



Maharashtra Education Society
Institute of Management & Career Courses, Pune (Autonomous)
End Term Question Paper



AY 2025-26

Semester: III

Course Code:SC-HR-01 Course Name: Employee Relations and Industrial Relations

Total Marks: 50

Instructions:

- i. Apply ER & IR concepts to propose solutions.
- ii. Justify your answers with reasoning, frameworks, or examples

Question 1. LG Pvt. Ltd., a newly established electronics manufacturing plant in Pune, is rapidly expanding production to meet national demand. While management focuses on productivity targets, employees express concerns about long working hours, lack of clear communication, and undefined grievance mechanisms. Historical data from similar industries in India show that rapid industrialization often leads to disputes if employee welfare is neglected.

Students can analyze how historical evolution and approaches to industrial relations can guide LG Pvt. Ltd. in balancing growth with harmonious employee relations. (10 marks)

Question 2: In DigiMart, a digital retail startup, employees voluntarily formed a union to negotiate better work-from-home policies, flexible hours, and medical benefits. Management is unsure about the legal framework and recognition process for trade unions in India.

Analysis focus where students should examine trade union structures, management, and legal frameworks, and suggest strategies for effective negotiations in the digital era. . (10 marks)

Question 3: Solve any two each carrying 15 marks

a. At AutoParts Ltd., a sudden strike over overtime payment halted production for a week. Management is concerned about financial loss and reputation, while employees argue about unfair pay practices.

Analysis Focus where students should discuss, analyse and classify the type of dispute, examine its causes and impact, and propose resolution mechanisms like conciliation or grievance handling.

b. In a fintech startup, management introduced AI-based performance monitoring. Employees feel constant surveillance affects morale and trust, while management claims it improves efficiency.



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Analysis Focus where students should discuss and analyse employee participation, policy alignment, and industrial relations challenges arising from technological changes.

c. In the e-commerce sector, rapid expansion and high attrition lead to conflicts between management and employees. The company seeks to implement modern IR strategies to reduce disputes while remaining competitive.

Analysis Focus: students should explore modern approaches to IR, proactive dispute management, and aligning IR with business goals.



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Rubric – SC-HR-01 (Total Marks: 50)

Question 1 (10 Marks)

Scenario: LG Pvt. Ltd. – Employee welfare vs rapid industrial growth

Criteria	Excellent (Full)	Good	Average	Poor	Marks
Issue Identification	Clearly identifies all key issues: long hours, communication gaps, grievance mechanisms	Identifies most issues, minor gaps	Identifies some issues, incomplete	Misidentifies or misses main issues	2
Application of ER/IR Concepts	Applies multiple IR approaches (unitary, pluralist, human relations) and historical evolution with clarity	Applies relevant IR concepts but limited depth	Mentions concepts superficially	Does not apply concepts	3
Analysis of Impact	Insightful analysis of employee-management balance, productivity, legal & non-legal risks	Good analysis, misses minor points	Basic analysis, lacks depth	Poor or irrelevant analysis	2
Proposed Solution	Practical, balanced solutions aligning productivity & employee welfare	Solutions are reasonable but partial	Solutions are generic or vague	No feasible solutions	2



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Criteria	Excellent (Full)	Good	Average	Poor	Marks
Justification/Examples	Strong use of examples, frameworks, industry references	Some examples/frameworks	Few or generic examples	No examples/justification	1

Question 2 (10 Marks)

Scenario: DigiMart – Trade union recognition & negotiation

Criteria	Excellent	Good	Average	Poor	Marks
Issue Identification	Clearly identifies all employee demands & union concerns	Identifies most issues	Some issues identified	Misses major issues	2
Understanding Trade Union Framework	Accurate, detailed explanation of structure, legal recognition, rights/obligations	Adequate understanding, minor gaps	Basic knowledge, limited depth	Incorrect/irrelevant	3
Strategy/Solution	Well-reasoned negotiation & engagement strategies	Reasonable strategies, less clarity	Generic strategies, superficial	No strategies proposed	3
Justification/Examples	Relevant Indian & digital-era examples, strong rationale	Some examples, moderately justified	Few examples	No examples	2

Question 3 – Solve any two (Each 15 Marks)

a. AutoParts Ltd. – Strike over overtime

Criteria	Excellent	Good	Average	Poor	Marks
Issue Identification & Classification	Correctly identifies dispute type, key issues	Minor gaps	Partial identification	Incorrect	3
Cause Analysis	Thorough examination of causes	Reasonable analysis	Superficial	Absent/incorrect	3
Impact Analysis	Detailed impact on production, finances, reputation	Partial analysis	Limited points	Absent	3



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Criteria	Excellent	Good	Average	Poor	Marks
Resolution Proposal	Clear, feasible mechanisms with rationale	Reasonable solutions	Generic solutions	None	4
Justification/Examples	Strong use of frameworks & examples	Some examples	Few examples	None	2

b. Fintech Startup – AI Monitoring

Criteria	Excellent	Good	Average	Poor	Marks
Issue Identification	Clear identification of surveillance, morale, trust	Most issues identified	Some issues	Missed/incorrect	3
ER/IR Analysis	Insightful analysis of policy, participation, technology impact	Good analysis	Superficial	Absent	3
Solution/Strategy	Practical, innovative solutions for tech integration	Reasonable solutions	Generic solutions	None	4
Justification/Examples	Examples & frameworks well-applied	Some examples	Few examples	None	2
Innovation/Forward Approach	Suggests forward-looking measures balancing efficiency & morale	Some innovation	Limited	None	3

c. E-commerce – Rapid expansion & attrition

Criteria	Excellent	Good	Average	Poor	Marks
Issue Identification	Clearly identifies conflicts, attrition, business challenges	Most issues identified	Partial	Missed/incorrect	3
Analysis of Challenges	Insightful discussion of modern IR, strategic alignment	Reasonable analysis	Superficial	Absent	3



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Criteria	Excellent	Good	Average	Poor	Marks
Proposed Solutions	Practical, proactive, aligned with business goals	Reasonable solutions	Generic solutions	None	5
Justification/Examples	Strong examples, frameworks, industry references	Some examples	Few examples	None	2