

- b) Evaluate the scope, objectives and principles of payment of Gratuity Act, 1972. 13 K5 CO3
14. a) Demonstrate the significant objectives and features of Trade Unions Act, 1926. 13 K2 CO4
- OR**
- b) Explain the ill effects of employing Child Labour and suggest ways to prevent it. 13 K2 CO4
15. a) Explain the key amendments made in the Apprentices Act, 1961 along with the main objective of it. 13 K5 CO5
- OR**
- b) Assess the various Social Security Schemes covered under the Unorganized Workers' Social Security Act, 2008. 13 K5 CO5

**PART - C (1× 15 = 15 Marks)
(Compulsory)**

16. a) Hero Honda – Industrial Relations and the Path to Transformation 15 K5 CO5
 Hero Honda, once celebrated as the world's largest two-wheeler manufacturer, built its success on a smooth mix of Japanese technology from Honda and strong Indian market understanding from the Hero Group. Its sprawling manufacturing units in Gurgaon and Dhara doon became symbols of productivity and cost-efficiency. Beneath this success, a complicated relationship brewed between workers and management over job security, contract labor policies, and wage revisions. Many employees felt that while the company was flourishing financially, their growth and welfare were not keeping pace. A significant portion of the workforce consisted of contract workers, whoper formed similar duties as permanent employees but without equal pay, benefits, or career progress. The growing dissatisfaction began to rumble like an engine warning light ignored too long.

The situation intensified in the early 2000s as workers pressed for fair pay structures and the right to form unions independently. Industrial relations became strained, especially in the Gurgaon unit, where multiple stoppages and protests affected production output. Workers complained about long hours and high productivity demands, while management insisted on discipline and efficiency to keep global standards intact. The fragmentation between permanent and contract workers widened, weakening solidarity and communication. Disputes escalated when transfers of long-serving employees and disciplinary actions were perceived as management's attempt to suppress labor rights.

The setensions not only affected workplace morale but also exposed the deep differences in strategic priorities between the Hero Group and

Honda Motors. The two partners displayed differing approaches to industrial relations. Honda preferred a more centralized and controlled union environment, while Hero carried a more localized business mindset. Eventually, the operational friction, including labor disputes and differing expansion strategies, contributed to the dissolution of the Hero Honda joint venture in 2010-11. Hero Moto Corp was born, signaling a transition for both labor and leadership. After restructuring, Hero Moto Corp attempted to rebuild trust by revamping HR policies, strengthening communication channels, and offering broader development opportunities for employees.

Investments in training, workplace safety, and fairer contract labor policies aimed to restore confidence in the new organizational identity. The journey of Hero Honda serves as an important example in the study of industrial relations. It shows how unresolved disputes can shake even the strongest business alliances, and how sustainable success in manufacturing depends as much on employee satisfaction as on sophisticated machinery. The Hero Honda case now stands as a testament that building world-class products cannot overshadow the need for industrial harmony. Organizations must embrace fairness, transparent dialogue, and continuous improvement in working conditions to avoid disputes spiraling into bigger structural challenges. Strong laws like the Industrial Disputes Act, 1947 exist to protect workers' rights and create balanced resolution mechanisms, but they work only when both sides recognize the value of cooperation.

Questions

1. Estimate the role of contract labor issues play in the industrial disputes at Hero Honda?
2. Assess how workers in Hero Honda demand independent union Representation.
3. Interpret the Industrial Disputes Act help in resolving conflicts between workers and management.