

		Semester VI			
17BAU601B	DSE – 3: MANAGEMENT OF INDUSTRIAL RELATIONS	L	T	P	C
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SCOPE

Management of Industrial Relations represents the different aspects of industrial relations, role of trade unions, importance of collective bargaining, forums of settlement of disputes, benefits relating to payment of wages and provisions relating to health, safety and welfare measures.

OBJECTIVES

- To acquaint students knowledge with concepts of Industrial Relations
- To enlighten the students knowledge with legislations related to Labour Welfare and Industrial Relations.

UNIT I

Concept of Industrial Relations - Aspects of industrial relations - Conflict and cooperation - Parties in industrial relations - Workers employers and government - Trade unions - Objectives collective bargaining.

UNIT II

Workers Participation in Management - Levels of participation - Mode of participation Works Committee - Joint Management councils - Worker Director - Grievance Procedure - Quality Circles.

UNIT III

Trade Union Act 1926 - Immunity granted to Registered Trade Unions - Recognition of Trade Unions - The Industrial Employment (Standing Orders) Act 1946 - Scope - Coverage - certification process - Modification - Interpretation and Enforcement - The Industrial Disputes Act 1947 - Forum for settlement of disputes - Instruments of economic coercion - Strikes, lockouts and closure.

UNIT IV

Salient Features - Coverage of employees and employers - Rules and benefits relating to the Payment of Wages Act 1936 - The Payment of Gratuity Act 1972 - The Minimum Wages Act 1948 - The Payment of Bonus Act 1965 - Provident Fund

UNIT V

The Factories Act 1948 - Definition - Approval - Licensing and registration – Health, Safety and Welfare measures - Employment of women and young persons - Leave with wages and weekly holidays - Employees Compensation Act, 1923.

SUGGESTED READINGS:

TEXT BOOKS

1. Srivastava, . S C. (2012). *Industrial Relations and Labour Laws*. New Delhi: Vikas Publishing House.

REFERENCES

1. Chhabra, T. N. (2007). *Industrial Relations and Labour Laws*. New Delhi: Dhanpat Rai Publishing House
2. Nair, N.G., & Latha Nair. (2004). *Personnel Management and Industrial Relations*. New Delhi: S.Chand and Company Ltd.
3. Kapoor, N.D. (2015). *Elements of Industrial Law*. New Delhi: Sultan Chand and Sons.
4. Tripathy. (2013). *Personnel Management and Industrial Relations*. New Delhi: Sultan Chand and Sons.

KARPAGAM ACADEMY OF HIGHER EDUCATION

DEPARTMENT ON MANAGEMENT

**COURSE NAME - MANAGEMENT OF INDUSTRIAL
RELATIONS**

COURSE CODE - 17BAU601B

UNIT-1

	Questions	Opt 1	Opt 2	Opt 3	Opt 4		Answer
1	What is the process in which representatives of employers and employees meet and try to negotiate an	Collective power	Collective Bargaining	Resolution	Decision making		Collective Bargaining
2	Who said Collective Bargaining is concerned with the relations between	Beach	Dale	Diming	Davis		Beach
3	The collective bargaining as the means by which labour is bought and sold in the	marketing concept	Philosophy	Social Concept	Economic concept		marketing concept
4	Collective bargaining is perceived as an economic and an	Intrer	Intra	Mutual	Exchange		Exchange
5	Collective bargaining plays an important role in settling these	Industrial disputes	Industrial conflict	Industrial peace	Industrial relation		Industrial disputes
6	Collective Bargaining helps the employees to develop a sense of self	Employees	Supervisors	Management	Trade unions		Employees
7	What are the two stages of collective bargaining?	Negotiation stage and	Negotiation stage and	Introduction stage and	Negotiation stage and Mediation		Negotiation stage and contract
8	Who initially spend considerable time collecting relevant data	labour and management	labour only	Management only	labour and Union		labour and management
9	The success of collective bargaining depends on the _____ of the	Expertise	Skills & knowledge	Efficiency	Knowledge		Skills & knowledge
10	Effective negotiator should have the ----- options	Social, Economics Ps	Operations, Physiological Ps	Operations &	Operations, Economics Psych		Operations, Economics Psycholo
11	Who directs the process of negotiator?	Labour negotiator	Management representative	Supervisor	Chief negotiator		Chief negotiator
12	To whose side the chief negotiator belong to?	Management side	Union side	Employee Side	Common to all		Management side
13	Who takes the steps to see that all the workers understand the contract and	Union	Management	Supervisor	Manager		Union

14	Pay close attention to the wording of every clause negotiated, they are often a	Negotiation	Grievances	Information	Disutes		Grievances
15	Collective bargaining is referred to as ----- ?	Compromise process	Problem solving process	Decision making	Dispute redressal		Compromise process
16	The concept of workers participation in management is considered as a	Decision- making	Problem solving process	Disputes settlement	Relationship maintenance		Decision-making
17	What does QC refer to?	Quality concept	Quality circles	Quantity circle	Quantity concept		Quality circles
18	In which year the Bombay Industrial Relations Act was formed?	1946	1945	156	1957		1946
19	Who does the employer nominate?	Manager	CEO	MD	President		President
20	Who nominates the Vice president?	Workers	Management	Stake holders	Trade Union		Workers
21	What does JMC stand for?	Joint management	Joint manager Council	Joint management	Joint management		Joint management Council
22	The whole unit and its membership remains confined to those who are	Shop council	Executive council	Joint management	Joint council		Joint Management Councils
23	Who becomes the Chairman of JMC?	Chief Executive	President	MD	Executive officer		Chief Executive
24	Who appoints the Secretary who is responsible for discharging the	Shop council	Floor council	Joint Council	Managemetn council		Joint Council
25	Collective bargaining was considered as an ex of IP system is concerned with	Gandhian approach	Systems approach	Oxford approach	Traditional approach		Gandhian approach
26	Temporary closing down the undertaking with the intention of forcing workers to	Lockout	Layoff	Strike	Retrenchment		Retrenchment
27	The phrase collective bargaining was first coined by	Dale	Sydney and Beatrice web	U.K.	Davis		Sydney and Beatrice web
28	Workers participated in management is highlighted in	Article 43A	Article 42 A	Article 43A and 42A	Article 44 A		Article 43A and 42A
29	Workers participated in management has objectives	Psychological	. Economic	Psychologica l & Economic	Social		Psychological & Economic
30	Which of the following matters are usually brought under collective	Working conditions	Labour welfare	Working conditions	Working conditions		Working conditions, Labour welfare
31	Which of the following is not the most important aspects of the process of	Negotiations	Confrontations	Compromise	Discussions		Confrontations
32	Who of the following is not associated with concept of industrial relations	Frederick Taylor	R.A. Lestler	Dale yoder	Prof. Dunlop		Frederick Taylor
33	----- is used to denote the collective relationship between	Industrial relation	Personal relation	Family relation	Social relation		Industrial relation

34	----- with the rules , laws and agreement through executive and judicial	Society	Industry	Government	Company		Government
35	-----is a consultive body comprising of 100 or more persons	Work committees	Advisory committee	Managing committees	Joint committee		Work committees
36	----- are the rules and regulations which govern the conditions of	Standing orders	Policies	Advice	Rules		Standing orders
37	----- are the bodies comprising representatives from employers and	Management committees	Joint councils and committees	Works Committee	Discipline committees		Management committees
38	The person appointed by the government to settle the dispute presented in labour	Officiate	Presiding officer	Arbitrator	Substitute officer		Presiding officer
39	The decision given by Arbitrator is called	Degree	Award	Sentence	Reward		Degree
40	----- is the international organization responsible for drawing up and	Indian labor congress	Hind mazdoor Sabh	International Labor	Indian Labour Organization		Indian labor congress
41	When employees resort to unauthorized strike in violation of the labor contract	Pen down	Wild cat strike	Tools- down	Sit in Strike		Wild cat strike
42	“One party gains at the expense of another” norm refers to which type of	Distribute bargaining	Integrative bargaining	Centralized bargaining	Collective disputes		Distribute bargaining
43	The word----- means sharing the decision making power with the lower	Bargaining	Participation	Compensatio	Settlement		Participation
44	When workers participate in ----- they are able to see the big n picture	Brainstroming	Organizational decisions	Union	Suggestion scheme		Organizational decisions
45	The ----- represents each department or a shop in an unit	Shop council	Management council	Floor council	Committee		Shop council
46	Each shop council will consist of an ----- number of representatives of employers	Equal	Uneven	Higher	Lower		Equal
47	The first organized trade union in India named as ----- was formed in the	Delhi labor union	Bombay labor union	Madras Labor Union	Cochin Labor Union		Madras Labor Union
48	The main functions of i -----is resolve the difference existing between	Co-operation	Collective bargaining	Agitations	Concilation		Collective bargaining
49	Which of the following method had not been given a statutory form in India	Conciliation	Mediation	Voluntary arbitration	Adjudication		Mediation
50	The concept of unions came in to existence as a result of employees	Problem of communication	Dissatisfaction among workers	Longing for belongingness	Change in technology		Dissatisfaction among workers
51	It is one of the ----- function to protect labor against victimization and	Trade unions	Social groups	Government	Management		Trade unions
52	----- refers to the kind of rivalry present within the establishment as there	Intraunion rivalry	Unionism	Socialism	Individualism		Intraunion rivalry
53	Workers committee is to be constituted in an industry which is employing	75	90	100	500		100

54	Any communications and notices concerning registered trade union may be	Head office	Government	President	Management		Head office
55	----- denotes the absence of an employee when he is scheduled to work	Labor turnover	Absenteeism	Leave	Layoff		Absenteeism
56	----- is another name of compulsory arbitration	Adjudication	Amortization	Dissolution	Fraction		Adjudication
57	ILC stands for	Indian Labour Conference	International Labour	Indian Labour	Indian Labour Committee		Indian Labour Conference
58	The tenure of the joint councils is for ----- years	3	2	1	5		2
59	The total strength of these bodies should not exceed	20	30	40	50		20
60	All India Trade Union Congress (AITUC) has political link with	CPI	CPI(M)	BJP	Congress		CPI

KARPAGAM ACADEMY OF HIGHER EDUCATION
DEPARTMENT ON MANAGEMENT
COURSE NAME - MANAGEMENT OF INDUSTRIAL RELATIONS
COURSE CODE - 17BAU601B

	Questions	Opt 1	Opt 2	Opt 3	Opt 4		Answer
1	----- the total range of behaviours and attitudes that express opposition between industrial owners and managers	Industrial conflict	Industrial disputes	Industrial union	Industrial resolution		Industrial conflict
2	----- is collective in nature, involves groups of employees or trade unions	Un organised conflict	Organised conflict	General conflict	Specific conflict		Organised conflict
3	----- conflict is hidden (or covert), not obvious it is occurring.	Organized	Un organised	Moderate	Silimar		Unorganised
4	----- means any dispute or difference between employers and employers	Conflict	Fight	Dis opinion	Industrial Disputes		Industrial Disputes
5	In which year industrial disput act was established?	1957	1947	1974	1937		1947
6	Strikes, lockouts and gheraos are the most common forms of -----	Disputes	Conflict	Strikes	Union		Disputes

7	----- means a cessation of work by a body of persons employed in any industry acting in combination	Lockout	Lay off	Retrenchment	Strike		Strike
8	Which strike enforce their economic demands such as wages, bonus, and other conditions of work.	Sit down strike	Economic Strike	Slow down strick	Common strike		Economic Strike
9	In which union members of a union collectively stop work to support or express their sympathy	Economic Strike	Sit down strike	Sympathetic Strike	Slow down strick		Sympathetic Strike
10	When workers do not leave their place of work, but stop work is called	Sit down strike	Economic Strike	Slow down strike	Common strike		Sit Down Strike
11	Employees do not stop work, but restrict the rate of output in an organised manner is -----	Sympathetic Strike	Sit down strike	Economic Strike	Slow down strike		Slow Down Strike
12	----- is the temporary closing of a place of employment or the suspension of work	Lock out	Layoff	Strikes	Retrenchment		Lock out
13	Which is the collective act of prohibition from leaving the business or residential premises by the workers	Gherao	Lock out	Layoff	Strikes		Gherao

14	Which of the options are not causes of industrial disputes?	Industry related	Management related	Government related	Company related		Company related
15	The trade union movement is highly influenced by -----	Government	Politics	Laws	Regulations		Politics
16	Which is referred as a condition which is both the cause and effect of fruitful co – operation	Industrial peace	Working	Disputes settlement	Conflict resolution		Industrial peace
17	The industrial disputes act can be classified as -----	Conciliation, Association and Adjudication	Federation, Arbitration and Adjudication	Conciliation, Arbitration and Adjudication	Arbitration and Adjudication		Conciliation, Arbitration and Adjudication
18	The act of making active effort to bring two conflicting parties to compromise	Advice	Compromise	Settlement	Mediation		Mediation
19	Who is given the powers of a civil court, whereby he is authorised to call the witness the parties on oath.	Employer	Trade union representative	Conciliation Officer	Governement		Conciliation Officer
20	The conciliation officer is required to submit his report within how many days.	20 days	14 days	13 days	12 days		14 days.

21	In case Conciliation Officer fails to resolve the differences between the parties, the government has the discretion to appoint?	Board of Conciliation.	Board of Adjudication	Board of Arbitration	Board of Council		Board of Conciliation.
22	What is the process of getting the disputes settled through an independent person	Compulsory arbitration	Voluntary arbitration	Labour court	Management conciliation		Voluntary arbitration
23	Who had applied the voluntary arbitration very successfully in the Textile industry of Ahmedabad.	Mahatma Gandhi	Nehru	Rajiv Gandhi	Indira Gandhi		Mahatma Gandhi
24	In which year the voluntary arbitration was lent legal identity.	1955	1956	1946	1947		1956
25	Voluntary arbitration is one of the democratic ways for setting -----	Strike	Industrial disputes	Problems	Conflict		Industrial disputes
26	In voluntary arbitration the ----- is appointed by both the parties through mutual consent	Union member	Adjudicator	Conciliator	Arbitrator		Arbitrator
27	The process that implies the parties are required to refer the dispute to the arbitrator whether they like him or not	Tribunals	Compulsory Arbitration	Voluntary arbitration	Court of Inquiry		Compulsory Arbitration

28	What is the referred to settling disputes through intervention by the third party appointed by the government.	Adjudication	Conciliation	Arbitration	Trade union		Adjudication
29	What is ITNT.	Indian Tribunal of National Tribunal	Industrial Trade of National Tribunal	Industrial Tariff of National Tribunal	Industrial Tribunal of National Tribunal		Industrial Tribunal of National Tribunal
30	A labour court consists ----- persons ,who normally is an ex-judge of a High Court.	Two	Only one	Three	None		Only one
31	In addition to the presiding officer, how many assessors does the industrial tribunal have to advise him in the proceedings.	Three	Four	Five	Two		Two
32	Any dissatisfaction or feeling of injustice having connection with one's employment situation which is brought to the attention of management.	Grievance	Problems	Quarrel	Fight		Grievance

33	According to whom - grievance is any discontent arising out of anything connected with the company which an employee thinks, believes or even feels to be unfair.	Karl max	Michael Jucious	John Dunlop	Marxist		Michael Jucious
34	Tribunal must be published by the appropriate Government within ----- from the date of its receipt	25 days	30 days	45 days	60 days		30 days
35	Like a labour court ----- --- is also a one-man body.	Industrial tribunal	Company tribunal	Arbitration tribunal	Collective tribunal		Industrial tribunal
36	If not identified and redressed, whom does grievances may not adversely affect?	Union	Workers	Managers	Organization.		Union
37	Who said that discipline is a procedure that corrects or punishes a subordinate	Michael Jucious	John Dunlop	Marxist	Dessler		Dessler
38	----- is the regulation and modulation of human activities to produce a controlled performance.	Discipline	Punishment	Rules	Laws		Discipline

39	What are the 2 types of discipline?	Pessimistic & negative discipline	Positive & Neutral discipline	Positive & negative discipline	Popular and Negative discipline		Positive & negative discipline
40	Which emphasises the concept of self-discipline or self-control.	Positive motivation	Positive discipline	Positive Approach	Positive Appraisal		Positive discipline
41	Which is referred to as 'enforced discipline'.	Positive discipline	Negative conduct	Negative approach	Negative discipline		Negative discipline
42	Which is the first level of formal discipline	Written reprimand	Disciplinary demotions	oral reprimand	Suspensions		Written reprimand
43	The supervisor issues ----- with approval of the department head and copies are sent to the city manager and director.	Suspensions	Oral reprimand	Written reprimand	Disciplinary demotions		Written reprimand
44	It is necessary to immediately restrict an employee from performing duties at the work site is called	Emergency Suspension	Punishment	Salary Reduction	Leave reduction		Emergency Suspension
45	Which of the following authorities are laid by the organization for various levels of employees?	Disciplinary and Reviewing authority	Appellate and Reviewing authority	Disciplinary authority	Disciplinary, Appellate and Reviewing authority		Disciplinary, Appellate and Reviewing authority
46	What procedure should be held before awarding any punishment.	Interview	Proper enquiry	Data collection	Observation		Proper enquiry

47	Who is neither a witness nor is personally interested in any way in the matter for which the charge-sheet has been issued.	Manager	Employee	Supervisor	Enquiry officer		Enquiry officer
48	Who will lead the case from the management's side by producing witnesses and relevant documentary evidence in support of the charge.	Manager	Union representative	Presenting Officer	Enquiry officer		Presenting Officer
49	Who publishes the inquiry report?	Union leader	Management	Enquiry officer	Presenting officer		Enquiry officer
50	To whom the enquiry report is submitted?.	Disciplinary Authority	Management	Court	Conciliation officer		Disciplinary Authority
51	What are the two types of punishment?	Legal & illegal	Financial & Non-financial	Direct & Indirect	Major & minor		Major & minor
52	An employee can appeal against an order imposing upon him any of the ----- -----	Penalties	Punishment	Fine	Result		Penalties
53	Who may confirm, enhance, reduce or set-aside the penalty.	Appellate authority	Disciplinary authority	Presenting authority	Management		Appellate authority

54	Before passing an order of discharge or dismissal, who has to arrange for a fair and proper enquiry in consonance with the principles of natural justice.	Union leader	Management	Supervisor	Employer		Employer
55	Which of the following are minor punishments?	Warning, fine & Withholding of increment	Warning & fine	fine & Withholding of increment	Penalties & Withholding of increment		Warning, fine & Withholding of increment
56	A lock-out which is illegal, shall be punishable with imprisonment for a term which may extend to ----- --- month	1	2	3	6		1
57	The Conciliation Officer is given the powers of a	High court	Civil court	Supreme court	Criminal court		Civil court
58	On ----- of conciliation proceedings, the conciliation officer may persuade the parties to refer the dispute to a voluntary arbitrator	Failure	Success	With held	Cancellation		Failure
59	Voluntary arbitration is one of the ----- ways for setting industrial disputes	Democratic	Social	Voluntary	Natural		Democratic

60	The court is expected to submit its report within----- months	Ten	Five	Three	Six		Six
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43	The supervisor issues ----- with approval of the department head and copies are sent to the city manager and director.	Suspensions	Oral reprimand	Written reprimand	Disciplinary demotions		Written reprimand
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51	What are the two types of punishment?	Legal & illegal	Financial & Non-financial	Direct & Indirect	Major & minor		Major & minor
52	An employee can appeal against an order imposing upon him any of the ----- -----	Penalties	Punishment	Fine	Result		Penalties
53	Who may confirm, enhance, reduce or set-aside the penalty.	Appellate authority	Disciplinary authority	Presenting authority	Management		Appellate authority

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COURSE NAME - MANAGEMENT OF INDUSTRIAL RELATIONS
COURSE CODE - 17BAU601B

	Questions	Opt 1	Opt 2	Opt 3	Opt 4	Answer
1	Industrial accidents are unforeseen incidents that are	Pre-planned	Scheduled	Planned	Expected	Not scheduled or planned
2	Industrial accidents cause injury to	Employees	Employers	Supervisors	All workers in firm	Employees
3	An accident or an occupational disease arises out of	Working place	Course of employment	Out of work	Out of Pressure	Course of employment
4	Most industrial accidents occur because of	Raw material default	Human default	Human error	Machinery error	Human error
5	The quickest way to get a job done is to do it	Right the first time	efficiently	Effectively	Full effort	Right the first time
6	----- are one of the most dangerous places to work	Manufacturing units	Construction sites	Service industries	Chemical industries	Construction sites
7	----- are notoriously dangerous places to work	Mines	Construction sites	Manufacturing units	Chemical industries	Mines
8	Which is a detailed examination in depth of a narrower field of activity	Audit	Safety survey	Inspection	Review	Safety survey

9	A ----- of a unit or department, which may be carried out by someone from within the unit	Survey	Frequent inspection	Routine scheduled inspection	Audit	Routine scheduled inspection
10	Safety samples should be carried out ----- but with a random selection of the subject each time	Regularly	Rarely	Frequently	Depends on situation	Regularly
11	As per report of fire prevention association (FPA) the 26% of total accidents was caused by the -----	Machinery	Fire	Lack of training	Employees mis behaviour	Fire
12	All dangerous machinery must be securely	Handled properly	Safe guarded	Protected	Fenced	Fenced
13	Work on or near machinery in motion must be carried out only by specially trained	Male workers	Adult male workers	Adult female workers	Female workers	Adult male workers
14	No ----- shall work at any dangerous machine' unless he has been specially instructed	Young person	Adult person	Female person	Child labour	young person
15	Moving parts of a self-acting machine must not be allowed to come within	25 cms	45 cms	35 cms	20 cms	45 cms
16	----- must not be allowed to work near cotton openers, except in certain cases	Children	Women	Adult female	Women and children	Women and children

17	Every hoist and lift must be so constructed as to be	Danger	Safe	Precaution	Protected	Safe
18	Pits, sumps openings in floors etc. must be securely -----	Open	Covered or fenced	Closed	Uncovered	Covered or fenced
19	No worker shall be made to carry a load so ----- as to cause him injury	Heavy	Easy	Lose	Light	Heavy
20	-----shall be provided to protect the eyes	Drops	Cloth	Screen	Goggles	Goggles
21	People entering any chamber or tank suitable ----- shall be provided	Breathing or reviving apparatus	Helmet	Dress	Equipments	Breathing or reviving apparatus
22	----- measures are to be taken where such substances are worked at greater than the atmospheric pressure	Additional	Extra precautionary	Safety	Regular	Extra precautionary
23	Every factory shall be kept clean and free from -----	Fault	Mistakes	Dirt	Error	Dirt
24	Inside walls, partitions and ceilings must be repainted at least once in	Five years	Ten years	Four years	Six years	Five years
25	When washable water paint is used they must be painted once every three years and washed at least every period of	2 months	4 months	6 months	5 months	6 months

26	The ----- produced from the manufacturing process must be effectively disposed	Scrab	Waste materials	Raw materials	Components	Waste materials
27	There must be at least 350 c.ft of space per -----	Worker	Supervisor	Machine	Equipments	Worker
28	No ----- points shall be within 20 ft of any latrine and washing place	Spitoons	Dustbins	Drinking water	Notice board	Drinking water
29	Factories employing more than ----- workers must cool the water during the hot weather	250	300	350	500	250
30	In factories employing more than----- workers they shall be of prescribed sanitary types	200	250	300	500	250
31	----- means maintaining the highest standard of their physical, mental and social welfare	Industrial Hygiene	Disputes	Conflicts	Issues	Industrial Hygiene
32	Environmental health hazards in the work place can be measured	Volume	Quantitatively	Quantitatively	Numbers	Quantitatively
33	A working condition that can lead to-----	Illness	Death	Illness and death	Accident	Illness and death
34	People in jobs which pose a ----- level of risk are paid more	High	Low	Moderate	Normal	High

35	The most common physical hazard is	Light	Heat	Cool	Temperature	Heat
36	Exposure to excessive----- -- is associated with discomfort, annoyance and visual fatigue.	Heat	Cool	Brightness or glare	Ventilation	Brightness or glare
37	Vibration usually affects the -----	Hands and arms	Vision	Body	Skin	Hands and arms
38	Occupational exposure to ultraviolet radiation occurs mainly in	Electronic industry	Arc welding	Chemical	Steel industry	Arc welding
39	Carbon monoxide hazard is frequently reported in	Coal-gas manufacturing	Steel industry	Chemical	Coal-gas manufacturing & Steel industry	Coal-gas manufacturing & Steel industry
40	----- are the results of physical conditions and the presence of industrial poisonous and non-poisonous dust in the atmosphere	Occupational Diseases	Mechanical hazards	Physical hazards	Biological hazards	Occupational Diseases
41	Frustration, lack of job satisfaction, insecurity, poor human relationships, and emotional tension is some of the	Behavioural factors	Psychosocial factors	Physical factors	Sciological factors	Psychosocial factors
42	----- is a chronic, severe, and disabling brain disease	Schizophrenia	Anxiety Disorders	dysthymic disorder	Adjustment disorder	Schizophrenia

43	Which is a dyadic relationship between two persons	Trade union	Counseling	Conflicts	collective bargaining	Counseling
44	----- counseling is a planned and systematic way of offering help to subordinates by expert counselors	Formal	Informal	Routine	Scheduled	Formal
45	Which counseling is concerned with day to day relationship between the manager and his subordinates	Scheduled	Routine	Informal	Formal	Informal
46	Every manager has a responsibility to counsel his	Colleagues	Subordinates	Clients	Superior	Subordinates
47	----- occasionally is necessary for employees due to job and personal problems that subject them to excessive stress	Counseling	Reward	Incentive	Award	Counseling
48	Counseling seeks to improve employee's----- health	Physical	psychosocial	Mental	Social	Mental
49	One of the important functions of counseling is offering ----- to the counselee	Advice	Support	Suggest	Solution	Advice

50	In ----- counseling, the employee is permitted to have maximum freedom in determining the course of the interview	Participative	Directive	Nondirective	Non- Participative	Nondirective
51	The list of alternatives could be generated after two or three----- sessions	Brain storming	Interview	Review	Observation	Brain storming
52	Discharge of emotional tensions can be called	Desensitization	Catharsis	Anxiety	Fear	Catharsis
53	Catharsis is an important technique as a means of reducing the tensions associated with	Anxiety	Fear	Guilt, Anxiety and Fear	Anxiety and Fear	Guilt, Anxiety and Fear
54	Counseling reduces absenteeism and -----	Labour turnover	Output	Resources	Wastages	Labour turnover
55	The counseling sessions could be monitored and reviewed at	Frequently	Regular intervals	Day to day	Irregular period	Regular intervals
56	If an employee is once shocked by the behavior, approach or action of his superior, he would continue to avoid that	Subordinate	Peer	Superior	Situation	Superior
57	A ----- must be set up and regularly revised.	Fire prevention policy	Safety policy	Welfare policy	Health policy	Fire prevention policy

58	Safety tours are conducted at ----- intervals	Fortnightly	Monthly	Quarterly	Weekly	Weekly
59	A ----- kept up area leads to hazards and threats everywhere.	Poorly	Cleanly	Dirty	Dangerous	Poorly
60	Who are notoriously lazy	Supervisors	Humans	Employees	Managers	Humans

UNIT-III-Trade Union Act 1926

SYLLABUS

Trade Union Act 1926 - Immunity granted to Registered Trade Unions - Recognition of Trade Unions - The Industrial Employment (Standing Orders) Act 1946 - Scope - Coverage - certification process - Modification - Interpretation and Enforcement - The Industrial Disputes Act 1947 - Forum for settlement of disputes - Instruments of economic coercion - Strikes, lockouts and closure.

THE TRADE UNIONS' ACT, 1926

- ⊙ I OBJECT: To provide for the registration of trade unions and to define law relating to registered trade unions.
- ⊙ II APPLICABILITY: It extends to the whole of India.
- ⊙ III TRADE UNIONS:
 - ⊙ means any combination whether temporary or permanent formed primarily for the purpose of regulating the relations between workmen and employers for imposing restrictive conditions on the conduct of any trade or business, and includes any federation of two or more trade unions.
- ⊙ IV MODE OF REGISTRATION:
 - ⊙ Any seven or more members of a trade union may apply for registration of a trade union in Form - A to the Registrar appointed for the area.
 - ⊙ Along with byelaw, Seven ordinary members of the union to make an application for registration of the union, and a treasury chalan of Rs.100/- remitted as registration fee. (Section 4 and 5 read with Regulation: 3 & 5)
- ⊙ V REGISTRATION CERTIFICATE:
 - ⊙ On receipt of the application for registration, the Registrar, after making reasonable enquiry issue a Registration Certificate in Form - B (Section 8 & read with Regulation 6)
- ⊙ VI CANCELLATION OF REGISTRATION :
 - ⊙ A certificate of Registration may be withdrawn or cancelled by the Registrar:
 - ⊙ 1. On an application of a Trade Union in Form-H, or

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- ⊙ 2. If the Registrar is satisfied that the certificate is obtained by fraud or mistake or that the trade union had ceased to exist or willfully and after notice from the Registrar contravened any provisions of the Act or rules etc. (Section 10 read with Regulations 8 to 12)
- ⊙ VII APPEAL :
- ⊙ Any person aggrieved by any order of the Registrar may appeal within two months to the Civil Court not inferior to the court of an Additional or Assistant Principal Civil Court.
- ⊙ (Section 11 read with Regulation 13)
- ⊙ VIII CHANGE OF NAME
- ⊙ Any registered trade union may with the consent of not less than 2/3 of its total members may make application in Form-L, for the change of its name (Section - 23 read with Regulation – 16-72)
- ⊙ XI ANNUAL RETURNS
- ⊙ Every trade union shall send annual returns to the Registrar on or before the 1st day of May of the year succeeding the calendar year in Form-E in the case of individual trade unions and in Form-F in the case of federation of trade unions (Section 28 read with Regulation 21)
- ⊙ XII PENALTIES
- ⊙ Offences punishable for the failure to submit returns may extend to Rs.5/- and in the case of continuing default with an additional fine which may extend to Rs.5/- for each week and shall not exceed Rs.50.00. Any person who willfully makes, or causes to be made any false entry or any omission from the general statement required by Section 28 etc. shall be punishable which may extend to Rs.500/-. Registered trade unions, furnishing false informations, shall be punishable with fine which may extend to Rs.200/- (Section 31)
- ⊙ XIII WHO CAN FILE PROSECUTIONS:
- ⊙ 1. Registrar
- ⊙ 2. Persons with the previous sanction of the Registrar.
- ⊙ 3. Aggrieved person under Section 32.
- ⊙ The complaint shall be filed within six months of the date on which the offence is alleged to have been committed.

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- ⊙ No court inferior to that of a Presidency Magistrate or a Magistrate of First Class shall try any offence under the Act.

- ⊙ XIV AUTHORITIES UNDER THE ACT:

1. Registrar of Trade Unions (under Section - 3)

- ⊙ Labour Commissioner
- ⊙ 2. Additional Registrar of Trade Unions
- ⊙ Additional Labour Commissioner
- ⊙ 3. Deputy Registrar of Trade Unions
- ⊙ Joint Labour Commissioner

- ⊙ IX AMALGAMATION OF TRADE UNIONS

- ⊙ IX AMALGAMATION OF TRADE UNIONS: Any two or more registered trade unions may become amalgamated together as one trade union provided the votes of at least one half of the members of each or every such trade union entitled to vote and at least 60% of the votes recorded are in favor of the proposal. Notice of the amalgamation shall be sent to the Registrar Form-R (Section 24 to 26 read with Regulation 18)

- ⊙ X DISSOLUTION

- ⊙ X DISSOLUTION: When a registered trade union is dissolved the notice of dissolution shall be sent to the Registrar in Form - Q, within 14 days of the dissolution along with the registration certificate (Section 27 read with Regulation 19)

-
- ⊙ **Employee rights**

- ⊙ *be paid the right wage for the job you do
- ⊙ *protection from unfair dismissal (subject to statutory exclusion periods)
- ⊙ general protections of your 'workplace rights'
- ⊙ *protection from unlawful discrimination
- ⊙ *sick leave, annual leave, public holidays, family leave and long service leave

- ⊙ *freedom to belong to or not belong to a union.
- ⊙ *receive your wages without unlawful deduction (lawful deductions include tax or any deduction you authorize in writing).
- ⊙ **Obligations**
- ⊙ arrive at work on time
- ⊙ dress suitably for the job (including wearing appropriate safety equipment if required)
- ⊙ work to the best of your ability
- ⊙ respect your employer, colleagues and customers
- ⊙ take care of your employer's property
- ⊙ follow your employer's 'reasonable and lawful' instructions (that is, instructions that are not illegal, don't threaten your health and safety and you are capable of doing)
- ⊙ obey safety rules
- ⊙ ask for help if you need it
- ⊙ know what the employer expects you to do if you can't be at work for any reason (for example, your employer's policy on what to do if you need to advise you are sick)
- ⊙ not discriminate or harass others in the workplace
- ⊙ not act in a way that puts you – or others – at risk of injury in the workplace

■ **Collective Bargaining**

- According to **Dale Yoder**, “Collective bargaining is the term used to describe a situation in which the essential conditions of employment are determined by bargaining process undertaken by representatives of a group of workers on the one hand and of one or more employers on the other.”
- In the words of **Flippo**, “Collective bargaining is a process in which the representatives of a labour organisation and the representatives of business organisation meet and attempt to negotiate a contract or agreement, which specifies the nature of employee-employer-union relationship.”

■ **Features of Collective Bargaining**

- I. It is a **collective** process. The representatives of both workers and management participate in bargaining.
- II. It is a **continuous** process. It establishes regular and stable relationship between the parties involved. It involves not only the negotiation of the contract, but also the administration of the contract.
- III. It is a **flexible and dynamic** process. The parties have to adopt a flexible attitude through the process of bargaining.
- IV. It is a method of **partnership of workers in management**

The Trade Unions Act, 1926

The act was enacted with the object of providing for the registration of trade unions and verification of the membership of trade unions registered so that they may acquire a legal and corporate status. As soon as a trade union is registered, it is treated as an artificial person in the eyes of law, capable of enjoying the rights and discharging liabilities like a natural person. In certain respects, the Act attempts to define the law relating to the registered trade unions. The Act, apart from the necessary provisions for administration and penalties, makes provisions for:

- (a) conditions governing the registration of trade unions;
- (b) laying down the obligations of a registered trade union; and
- (c) fixing the rights and liabilities of registered trade unions.

The Industrial Employment (Standing Orders) Act, 1946

The preamble of the Act clearly says that the “Standing Orders shall deal with the conditions of employment of workers in an industrial establishment. It is obligatory upon all employers/covered by this Act to define precisely the employer and the employees and to make the said conditions known to the workmen employed by them.” The Act provides uniformity of terms of employment in respect of all employees belonging to the same category and discharging the same or similar work in an industrial establishment.

The standing orders bring home to the employers and the employees as on what terms and conditions the workmen are offering to work and the employer is offering to engage them. This Act requires the employers to define the conditions of service in their establishments and to reduce them to writing and to get them compulsorily certified with a view to avoid unnecessary industrial disputes. In other words, Standing Orders are intended to be the nature of “shop rules” promulgated by employers under statutory obligations.

They may be described as an act of misconduct. In actual practice, they also represent a form of compulsory collective bargaining agreement with a built-in device for compulsory arbitration, if any dispute relating to the fairness and reasonableness of the rules, as also their application and interpretation arises.

The aims of the Act have been:

- 1) To define, with sufficient precision, the principal conditions of employment in industrial establishments under them and to make the said conditions known to workmen employed by them.
- 2) To regulate standards of conduct of the employers and employees so that labour-management relations could be improved.
- 3) To maintain proper discipline, harmonious working conditions and achieve higher productivity by providing satisfactory employment and working conditions.
- 4) To provide for redressal of grievances arising out of employment or relating to unfair treatment of wrongful exaction on the part of the employers against the employees.
- 5) To specify the duties and responsibilities of both the employers and the employees.
- 6) To provide statutory sanctity and importance to the Standing Orders.

In sum, the purpose of Standing Orders is to create an attitude of mind among both the parties so that industrial harmony is achieved in and industrial establishment. The Orders form part of the contract between management and every one of its employees. These are reduced in writing and they are to be compulsorily certified with a view to avoid unwanted industrial disputes. Once the Standing Orders come into force, they bind all those presently in employment of the concerned establishment as well as those who are appointed thereafter; and also those who were employed previously.

The Act makes provision for certification of Standing Order, which after certification from competent authority under the Act, constitute the statutory terms and conditions of employment in industrial undertakings. They specify duties and responsibilities on the part of both employers and employees. They make both of them conscious of their limitations. They require, on the one hand, the employers to follow certain specified rules and regulations as laid down regarding working hours, pay days, holidays, granting of leave to the employees, temporary stoppages of work, termination of employment, supervision of dismissal in certain conditions. On the other hand, they require that the employees should adhere to rules and regulations mentioned in the Standing Orders. Standing Orders try to create an attitude among both the parties which is beneficial for achieving industrial harmony.

The Industrial Disputes Act, 1947

According to the Notification in the Official Gazette of India, 1946, Pt. V., the Act was enacted to achieve the following object:

“Experience of working of the Trade Disputes Act of 1929, has revealed that its main defect is that while restraints have been imposed on the rights of strike and lockout in public utility services, no provision has been made to render the proceedings institutable under the Act for the settlement of an industrial dispute, either by reference to a Board of Conciliation or to a Court of Inquiry conclusive and binding on either parties to the dispute.” The defect was overcome, during the war, by empowering under Rule 18-A of the Defence of Indian Rules, the Central Government to refer industrial disputes to adjudicators and to enforce the awards. Rule 81-A is being kept in force by the Emergency Power (Continuancy) Ordinance, 1946, for a further period of six months, as industrial unrest in checking, which this rule has proved useful, is gaining momentum due to stress of post-war industrial readjustments, the need of permanent legislation in replacement of this Rule 81-A which has proved generally acceptable to both employers and

workmen retaining impact for the most part, the provision of the Trade Disputes Act, 1929. The Preamble of the Act reads, "An Act to make provision for the investigation and settlement of industrial disputes and for certain other purposes."

This is a special legislation, which applies to workmen drawing wages not exceeding a specified amount per month and which governs the service conditions of such persons. It may be regarded as a supplement to the Indian Contract Act, 1872, whose aim is to regulate the contractual relationship of master and servant in ordinary sense. This Act deals with the prevention and settlement of conflict between the two parties and thereby try to improve relationship between them. Thus, the purpose of this Act is to harmonize the relations between the employer and the workmen; and to afford a machinery to settle disputes that arise between the management and the workmen which, if not settled, would undermine the industrial peace and cause dislocation and even collapse of industrial establishments, essential to the life of the community. This industrial peace is secured through voluntary negotiations and compulsory adjudication.

On the basis of the judgements given from time to time, by the Supreme Court, the principal objectives of the Act may be stated as below:

- a) To promote measures for securing and preserving amity and good relations between the employers and the employees, to minimise the differences and to get the dispute settled through adjudicatory authorities
- b) To provide a suitable machinery for investigation and settlement of industrial disputes between employers and employees, between employers and workmen; or between workmen and workmen with a right of representation by a registered trade union of by an association of employers;
- c) To prevent illegal strikes and lockouts;
- d) To provide relief to workmen in matters of lay-offs, retrenchment, wrongful dismissals and victimization;
- e) To give the workmen the right of collective bargaining and promote conciliation.

The purpose of the Act, according to Patna High Court, is "amelioration of the conditions of workmen in an industry."

The Payment of Wages of Act, 1936

Prior to the enactment of this Act, the employees/workers suffered many evils at the hands of the employers, such as

- i. The employers determined the mode and manner of wage payment as they liked;
- ii. Even when paid in cash, wages were paid in illegal tender and in the form of depreciated currency;
- iii. A large number of arbitrary deductions were made out of the wages paid to the workers; and
- iv. The payment was usually irregular and sometimes there was nonpayment altogether. These grave evils attracted the attention of the Royal Commission on Labour which recommended for a suitable legislation to check these evils.

Consequently the Payment of Wages Act was passed on 23rd April 1936. It came into force from 28th March 1937. It was amended in 1937, 1940, 1957, 1964, 1967, 1972 and 1982 with a view to make it more comprehensive. The Act seeks to remedy the evils in wage payment:

- a) Ensuring regularity of payment;

- b) Ensuring payment in legal tender;
- c) Preventing arbitrary deductions;
- d) Restricting employers right to impose fines; and
- e) Providing remedy to the workers.

The Minimum Wages Act, 1948

The object of the Act is to secure the welfare of the workers in a competitive market by providing a minimum rate of wages in certain employments. In other words, the object is to prevent exploitation of the workers and for this purpose it aims at fixation of minimum rates of wages which the employer must pay. This minimum wages must provide not merely for the bare subsistence life but also for the preservation of the efficiency of the worker, and so it must provide for some measure of education, medical requirements and amenities. The capacity of the employer to pay is not a consideration in fixing wages.

The Payment of Bonus Act, 1965

The Bonus act is the outcome of the recommendation made by the tripartite commission which was set up by the Government of India way back in 1961. The commission was asked to consider the question of payment of bonus based on profit to the employees by the employer. On September 2, 1964 the government implemented the recommendations of the commission with certain changes. Accordingly the payment of Bonus Ordinance 1965 was promulgated on May 26, 1965. Subsequently it was accepted by the parliament and accordingly in the year 1965, the payment of Bonus act was enacted. The Act was amended in 1968, 1969, 1975, 1976, 1977, 1978, 1980, 1985, and 1995. The main objectives of the Act are as under:

- a) To impose statutory obligation on the employer of every establishment defined in Act to pay bonus to all eligible employees working in the establishments.
- b) To outline the principles of payment of bonus according to prescribed formula.
- c) To provide for payment of minimum and maximum, bonus and linking the payment of bonus with the scheme of “set off” and “set on” and
- d) To provide machinery for enforcement of bonus.

Code of Discipline

Code of discipline forms the Gandhian approach to industrial relations to bind employees and trade unions to a moral agreement for promoting peace and harmony. It was an outcome of the efforts of Guljari Lal Nanda, the then Union Labour Minister in 1957 to 1958. G.L. Nanda was the true Gandhian. It was at his instance that code was formulated. It was formally adopted at the 16th session of the Indian labour conference (1958). National representatives of both employers and trade unions were parties to it. This code was a unique formulation to voluntarily regulate labour management relations. Indian Labour Conference discussed three draft codes including:

1. A ‘code of Conduct’ to regulate inter-union relations.
2. A ‘code of Discipline’ to regulate labour management relations.
3. A ‘code of Efficiency and Welfare’ for laying down norms of productivity and labour welfare.

The third code was never formally adopted and did not take off. The inter union ‘code of conduct’ was voluntarily adopted, after a great deal of persuasion by G.L. Nanda on may 21, 1958. The four central organisations of labour then representing on the Indian Labour conference (including INTUC, AITUC, HMS and UTUC) agreed to comply with the code.

The adoption of the 'code of Discipline' was announced in June, 1958. All the representative central organizations of employers and labour accepted it. There were difficulties in persuading the ministries, defense and railways, employing a large number of industrial workers to accept it in toto. Some adaptations were later on agreed to here and there.

The main features of this code are:

1. Both employer and employees should recognise the rights and responsibilities of each other and should willingly discharge their respective obligations.
2. There should be no strike or lockout without proper notice and efforts should be made to settle all disputes through existing machinery.
3. A mutual agreed grievance procedure will be setup and both the parties will abide by it without taking arbitrary
4. Both employers and trade unions will educate their member regarding their mutual obligations.
5. Management will not increase workloads without prior agreement or settlement with the workers.
6. Employer will take prompt for the settlement of grievances and for the implementation of all awards and agreements.
7. Management will take immediate action against all officers found guilty of provoking indiscipline among workers
8. Union will avoid demonstrations, rowdiness all form of physical duress and workers will not indulge in union activity during working hours.
9. Union will discourage negligence of duty, damage to property, careless operation, insubordination and other unfair labour practices on the part of workers.

Thus, the 'code of discipline' consists of three sets of principles, namely

- (a) obligation to be observed by management,
- (b) obligations to be observed by trade unions, and
- (c) principles binding on both the parties. The code of discipline has been helpful in improving industrial relation in the country. It has focused the attention of employers and workers on their respective obligations. In 1967 the Central Implementation and Review Committee of the Union Ministry of Labour and Employment made an evolution of the code. With the passage of time the spirit of the code has been lost and the code has not been very effective in ensuring harmonious relations among employers and employees due to their self-discipline and self commitment.

The National Commission on Labour recommended that the following provisions of the code should be made statutory:

- (a) recognition of the representative union as the sole bargaining agent;
- (b) setting up of a grievance machinery;
- (c) prohibition on strikes and lockouts without prior notice;
- (d) penalties for unfair labour practices; and
- (e) provision for voluntary arbitration.

However, the code by itself cannot maintain discipline in industry unless the parties subscribing to it have full faith in it.

Indiscipline, causes, sign, and symptoms of misconduct Indiscipline or Misconduct

The term 'indiscipline' can be described as non-conformity to formal and informal rules and regulations. It is an act or conduct, which is prejudicial to the interest of the employer or is likely to

impair the reputation of the employee. It is necessary to correct indiscipline in an organization as soon as it is observed because of its adverse influence on the morale and motivation of the employee as well as organization. Indiscipline results in chaos, confusion and diffusion of results. It gives rise to strikes, 'go-slows', and absenteeism, leading to loss of production, profits and wages.

Causes of Indiscipline

Basically, indiscipline may arise due to poor management, errors of judgment by employees about their union leaders or a lack of understanding of management policy. This problem could also develop when an individual behaves in disciplinary manner or as an outcome of the management's ignorance to his grievance. It can occur due to lack of commitment towards the work, by an employee in an organization. Various other factors are also responsible for indiscipline such as: unfair labour practices, victimization by management, wage differentials, wrong work assignment, defective grievance procedure, payment of very low wages (giving rise to poverty, frustration and indebtedness), poor communication, ineffective leadership, result in indiscipline. Thus, various socio-economic and cultural factors play a role in creating indiscipline in an organization.

Sign and Symptoms of Misconduct

Every act of indiscipline is called misconduct. The main acts of misconduct are given as:

- 1 Disobedience or willful insubordination.
- 2 Theft, fraud or dishonesty in connection with the employers business or property.
- 3 Willful damage or loss of employers goods or property.
- 4 Taking or giving bribe or any illegal gratification.
- 5 Habitual absence without leave or absence without leave for more than ten days.
- 6 Habitual late attendance.
- 7 Frequent repetition of any act or omission for which fine may be imposed.
- 8 Habitual negligence or neglect of work.
- 9 Habitual breach of any law applicable to the establishments.
- 10 Disorderly behaviour during working hours at the establishment.
- 11 Striking of work or inciting others to strike in contravention of the provisions of any law.

These are not exhaustive but illustrative examples of misconduct under the model standing orders, framed as a part of the rules made under this Industrial Employment (Standing Orders) Act, 1946.

The remedial measures, prerequisites for disciplinary actions**Remedial Measures for Indisciplinary Actions**

The labour is the most important factor of production. Therefore, an organisation can prosper only if labour is properly motivated towards the attainment of specific objectives. A tactful human relations approach becomes necessary if management wants to extract more and efficient honest work from its employees. It is therefore, obligatory on the part of management to analyze and study the causes of indiscipline and then take the necessary action in the matter.

Each worker as an individual, need a fair or reasonable wage to maintain him and his family in good health and spirits. Therefore, the wages should be adequate so that the worker may meet the economic needs of his family.

When a worker joins an organization, he agrees, under a contract of employment, to give a certain amount of work and loyalty, and in return expects suitable economic reward, security of employment, fair treatment and other kinds of support from his employer. To encourage him to stay in his job and to allow him the necessary security, amenities and freedom to express his feelings and sentiments, a human relation approach should be adopted.

The trade union leadership should be developed from within the rank and file workers. A leader who comes from within is part of the workmen's associations and is in a better position to know the feelings and reaction of his fellow-workers so that he may be able to put their demands in a right way. Finally, the various human resource management policies be made more realistic and progressive.

Prerequisites

The essential prerequisites for using this approach to manage indiscipline are:

1. Reasonable, legitimate and clear rules and regulations.
2. Workers should be involved in framing rules and regulations so that they willingly accept the rules.
3. Prior notice of the consequences of breaking rules.
4. Consistency and uniformity of punishment.
5. Respect for the human personality.
6. Management personnel should set high standards.

Indiscipline could be dealt with using formal and informal systems through which it is corrected. In case an informal system is being used, either a transfer, an informal warning, or a non-hierarchical but status demotion are the remedies to correct indiscipline. Managements, in order to avoid the legal complexities of the formal system, resort to informal systems.

APPROACHES, PRINCIPLES AND PROCEDURE FOR DISCIPLINARY ACTION

Approaches

Basically, there are five approaches regarding to manage indiscipline or misconduct. All these approaches briefly explain here.

1 Judicial Approach:

It is commonly followed in India. The present day manager has to handle a variety of disciplinary issues. His right to hire and dismiss is curbed to a great extent, especially where unionized employees are concerned. The complexity is increasing in this arbitrary managerial function due to intervention by the government, by providing legislation for governing terms of employment. The need for legislation arose as India is faced with a chronic problem of unemployment and illiteracy among industrial labour. In order to secure security of jobs, the govt has tried to ensure protection to industrial labour from likely misuse of managerial power to hire and fire.

2 The Human Relation Approach:

It calls for treating an employee as a human being and considers the totality of his personality and behaviour while correcting faults that contribute to indiscipline. His total personality is considered, as is his interaction with his colleagues, his family background, etc. and then appropriate punishment for misconduct is awarded.

3 The Human Resources Approach:

The approach calls for treating every employee as a resource and an asset to the organization before punishing the workers, the cause for indiscipline has to be ascertained. An analysis of the cause is made, to find out whether indiscipline is due to the failure of his training and motivating system or the individual's own failure to meet the requirements, and accordingly corrections are made.

4. The group Discipline Approach:

The management in this approach sets and conveys well established norms and tries to involve the groups of employees. The group as a whole control Indiscipline and awards appropriate punishments. The trade union may also act as a disciplinary agency.

5. The leadership Approach:

In this case, every supervisor or manager has to guide, control, train, develop, lead a group and administer the rules for discipline.

Principles for Disciplinary Action

Despite, best efforts, acts of indiscipline occur and it becomes necessary to take a disciplinary action. While taking disciplinary action the following principles must be considered.

1 Principles of natural justice: This principle must guide all enquires and actions. This means that no person should be appointed to conducting an enquiry who himself is interested in the outcome – either as an aggrieved party or because he is hostile to the person proceeded against, or for any other reason.

2 Principles of impartiality or consistency: There should be no marked difference in the action taken under identical situations where all the factors associated to situations are alike.

3 Principle of impersonality: The disciplinary authority should not encourage a person who is failing to fulfill his duty. He should be impartial to everyone.

4 Principle of reasonable opportunity to the offender to defend himself. Article 311 of the constitution of India says: No “person employed by the union or a state govt. shall be dismissed or remove until he has been given a reasonable opportunity showing cause against the action proposed to be taken in regard to him.”

Procedure for Disciplinary Action

The procedure for taking disciplinary action involves the following steps:

1. Preliminary Investigation

First of all a preliminary enquiry should be held to find out the misconduct behaviour or situation.

2. Issue of a charge sheet

Once a misconduct or indiscipline is identified, the authority should proceed to issue of charge sheet to the employee. Charge sheet is merely a notice of the charge and provides the employee an opportunity to explain his conduct. Therefore, charge sheet generally called as show cause notice. In the charge sheet each charge should be clearly defined and specified.

3. Suspension Pending Enquiry

In case the charge is grave a suspension order may be given to the employee along with the charge sheet. According to the industrial employment (Standing orders) Act, 1946, the suspended worker is to be paid a subsistence allowance equal to one-half of the wages for the first 90 days of suspensions and three-fourths of the wages for the remaining period of suspension if the delay in the completion of disciplinary proceedings are not due to the workers conduct.

4. Notice of Enquiry

In case the worker admits the charge, in his reply to the charge sheet, without any qualification, the employer can go ahead in awarding the punishment without further enquiry. But if the worker does not admit the charge and the charge merits major penalty, the employer must hold enquiry to investigate into the charge. Proper and sufficient advance notice should be given to the worker of the enquiry.

5. Conduct of Inquiry

The inquiry should be conducted by an impartial and responsible officer. He should proceed in a proper manner and examine witnesses. Fair opportunity should be given to the worker to cross- examine the management witnesses.

6. Recording the findings

The enquiry officer must record all the conclusion and findings. As far as possible he should refrain from recommending punishment and leave it to the decision of the appropriate authority.

7. Awarding Punishment

The management should decide the punishment on the basis of finding of an enquiry, past record of worker and gravity of the misconduct.

8. Communicating Punishment

The punishment awarded to the worker should be communicated to him quickly. The letter of communication should contain reference to the charge sheet, the enquiry and the findings. The date from which the punishment is to be effective should also be mentioned.

4.2.5 RED - HOT STOVE RULE

Douglas McGregor has suggested this rule to guide managers in enforcing discipline. The rule is based on an analogy between touching a red hot stove and violating rules of discipline. When a person touches a hot- stove,

1. The burn is immediate
2. He had warning that he knew that he would get burn if he touched it.
3. The effect is consistent everybody who touches red-hot stove would be burned.
4. The effect is impersonal. A person is burned because he touches the hot stove not because of who he is.
5. The effect is commensurate with the gravity of misconduct. A person who repeatedly touches the hot stove is burnt more than one who touched it only once.

The same should be with discipline. Te disciplinary process should begin immediately after the violation of rules/regulations is noticed. It must give a clear warning that so many penalties would be imposed for a given offence.

The same kind of punishment should be consistently imposed for the same offence. Punishment should be impersonal i.e. it should be imposed regardless of the status of the offender. Punishment should be commensurate with the gravity of the offence. For instance, a worker guilty of minor misconduct e.g. irregular attendance should be given less punishment than that given to a worker found guilty of major misconduct like the theft of employers property.

KARPAGAM ACADEMY OF HIGHER EDUCATION
DEPARTMENT ON MANAGEMENT
COURSE NAME - MANAGEMENT OF INDUSTRIAL RELATIONS
COURSE CODE - 16BAU601B

MIRE MCQ UNIT-4

	Questions	Opt 1	Opt 2	Opt 3	Opt 4		Answer
1	The employee welfare facilities available outside the organization are	Extra-mural facilities	Intra-mural facilities	Extravagance	Intravagance		Extra-mural facilities
2	Who among the following has the responsibility for employee welfare?	Employee and Central government	State & central government	Employee, state & central government	Employee & state government		Employee, state & central government
3	The employers need ----- activities to discharge their social responsibility	Safety	Welfare	Healthy	Safety and Healthy		Welfare
4	The need for labor welfare was strongly felt by the committee of Royal Commission on Labour in ----- --	1951	1941	1931	1935		1931

5	Labor welfare was strongly felt by the	Committee of social Commission on Labour	Committee of Royal Commission on Labour	Committee of Royal Commission on employers	Committee of Royal Commission on legislation		Committee of Royal Commission on Labour
6	The resolution passed by the Indian National Congress for	Safety right	Fundamental Right and economic program	Fundamental Right	Economic program		Fundamental Right and economic program
7	The scope of Labour Welfare depends on the kind of	Conflicts	Employee morale	Labour problems	Trade union problem		Labour problems
8	----- provide opportunity to employees to work with flexible working schedules	Flexi time	Scheduled time	Planned time	Shift time		Flexi time

9	Factories employing more than ----- persons must maintain an ambulance room containing the prescribed equipment	600	500	300	250		500
10	A room shall be provided for the use of the children below ----- years	6	5	4	3		6
11	All welfare standards are laid down by ----- government	State	Central	Union Territory	Both state and central		State
12	The state Government may require the opening of canteen or canteens for more than ----- -- workers	150	250	350	500		250

13	In every factory where more than 30 women are employed, a room shall be provided for the use of	Employees	Women	Children	supervisors		Children
14	The facilities provided inside the factory are known as	Intra-mural facilities	Extra-mural facilities	Extravagance	Intravagance		Intra-mural facilities
15	The provision of Extra-mural facilities is -----	Fixed	Voluntary	Force	Enforced by law		Voluntary
16	----- facilities must be provided by all the employers and cannot be ignored	Voluntary	Intra-mural	Mutual	Statutory		Statutory
17	Which are created as a measure of social security provided to the working class	Labour welfare scheme	Labour welfare funds	Labour Safety scheme	Labour healthy scheme		Labour welfare funds

18	Duration of training programme to get selected workers trained as worker teachers at the regional and sub -regional centers by the educational officers	3 months	4 months	6 months	5 months		3 months
19	ITI or diploma is required for -----	Craft Instructors	Foreman Training	Apprenticeship Training	Training		Craft Instructors
20	Apprenticeship act	1961	1951	1941	1931		1961
21	----- have to be taken care and must be protected from being exploited by the society.	Women	Children	Workers	Unions		Children
22	Child labour act came into force by	1986	1987	1988	1976		1986
23	Maximum daily work for women is	6 hours	5 hours	8 hours	9 hours		9 hours

24	Children of any age, whether, male or female should be not only protected but also	Safeguarded	Compensated	Valued	Treated equally		Safeguarded
25	Employment of Children	1948	1958	1938	1968		1938
26	Main objectives are to prohibit the employment of children in certain categories of ----	Company	Firm	Industries	Work		Industries
27	Child labour Act extends to the whole of ---	India	Asian countries	European countries	Foreign countries		India
28	Child means a person who had not completed ----- years of age	Twelve	Fifteen	Ten	Fourteen		Fourteen

29	The daily hours or work shall be so fixed that no child shall be allowed to work for more than ----- without prior interval of an hour	Two hours	Five hours	Four hours	Three hours		Three hours
30	Participation of women in economic activity is common in all	Countries	Industry	Company	Firms		Countries
31	Maximum daily work for women is -----	9 hours	8 hours	10 hours	7 hours		9 hours
32	No women shall be required or allowed to work in any factory except between the hours of	6 a.m. and 6 p.m	8 a.m. and 7 p.m	6 a.m. and 7 p.m	7 a.m. and 7 p.m		6 a.m. and 7 p.m

33	----- shall be employed in any part of a factory for pressing cotton in which a cotton opener is at work	Women	Children	Adult	No woman or child		No woman or child
34	Who is not carried on the payroll and is not directly paid	Contract labour	Female labour	Child labour	General labour		Contract labour
35	Contract Labour Act Came into force in	1950	1960	1970	1980		1970
36	Every principal employer who wishes to employ contract labour has to get the establishment is accepted for	Cancellation	Registration	Addition	Accounte d		Registration

37	The employer has to pay a registration fee of ----- rupees depending on the number of workers to be employed	100 - 200	50 - 100	20 - 500	250 - 500		20 - 500
38	licensing officer appointed by the	Government	Company	Management	Union		Government
39	A ----- equipped with prescribed contents at every place where contract labour is employed	Fire exhausters	First –aid box	Medical officer	Ambulance		First –aid box
40	Construction industry employs around ----- workers	Two million	Three million	One million	Five million		Three million

41	Large number of unskilled and semiskilled labour both male and female is employed in - ----- industry	Consulting	Construction	Manufacturing	Service		Construction
42	Large number of ----- labour both male and female is employed on building operation and road constructions	Unskilled	Semiskilled	Unskilled and semiskilled	Skilled		Unskilled and semiskilled
43	Agricultural workers constitute by far the largest segment in the -- -----	Service sector	Unorganized sector	Organized sector	Public sector		Unorganized sector

44	Several measures have been taken to protect the interests of the working class and uplift the condition of	Agricultural workers	Construction workers	Export workers	Manufacturing workers		Agricultural workers
45	For the benefit of the Agriculture workers Government has launched Krishi Shramik Samajik Suraksha Yojana from	2001	2000	2002	2003		2001
46	Government has launched Krishi Shramik Samajik Suraksha Yojana to provide ----- --- to the agriculture workers	Safety	Social security	Fund	Financial assistance		Social security

47	Not to employ contract labour without obtaining a	Registration certificate	License	Registration certificate and license	Approval		Registration certificate and license
48	The payment is made to the ----- in the presence of the authorized representative of the principal employer	Contract labour	Child labour	Female labour	Construction labour		Contract labour
49	Workplace ----- is very important for making workplace favourable to workers	Safety	Sanitation and cleanliness	Welfare	Healthy		Sanitation and cleanliness
50	Royal Commission on Labour strongly felt the need for	Labour healthy	Labour welfare	Labour safety	Labour wage		Labour welfare
51	The ----- also realized the necessity of Labour Welfare	Planning Commission	Government	Union	Management		Planning Commission
52	The worker should be equipped with necessary	Knowledge	Technical training	Skills	Capability		Technical training

53	----- means to systematically extract something from the opponent	Contract	Dealing	Agreement	Bargaining		Bargaining
54	In order to retain employees there should be ----- -	Fixed policy	Minimum wage	Fairly treated	Delegate power		Fixed policy
55	Labour Welfare measures act as a ----- to most of the disputes.	Safeguard	Technique	Preventive tool	Machinery		Preventive tool
56	Indias share and rank in global trade has ----- ----- recently	Improved	Increased	Moderate d	Reached peak		Improved
57	Global business encounters different ----- ----- in different countries across the world	Trade policy	Legal system	Physical policy	Business policy		Legal system

58	The proposal submitted by an exporter is referred to as the	Offer	Acceptance	Quotation	Statement		Offer
59	Products meant by export are exempted from the imposition of	Excise duty	Customs duty	Sales duty	Port duty		Excise duty
60	Export license before shipment should be obtained from -----	Government of India	Customs department	Joint Director General of Foreign Trade	Shipping inspector		Joint Director General of Foreign Trade

KARPAGAM ACADEMY OF HIGHER EDUCATION
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COURSE NAME - MANAGEMENT OF INDUSTRIAL RELATIONS
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MIRE MCQ UNIT-4

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KARPAGAM ACADEMY OF HIGHER EDUCATION

DEPARTMENT OF MANAGEMENT

COURSE NAME - MANAGEMENT OF INDUSTRIAL RELATIONS

MIR UNIT 5

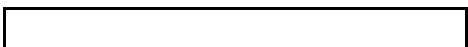
COURSE CODE - 17BAU601B

	Questions	Opt 1	Opt 2	Opt 3	Opt 4	Answer
1	A work schedule that includes a fixed core period	Permanent work schedules	Temporary work schedules	Alternative work schedules	Shared work schedules	Alternative work
2	Job sharing, work sharing, phased retirement	Part time employment	Full time employment	Compressed work week	alternative work schedules	Part time employe
3	What are the systems termed as when the programs	Socio-technical systems	Psychological systems	HR systems	Physical systems	Socio technical
4	When the management conducts QWL programs in	Leads to effective negotiations that	Improves the efficiency of	Encourages participative	all the above	all the above
5	"_____ is a self governing group of workers ,with or	Employee groups	Quality Circles	Quality systems	Employee circles	Quality circles
6	The difference b/w quality circles & task groups is that	In task groups, members	Employees in task force are selected by	The only aim of task group is people	The source of members in task	Employees in task
7	Which of the following is not a basic objective of the	To enhance, develop & utilize	To develop quality of products as well as	To improve quality of work life	To increase employee benefits	To increase
8	Mniflex refers to	Promoting & communicating the	Presentation of suggestions	Execution	Composition of a quality circles	Execution
9	This technique creates an open environment free of	cerebral popcorn	group popcorn	group storm	idea storm	cerebral popcorn
10	Which committee looks after the activities of the QCs in a	Quality committee	Steering committee	Employee committee	Standard committee	Steering committee
11	who introduced the concept of quality circles?	Dr.Edward Deming	Dr.Caldwell	Dr Kaoru Ishikawa Et al	Dr. Kim Yung Duc	Dr Kaoru Ishikawa
12	What is the likely composition of a quality	6 to 12	2 to 3	15 to 20	>20	6 to 12
13	In a palnt council, when is it obligatory to appoint a	if no of women workers is 5% or	if no of women workers is 15% or	if no of women workers is 30% or	even if there is one woman worker	if no of women

14	_____ is a continuous association of wage earners	Management	Trade unions	Quality circle	Productivity circle	Trade union
15	Under extramural functions	Trade unions fight with employees to	Trade union act as benefit org.providing	Trade union involve themselves in	Under these functions,trade	Trade union act
16	In India ,BMS is affiliated to the BJP,CITU is affiliated to	intramural	extramural	Political	social	Political
17	The main objective of a reformist union is	To conserve the capitalist society to	To demolish the prevailing structure	Not to co-operate with their	To enjoy a large part of the booty earned	To conserve
18	Business union & uplift unions are types of	Reformist union	Revolutionary union	Guerilla union	Anarchist union	Reformist union
19	_____ union are ideal in nature & aim at broader	Up-lift	Business	Political	Anarchist	Up-lift
20	Trade unions based on the marxist ideology can be	Revolutionary unions	Friendly	Uplift	Business	Revolutionary union
21	Predatory unions	use revolutionary means to	Do not stick to a particular ideology or	Destroy the power of capital	Are ideal in nature & aim at broader issues	Do not stick to a
22	The cine dancers association & the indian	Craft union	Staff unions	Industrial unions	General unions	Craft union
23	A staff union	Is experienced & works on a single	Generally employs workers from non -	Is based on industry in which the	Consists of members belonging to various	Generally employs
24	Allof the following are advantages of the mutual	It restricts outsider interference like	Under this method ,members donate	It attracts the people to join the union	In case a strike continues for a long	It restricts outsider
25	The Rashtriya Mill Mazdoor sangh;Bombay;the	General union	Industrial unions	craft union	staff union	Industrial unions
26	All the following are the problems faced by trade	Uneven growth	Small size	Few unions	Inter union rivalry	Few unions
27	What is the tenure of the joit councils formed in an	5 yrs	10 yrs	1 yr	2 yrs	2 yrs
28	The extent to which employees are aware of their	Career motivation	Career resilience	career insight	Career identity	career insight
29	one of the following is not an e.g of a career anchor	Functional competence	Security &Stability	enterpreneurial creativity	Aspiring Capability	Aspiring Capability

30	_____helps org. identify employee strengths &	Gap analysis	individual assessment	Organizational assessment	Oppurtunity analysis	Individual assessment
31	Understanding the career aspirations of an employee,	Need analysis	Gap analysis	Opportunity analysis	Employee analysis	Need analysis
32	Career planning and development programs for	Increase employee frustration	Promote only a lucky few	Increase the employee turnover	Ensure future availability of	Ensure future
33	Employees who feel that there is nothing more to	Career island	Career plateau	Career peak	Career goal	Career plateau
34	The employee at this stage strives to maintain a	Exploration stages	Establishment stages	Maintenance stage	Disengagement stages	Maintenance stage
35	Reassignment of an employee to a higher level	Transfer	Cross functional transfer	Demotion	Promotion	Promotion
36	The process of selecting and developing employees in the	Career Planning	Succession Planning	Career development	Human resource enhancement	Succession Planning
37	Evaluation of an employees performance by his	Peer appraisal	Management by objectives	Formal appraisal	Group appraisal	Peer appraisal
38	Clear and well-defined goals,a definite time plan	Work standards approach	Management by objectives	BARS	Balanced scorecard method	Management by
39	The main disadvantage of the essay appraisal is that	It consumes a lot of paper	different writing skills can portray	Some points can be missed out by the	Both b & c	Both b & c
40	Paired comparison of employees is a method of	Ranking	Checklist	Point allocation	Forced choice rating	Ranking
41	Appraisal of an employee performance by	Team appraisal	Balanced scorecard method	360 degree appraisal	Critical incident method	360 degree appraisal
42	The method of appraisal where the appraiser makes a	Checklist Method	Critical incident method	Graphic Rating Method	Work Standards Approach	Critical incident
43	If the appraiser allows a single characteristic of the	Halo effect	Stereotyping	Perceptual set	Primacy effect	Halo effect
44	Rajan believes that all those from Xavier's are very	Halo effect	Perceptual set	stereotyping	Stringency effect	stereotyping
45	Priyank is a good salesman and works for an IT	stereotyping	Primacy effect	Fundamental attribution error	Halo effect	Fundamental

46	Veena always awards high ratings to all her	leniency effect	Primacy effect	Recency effect	Tringency effect	leniency effect
47	One of the main reasons for the negative attitude of	It is associated with pay	It gives away how bad they are	It tends to become subjective because	It is not useful for any other	It tends to become
48	Supratim has been promoted to the post of an Area Sales	Reprimanding him	Training him.	Linking his pay to performance	Providing him with an assistant	Training him.
49	Rapid Creations has been acquired by Indigo	Human relations	New technology	Managerial aspects	company policies and procedures	company policies
50	Employees resist participating in training	They are not convinced about	They do not like to be away from their	They feel that they are ill-equipped that	None of the above	They are not
51	_____,as a training method,helps the trainee	Apprenticeship	Simulation	Job rotation	Job enlargement	Job rotation
52	The method of training is given a series of questions to	Role Playing	Simulation exercises	Programmed Instruction	Committee assignments	Programmed
53	_____ helps in improving the	Computer modelling	Role playing	Class room lectures	Vestibule training	Role playing
54	The basic yardstick to measure the success of a	No.of participant	Reputation of the trainer	learning benefits to the trainees	The amount paid in TAs & Das paid to	learning benefits to
55	The process of developing an understanding of the self	Role Playing	Simulation exercises	Sensitivity training	Transactional analysis	Sensitivity training
56	Response, learning,performance and	Taylor's system	Kirkpatrick's system	Werther & Davis's method	Armstrong's method	Kirkpatrick's system
57	A meeting of people to study and analyze a problem from	Class room lecture	Case study	Conference	Sensitivity training	Conference
58	A person who is either obedient or	Child ego state	Adult ego state	Parent ego state	Chameleon ego stste	Child ego state
59	Traditionally,the pay scales in companies were	Employee performance	Organizational hierarchy	Worth of the candidate	Charm of the employee	Organizational
60	_____ is the systematic process of	Job evaluation	Job designs	Job analysis	Job enrichments	Job evaluation



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DEPARTMENT OF MANAGEMENT

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MIR UNIT 5

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	Questions	Opt 1	Opt 2	Opt 3	Opt 4	Answer
1	A work schedule that includes a fixed core period	Permanent work schedules	Temporary work schedules	Alternative work schedules	Shared work schedules	Alternative work
2	Job sharing, work sharing, phased retirement	Part time employment	Full time employment	Compressed work week	alternative work schedules	Part time employe
3	What are the systems termed as when the programs	Socio-technical systems	Psychological systems	HR systems	Physical systems	Socio technical
4	When the management conducts QWL programs in	Leads to effective negotiations that	Improves the efficiency of	Encourages participative	all the above	all the above
5	"_____ is a self governing group of workers ,with or	Employee groups	Quality Circles	Quality systems	Employee circles	Quality circles
6	The difference b/w quality circles & task groups is that	In task groups, members	Employees in task force are selected by	The only aim of task group is people	The source of members in task	Employees in task
7	Which of the following is not a basic objective of the	To enhance, develop & utilize	To develop quality of products as well as	To improve quality of work life	To increase employee benefits	To increase
8	Mniflex refers to	Promoting & communicating the	Presentation of suggestions	Execution	Composition of a quality circles	Execution
9	This technique creates an open environment free of	cerebral popcorn	group popcorn	group storm	idea storm	cerebral popcorn
10	Which committee looks after the activities of the QCs in a	Quality committee	Steering committee	Employee committee	Standard committee	Steering committee
11	who introduced the concept of quality circles?	Dr.Edward Deming	Dr.Caldwell	Dr Kaoru Ishikawa Et al	Dr. Kim Yung Duc	Dr Kaoru Ishikawa
12	What is the likely composition of a quality	6 to 12	2 to 3	15 to 20	>20	6 to 12
13	In a palnt council, when is it obligatory to appoint a	if no of women workers is 5% or	if no of women workers is 15% or	if no of women workers is 30% or	even if there is one woman worker	if no of women

14	_____ is a continuous association of wage earners	Management	Trade unions	Quality circle	Productivity circle	Trade union
15	Under extramural functions	Trade unions fight with employees to	Trade union act as benefit org.providing	Trade union involve themselves in	Under these functions,trade	Trade union act
16	In India ,BMS is affiliated to the BJP,CITU is affiliated to	intramural	extramural	Political	social	Political
17	The main objective of a reformist union is	To conserve the capitalist society to	To demolish the prevailing structure	Not to co-operate with their	To enjoy a large part of the booty earned	To conserve
18	Business union & uplift unions are types of	Reformist union	Revolutionary union	Guerilla union	Anarchist union	Reformist union
19	_____ union are ideal in nature & aim at broader	Up-lift	Business	Political	Anarchist	Up-lift
20	Trade unions based on the marxist ideology can be	Revolutionary unions	Friendly	Uplift	Business	Revolutionary union
21	Predatory unions	use revolutionary means to	Do not stick to a particular ideology or	Destroy the power of capital	Are ideal in nature & aim at broader issues	Do not stick to a
22	The cine dancers association & the indian	Craft union	Staff unions	Industrial unions	General unions	Craft union
23	A staff union	Is experienced & works on a single	Generally employs workers from non -	Is based on industry in which the	Consists of members belonging to various	Generally employs
24	Allof the following are advantages of the mutual	It restricts outsider interference like	Under this method ,members donate	It attracts the people to join the union	In case a strike continues for a long	It restricts outsider
25	The Rashtriya Mill Mazdoor sangh;Bombay;the	General union	Industrial unions	craft union	staff union	Industrial unions
26	All the following are the problems faced by trade	Uneven growth	Small size	Few unions	Inter union rivalry	Few unions
27	What is the tenure of the joit councils formed in an	5 yrs	10 yrs	1 yr	2 yrs	2 yrs
28	The extent to which employees are aware of their	Career motivation	Career resilience	career insight	Career identity	career insight
29	one of the following is not an e.g of a career anchor	Functional competence	Security &Stability	enterpreneurial creativity	Aspiring Capability	Aspiring Capability

30	_____helps org. identify employee strengths &	Gap analysis	individual assessment	Organizational assessment	Oppurtunity analysis	Individual assessment
31	Understanding the career aspirations of an employee,	Need analysis	Gap analysis	Opportunity analysis	Employee analysis	Need analysis
32	Career planning and development programs for	Increase employee frustration	Promote only a lucky few	Increase the employee turnover	Ensure future availability of	Ensure future
33	Employees who feel that there is nothing more to	Career island	Career plateau	Career peak	Career goal	Career plateau
34	The employee at this stage strives to maintain a	Exploration stages	Establishment stages	Maintenance stage	Disengagement stages	Maintenance stage
35	Reassignment of an employee to a higher level	Transfer	Cross functional transfer	Demotion	Promotion	Promotion
36	The process of selecting and developing employees in the	Career Planning	Succession Planning	Career development	Human resource enhancement	Succession Planning
37	Evaluation of an employees performance by his	Peer appraisal	Management by objectives	Formal appraisal	Group appraisal	Peer appraisal
38	Clear and well-defined goals,a definite time plan	Work standards approach	Management by objectives	BARS	Balanced scorecard method	Management by
39	The main disadvantage of the essay appraisal is that	It consumes a lot of paper	different writing skills can portray	Some points can be missed out by the	Both b & c	Both b & c
40	Paired comparison of employees is a method of	Ranking	Checklist	Point allocation	Forced choice rating	Ranking
41	Appraisal of an employee performance by	Team appraisal	Balanced scorecard method	360 degree appraisal	Critical incident method	360 degree appraisal
42	The method of appraisal where the appraiser makes a	Checklist Method	Critical incident method	Graphic Rating Method	Work Standards Approach	Critical incident
43	If the appraiser allows a single characteristic of the	Halo effect	Stereotyping	Perceptual set	Primacy effect	Halo effect
44	Rajan believes that all those from Xavier's are very	Halo effect	Perceptual set	stereotyping	Stringency effect	stereotyping
45	Priyank is a good salesman and works for an IT	stereotyping	Primacy effect	Fundamental attribution error	Halo effect	Fundamental

46	Veena always awards high ratings to all her	leniency effect	Primacy effect	Recency effect	Tringency effect	leniency effect
47	One of the main reasons for the negative attitude of	It is associated with pay	It gives away how bad they are	It tends to become subjective because	It is not useful for any other	It tends to become
48	Supratim has been promoted to the post of an Area Sales	Reprimanding him	Training him.	Linking his pay to performance	Providing him with an assistant	Training him.
49	Rapid Creations has been acquired by Indigo	Human relations	New technology	Managerial aspects	company policies and procedures	company policies
50	Employees resist participating in training	They are not convinced about	They do not like to be away from their	They feel that they are ill-equipped that	None of the above	They are not
51	_____,as a training method,helps the trainee	Apprenticeship	Simulation	Job rotation	Job enlargement	Job rotation
52	The method of training is given a series of questions to	Role Playing	Simulation exercises	Programmed Instruction	Committee assignments	Programmed
53	_____ helps in improving the	Computer modelling	Role playing	Class room lectures	Vestibule training	Role playing
54	The basic yardstick to measure the success of a	No.of participant	Reputation of the trainer	learning benefits to the trainees	The amount paid in TAs & Das paid to	learning benefits to
55	The process of developing an understanding of the self	Role Playing	Simulation exercises	Sensitivity training	Transactional analysis	Sensitivity training
56	Response, learning,performance and	Taylor's system	Kirkpatrick's system	Werther & Davis's method	Armstrong's method	Kirkpatrick's system
57	A meeting of people to study and analyze a problem from	Class room lecture	Case study	Conference	Sensitivity training	Conference
58	A person who is either obedient or	Child ego state	Adult ego state	Parent ego state	Chameleon ego stste	Child ego state
59	Traditionally,the pay scales in companies were	Employee performance	Organizational hierarchy	Worth of the candidate	Charm of the employee	Organizational
60	_____ is the systematic process of	Job evaluation	Job designs	Job analysis	Job enrichments	Job evaluation

