following case and answer the questions given at the end.

Punjab Bank Ltd has been facing problems relating to deposit mobilization and loan recovery. The bank appointed a number of commissions to go into the problems and find out the root cause for these problems. All the commissions pointed out that the delay in decision-making and faulty decisions made by the executives at different levels are responsible for the state of affairs in the bank.

Mr Khanna Pande, the chairman of the bank, on 3rd March, 1984, asked the chief Personnel Manager of the bank to develop various techniques and organize the executive development programmes in order to improve the decision-making skills of the bank executives from the level of branch manager to the general manager.

The chairman of the bank attended an executive development programme during July, 1984 conducted by the Administrative Staff college of India for chairman of all the Banks. He was very much impressed by two techniques in the entire programme. They are role playing and sensitivity training. He thought that he should educate his personnel manager about these techniques and these techniques should be used in the proposed executive development programme of the bank. He called on the Chief personnel manager of the bank and told him about his experiences and ideas. But the chief personnel Manager responded negatively. Mr. Khanna tried his level best to convince the Chief Personnel manager and similarly the latter also tried to persuade him about the Nature of those techniques and the nature of the proposed development programme. At last Mr. Khanna convinced with the behavior of the chief Personnel manager ordered him to use role playing and sensitivity training techniques.

- a) What do you feel about the suitability of techniques for the executive development programme in this case.
- b) Do you find any justification in the argument of Mr. Khanna.

SECTION – C

11. Answer all questions

10x1=10

- a) What is performance counseling?
- b) Who is a transformational Leader?
- c) State any two qualities of a Mentor.
- d) What is Informal Mentoring?
- e) State any two differences between Team and Group.
- f) What is team development?
- g) What is emotional Intelligence?
- h) What is theory Z culture?
- i) What is leadership competency?
- j) What is Self-regulation?

CREDIT BASED SIXTH SEMESTER B.B.M. DEGREE EXAMINATION

APRIL 2015

BUSINESS MANAGEMENT

HUMAN RESOURCE MANAGEMENT – III

Industrial Relations & Labour Management

Time: 3 Hrs

Max. Marks: 120

SECTION – A

Answer any **THREE** questions

3x20=60

1. “Rapid industrialization in India is heavily dependent on harmonious industrial relations.” Discuss.
2. Why do Trade Unions in India often fail to achieve their objective? Suggest measures for the successful functioning of trade unions.
3. What are the causes of Grievance? Explain the model Grievance handling machinery.
4. Explain the different types of Industrial disputes. What are the procedure for settlement of disputes.

SECTION – B

Answer any **FIVE** questions. Case is compulsory

5x10=50

5. Explain the functions of Trade Unions.
6. Explain different types of workers participation in Management.
7. Define the term Collective Bargaining. Explain the process of Collective Bargaining.
8. What are the essentials of a good Disciplinary system?
9. Write a note on ‘Workmen’s Compensation Act’.

10. **Case Study:**

Mr. Suresh is the CEO of On-Line information Systems Limited. Mrs. Lalitha Goenkar wife of one of the Senior level manager Mr. Akil Goenkar, rushed to the chambers of Mr. Suresh at 11.30 am on 20th September 2010 and complained to him that the chief HR Manager has been paying deaf ear to her complaint since the last six months, saying the company would redress the grievances of employees’ family members. Mr. Suresh made her feel comfortable and assured her of the redressal of the grievances of employees’ family members also. Then he asked her to submit her grievance directly to him. Mrs. Lalitha Goenkar, immediately submitted her grievance essence of the grievance is as follows:

“Mr. Anil Goenkar has not been paying attention to family matters; he is not caring for the children and wife since March 2010. Mr. Anil informed his wife over a dispute at the dining table on 22nd May 2010 that the company has been paying dating allowance for the wellbeing of the employees and as such, he has been spending time in various recreation places with lady colleagues of the company. Hence, his interest in family members as well as family issues has taken a new turn and may take a significant shift in the days to come. Mrs. Lalitha met the Chief HR Manager on the following day and lodged her grievance. He (HR Manager) rejected to deal with the grievance saying that the company can't deal with the grievances of employee's family members. Mrs. Lalitha requests the company to stop paying the dating allowances as dating itself is quit contrary to the cultural values of Indian society. On detailed enquiry Mr. Suresh found that the information provided in the grievance statement of Mrs. Lalitha was more or less correct. The on-line information systems Limited is a non-union/ union free company employing over 500 employees.

Mr. Suresh called a meeting of employees of HR Department and Senior Managers on 30th September 2010, to decide on the policy issues of dating allowances, as well as redressing the grievances of employees' family members.

Questions:

1. Should the country redress the grievances lodged by family members of employees in view of paradigm shifts in HR practices?
2. How do you settle the issue of dating allowance which is country to the culture of the land?

SECTION – C

11. Answer all questions

10x1=10

- a) Define Industrial Relations.
- b) What is meant by workers participation in Management?
- c) What is Industrial Disputes?
- d) Define 'Employee Grievance.
- e) Write any two features of ILO.
- f) Write any two types of Collective Bargaining.
- g) What is Industrial discipline?
- h) Write any two Fringe benefits.
- i) Write any two objectives of Industrial Relations.
- j) What are the benefits of ESI Act?

CREDIT BASED SIXTH SEMESTER B.B.M. DEGREE EXAMINATION APRIL 2016
BUSINESS MANAGEMENT
HUMAN RESOURCE MANAGEMENT – IV
Team Development and Leadership

Time: 3 Hrs.

Max. Marks: 120

SECTION – A

Answer any **THREE** questions:

3×20=60

1. What is workforce diversity? Explain issues of valuing diversity.
2. What is leadership? Explain different theories of leadership.
3. Explain the techniques and limitations of Team Decision Making.
4. What is meant by organizational culture? Explain its functions and types.

SECTION – B

Answer any **FIVE** questions. Case study is compulsory:

5×10=50

5. State the need for team development.
6. What are the benefits of mentoring?
7. Write a short note on EQ at work.
8. Differentiate between transformational and transactional leaders.
9. Write a note on theory Z culture.
10. Case Study:

In 1992 Sanjay Kataria, a Chartered Accountant was elected as the chairman of promising Life Insurance Company, which was at that time the largest Life Insurance Company in the country. During the next 5 years, however, while its business increased, it did not grow as fast as its major competitors, and promising company dropped from third to sixth place.

This naturally perturbed Sanjay Kataria as it did the board of directors of the company. Finally after deliberations the board of directors concluded that the lack of leadership in the sales of both ordinary life policies and group life insurance was the major cause of company's comparative slow progress. It was also generally concluded that the two directors in charge of sales in these two major areas of business were competent executives and leaders but the regional and district managers working under them were not very competent leaders.

Sanjay Kataria called these two directors and asked them to ensure strong leadership at the regional and district levels or else quite their jobs. As these directors left the meeting with the chairman, one director told the other, 'Now just how do we make people leaders? How can we be sure whether or not a person is a leader? You know this is a tough job'.

- a) If you were one of the directors, how would you have answered the other director?
- b) What would you do about developing strong leaders?

SECTION – C

11. Answer all the following:

10×1=10

- a) What are virtual teams?
- b) What is charismatic leadership?
- c) What is self-regulation?
- d) Mention any two objectives counselling.
- e) What is meant by task group?
- f) What is theory Z culture?
- g) What is meant by informal mentoring?
- h) Differentiate between a leader and a manager.
- i) What are norms?
- j) What is meant by Laissez Faire Leadership?

CREDIT BASED SIXTH SEMESTER B.B.M. DEGREE EXAMINATION APRIL 2016
BUSINESS MANAGEMENT
HUMAN RESOURCE MANAGEMENT – III
Industrial Relation and Labour Management

Time: 3 Hrs.

Max. Marks: 120

SECTION – A

Answer any **THREE** questions: 3×20=60

1. Explain the importance of Industrial Relations. What are the conditions for congenial Industrial Relations?
2. What are the problems faced by Trade Unions? Explain the measures to strengthen Trade Union Movement in India.
3. Define Industrial Disputes. Explain the procedure for preventing and settling industrial disputes.
4. Explain the importance of workers participation in Management Briefly explain the different forms of workers participation.

SECTION – B

Answer any **FIVE** questions. Case study is compulsory: 5×10=50

5. What are the conditions for the successful collective bargaining?
6. Explain the need for Grievance handling procedure.
7. Explain in brief labour welfare practices.
8. Write a note on workers compensation on Act.
9. Explain the aims and objectives of discipline.
10. Case study.

Mr. Amar, one of the new campus recruit from a reputed engineering college is working in 'XYZ' Technologies Bangalore in the planning section.

The office timings for him is between 8a.m and 5.p.m. He is working with his senior colleagues in team of 15 engineers. The company has provided rent free quarters. Mr. Amar has proved himself to be an efficient employee and very recently he has received two appreciation gifts.

However, Mr. Amar was a late comer almost everyday atleast 10-20 minutes and he was advised for his late attendance.

Mr. Amar, though he was local man, continued his attitude and it was objected by his senior colleagues. As an HR Manager how will you bring discipline in Mr. Amar?

SECTION – C

11. Answer all the questions:

10×1=10

- a) What is meant by adjudication?
- b) Write the meaning of 'Positive Discipline'.
- c) What is meant by intra union rivalry?
- d) Define social security.
- e) What is collective bargaining?
- f) Define the term 'strike' as per Industrial Disputes Act, 1947.
- g) What is 'Red Hot Stove Rule'?
- h) Define workers participation in management.
- i) Define employee discipline.
- j) What is meant by 'Grievance'?
