

MBHR 3004 R

M.B.A. DEGREE EXAMINATION, MAY 2026

Third Semester

Human Resource Management

INDUSTRIAL RELATIONS MANAGEMENT

(2023 Onwards)

Time : Three hours

Maximum : 75 marks

PART A — (5 × 4 = 20 marks)

Answer any FIVE questions.

1. Discuss how effective communication systems contribute to managing Industrial Relations.
2. Identify the influence of Indian culture on Industrial Relations practices in India.
3. Identify the social responsibilities of trade unions and their role in promoting welfare and productivity.
4. Discuss the key problems associated with employee counseling and how they can be addressed.

5. State the objectives of worker development and participation in enhancing Industrial Relations.
6. Discuss the differences between conciliation, arbitration, and adjudication in resolving industrial disputes.
7. Identify the key skills and strengths required in the collective bargaining process.
8. Outline the Indian constitutional provisions related to labor administration and their impact on labor laws.

PART B — ($5 \times 8 = 40$ marks)

Answer any FIVE questions.

9. Compare and contrast the challenges of managing Industrial Relations changes in India versus other countries.
10. Assess the role of technology in Industrial Relations and its impact on the management of labor relations.
11. Compare the management of trade unions in India with that in other countries, focusing on legislative and functional differences.

12. Discuss the social responsibilities of trade unions and how they contribute to worker welfare and productivity.
13. Assess the impact of worker development and participation strategies on industrial relations and organizational effectiveness.
14. Compare conciliation, arbitration, and adjudication as methods for resolving industrial disputes, highlighting their strengths and limitations.
15. Discuss the Indian constitutional provisions related to labor administration and their influence on labor laws and policies.
16. Assess the contemporary trends in labor administration in India and their potential impact on the future of industrial relations.

PART C — ($1 \times 15 = 15$ marks)

Answer the following.

17. Case Study (Compulsory)
XYZ Corporation, a leading manufacturing company, was undergoing a major merger with a smaller firm, ABC Ltd., to expand its market reach and enhance operational efficiencies. The

merger was anticipated to bring significant changes to both companies, including restructuring of teams, changes in management, and potential layoffs. XYZ Corporation's management recognized the critical importance of managing Industrial Relations (IR) effectively to ensure a smooth transition and maintain productivity.

Prior to the merger, XYZ Corporation conducted extensive planning and communication with its employees. The company's (IR) team implemented several measures to manage the potential challenges:

- (a) **Communication Strategy:** XYZ Corporation established a clear communication plan to keep employees informed about the merger process, anticipated changes, and how these changes would impact them. Regular updates were provided through meetings, emails, and a dedicated intranet page.
- (b) **Employee Counseling:** To address concerns and uncertainties, the company introduced counseling services for employees affected by the merger. This included one-on-one sessions with professional counselors to discuss career plans and personal concerns.

- (c) **Training and Development:** The company organized training sessions to help employees adapt to new systems, processes, and team structures resulting from the merger. This aimed to facilitate a smooth integration and reduce resistance to change.
- (d) **Conflict Resolution Mechanisms:** A dedicated team was set up to handle any conflicts or disputes arising from the merger. This team used mediation and negotiation techniques to resolve issues quickly and fairly.
- (e) **Feedback Mechanism:** XYZ Corporation implemented a feedback system where employees could voice their concerns and suggestions regarding the merger. This feedback was used to make necessary adjustments and improve the overall process.

Despite these efforts, the merger faced challenges, including resistance from employees who were apprehensive about job security and changes in their work environment. Some employees from ABC Ltd. felt marginalized as they were incorporated into the larger XYZ Corporation, leading to tensions between the two groups.

To address these issues, the IR team intensified their efforts by holding joint meetings with representatives from both companies to discuss grievances and find solutions collaboratively. They also emphasized the shared goals and benefits of the merger to foster a sense of unity and purpose among the employees.

Overall, the merger was successfully completed with minimal disruption. The effective management of Industrial Relations played a crucial role in ensuring that employees remained engaged and committed throughout the transition.

Questions:

- (i) Analyze the strategies employed by XYZ Corporation to manage Industrial Relations during the merger. How effective were these strategies in addressing employee concerns and facilitating a smooth transition?
- (ii) Discuss the challenges faced by XYZ Corporation in integrating employees from both companies. What additional measures could have been taken to enhance the merger process and employee satisfaction?