ASSIGNMENT

Course Code	**:**	**MMPH-004**
Course Title	**:**	**Industrial and Employment Relations**
Assignment Code	**:**	**MMPH-004/TMA/JULY/2026**
Coverage	**:**	**All Blocks**

Note: Attempt all the questions and submit this assignment to the Coordinator of your study centre. Last date of submission for July 2026 Semester is 31st October 2026 and for January 2027 Semester is 30th April 2027.

Q1. Critically evaluate the transformation of industrial relations from a traditional conflict-oriented framework to a strategic employment relations approach in the era of globalisation, digitisation, and gig work. Design a contemporary industrial relations framework suitable for emerging economies like India that balances organisational competitiveness, employee welfare, and labour rights.

Q2. "Trade unions are facing an identity crisis in the modern employment landscape." Critically examine this statement in the context of platform work, contractual employment, artificial intelligence, and flexible labour markets. Develop a futuristic trade union model that can remain relevant in digitally mediated and non-traditional workplaces while maintaining worker representation and organisational cooperation.

Q3. A large manufacturing organisation is facing wage disputes, declining productivity, and increasing mistrust between management and employees during a major technological restructuring process. As an industrial relations consultant, formulate a comprehensive collective bargaining and negotiation strategy to achieve sustainable industrial harmony. Critically justify your approach with reference to bargaining structures, negotiation techniques, and long-term employment relations outcomes.

Q4. Critically analyse the effectiveness of traditional grievance handling and disciplinary mechanisms in contemporary organisations characterised by workforce diversity, remote work, and digital surveillance. Create an integrated grievance redressal and discipline management framework that promotes procedural justice, employee trust, ethical governance, and organisational accountability.

Q5. Industrial conflict is increasingly shaped by economic inequality, technological disruptions, and changing employment relationships. Evaluate the major causes and consequences of industrial conflict in contemporary organisations. Design a multidimensional conflict resolution model that integrates labour law, participative management, social dialogue, and preventive industrial relations strategies for sustainable workplace harmony.

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Answer

Industrial relations originally developed around the relationship between employers, workers, trade unions and the State in the organised industrial sector. In the traditional model, the workplace was often viewed as a field of competing interests. Management controlled capital and managerial authority, while workers depended on collective strength to protect wages, job security and working conditions. Conflict was therefore treated as a normal feature of industrial life, and institutions such as trade unions, collective bargaining, conciliation, adjudication and labour law were created mainly to regulate that conflict.

From conflict regulation to strategic employment relations

The traditional approach still has value because differences in power and interest have not disappeared. Wage claims, discipline, retrenchment, workload and working conditions can still produce genuine conflict. The pluralist approach in industrial relations also accepts that management and employees may have legitimate but different interests, and that stability is achieved through negotiation rather than by pretending that conflict does not exist. However, the old factory-centred model is no longer sufficient for a labour market where organisations compete globally, production is technology-intensive, work is increasingly service-based, and many workers are outside a permanent employer-employee relationship.

Globalisation has pushed firms to compete on cost, quality, speed and innovation. Production chains may span several countries, so decisions by a lead company can affect workers employed by contractors and suppliers. Attention has therefore shifted from only settling disputes to building stable employment systems that support productivity, flexibility and commitment. Industrial relations now includes direct communication, participation, skill development and organisational culture in addition to union-management relations.

Digitisation has accelerated this transformation. Artificial intelligence, automation, robotics, digital monitoring and data-based performance systems are changing jobs and the way managerial control is exercised. Technology can improve safety and productivity, but it can also create fear of job loss, work