

**MODEL ANSWER**  
**DEPARTMENT OF SOCIAL WORK**  
**GURU GHASIDAS VISHWA VIDYALAYA BILASPUR**  
**PRE-PhD EXAMINATION-2013**  
**PAPER III (elective) SOCIAL WORK IN INDUSTRY**  
**Code-AS-621**

**Attempt all Questions 2X16**

1. The writer of personnel management and industrial relations

- a) Max weber
- b) Dale yoder
- c) J.jucious
- d) B flippo

**Answer-B**

2. Human resource management treats people as

- a) Resource
- b) Tool
- c) Assets
- d) Material

**Answer-A**

3. How many likert,s leadership styles are

- a) 2

- b) 3
- c) 6
- d) 4

**Answer-D**

4. Which of the following is/are behavioral capabilities?

- a) Memory
- b) Ability to organize men and allocate responsibilities
- c) Knowledge of status of inspection
- d) None of the above

**Answer-A**

5. Which of the following is/are goals of HRD system

- a) To enhance the capabilities of each employee
- b) To enhance the capabilities of each individual in his/her present role
- c) To enhance the capabilities of each individual in his/her expected future role
- d) All of the above

**Answer-D**

6. Which is not a wage determining factor

- a) Ability to pay
- b) Productivity
- c) **Trade union**
- d) Job evaluation

**Answer-C**

7. Workmen's Compensation Act enacted in which of the following year?

- a) 1929
- b) 1925
- c) 1927
- d) 1923**

**Answer-D**

8. Which of the following are factors of industrial disputes

- a) Industrial Factors
- b) Managements Attitude towards workers
- c) Government Machinery
- d) All of the above

**Answer-D**

9. Section 49 (1) and (2) of the Factories Act, 1948 specifies that every factory wherein 500 or more workers are ordinarily employed at least one welfare Officer must be appointed

True/False

Answer-True

10. Which of the following is/ are Trade Union Organizations in India:

- a) All India Trade Union Congress
- b) Centre of Indian Trade Unions
- c) National Labor Organization
- d) All of the above

**Answer-D**

11. Which union is under socialist?

- a) CITU
- b) HMS
- c) BMS

d) AITUC

**Answer -D**

12. . Which of the following is/are interpersonal roles of manager?

a) Figurehead Roles

b) Leadership Roles

c) Liaison Roles

d) All of the above

**Answer-D**

13. Strike is a temporary cessation of work by a group of employees in order to express grievances or to enforce a demand concerning changes in work conditions.

True/False

Answer-true

14. Retrenchment means permanent termination of service of an **employee** for economic reasons in a going concern

True/False

15. Which of the following is/are the objectives of the code of Discipline?

a) To ensure that employers and employees recognize each others rights and obligations.

b) To promote consecutive co-operation between parties concerned at all levels

c) To avoid work stoppages

d) All of the above

**Answer -d**

16. Which of the following is the principle of Labor Welfare?

- a) Carried At all levels in the organization.
- b) Proper Co-ordination and Co-operation
- c) Respects values, beliefs and tradition
- d) All of the above

**Answer -D**

**Attempt any Four Questions (write your answer in 400 to 600 words)1 7**  
**X4**

**1. Collective bargaining is considered as the best method of settlement of disputes''. Examine.**

**Answer-** Collective bargaining is a process whereby trade unions, representing workers, and employers through their representatives, treat and negotiate with a view to the conclusion of a collective agreement or renewal thereof or the resolution of disputes. The dispute is settled peacefully and voluntarily, although reluctantly, between labour and management

Collective bargaining is a process in the sense that it consists of a number of steps. It begins with the presentation of the charter of demands and ends with reaching an agreement, which would serve as the basic law governing labor management relations over a period of time in an enterprise. Moreover, it is flexible process and not fixed or static. Mutual trust and understanding serve as the by products of harmonious relations between the two parties. It a bipartite process. This means there are always two parties involved in the process of collective bargaining. The negotiations generally take place between the employees and the management. It is a form of participation.

Collective bargaining is a complementary process i.e. each party needs something that the other party has; labor can increase productivity and management can pay better for their efforts.

Collective bargaining tends to improve the relations between workers and the union on the one hand and the employer on the other.

Collective Bargaining is continuous process. It enables industrial democracy to be effective. It uses cooperation and consensus for settling disputes rather than conflict and confrontation.

Collective bargaining takes into account day to day changes, policies, potentialities, capacities and interests.

## **2. Define trade union recognition explain the benefits available to the registered trade unions.**

Answer- Trade union certainly plays an important role in industrial relations. A trade union is an organization of workers who have banded together to achieve common goals such as protecting their integrity, achieving higher pay, increasing the number of employees an employer hires, and better working conditions. Trade unions are recognized by managements by using the following methods:

**Membership Verification:** An official of the labour department of the state or central government visits the establishment, obtains the manpower list from the management and asks each employee individually whether or not they wish to become members of a union and if so, which union. Based on the responses, the membership claim of all unions is verified to identify which union has the support of the majority of employees. This becomes the criteria for selecting the sole bargaining agent in an establishment. This exercise is carried out once in a few years.

**Check-off:** Under check-off employees are asked to state in writing whether or not they belong to a union and if they do, they to which union. Along with this, employees should also undertake in writing that they are willing to have union membership deducted from their salary. The check-off system helps management to know how many members each union has and who they are whereby enabling them to make an assessment of the relative strength of unions for the purpose of recognition and also, such information can be used to pressurize workers to stop patronizing unions which are not in the good books of the management.

**Secret Ballot:** A more democratic method, election by secret ballot, enables employees to exercise their option secretly, without fear or favour. The entire process takes place in the overall supervision of the Chief Labour Commissioner. There are two types of secret ballots:

**Panel:** In panel type, the union formed can be a mix of electing members from different parties. For example, a union may be formed with president from one union, secretary from other union and treasurer from a third union.

**Banner:** In banner type, employees vote for a single union i.e. all positions are held by electing members of same union.

Code of Discipline: The fifteenth session of the Indian Labour Conference held in Nainital in 1957 discussed the recognition of trade unions and evolved the Code of Discipline laying down the criteria for trade union recognition. These criteria continue to provide the basis for the recognition of unions in certain central public sector organizations till date.

The benefits available to the registered trade unions

It enjoys immunity (exemption) from criminal conspiracies

Section 17 of the Trade Union Act gives immunity to members and office bearers of registered trade unions from criminal conspiracy in connection with trade disputes

The union can keep separate fund for political purposes.

An agreement between the members of a registered trade union not to accept employment is valid (not void being agreement in restraint of trade).

The union has a right to amalgamate to form a larger union.

Members of the union have a right to inspect books. Any person who has attained the age of 15 years can become the member of the union

The union can enforce the performance of contracts.

### **3. What is human resource planning discuss its objectives**

**Answer-** human resource planning- The ongoing process of systematic planning to achieve optimum use of an organization's most valuable asset - its human resources. The objective of human resource (HR) planning is to ensure the best fit between employees and jobs, while avoiding manpower shortages or surpluses. The three key elements of the HR planning process are forecasting labor demand, analyzing present labor supply, and balancing projected labor demand and supply.

It is the process by which management determines how an organisation should move from its current manpower position to its desired manpower position. It determines the future Personnel needs and Increases investment in terms of Human Resource. It helps in responding to any Resistance to change.

#### **Objectives**

- To recruit and maintain the HR of requisite quantity and quality.

- To predict the employee turnover and make the arrangements for minimizing turnover and filling up of consequent vacancies.
- To meet the requirements of the programmes of expansion, diversification etc.
- To anticipate the impact of technology on work, existing employees and future human resource requirements.
- To progress the knowledge, skill, standards, ability and discipline etc.
- To appraise the surplus or shortage of human resources and take actions accordingly.
- To maintain pleasant industrial relations by maintaining optimum level and structure of human resource.
- To minimize imbalances caused due to non-availability of human resources of right kind, right number in right time and right place.
- To make the best use of its human resources; and
- To estimate the cost of human resources.

#### **4. Explain the principle and importance of training in an industrial unit**

##### **Importance-**

- To develop the individual in relation to his present job
- Plays an significant role of development of the individual in relation to his future role or job.
- Importance in development of teams and team work
- Importance in development of interterm collaboration.
- Importance in development of health of the organization as a whole to promote enabling capabilities of employees.

##### **Principles-**

- Clear objectives: the objectives and scope of a training program should be clearly defined. A comparison of operational requirements and existing human resource skills will help to determine the specific training needs of employees.

Operational requirements depend on the performance needed to achieve organizational objectives. A well defined set of performance standards should be created.

- Training policy: A clearly defined training policy served as the guide for designing and implementing training programmes. Such a policy should specify who is responsible for training what is to be spent in training.
- Motivation: Employees tend to be most responsive ton training programmes when they feel the need to learn. Therefore, training must be related to the needs and the problems of the trainees as



well as to their abilities and aptitudes. Information provided in the training material should be meaningful.

- It should be presented in a sequential manner from the simple to the more complex. Audio-visual aids should be used to avoid boredom and fatigue of the lecture method.
- Reinforcement: According to B.F Skinner's behaviour modification model, when a behaviour is repeatedly rewarded, it becomes a permanent part of one's personality. Learning is more effective when there is reinforcement in the form of rewards and punishments. Rewards or positive reinforcements are more effective in changing behaviour than punishments or negative reinforcements.
- Pay raise, promotions and praise should therefore, be used to reward trainees who learn and apply the knowledge and skills. Rewards should quickly follow the desired behaviour and performance, Trainees should be encouraged to participate, discuss and discover the desirable patterns of behaviour.
- Organized material: Training material should be properly organized. A complete outline of the whole course should be distributed in advance so that the trainees can prepare themselves before coming to the class. Training material should be prepared by the training section in consultation with line supervisors.
- Learning periods : learning takes time and teaching in segments is better than in one go. Several short sessions spread over a long period, enabled the trainee to learn.
- Preparing the instructor: the instructor or trainer is the key figure in a training programme. The trainer should not only be a good teacher but must know the subject and also the job.
- Feedback: trainers should be provided information on how much well they are doing. Every trainee should know what aspect of his performance is not up to the mark. The feedback should be positive, fast and frequent. Self graded test and programmed learning can be used to provide feedback.
- Practice: practice makes a man perfect. Skills that are practiced often are better learned and less easily forgotten.
- Adaptation
- Specificity
- Reversibility
- Individual Response
- Variance
- Clear objectives

## **5 .what do you understand by leadership?.Highlight the importance and principles of leadership**

ANSWER-

The process of influencing the behaviour of others to work willingly and enthusiastically for achieving predetermined goals .

Importance -effective leadership is an essential requirement in order to achieve organisational goals. To do this, leaders must be able to provide inspiration, motivation and clear direction to their team.

### **Importance-**

- Clear vision: setting a clear vision and communicating it effectively provides employees with an understanding of the organisational direction and allows them to clearly understand their roles and responsibilities.
- Effective planning: a structured approach is able to generate a plan of action that will most effectively meet the organisational goals. An inclusive planning process also provides the opportunity for people to identify, contribute to, understand and achieve well defined objectives.
- Inspiration and motivation: the commitment and enthusiasm of a business leader shapes the common goals of the organisation and provides inspiration and motivation for people to perform at a high level.
- New ideas: encouragement of people to openly contribute and discuss new ideas in a positive environment makes use of their diverse experience and ideas to improve a business.
- Employee relations: an open and engaging relationship between a leader and their team members demonstrates that they are valued as an integral part of the organisation, creating a sense of ownership among team members and developing a closer alignment between individual and team objectives.
- Crisis management- leadership can help a team remain focused during a time of crisis, reminding the team members of their achievements and encourage them to set short term, achievable goals

### **Principles-**

- Technically proficient
- Seek responsibility and take responsibility
- Make sound and timely decisions
- Develop a sense of responsibility
- tasks are understood, supervised, and accomplished

- Effective communication
- importance to diversity
- Keep people informed
- Develop a sense of responsibility in people
- Ensure that tasks are understood, supervised, and accomplished
- Train people as a team
- Use the full capabilities of organization

**6. What do you understand by HRD and HRM ?explain the system of HRM.**

**ANSWER-**

HRD- Human Resource Development (HRD) is the framework for helping employees develop their personal and organizational skills, knowledge, and abilities. Human Resource Development includes such opportunities as employee training, employee career development, performance management and development, coaching, mentoring, succession planning, key employee identification, tuition assistance, and organization development.

**HRM-**

Human Resource Management (HRM) is the function within an organization that focuses on recruitment of, management of, and providing direction for the people who work in the organization.

**System of HRM**

- Training
- Performance
- Recruitment
- Placement'
- Compensation
- Maintenance
- Reward
- Discipline
- Development

**7. What is meant by executive development? Discuss its various techniques**

**ANSWER-** Executive development or management development is a systematic process of learning and growth by which managerial personnel gain and apply knowledge, skills, attitudes and insights to manage the work in their organization effectively and efficiently.

The various techniques of executive development may be classified into two broad categories: -

1. On the job techniques: - It consists of: -

- Coaching
- Under study
- Position rotation
- Project assignment
- Selected readings
- Multiple management

2. Off-the-job technique: - It consists of : -

- Lectures
- Case studies
- Group discussions
- Role playing
- Management games
- Sensitivity training.