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<b>Question Paper Code</b>	<b>14245</b>
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**MBA - DEGREE EXAMINATIONS, NOV / DEC 2025**

Third Semester

**Master of Business Administration**

**24MBHR308 - INDUSTRIAL RELATIONS AND LABOUR WELFARE**

Regulations - 2024

Duration: 3 Hours

Max. Marks: 100

**PART - A (10 × 2 = 20 Marks)**

Answer ALL Questions

	<i>Marks</i>	<i>K- Level</i>	<i>CO</i>
1. Define Industrial Relations.	2	K1	CO1
2. Explain the significance of a Code of Discipline in industrial peace.	2	K2	CO1
3. List any four types of industrial conflicts.	2	K1	CO2
4. Explain the role of conciliation.	2	K2	CO2
5. What is collective bargaining?	2	K1	CO3
6. How can workers take part in management decisions?	2	K1	CO3
7. Define Labour Welfare.	2	K1	CO4
8. Recall the two safety measures to prevent industrial accidents.	2	K1	CO4
9. List two recent trends in Industrial Relations in India.	2	K1	CO5
10. Explain how automation influences employment relations in modern industries.	2	K2	CO5

**PART - B (5 × 13 = 65 Marks)**

Answer ALL Questions

11. a) Illustrate the major aspects and components of Industrial Relations.	13	K2	CO1
<b>OR</b>			
b) (i) Summarize the objectives and features of the Code of Discipline.	7	K2	CO1
(ii) Explain the origin and growth of Trade Union movement in India.	6	K2	CO1
12. a) Illustrate with examples when strikes are justified and when they are not.	13	K2	CO2
<b>OR</b>			
b) Outline the roles of Conciliation, Arbitration, and Adjudication in dispute settlement.	13	K2	CO2
13. a) Apply collective bargaining techniques to settle wage-related disputes.	13	K3	CO3
<b>OR</b>			
b) (i) Apply suitable participative management methods to improve employee involvement.	5	K3	CO3

- (ii) Suggest strategies to enhance worker–management cooperation at various levels. 8 K3 CO3
14. a) (i) Explain the aims and approaches to Labour Welfare. 7 K2 CO4  
(ii) List the role and duties of a Labour Welfare Officer. 6 K2 CO4
- OR**
- b) (i) Explain the importance of employee health and safety in industries. 7 K2 CO4  
(ii) Explain the role of counselling in preventing industrial accidents. 6 K2 CO4
15. a) (i) List the recent trends in Industrial Relations in India. 8 K4 CO5  
(ii) Examine the major shifts in business and employment practices. 5 K4 CO5
- OR**
- b) (i) Analyze automation and rationalization in the context of Industrial Relations. 8 K4 CO5  
(ii) Examine the impact of technological changes on employment relations. 5 K4 CO5

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

16. a) In the early 2000s, Tata Steel’s Jamshedpur plant became one of the most well-known examples of collective bargaining in India. The company, often praised for its long tradition of labour welfare, still faced occasional disputes due to changing market conditions and demands of both management and workers. One such incident arose in the steel finishing department where workers were demanding better safety equipment and revised wage structures. The company had recently modernized its plant with new technologies, which led to reassignments of certain job roles. 15 K5 CO3

Many employees felt that despite taking on more technical responsibilities, their wages and benefits had not increased in proportion to the workload. The Steel Workers’ Union, which represented a majority of employees, raised these concerns formally and insisted that negotiations be held with the HR and industrial relations team. The management, however, initially resisted, arguing that the company was still recovering from a global steel price fall and therefore could not make significant wage adjustments. This created unrest among the workers, who began staging peaceful demonstrations and slowdowns in production. Management soon realized that prolonged conflict would hurt both productivity and reputation, and thus invited the union leaders for a formal round of collective bargaining.

The bargaining process was intense and spanned several weeks. The union strongly pressed for higher wages, improved health and safety measures in the finishing department, and additional housing allowances, while the management emphasized the financial pressures

and the need for higher productivity. After several heated discussions, both sides agreed to adopt a problem-solving approach rather than a positional one. Data regarding international steel market trends, productivity benchmarks, and cost structures were shared openly between the two sides to build trust. As a compromise, the company agreed to provide new safety equipment immediately and committed to phased wage increases linked with productivity targets. Additionally, a joint committee was formed to oversee implementation of safety protocols and recommend further welfare measures. Workers accepted the deal as it provided both immediate relief and long-term assurance, while the company was able to maintain stability without major strikes or disruptions.

The collective bargaining case at Tata Steel's finishing department highlighted the importance of balancing employee welfare with organizational sustainability. It demonstrated how collective bargaining, when handled constructively, can prevent conflict, improve communication, and lead to win-win outcomes. Rather than adversarial bargaining, both parties chose integrative negotiation, which built trust and ensured that workers' demands were not ignored, while also protecting the company's financial health. This case also showed that collective bargaining is not only about wages but also about safety, work conditions, and respect for employees' contributions in times of technological change. For management students and HR professionals, the case illustrates how structured negotiation and data-driven discussions can transform industrial relations from confrontation to cooperation, ensuring long-term stability and mutual growth.

**Case Questions:**

1. What strategies did both management and workers use in the collective bargaining process, and how effective were they?
2. How did open communication and data-sharing influence the outcome of the negotiations?
3. If you were part of the HR team, what additional measures would you suggest to prevent such conflicts in the future?