In the beginning of the modern industrial society, the relationship between labour and management was informal, personal and intimate but with the accelerated development of industry, there are noticeable vast changes in the composition of working class, in work environment, in socio-economic status of the workers, in their attitudes to work, in management’s ideology, in role of the State and in thinking of the community at large, which all have a considerable bearing on the state of relationship between labour and management. Now, we have different labour enactments and judicial decisions which play a major role in regulating the labour management relations.

The growth of trade unions and their federations, employer’s associations, the growth of principles of personnel management, industrial psychology and industrial sociology, etc. have tended to influence the spirit and the course of the relationship between employers and employees.

I feel that the study of labour management relations is of utmost importance in our country because we have already entered in an era of industrialisation. A casual glance at the map of our industrial growth is sufficient to tell us that our country has achieved an enormous growth in five decades since independence. This is no doubt creditable but in the anxiety of achieving rapid industrial progress, we have very often not paid enough attention to the labour management relations. At a time when there is an urgent need for stepping up production, labour and management should work in full co-operation. Their co-operative attitudes will make them realize their respective roles.
and lay a firm foundation for harmonious industrial relations and lasting industrial peace.

Indian economy is a mixed economy in which public sector has achieved commanding heights and has acted as a model for the rest of economy. Lal Imli Mills, Kanpur is one of the important woollen mills of its own kind in India. It is a public sector undertaking. Harmonious labour management relations are inevitable for the survival and prosperity of an industrial undertaking. The public sector enterprises, since their inception, have been a victim of industrial disputes and unrest over the last four decades. These disputes have not only retarded their growth but have also adversely affected the entire economy. Lal Imli Mills, Kanpur, is not an exception to this national feature.

Keeping in view the different aspects of labour management relations, an attempt has been made to highlight the subject. The present study focuses on detailed analysis and interpretation of various aspects of industrial relations prevailing in Lal Imli Mills, Kanpur.

The entire work has been divided into eight chapters. The First Chapter deals with the Introduction. In this chapter Indian economy and public sector, labour management relations in public sector undertakings - meaning and importance have been discussed. Brief history of growth of industries in Kanpur and establishment of Lal Imli Mills, Kanpur, purpose of study and research methodology have also been explained in this chapter.

Second Chapter deals with Labour Management Relations - An Overview, Labour management relations - background, labour management relations in pre-independence period and post-independence period, labour management relations in Lal Imli Mills, Kanpur -
political philosophy of management, impact of local issues, role of Central and State Governments have been discussed in this chapter.

Chapter Three deals with Labour Management Disputes and Legislative Measures. It includes causes of industrial disputes, data analysis, settlement and avoidance of disputes, remedial measures, genesis of industrial disputes in Lal Imli Mills, Kanpur, impact on future industrial relations, corrective steps conclusive to the rehabilitation of Lal Imli, Kanpur.

Fourth Chapter relates to Labour Management Relations and Workers Participation in Management. In this chapter, concept of workers participation in management, determination of workers participation in management, workers participation in Lal Imli Mills have been discussed.

Fifth Chapter reveals the Trade Unions and Employers Federation. In this chapter, meaning, importance and objectives of trade unions, history of trade unions in Lal Imli, Kanpur, recognition of trade unions in Lal Imli, Kanpur and its adherence to the national policies, labour management relations and its synchronisation with trade union policies of Lal Imli, Kanpur, have been discussed. This chapter also includes meaning, importance and objectives of employers federations, applicability of employers federation in Lal Imli, Kanpur.

Chapter Six is devoted to Labour Management Relations and Social Security, Labour Welfare. In this chapter, meaning, importance and problems of social security, social security programmes in Lal Imli, Kanpur have been discussed. This chapter also includes importance, need, principles and problems of labour
welfare in Indian Industries, labour welfare activities in Lal Imli, Kanpur and their critical appraisal.

Chapter Seven has been confined to Job Satisfaction and Labour Management Relations. In this chapter, factors influencing job satisfaction have been analysed and discussed. This chapter also includes wage structure, incentives in Lal Imli, Kanpur, role of job satisfaction in harmonious labour management relations.

Chapter Eight sums up the entire study. An attempt has been made to give some important suggestions for improving the harmonious labour management relations in public sector undertakings.

The study assumes further importance in the context of the present scenario of Lal Imli Mills, since it has fallen from the heightened glory of the past. A critical analysis of the trends of industrial relations and their future is a necessity at this juncture. It has to be assessed as to what extent the deterioration in the affairs of the mills has changed the fabric of labour management relations and how far labour management relations are responsible for the present decay of Lal Imli Mills. The study may reveal certain strong pointers in the context of industries all over India.

Analytical part of the present study is based upon the data obtained from personal observation and interviews with the workers, trade union leaders and senior officials. Standard books available on the subject were consulted and various articles published in the newspapers and magazines were gone through.