Instructions for the Candidates

1. Write your roll number in the space provided on the top of this page.

2. Answer to short answer/essay type questions are to be given in the space provided below each question or after the questions in the Test Booklet itself. No Additional Sheets are to be used.

3. At the commencement of examination, the question booklet will be given to you. In the first 5 minutes, you are requested to open the booklet and compulsorily examine it as below:
   (i) To have access to the Question Booklet, tear off the paper seal on the edge of this cover page. Do not accept a booklet without sticker-seal and do not accept an open booklet.
   (ii) Tally the number of pages and number of questions in the booklet with the information printed on the cover page. Faulty booklets due to pages/questions missing or duplicate or not in serial order or any other discrepancy should be got replaced immediately by a correct booklet from the invigilator within the period of 5 minutes. Afterwards, neither the Question Booklet will be replaced nor any extra time will be given.

4. Read instructions given inside carefully.

5. One page is attached for Rough Work at the end of the booklet before the Evaluation Sheet.

6. If you write your Name, Roll Number, Phone Number or put any mark on any part of the Answer Sheet, except for the space allotted for the relevant entries, which may disclose your identity, or use abusive language or employ any other unfair means, you will render yourself liable to disqualification.

7. You have to return the test booklet to the invigilators at the end of the examination compulsorily and must not carry it with you outside the Examination Hall.

8. Use only Blue/Black Ball point pen.

9. Use of any calculator or log table etc., is prohibited.

Number of Pages in this Booklet : 32

Number of Questions in this Booklet : 19

PAPER-III
LABOUR WELFARE & INDUSTRIAL RELATIONS, LABOUR AND SOCIAL WELFARE, HUMAN RESOURCE MANAGEMENT

Signature and Name of Invigilator

1. (Signature) __________________________ (Name) __________________________
   [In figures as per admission card]

2. (Signature) __________________________ (Name) __________________________
   [In words]

Roll No. [Maximum Marks : 200]

Time : 2 1/2 hours]
LABOUR WELFARE & INDUSTRIAL RELATIONS, LABOUR AND SOCIAL WELFARE, HUMAN RESOURCE MANAGEMENT

श्रम कल्याण एवं औद्योगिक सम्बन्ध, श्रम एवं समाज कल्याण, मानव संसाधन प्रबंध

PAPER – III

प्रश्नपत्र – III

Note: This paper is of two hundred (200) marks containing four (4) sections. Candidates are required to attempt the questions contained in these sections according to the detailed instructions given therein.

नोट: यह प्रश्नपत्र दो सौ (200) अंकों का है एवं इसमें चार (4) सेक्शन हैं। अभ्यर्थियों को इनमें समाहित प्रश्नों के उत्तर अलग दिये गए विस्तृत निर्देशों के अनुसार देना है।
SECTION – I
खंड – I

Note: This section consists of two essay type questions of twenty (20) marks each, to be answered in about five hundred (500) words each. (2 × 20 = 40 marks)

नोट: इस खंड में बीस-बीस अंकों के दो निबन्धात्मक प्रश्न हैं। प्रत्येक का उत्तर लगभग पाँच सौ (500) शब्दों में अर्पित किया गया है। (2 × 20 = 40 अंक)

1. Define inter-union and intra-union rivalry. Discuss the impact of trade union rivalry on the growth and development of trade unionism in India.

inter-union तथा intra-union प्रतिद्वंद्विता का अर्थ अर्पित किया गया है। त्रेड यूनियन प्रतिद्वंद्विता का अर्थ भारत में मजदूर संघर्ष के विकास पर मजदूर संघ प्रतिद्वंद्विता के प्रभाव को चर्चा की गयी है।

OR / अथवा

differentiate between training and development. Explain the main methods of training which are considered more popular in the present Indian industrial scenario.

prशिक्षण तथा विकास के बीच अंतर स्पष्ट की गई। प्रशिक्षण की ऐसी प्रमुख विधियों की व्याख्या की गई जो वर्तमान भारतीय औद्योगिक परिस्थिति में अधिक लोकप्रिय मानी जाती है।

OR / अथवा

Distinguish between labour legislation and social legislation. What are the various principles of labour legislation?

श्रम अधिनियम तथा सामाजिक अधिनियम के बीच अंतर स्पष्ट की गई। श्रम अधिनियम के विभिन्न सिद्धांत कौन से हैं?

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2. Despite various measures adopted by the Government of India, industrial disputes have been on an increase. Examine the role played by various machineries in this regard.

Compare and contrast the H.R. practices in domestic and multinational companies in India.

What has been the impact of ILO on the growth and development of labour legislations in India?

OR / अध्ययन

OR / अध्ययन

OR / अध्ययन
SECTION – II
खंड – II

Note : This section contains three (3) questions from each of the electives/specializations. The candidate has to choose only one elective/specialization and answer all the three questions contained therein. Each question carries fifteen (15) marks and is to be answered in about three hundred (300) words.

नोट : इस खंड में प्रत्येक एंचिक इकाई / विशेषज्ञता से तीन (3) प्रश्न हैं | अभ्यर्थी ने केवल एक एंचिक इकाई / विशेषज्ञता को चुनकर उसी के तीन प्रश्नों का उत्तर देना है | प्रत्येक प्रश्न का (15 अंक) उत्तर देना है व उसका उत्तर लगभग तीन सौ (300) स्वयं में अपेक्षित है।

Elective – I
विकल्प – I

3. What are the causes of industrial disputes ? What preventive measures have been taken in India to check the growth of industrial disputes ?

3. औद्योगिक विवाद के कारण कौन से हैं ? भारत में औद्योगिक विवादों को रोकने के लिए कौन से उपाय किए गए हैं?

4. What is tripartitism ? Examine the working of tripartite bodies in industrial relations at the national level in India.

4. त्रिप्रदेशीयता क्या है ? भारत में औद्योगिक संबंध के क्षेत्र में राष्ट्रीय स्तर पर कार्यरत त्रितंत्रीय निकायों की क्रियालयता का परीक्षण कीजिए।

5. Bring out the provisions of Code of Discipline in Industry in India. Should the code be scrapped now ? Discuss.

5. भारत में उद्योगों में अनुशासन संहिता के प्रावधानों की चर्चा कीजिए। क्या इस संहिता को अब समाप्त कर देना चाहिए ? चर्चा कीजिए।

OR / अथवा
Elective – II
बिकल्प – II


4. Explain the measures that should be taken by human resource managers to make a training programme effective.

5. What is organisational change? Why people resist to change? Suggest measures to overcome the resistance to change.

OR / अथवा

Elective – III
बिकल्प – III

3. Bring out the important provisions of the Factories Act, 1948 with regard to “health” and “welfare”.

4. Discuss the working of “labour enforcement machinery” in India. What recommendations have been made by the Second National Commission on Labour in this regard?

5. What factors have led to the growth of labour legislations in India? In this regard, examine the labour legislations applicable to the unorganised sector.
SECTION – III
खंड – III

Note: This section contains nine (9) questions of ten (10) marks, each to be answered in about fifty (50) words.

(9 × 10 = 90 Marks)

नोट: इस खंड में दस-दस (10-10) अंकों के नौ (9) प्रश्न हैं। प्रत्येक प्रश्न का उत्तर लगभग पचास (50) शब्दों में अपेक्षित है।

(9 × 10 = 90 अंक)

6. What is scientific management? What are its salient features?
वैज्ञानिक प्रबंधन क्या है? इसकी प्रमुख विशेषताओं की चर्चा करें।
7. Differentiate between strategic and operational planning.
स्ट्रेटेजिक तथा ऑपरेशनल नियोजन के बीच अंतर स्पष्ट करें।

8. Distinguish between job enrichment and job enlargement. Examine their usefulness.
‘जॉब एनरिचमेंट’ तथा ‘जॉब एन्लार्जमेंट’ के बीच अंतर स्पष्ट करें। इनकी उपयोगिता का परीक्षण करें।
9. What do you understand by “unfair labour practices”? How are they regulated in India?

अनुचित श्रम व्यवहार (अनफेयर लेबर प्रैक्टिस) से आप क्या समझते हैं? भारत में इन्हें कैसे नियंत्रित किया जाता है?
10. Differentiate between “wage” and “salary”. Explain the principles of wage and salary administration.

‘मजदूरी’ तथा ‘वेतन’ के बीच अंतर स्पष्ट कीजिए। मजदूरी तथा वेतन के प्रशासन से संबंधित सिद्धांतों की व्याख्या कीजिए।
11. What are the imperfections of labour market?
श्रम बाजार की अपर्याप्तताओं की चर्चा कीजिए।

12. What are the types of labour legislations? Explain with suitable examples.
श्रम विधानों के क्रौल से प्रकार होते हैं? उपयुक्त उदाहरण के साथ उनकी व्याख्या कीजिए।
13. Enumerate approaches to the philosophy of labour welfare and explain any one of them in detail.

श्रम कल्याण के दर्शन के प्रति उपागमों को परिगणित कीजिए तथा उनमें से किसी एक की व्याख्या कीजिए।
Conflict is a part of the organisational life and may occur within the individual, between individuals, between individual and groups and between groups. While conflict is perceived generally as dysfunctional, it can also be beneficial because it may cause an issue to be presented in different perspectives. One top executive of a major company maintained that if there was no conflict on an issue, it could not have been sufficiently analysed, and the final decision on the issue was usually postponed until all aspects were critically evaluated. There are many potential sources of conflict. Today’s organisations are characterised by complex relationships and a high degree of task interdependence that can cause frictions. Moreover, the goals of the parties are often incompatible, especially when the parties compete.
Conflict can arise from other sources as well. There may be conflicts between people in line and staff positions. A superior’s autocratic leadership style may cause conflicts. Differing educational backgrounds are potential sources of conflict. Perhaps most often mentioned is the lack of communication.

Conflict can be managed in different ways, some focussing on interpersonal relationships and others on structural changes. Avoidance of the situation that causes the conflict is an example of interpersonal approach. Another way of coping with conflict is through smoothing, emphasizing the areas of agreement and common goals and de-emphasizing disagreements. A third way is forcing, pushing one’s own view on others, this of course will cause overt or covert resistance. A traditional way of coping with conflict is to compromise, agreeing in part with the other person’s view or demand.

Attempts can also be made to change the behaviour of individuals, a very difficult task indeed. At times, it may also be possible to reassign an individual to another organisational unit. In many situations, conflicts are resolved by a persons higher up in the organisation who has sufficient authority to decide an issue. The problem is that the loser may attempt to get even with the winner at a later time, thus perpetuating the conflict. In the problem-solving approach to organisational conflicts, differences are openly confronted, and the issues are analysed as objectively as possible.

Another way of coping with conflict is to make structural changes. This means modifying and integrating the objectives of groups with different viewpoints. Moreover, the organisation structure may have to be changed and authority-responsibility relationships clarified. New ways of coordinating activities may have to be found. Tasks and work locations can also be rearranged. In one work room, for example, machines were placed in a way that prevented conflict. In another, work locations were rearranged so that workers would not have to interact with each other.

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15. What are the different forms of conflict and what role they play in an organisation?

संघर्ष के विभिन्न रूप कैसे हैं तथा एक संगठन में किस प्रकार को भूमिका निभाते हैं?
16. What are the sources of conflict and how would you manage them?
संघर्ष उत्पन्न करने के स्रोत कौन से हैं तथा आप उन्हें किस प्रकार नियंत्रित करेंगे?

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17. What are the strategies for resolving conflict and which strategy you think is the best?
संघर्ष को सुलझाने की रणनीतियाँ कौन सी हैं तथा इनमें से किसको आप सबसे अधिक रणनीति मानते?

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18. What do you mean by structural changes? Explain the methods of coping with them.
संरचनात्मक बदलावों से आप क्या समझते हैं? इनका मुकाबला करने के तरीके की व्याख्या कीजिए।

19. What do you mean by inter-personal conflict? How can it be resolved?
अंतर्व्यक्तिक संघर्ष से आप क्या समझते हैं तथा इसे कैसे सुलझाया जा सकता है?
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Total Marks Obtained (in words) ..............................................
(in figures) ................................................

Signature & Name of the Coordinator .......................................

(Evaluation) Date .........................