



Backwaters '11
18 - 20 Nov
Powering Our Future

In association with



HRiday
presents

BOOTKAMP

First Prize: Rs 25000
Second Prize: Rs 15000

Round 1 Submission by:
22nd Oct 2011

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EVENT DETAILS

EVENT FORMAT

BootKamp, the HR event of Backwaters'11, tests participants' skills on all HR related aspects and puts them through a grueling test with a whole range of negotiations, conflict resolutions and contingency planning. Call the shots and be ready to bear all the consequences!

The event will be a multi-round event with the shortlisted candidates from Round 1 invited to campus during Backwaters. The case for Round 1 can be obtained here with questions pertaining to the first round submission in the case pack.

ROUND 1: CASE (REFER APPENDIX)

- Analyze the case "**Strike hits GM's Halol plant**" and address the issues given at the end of the case
- Word limit for question 1 being 1000 words and the second question being 2000 words.**

ROUND 2:

- 6 teams would be called on Campus – details will be intimated to the selected participants

SUBMISSION GUIDELINES

- Mail us your entries at bootkamp@iimklive.com with subject line as <<TeamName_UserName_Round1>>in the below mentioned format

ROUND 1:

- PDF:** <TeamName>_<UserName>_Round1 (User Name* of any one user)
- Cover Page:** Team name, member details (name, institute, contact number & email id, registration-id generated during event registration)

*User Name to be input by the user while registering for IIMK Backwaters'11 at www.iimkbackwaters.com

IMPORTANT DATES

Round No.	Submission Deadline	Result Date (tentative)
Round 1	23:59 hrs (IST); 22-Oct-11	30-Oct-11
Round 2	Campus round	

PRIZES UP FOR GRAB!!

1st Prize: Rs.25000

2nd Prize: Rs.15000



RULES AND REGULATIONS

1. Event is open to students from all B-Schools
2. Team size should be a **maximum of 3** members
3. Participants in a team can be from the same or different institutes
4. No participant should be a part of more than one team
5. Each team can submit **only one entry** for the competition
6. After registering for Backwaters'11 at www.iimkbackwaters.com; the participants have to **register** themselves through the online event registration portal on the site. Event registration will start on **23:59 hrs IST, 13th Oct'11**
7. There must be strictly no IPR infringements in the submissions. On discovery of such infringements, the respective team(s) will be disqualified with immediate effect
8. The selected participants would be reimbursed the 3rd AC fare up to a maximum of **Rs.3000** (2-way). They would be required to **submit original tickets**. In case of air travel, reimbursement will be provided only on producing original boarding pass and the cap remains the same as above
9. The Terms and Conditions of participation are subject to change at any time without specific notice. The amended Terms and Conditions of entry will be effective immediately upon being posted on the website. It is the sole responsibility of the teams to regularly visit the Website to read any changes
10. The decisions of the organizers of the contest and the panel of judges will be final and binding on all the participants



APPENDIX: CASE – “STRIKE HITS GM’S HALOL PLANT”

BS Reporters / Ahmedabad/New Delhi March 19, 2011, 0:51 IST



Second stir in six months, loss of 350 units in two days. For the second time in less than six months, 900 workers at General Motors’ facility in Halol, Gujarat, went on an indefinite strike, causing production loss of 350 cars.

“The workers went on strike while the second shift was in progress on Wednesday. The government authorities have intervened and after going into the details, declared the strike as illegal. Around 350 workers have joined work on Friday and we are expecting operations would resume normally tomorrow,” said P Balendran, director and vice-president, corporate affairs GM India.

Last October, workers had gone on strike for higher wages. The company had signed a wage settlement agreement of three years, covering salary increase and productivity-related matters with the GM Employees’ Union on December 16.

“The agreement was arrived at with the involvement, mediation and at the behest of the labour department officials. Subsequently, all permanent workers were given new salaries and benefits according to the agreement signed between the employees union and the management,” he said.

Sources close to the development said workers at GM's Halol plant are divided — an apolitical union, which is yet to be registered, and a newly registered Gujarat Kamdar Mandal, affiliated to INTUC (Indian National Trade Union Congress). The workers alleged they were being subjected to excess work and the company had violated the Provident Fund Act and gratuity norms and regulations outlined in the Industrial Safety and Health Act. There is no monetary demand from INTUC.

INTUC, Gujarat president, Nihil Mitra said, "There are primarily three issues. The workload on an individual worker has increased by 30 per cent. This has given rise to health issues such as back pain and spinal cord injuries. These workers who had complained of health issues have been transferred to dealer and sub-dealer outlets in Delhi, Gurgaon, Chennai and Haryana. Also, four workers have been suspended in the last 15 days. Moreover, there are discrepancies pertaining to overtime wage payment, allowances and provident fund (PF)."

He said the union wanted cancellation of all transfers, restoration of old workload, and solution to wage-related discrepancies.

"Many of us had never joined the strike. Only a small faction, of 250-300 workers, had gone on strike this time. Some workers have joined the new Gujarat Kamdar Mandal. However, it is still unclear as to how many are members of INTUC at the moment," said a worker who had reported to work on Friday.

He admitted that work had indeed increased, but added, "While 20 people worked on five cars earlier; we now work on six to seven cars in a team of 24." The employee, who did not want to be named, was a part of the strike that had brought the plant to a grinding halt in October-end last year.

A senior labour department official informed that one of the workers' leaders at the plant was transferred recently and that had perhaps triggered the present agitation. The district labour department has recorded statements of both parties and is in consultation with the state labour Commissionerate at Gandhinagar.



Balendran said the current strike was fallout of rivalry between the two unions, and that there were no concrete reasons. He said the company was in discussions with the labour department and was willing to provide assistance if the department asks for it.

The Halol facility has an installed capacity to produce 85,000 units per annum. The company manufactures premium hatchback Aveo U-Va, entry-level sedan Aveo, mid-sized sedan Optra, sedan Cruze and multi-utility vehicle Tavera at Halol. No labour unrest has been reported at the factory in Pune.

GM India meets Modi, warns to fire striking workers

Press Trust of India / Ahmedabad March 24, 2011, 17:51 IST



General Motors India officials today met Gujarat Chief Minister Narendra Modi to discuss further investments in the state, amid continuing 9-day long labour unrest at the car maker's Halol facility that has resulted in production loss of over 700 cars so far.

Meanwhile, the company has given an ultimatum to about 250 striking workers threatening termination of services unless they returned to duty by tomorrow.

When asked about the meeting, GM India Vice-President P Balendran told PTI: "Yes, we have just met him and other officials. But this meeting was mainly for our additional investments in the state for commercial vehicles from our partner SAIC's stable and it was scheduled before the strike." Obviously, the Chief Minister enquired about the strike and asked (that) what is going on there... Government has been very pro-active in dealing with the issue." He said the government has declared the strike illegal and imposed Section 144 of IPC near the plant location to prevent any possible gathering of agitators."

When contacted, Additional Principal Secretary to Chief Minister AK Sharma declined comment on the meeting with GM India officials and what steps the government is taking to protect the image of Gujarat as an investment-friendly and labour unrest-free state.

On March 16, workers resorted to strike at the Halol facility, which has an installed capacity of 85,000 units a year, protesting transfer of some employees to dealership outlets and opposing a long-term wage settlement agreement signed in December last year. The plant has one registered workers body - GM Employees' Union. The company claims that a new union, one registered workers body -- GM Employees' Union. The company claims that a new union, formed under the aegis of Congress-backed Indian National Trade Union Congress (INTUC), has been spearheading the agitation. Updating on the latest situation, Balendran said: "About 250 workers have not reported. We have already issued the ultimatum to the striking workers and asked them to join by tomorrow. If they do not, then we may even terminate their services and engage new workers."

The company has so far suffered production loss of over 700 units since the beginning of the strike, he added. The facility, which employs over 900 workmen, has been rolling out about 70 units daily compared to its original 190 units. The company expects to produce about 100 cars from today onwards. . This is the second such incident at Halol in five months. The plant came to a halt for four



days when workers went on a strike from October 29, 2010, demanding wage hikes and GM India's total production losses amounted to 450 units. The Halol facility produces premium hatchback Aveo U-Va, entry-level sedan Aveo, mid-sized sedan Optra, premium sedan Cruze and multi-utility vehicle Tavera. Besides Halol, GM India has another plant at Talegaon in Maharashtra with an installed capacity of 1.4 lakh units per year. It currently produces compact cars Spark and Beat. The strike at GM's plant comes at a time when Gujarat is trying to hard sell itself as an investment-friendly state.

Interestingly, the Economic Survey for 2010-11 had said Gujarat witnessed the highest number of strikes and other forms of labour unrest in recent times on account of various financial and disciplinary issues. Earlier this year, Modi had claimed the state was able to attract investments to the tune of Rs 20.83 lakh crore in the two-day long 'Vibrant Gujarat Summit' held in January. This, however, came under the scanner of the Income Tax department, which recently slapped a notice to the state government seeking details on the 7,936 MoUs it had signed with several investors during the summit.

GM strike completes one month

BS Reporter / Mumbai/ Ahmedabad April 16, 2011, 0:06 IST

The labour strike at the General Motors India (GM) Halol plant that completed a month today is showing no signs of dying down. Close to 200 striking workers are yet to report to work. The company, however, is making around 150 cars per day at Halol with the remaining workforce.

Nearly 900 workers at the plant had gone on an indefinite strike from second shift on Wednesday, March 16 primarily complaining against health issues as well protesting against transfer of employees from the Halol plant. Around 650-700 workers had joined back by March 25. The carmaker is estimated to have lost production of around 1500 units so far.

GM's Halol plant was making 190 cars per day in two shifts before the strike broke out. As production resumed after a few days, the company was initially making around 60-70 cars per day. It has now managed to scale up production to 150 cars per day, informed a worker at Halol. "We are making the Tavera, Cruze, Aveo U-Va and the Aveo sedan at Halol now", he added.

The company has recruited close to 100-150 temporary workers at Halol to speed up production. Meanwhile, the Halol issue, which is being arguably called the longest labour strike in the last two decades in Gujarat, has managed to garner a fresh round of international support. "US-based Institute for Global Labour and Human Rights (IGLH), formerly known as the National Labour Committee has sent an online petition to the senior management of GM pleading them to address the workers' complaints. The online petition has already been signed by over 1500 people", informed Nihil Mehta, Gujarat president of the Indian National Trade Union Congress (INTUC).

The strike had earlier received support from the International Metalworkers' Federation (IMF) which had extended moral support to the Gujarat Kamdar Mandal-backed workers' strike at the factory.

GM Workers in India on Strike: Appeal for Solidarity

Excerpts from Report by Institute for Global Labour & Human Rights (April 6, 2011)

Nearly 1,600 workers at the General Motors Halol plant in India have been on strike for the last three weeks starting from March 16, 2011. The impact of the strike has been dramatic, as production has fallen by over 1,000 cars during the last three weeks.



Reasons found for strike

- Management is unilaterally demanding a 20 percent increase in daily production goals.
- Over 269 auto workers at the GM Halol plant are suffering permanent spinal cord injuries due to constant heavy lifting without ergonomic health and safety standards. Management is suspending and relocating striking workers while hiring non-union "scabs."
- There are 1,600 workers at the Halol factory, 800 of whom are full-time regular workers, while another 800 have been designated as "temporary workers"-despite the fact that they do the exact same work for the same hours-but are paid just half of what the regular workers earn.
- Working hours at the Halol GM plant are nine hours a day, six days a week for a "regular" 54-hour work-week.
- GM factory management at the Halol plant created the "GM Employees Union," which has less than 150 workers out of 1,600 workers at the factory. Management then "negotiated" with its "pocket union" to unilaterally increase mandatory daily production goals by 20 percent.
- The striking workers and their union, the Gujarat Kamdar Mandal union-are challenging the illegal increase in mandatory production goals in court.
- On February 25, 2010, the Gujarat Kamdar Mandal union filed a complaint against General Motors with India's National Human Rights Commission (NHRC), over unfair labour practices and dangerous health and safety conditions at the Halol factory.
- The striking workers are being threatened with firing, suspension or relocation to lower level GM facilities. Management is trying to bring in non-union replacement workers, "scabs", to take the place of the strikers.

Strike Demands

1. Immediately stop the hiring of non-union replacement workers, while well over 1,000 GM Halol workers are on strike.
2. Stop management's unilateral across-the-board demand to increase daily production goals by 20 percent.
3. Improve health and safety conditions, especially adopting adequate ergonomic standards to prevent further spinal cord injuries to the workers.
4. Immediately cease the suspension and relocation of striking workers.
5. All overtime premiums must be paid according to Indian law.
6. The Halol GM workers want to negotiate a collective contract, so that the workers' voice is heard.
7. There are 800 regular full-time workers at the Halol plant and 800 temporary workers who do the exact same jobs, but have no rights and are paid just 47 cents an hour, which is half of what the full-time workers receive. The union wants the 800 temps to be hired as regular full-time workers, able to join the union and paid fairly.

QUESTIONS:

1. Perform a thorough analysis of the prevailing situation and throw light on the current labour laws/policies of the company. How should the management deal with the situation? Should the management yield to all the demands of the workers? Also mention what steps should be taken to prevent any other such incidents in the future.
2. Participants are required to give a brief analysis about HR policies adopted in **Automobiles Industry (Only Car Segment)** in India based on publicly available information. The analysis should cover trends like Compensation & Rewards, Hiring, Training & Development etc. Compare and contrast these policies with those followed by foreign players in foreign markets.

