CHAPTER – 2

INDUSTRIAL RELATIONS POLICIES

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2.1 INTRODUCTION

2.1.1 Introduction to Industrial Relations
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2.1.1 INTRODUCTION

The problem of industrial relations is more prominent than any other HRM problems that have emerged at the corporate levels in record times. It constitutes most delicate and complex problem, which is characterized by rapid change, industrial unrest and conflicting ideologies in the national and international spheres. Industrial relations comprises of a network of trade unions, employers, their collective bargaining, the laws and the governments. Dale Yoder\textsuperscript{13} defines it as a "whole field of relationship that exists because of the necessary collaboration of men and women in the employment process of an industry." With the growth of professional management, the representatives of employers and employees represent the industrial relation scene. But the scope of industrial relations cannot merely be confined to common labour management relations. It is a comprehensive and total concept embracing the sum total of relationship that exists at various levels of organizational structure. It denotes all types of inter group and intra group relations within industry, both formal and informal. It consists of complex network of relations that arise out of functional interdependence between employees and management and between industrial organizations and society. Industrial relations is a social concept because it deals with social relationship in the different walks of life. It is also a relative concept because it grows, flourishes and decays in accordance with the economic, social and political conditions prevailing in a society and the laws made by the state to regulate them. The advances made in the field of science and technology also influence the state of industrial relations.

\textsuperscript{13} Dale Yoder, Personnel Management and Industrial Relations, 1997 Printice Hall of India Page 19
2.1.2 IMPORTANCE OF INDUSTRIAL RELATIONS

Industrial relations were very cordial before the Industrial Revolution. However, with the industrial revolution cottage industries were replaced by large factory organization and market from local to international. With the passage of time, a substantial population including men, women and children started concentrating in industrial centres; and this population characterized by ignorance, poverty, and conflicting ideologies. Gradually two groups- the haves, the status – dominated universalistic and aspiring class and other haves not, ill clad, ill fed and ill educated have emerged. Conflicting interest of both has developed their unions to give tough fight to each other. Today, with the increased sophistication of work methods and techno-based HRM policies have given a new dimension to industrial relations system. The India, which has a population, more than one crore of which 33% are in workforce but only 25% workforce is organized. The fact that employee relation has far reaching implications on unorganized, organized workers and economy as whole. Hence there is a great deal of importance for the study of industrial relations as is realized from the following points.

(1) Industrial relation patterns, organized sector and its impact on unorganized sector.
(2) Unions are important force in the Indian political system.
(3) Varying patterns of industrial relation.
(4) Different status of workers in public and private sector.
2.1.3 COMPONENTS OF INDUSTRIAL RELATION SYSTEM

The employees and their organizations

Chart 2.1

2.1.4 FACTORS AFFECTING INDUSTRIAL RELATIONS

Chart 2.2
2.1.5 APPROACHES TO INDUSTRIAL RELATIONS

Industrial Relation is largely an applied field concerned with practice and training rather than theory. Any problem, in industrial relations, has to be approached on multidisciplinary basis, drawing contribution form every discipline. A few approaches to industrial relations are briefed here. They are:

(a) **The System Approach**: In most of the countries industrial relation is a matter of tradition, customs and web of action, reaction and interaction among the parties involved. The concept of the system has influenced in establishing industrial relations as a discipline in its own right. Industrial relations is defined as the totality of power interaction of participations in a workplace, where the issues relating to industrial relations are involved and is viewed as an integral and non separately part of organization structure and its dynamics.

The components of system approach are (i) participants (ii) issues (iii) structure and (iv) boundaries. The marked features of system approach are (i) inter disciplinary character (ii) suitability to trade unions and (iii) dynamism.

(b) **The Oxford Approach**: This approach is based on the enquiry and recommendation of the Donovan Commission (1965-68) in U.K. According to it, the industrial relation system is a study of the institutions of job regulation and the stress is on the substantive and procedural rules as in Dunlop’s model. It considers business enterprise as a social system of production and distribution, which has a structural pattern of relationships. He categorizes the institutions of
job regulation as internal. They consist of code of work rules, wage structure, joint consultation, grievance procedure etc. while trade union practices are considered as external. Under this approach, collective bargaining is centre to the industrial relations system. The "Oxford Approach" can be expressed in the form of an equation.

\[ r = f(b) \text{ or } r = f(c) \]

Where

- \( r \) = the rules governing industrial relations
- \( b \) = collective bargaining
- \( c \) = conflict resolved through collective bargaining

(c) **The Human Relations Approach**: This approach is based on the study of Elton Mayo and Roethlisberger. This approach highlights certain policies and techniques to improve employee morale, efficiency and job satisfaction. It encourages the small work group to exercise considerable control over its environment and in the process helps to remove a major irritant in labour management relationship. It has been rightly said that" the industrial progress of the future will ultimately depend upon how far industry is willing to go in for establishing a community of mutual responsibility between the highest paid executive and lowest paid production worker.” The human relation approach has thrown a light on certain aspect such as communication, management development, group dynamics, participation by employees in management etc.

(d) **The Gandhian Approach**: Gandhiji can be called as the greatest employees' leader of modern India. His approach to workers' problem was new and refreshing. Gandhiji’s views on industrial relations are based on his fundamental principles of truth, non-violence, non
possession (aparigrah) trusteeship, and non co-operation (satyagrah). It focuses on peaceful co-existence of capital and labour, which calls for the resolution of conflict by non-violence and satyagrah. Gandhiji has accepted the worker's right to strike in a just cause and in peaceful and non-violent manner. The trusteeship principle implies that there is no room for conflict of interest between the capitalist and the labours. Gandhiji advocated that for resolving disputes the following rules have to be observed:

(i) The workers should seek redressal of reasonable demands only through collective action;
(ii) Strike should be by democratic, peaceful and non-violent ways.
(iii) The strike should be avoided in essential services.
(iv) The workers should avoid formation of unions in philanthropic organizations.
(v) The strike should be exercised only as last step after all other legitimate measures.
(vi) Workers should insist to voluntary arbitration where efforts for settlement have not succeeded.

2.1.6 FACTORS CONTRIBUTING FOR HARMONIOUS INDUSTRIAL RELATIONS.¹⁴

¹⁴ P.Subba Rao, HRM and Industrial Relations 1999. Himalaya Publishing House Page 503

(1) There is a full acceptance by management of the collective bargaining process and of unionism as an institution. The company considers a strong union as an asset to the management.
(2) The union fully accepts private ownership and operations of the industry. It recognizes that the welfare of its member depends upon the successful operations of the business.

(3) The union is strong, responsible and democratic.

(4) The company stays out of the internal affairs of the union; if does not seek to alienate the worker's allegiance to their union.

(5) Mutual trust and confidence exists between the parties. There has been no ideological incompatibility.

(6) Neither party to bargaining adopts legalistic approach to the solution of problems of relationship.

(7) Negotiations are problem centered. More time is spent on the day-to-day problems than on abstract principles.

(8) There are wide spread union management consultations and highly developed information sharing.

(9) Grievances are settled within the plant. There is flexibility and informality within the procedure.

(10) The attitude and the policies of the parties, the personality and technique of the leaders bring about good relations.

2.1.7. INDUSTRIAL RELATIONS IN INDIA

Earlier, industrial relations were very cordial because only cottage industries existed. After Industrial Revolution cottage industries were replaced by large factory organizations. As a result, a gulf was created between real owners and workers. This has caused seriously to employee management relationship. Strong and organized management exploited poor and scattered workers. The World War I (1914-18) created a period of boom for
employers. With rising price, their profit went-up enormously. The wages of workers, however, did not keep pace with this tendency. The unrest among workers led them to strike actions. Gandhiji and B.P. Wadia initiated to form trade unions. The Workmen’s Compensation Act (1923) and the Trade Union Act (1926) were enacted. The period after the World War II was most disturbed from the point of view of the pattern of industrial relations in India. Large number of strikes took place during this period. There was a considerable increase in number of trade unions and their membership. In 1947, the INTUC was formed. In 1946, The Industrial Employment Act was passed. While in 1947, The Industrial Dispute Act was enacted.

AFTER INDEPENDENCE
After independence need was felt to stop strikes and lockout situations to give a big push up to the national economy. The Minimum Wages Act, the Factories Act and the ESI Act were all enacted in 1948. In the First Five Year Plan great importance has been given to the maintenance of industrial peace. During the Second Five Year Plan, certain norms, mechanism and practice formulae for minimum wage, code of discipline, code of conduct, grievance procedure, workers committee, voluntary arbitration etc. were determined. During the Third Five Year Plan period, emergency caused by the Chinese war (1962), the Industrial Truce Resolution was adopted for maximum production. The Bonus Act was passed in 1965. Number of existing labour laws were amended. During the period of emergency (1975-76), the industrial relations in the country were quite peaceful as strikes and lockouts were prohibited.
Recently, because of LPG industrial unrest among workers has increased, Indian workers feel unsafe. After 2000, Indian economy is passing through a serious recession causing retrenchment, lay off and unemployment. It is observed that another crucial turning phase in industrial relations is likely to start.

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GRIEVANCE FUNCTION IN INDUSTRIAL RELATIONS

2.2.1 Introduction
2.2.2 Contents of Grievance
2.2.3 Principles of Grievance Handling Process
2.2.4 Grievance Handling Process
2.2.1. INTRODUCTION

A well-defined grievance procedure is an important element of sound industrial relation machinery. Prompt and effective disposal of worker’s grievance is the key to industrial peace. A dissatisfaction, which is orally made known by one employee to another, is known as a complaint. A complaint becomes a grievance when this dissatisfaction related to work is brought to the notice of the management. Grievances are feelings, something real, sometime imagined, which an employee may have in regard to his employment situations. Grievances give rise to unhappiness, frustration, discontent, indifference to work; poor morale and they ultimately lead to the inefficiency and low productivity of workers. The cost of grievance can be high in terms of time lost, poor work, damage, poor customer services and goodwill of the organization.

2.2.2 CONTENTS OF GRIEVANCE

Basically, a grievance is a complaint of one or more workers, which has following contents.

(i) Wage, incentives, work arrangements, complain about job specification.

(ii) Rule interpretation, transfer, seniority, and promotion.

(iii) Working conditions, safety, welfare amenities.

(iv) Supervision, discipline, code of conduct.

(v) Inter-personnel relationship, superior-subordinate relationship.

(vi) Contract violation, unfair labour practices.

(vii) Non-availability of materials in time.
According to Baer\textsuperscript{15} following are the principles of grievance handling procedure.

(1) Investigate and handle each and every case as though it may eventually result into dispute.

(2) Give employee a full hearing.

(3) Enforce agreement in true spirit and ensure unions identify specific contractual provisions allegedly violated.

(4) Do not by action or inaction cause the employee or the union to default on their compliance with any contractual obligations.

(5) Do not deny the grievance for reason of non compliance.

(6) Do not argue on grievance if it is untimely.

(7) Do not apply grievance remedy to an improper grievant.

(8) Do not hold back the remedy if the organization is wrong and apply the remedy to the persons wronged.

(9) Do not assume a judicial or arbitral role.

(10) Remember always that the union is moving party.

(11) Determine and ensure there has been equal treatment of employees.

(12) Evaluate any political connotations of the grievance.

(13) Do not practice Parkinson’s Law in labour relations.

(14) Permit reasonable latitude to the unions in the manner of its presentation, but do not relinquish your authority.

(15) Do not permit misconduct of union representatives.

(16) Admit errors and take corrective actions.

(17) Use the grievance machinery as another channel of communication.

\textsuperscript{15} Baer Walter" Grievance Handling" AMA, New York, 1970.
(18) Demand proper productivity level.
(19) Control your emotions, remarks and behaviour.
(20) Recognize employees as individuals.

2.2.4. GRIEVANCE HANDLING PROCESS

Grievance is like "headache". It is a symptom and not a disease. Diagnosed properly, treated appropriately and in time, the organization will be rid of the disease in the beginning itself.

The procedure of handling a grievance essentially varies from company to company, but the principles are practically same. A grievance should be handled in the first instance at the lowest level. Justice delayed is justice denied. So action on grievance should be taken promptly before rumors spread and tempers rest. Following chart exhibits a model grievance procedure.
GRIEVANCE PROCEDURE

Stage-I
[Answer to be given within 48 hours]

Stage-II
[Decision within 3 days]

Stage-III
[Decision within 7 days]

Stage-IV
[Appeal to Management for revision]

Stage V [Within 7 days]

Chart: 2.3
2.3. COLLECTIVE BARGAINING

2.3.1 Introduction to Collective Bargaining
2.3.2 Forms of Collective Bargaining
2.3.3 Essential Conditions for the success of Collective Bargaining
2.3.4 Collective Bargaining Process
2.3.1. INTRODUCTION

Collective bargaining is a process in which representatives of two groups meet and attempt to negotiate an agreement, which specifies the nature of future relationship between the two. It is a mode of negotiations between representatives of management and trade union leader to accomplish a written agreement covering terms and conditions of employment. Here, both the parties involved in the bargaining process attempt to get their own terms accepted by other party, yet by its nature it implies a compromise and balancing of opposing views. It is a form of industrial democracy involving give and take process. It depends on careful and skillful preparation at the bargaining table. Bargaining attitudes and methods have a significant influence on agreement.

2.3.2. FORMS OF COLLECTIVE BARGAINING

Collective bargaining practices vary and ranges from an informal oral agreement to a written, formal and detailed agreement. It may be a single plant bargaining, multiple plant bargaining and a multiple employer bargaining. In India, there are basically four forms of collective bargaining.

(1) Agreements, which are negotiated by officer during the course of conciliation proceeding. They are called settlements under The Industrial Disputes Act 1947.

(2) Agreements, which are arrived by the parties themselves without reference to a Board of conciliation.
(3) Agreements, which are negotiated by the parties on a voluntary basis when disputes are subjudice and which are later submitted to industrial tribunals and labour courts.

(4) Agreements, which are drawn up after direct negotiation between workers and management and are purely voluntary in character.

2.3.3. ESSENTIAL CONDITIONS FOR SUCCESS OF COLLECTIVE BARGAINING:\(^{16}\):

(1) Bargaining power of two parties should be relatively equal, then only constructive consultation is possible.

(2) The management should be ready to recognize union for this purpose.

(3) Both the parties must have mutual confidence, good faith and a desire to make collective bargaining machinery a success.

(4) Dispose of the issues in the same meeting and minimize the pending items.

(5) Both parties must understand economic implications of collective bargaining.

(6) Both the parties should represent the rights and responsibilities of each other.

(7) The process of bargaining should be free from unfair practices.

(8) The parties involved should be ready to give up something to gain something.

(9) Bargaining parties should have matured leadership, negotiation skills and visionary mind.

\(^{16}\) Dale Yoder, Op.cit Page 512
(10) The representative of both the parties should fully understand and be clear about the problems and their implications.

(11) Bargaining process should begin with proposals and not demands. In the same way it should end with willingness to accept and implement conclusions arrived.

2.3.4. COLLECTIVE BARGAINING PROCESS

Despite the wide variety of shapes that traditional bargaining can take, there are certain fundamental procedures and stages of action. They are:

(1) The pre-negotiation phase
(2) The negotiation
(3) The contract.

(1) The Pre-negotiation phase:- When the contract has been signed for one period, the pre-negotiation phase begins for the next. Management including facts and figures of wages, hours, pensions, and vacations should maintain data of all types religiously. It is also important for management to study labour laws carefully. From sad past experience both the parties should be mentally ready and prepared to avoid last minute crisis.

(2) The negotiation:- On the management side representatives including industrial relations manager and on the union side equal number of representatives of employees sit across the negotiation table. Both the parties, first, put their proposals and identify the problems in priority and decide item to negotiate. Then they in turn present their views, make arguments and try to find out acceptable solution. Finally, solution is put on the papers, signed by both the parties. If, in spite of
all efforts no amicable solution could be reached, both the parties resort to arbitration.

(3) The Contract:- Implementation of contract is as important as making a contract. While contract is finalized and signed both the parties should communicate their bodies and members. For finalizing contract there is no standard specification. The Indian Institute of Personnel Management,\textsuperscript{17} Calcutta suggests that the following should be included in the contract in collective bargaining.

- The purpose of the agreement, its scope and definitions of important terms.
- The rights and responsibilities of the management and of the trade union.
- Grievance redressal procedure.
- Methods of and machinery for the settlement of future disputes; and
- A termination clause.

\textsuperscript{17} Indian Institute of P.M., Personnel Management in India, 1973
2.4 INDUSTRIAL DISPUTES

2.4.1. Introduction
2.4.2. Causes of Industrial Disputes
2.4.3. Manifestation of Industrial Disputes
2.4.4. Types of Industrial Disputes
2.4.5. Methods of Resolving Industrial Disputes
   (A) Preventive Measures
   (B) Settlement Machinery
2.4.1. INTRODUCTION:

The conflict of interest between the management and labour is inherent in the capitalist system, where the goal of one party can be only realized at the cost of the other. Certainly, the profit maximization goal of management may demand changes in the types of goods produced, installation of new machinery, adoption of newer method of production, involving loss of hard earned skills, transfers, retrenchment and compulsory retirement of workers. On the other hand, the workers expect and demand stability in their income, security of employment and improvement in their status.

Industrial conflict is a rather general concept, when it acquires specific dimensions, it becomes an industrial dispute. It constitutes open manifestation of the feelings of unrest and dissatisfaction on the part of workers. According to The Industrial Dispute Act 1947 The term ‘Industrial dispute’ means any dispute or difference between employers and employers or between employers and workmen or between workmen and workmen, which is connected with the employment or non employment or the terms of employment or the conditions of labour, of any person.

2.4.2 CAUSES OF INDUSTRIAL DISPUTES

There is no single factor as a cause of industrial disputes. There is various causes blended together result in industrial disputes. The growth of large-scale industry, giant corporations and extreme job specialization create a
variety of psychological and social problems. According to Richard A Lester workers have four human desires:

(1) Economic security through stable employment at good wages with protection against arbitrary dismissals and economic hazards.
(2) A chance to one’s better prospects
(3) Decent treatment and
(4) A sense of community contribution.

Whenever any of the desires of workmen is neglected or left unfulfilled due to defective or callous approach on the part of management, conflicts and frictions develop. In general, causes of industrial dispute may be divided into following two categories.

(1) **Economic causes:**
   (i) Unsatisfactory wages
   (ii) Payment of bonus on terms disputed by workmen.
   (iii) Inadequate dearness allowance to offset rising cost of living.
   (iv) Adverse conditions of work and employment
   (v) Long working hours
   (vi) Unjust dismissals or retrenchment
   (vii) Unfair conditions of leave and holiday with pay

(2) **Non-Economic causes:**
   (i) Non-reorganization of trade union.
   (ii) Victimization of workers and union leaders
   (iii) Ill-treatment of workmen by supervisory staff

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18 Richard A Lester 'Economics of Labour' McGraw Hill Publication 1975
(iv) Political considerations
(v) Sympathetic strikes

P.Subba Rao exhibits causative factors of industrial conflicts in four categories as shown below.

(1) **Industrial Factors:**

(i) Industrial matters relating to employment, work, wages, working hours, rights and obligations of employees and other such terms and conditions.

(ii) Disputes often arise because of population explosion and rising unemployment.

(iii) The increasing prices of essential commodities.

(iv) The attitude and temperament of workmen.

(2) **Management's Attitude towards Workers.**

(i) Disinterest of management to discuss with the workers and their representatives.

(ii) Unwillingness to recognize a trade union

(iii) Unwillingness to delegate adequate authority to officers discussing with trade unions.

(iv) Disinterest in involving workers in decision making.

(3) **Government Machinery:**

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(i) Irrelevancy of Laws in the context of the challenges of present industrial climate.

(ii) Inability to understand and answer imperatives of development.
- Inability to check employer in implementing labour laws.
- Inability of government’s conciliation machinery in doing its job effectively.

(4) Other causes
(i) Affiliation of trade unions with political party.
(ii) Political instability, poor centre state relations.
(iii) Other reasons like values, ethics-character crisis etc.

2.4.3. MANIFESTATION OF INDUSTRIAL DISPUTES

Manifestation of industrial conflicts as stated by Kornhauser Dubin R and Ross A.M.\textsuperscript{20} is shown in following chart.

Manifestations of Conflict

Union Management Conflict

- Manifestation of union
  - Non-co-operation
  - Arguments
  - Hostility
  - Stress and tension
  - Resentment
  - Absenteeism
  - Demonstration Morcha, Gherao

- Manifestation of management
  - Unwillingness to negotiate
  - Termination
  - Demotion
  - Lay-offs
  - Lockouts

Individual and Unorganised Conflict

- Workers
  - Unorganized with holding of efforts
  - Intentional waste
  - Labour turn-over

- Management
  - Autocratic supervision
  - Penalties
  - Unnecessary firing
  - Demotion
  - Lay-offs
  - Lockout

Chart: 2.4
2.4.4. TYPES OF INDUSTRIAL DISPUTES

Industrial disputes are basically two types. They are (i) strikes and (ii) lock-outs. Strike is the weapon in the hands of workmen while lock-out is the weapon in the hands of management. C.B. Manoria and Satish Mamoria\textsuperscript{21} depict types of industrial conflicts as shown in following chart.

\begin{center}
\begin{tikzpicture}
  \node (disputes) at (0,0) {Industrial Disputes};
  \node (strikes) at (-2,-1) {Strikes};
  \node (lockouts) at (2,-1) {Lockouts};
  \node (primary_strikes) at (-3,-2) {Primary Strikes};
  \node (secondary_strikes) at (3,-2) {Secondary strikes};
  \node (others) at (0,-2) {Others};
  \node (stay_away_strikes) at (-3,-3) {(i) Stay away strikes};
  \node (sympathetic_strikes) at (2,-3) {(i) Sympathetic strikes};
  \node (general) at (0,-3) {(i) General};
  \node (particular) at (2,-4) {(ii) Particular};
  \node (political) at (2,-5) {(iii) Political};
  \node (bandhs) at (2,-6) {(iv) Bandhs};
  \node (go_slow) at (-3,-3) {(ii) Sit down, tool-down, pen-down};
  \node (work_to_rule) at (-3,-4) {(iii) Go slow};
  \node (token_protest_strikes) at (-3,-5) {(iv) Work to rule};
  \node (protest_strikes) at (-3,-6) {(v) Token or protest strikes};
  \node (picketing_boycott) at (-3,-7) {(vi) Picketing boycott};
  \node (gherao) at (-3,-8) {(vii) Gherao};
  \draw[->] (disputes) -- (strikes);
  \draw[->] (disputes) -- (lockouts);
  \draw[->] (strikes) -- (primary_strikes);
  \draw[->] (strikes) -- (secondary_strikes);
  \draw[->] (lockouts) -- (primary_strikes);
  \draw[->] (lockouts) -- (secondary_strikes);
  \draw[->] (primary_strikes) -- (stay_away_strikes);
  \draw[->] (primary_strikes) -- (go_slow);
  \draw[->] (secondary_strikes) -- (sympathetic_strikes);
  \draw[->] (secondary_strikes) -- (work_to_rule);
  \draw[->] (secondary_strikes) -- (token_protest_strikes);
  \draw[->] (lockouts) -- (sympathetic_strikes);
  \draw[->] (lockouts) -- (picketing_boycott);
  \draw[->] (lockouts) -- (gherao);
\end{tikzpicture}
\end{center}

\textit{Chart:2.5}

\textsuperscript{21} Mamoria and Mamoria 'Dynamics of Industrial Relations' Himalaya Publishing House (2002) Page 251
2.4.5 METHODS OF RESOLVING DISPUTES

Industrial disputes generate consequences, which are harmful from the economic, social and human points as well. Industrial unrest reflects failure of human motivation to help employees secure adequate satisfaction in life. It also generates class hatred during the period of dispute, which is very difficult to remove in future.

The problem of industrial relations may be resolved through two kinds of measures i.e. (A) Preventive Measures and (B) Settlement Machinery.

(A) Preventive Measures:
Prevention is better than cure. Management of the organization may take preventive measures in order to create harmonious relations and mutual co-operation and understanding between employers and workers. Some of the important measures, which may help to prevent or mitigate industrial disputes, are tested as under:

(i) Growth of strong and responsible trade unions and securing effective participation of workman in management.
(ii) Developing suitable procedures in consultation with workman to deal with problems of industrial discipline and employee grievances.
(iii) Evolving suitable code of conduct and terms of employment.
(iv) Professionalisation of Management.
(v) Providing safer and healthier working conditions to employees
(vi) Promoting workers education
(vii) Collective bargaining
(viii) Agreement through wage board.

(B) Settlement machinery
Through preventive measures disputes are likely to be minimized but not
eliminated. Thus, in spite of best efforts to prevent them if industrial
disputes do arise, these need to be amicably settled. For this purpose it is
necessary to provide for appropriate machinery for expedition and equitable
settlement of industrial disputes.

The Industrial Disputes Act, 1947 provides the machinery for settlement of
industrial disputes in the country. This machinery comprises:-
(a) Conciliation
(b) Arbitrations
(c) Adjudications

(a) Conciliations:-
Conciliation refers to the practice by which the services of neutral
third party are used in a dispute as a means of helping the disputing
parties to reduce the extent of their differences and to arrive at an
amicable settlement.

Under conciliation, the conciliator does not give his judgments on the
issue; rather he acts as catalyst agent and assists the parties in
disputes, in their negotiation and decision making. The major
provisions of The Industrial Disputes Act, 1947 regarding conciliation
are as under.
(i) **Conciliation officer:** Conciliation officer may be appointed by the appropriate government for a given area or industry or industries. Conciliation Officer performs the function of mediating in and promoting settlement of disputes. For this purpose, he may hold conciliation proceedings and induce parties to the disputes to come to an amicable settlement. If no settlement is arrived at, he may submit a detailed report about it to the appropriate government for suitable action in the matter.

(ii) **Board of Conciliation:** The appropriate government may constitute the Board of conciliation so as to bring about settlement of disputes. The Board will have a chairman and two or four members' representation in equal numbers from the employer and workmen. In case, dispute is settled, the Board will send a report along with the memorandum of settlement signed by the parties. In case the dispute is not settled, it will report to the government listing the causes of failure and suggesting suitable steps to be taken.

(iii) **Court of Enquiry:** The government may appoint a court of enquiry to go into any matter connected with industrial dispute. The government within 30 days from the date of its receipt shall publish the report submitted by the court of enquiry.

(b) **Arbitrations:**

Arbitration is a process in which a dispute is submitted to an impartial outsider for his decision, which is usually binding on both parties. Arbitration may be voluntary and compulsory. The Act recognizes voluntary arbitration as a method of settling disputes in which third
party acts as judge to decide the matter, which is binding, to the union and management.

(c) **Adjudications:**

Adjudication refers to a process, which involves intervention in the dispute by the third party appointed by the Government, with or without the consent of the parties to the dispute, for the purpose of settling the dispute. The Industrial Disputes Act, 1947 provides three-tier machinery consisting of:

(i) **Labour Court**

(ii) **Industrial Tribunals and**

(iii) **National Tribunal** for the adjudication of industrial disputes.

(i) **Labour Court** : The Government may constitute one or more labour courts for adjudication of dispute. The labour Court shall consist of one independent person who may be the judge of High Court or District Court. Following matters fall within the jurisdiction of labour court.

(a) The priority or legality of an order passed by the employer under the standing orders.

(b) The application and interpretation of standing orders.

(c) Discharge or dismissal of workers including reinstatement.

(d) Illegal or otherwise of any strike or lock-out.

(e) Withdrawal of any customary concession to the workmen.

(f) Any other matter not falling within the Jurisdiction at Industrial Tribunal.
(ii) **Industrial Tribunals:** The Government may, by notification in the Official Gazette, constitute one or more industrial tribunal for adjudications of industrial disputes. Matters within the jurisdiction of an Industrial Tribunal include:

(a) Wages including the period and mode of payment
(b) Compensatory and other allowances
(c) Hours at work and rest intervals
(d) Leave with wages and holidays
(e) Bonus, profit sharing, PF and gratuity
(f) Shift working which is not as per standing orders
(g) Rules of discipline
(h) Rationalization
(i) Retrenchment of worker and closure of establishment.

(iii) **National Tribunal:** For the adjudication of industrial dispute of national importance spread in more than one state, The Central Government may by notification in the official Gazette constitute. National Tribunals, which shall consist one person below the age of 65 years. Other terms are like Industrial Tribunals.
2.5. TRADE UNIONS AND INDUSTRIAL RELATIONS

2.5.1 Introduction
2.5.2 Functions of Trade Union
2.5.3 Structure of Trade Union in India
2.5.4 Trade Union Movement in India
2.5.5 Weaknesses of Trade Union in India
2.5.1 INTRODUCTION

Trade unions are a major component of the modern industrial relations system. A trade union of workers is an organization formed by workers to protect and promote their interests. Trade unions are now considered a subsystem, which seek to serve the specific subgroup's interest and work as a part of organization and industry. The Indian Trade Unions Act, 1926 defines a trade union as "Any combination formed primarily for the purpose of regulating the relations between workers and employers". According to Edwin B Flippo,22 "A trade union is an organization of workers formed to promote, protect and improve through collective action, the social, economic and political interest of its members." In general, there are two types of employees' union, the industrial and the craft. These are often referred to as verticals and horizontals, respectively. The vertical union includes all workers in a particular organization regardless of occupation. It thus, constitutes a mixer of skills and lacks the homogeneity of the crafts. The horizontal or craft union is an organization that cuts across many companies and industries. Its members belong to one craft.

2.5.2 FUNCTIONS OF TRADE UNION

The National Commission on Labour has pointed out the following basic functions on which the trade union has to pay greater attention:

(i) To secure for workers fair wages.
(ii) To safeguard security of tenure and improve conditions of service.

(iii) To enlarge opportunities for promotion and training.
(iv) To improve working and living conditions
(v) To provide for educational, cultural and recreation facilities.
(vi) To co-operate in and facilitate technological advance by broadening the understanding of workers on its underlying issues;
(vii) To promote identity of interests of the workers with their industry.
(viii) To promote individual and collective welfare.

2.5.3. STRUCTURE OF TRADE UNIONS IN INDIA

In India, the structure of trade union consists of plant level, state level and the centre. There are two types of organizations to which the trade unions in India are affiliated:

(a) National Federations and
(b) The Federation of Unions

(a) **National Federations** have all the trade unions in a given industry as their affiliated members. Every trade union, irrespective of the industry to which it belongs, can join a general national federation. The national federations are empowered to decide the question of jurisdiction of the various local and national unions. These federations allow their affiliate to bargain independently with their employers.

(b) **The Federation** of Unions are combinations of various unions for the purpose of gaining strength and solidarity. Such federations may be local, regional state, national and international. Many unions are affiliated to one or the other type of the following central organizations of workers.

(i) The Indian National Trade Union Congress (INTUC)
(ii) The All India Trade Union Congress (AITUC)
(iii) The Hind Mazdoor Sabha (HMS)
(iv) The United Trade Union Congress (UTUS)
(v) The Centre of Indian Trade Unions (CITU)
(vi) Bhartiya Mazdoor Sangh (BMS)
(vii) The National Labour Organization (NLO)
(viii) The National Federation of Independent Trade Union (NFITU)
(ix) Indian Federation of Labour (IFL)
(x) Hind Mazdoor Kisan Panchayat (HMKP)

At the international level, the World Federations of Trade Unions and The Intentional Confederation of Free Trade Unions are two important organizations.

2.5.4. TRADE UNION MOVEMENT IN INDIA.

Trade Union Movement is co-exertive with large-scale industries, and goes back to the year 1857. It developed in stages in 1890 with Bombay Mill hands Association followed by Amalgamated Society of Railway Servant of India in 1897. A few more unions came into being, but it was the Russian Revolution in 1917, the Swaraj Movement and the establishment of The International Labour Organization that gave new life to the trade union movement in India. Then, The Trade Unions Act, 1926 recognizes the right to organize provided a fill up to the movement and numerous trade unions came to be registered. At present there are thirteen central trade unions. A summary of these unions is depicted in following table.\(^{23}\)

<table>
<thead>
<tr>
<th>No.</th>
<th>Trade Union</th>
<th>Years of Establishment</th>
<th>Political Affiliation</th>
<th>No. of Affiliated Unions</th>
<th>Membership (lakhs) Approximate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>INTUC</td>
<td>1947</td>
<td>Congress</td>
<td>4428</td>
<td>54</td>
</tr>
<tr>
<td>2</td>
<td>AITUC</td>
<td>1920</td>
<td>CPI</td>
<td>2996</td>
<td>30</td>
</tr>
<tr>
<td>3</td>
<td>CITU</td>
<td>1970</td>
<td>CPI(M)</td>
<td>3011</td>
<td>24</td>
</tr>
<tr>
<td>4</td>
<td>HMS</td>
<td>1948</td>
<td>--</td>
<td>1248</td>
<td>45</td>
</tr>
<tr>
<td>5</td>
<td>BMS</td>
<td>1955</td>
<td>BJP</td>
<td>2871</td>
<td>41</td>
</tr>
<tr>
<td>6</td>
<td>UTUC</td>
<td>--</td>
<td>RSP</td>
<td>413</td>
<td>8</td>
</tr>
<tr>
<td>7</td>
<td>UTUC(LS)</td>
<td>1948</td>
<td>SUCI</td>
<td>231</td>
<td>12</td>
</tr>
<tr>
<td>8</td>
<td>HMKP</td>
<td>--</td>
<td>--</td>
<td>81</td>
<td>16</td>
</tr>
<tr>
<td>9</td>
<td>NFITU</td>
<td>--</td>
<td>--</td>
<td>132</td>
<td>8</td>
</tr>
<tr>
<td>10</td>
<td>NLO</td>
<td>--</td>
<td>--</td>
<td>356</td>
<td>7</td>
</tr>
<tr>
<td>11</td>
<td>ICL</td>
<td>--</td>
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<td>23</td>
<td>9</td>
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<tr>
<td>12</td>
<td>TUCC</td>
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<td>198</td>
<td>5</td>
</tr>
<tr>
<td>13</td>
<td>IFFTU</td>
<td>--</td>
<td>--</td>
<td>26</td>
<td>5</td>
</tr>
</tbody>
</table>
2.5.5. WEAKNESSES OF TRADE UNION MOVEMENT IN INDIA.

The trade unions in India could not develop into effective organization for certain reasons. They are:

(a) The unrealistic policies of the government idealistic and irrelevant notions of morality and democratic necessities have stood in the way of realistic policies.

(b) Moral idealism about goals, optimism about achieving them and malnutrition are endemic in India;

(c) The goals of trade unions set were and too ambitious, government attempted to push labour schemes faster than the capacity to go; and

(d) The encouragement by the government to the growth of a large number of weak and dependent unions.

As a result, the trade union movement in India has not reached its state of maturity. Some of the weaknesses of the movement in India are as follows:

(i) **Domination of political parties**: political parties and leaders dominate the trade union in India. The political aims overshadow the genuine objectives of the trade unions; in fact, the greatest obstacle to the growth of healthy trade union movement in India is the unhealthy influences of rival political parties.

(ii) **Inadequacy of finances**: The finances of almost all the unions are rather poor, with the result that they are not in a position to do much per the welfare of the workers. The primary source of income to the union is membership subscription. Most of trade unions in India suffer from excess of expenditure over income. As per The Trade Union Act 1926, the Membership fees rate is just Rs.0.25 per month per member.
(iii) Absence of unity:- There are too many rival unions. This militates against cohesive and united action on the part of all the workers. Inter and intra union rivalries have been a potent cause of poor industrial relations in the country.

(iv) Small number of members: Size of membership of trade unions determines their strength, financial position and their ability to protect and promote employees interest. The trade unions do not command good membership, as this merger membership is spread over a large number of unions thereby weakening individual union.

(v) Lack of common goal:- For the success of any organized group the individual members of the group must have commonness of mind. There is a absence of commonness of mind because of the domination of political parties with different ways of achieving ends, so the goals also differ.

(vi) Absence of Craft Unions:- We have no craft unions in our country, all workers being unionized unit-wise or industry wise. The workers following different crafts becoming member of the same union often creates problems rather than meeting them.
2.6 WORKERS PARTICIPATION IN MANAGEMENT

2.6.1. Introduction
2.6.2. Objectives of Workers Participation in Management
2.6.3. Forms of Workers Participation in Management Scheme
2.6.4. The Indian Scene in Workers Participation in Management
2.6.1. INTRODUCTION

Workers participation in management is an important part of human relations because it offers an enormous potential for higher productivity, improved satisfaction and creative thinking. As pointed out by Keith Davis, "It is a mental and emotional involvement of a person in a group situation which encourages him to contribute to group goals and share responsibility in them."

The concept of workers participation in management crystallizes the concept of industrial democracy and indicates an attempt on the part of employer to build his employees into a team, which work towards the realization of common objectives.

The scope, extent and the successful working of the participative management depends to a great extent on the objectives and three important factors of the system of industrial relations viz, the employer, the employees and the government:-

Workers Participation in Management is confined to:

(i) Sharing information with the employees.

(ii) Consulting them in all matters which directly or immediately effect them; and

(iii) Sharing administrative and executive powers and authority with the employees' representatives in certain non-critical areas like welfare,

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safety, health and training. It does not extent to matter, which is subject to collective bargaining such as wages, hours of work etc.

2.6.2. OBJECTIVE OF WORKERS PARTICIPATION IN MANAGEMENT

The objectives of the workers participation scheme vary from country to country, because they largely rest with their socio-economic development of country, its political philosophy, industrial relations and the attitude of workers. The main objectives of workers participation in management include:

(i) To promote increased productivity for the advantage of the organization, workers and society at large.

(ii) To provide a better understanding to employees about their role and place in the process of attainment of organizational goals.

(iii) To satisfy the workers’ social and esteem needs and to strengthen labour management co-operation and thus maintaining industrial peace and harmony.

(iv) To develop social education for effective solidarity among the working community and for tapping latent human resources.

(v) An ideological point of view to develop self-management in industry.

(vi) To build most dynamic human resources and that the nation through entrepreneurship and economical development.

2.6.3. FORMS OF WORKERS PARTICIPATION SCHEME

At present following participative forms are prevailing in India.

(i) Works committee
(ii) Joint Managements Councils
(iii) Joint Councils
(iv) Unit Councils
(v) Plant Councils
(vi) Shop Councils
(vii) Workers' representative on the Board of Management and;
(viii) Workers participation in share capital.

(i) **Works Committee**:- The Industrial Dispute Act, 1949 provides for the setting up of works committees as a scheme of workers participation in management which consists of representatives of employers and employees. The aim of setting up of these bodies is to promote measures for maintaining harmonious relations in the work place and to sort out difference of opinions in respect of common interest of both. The work committees are consultative bodies. Their functions include discussion on conditions of work amenities, welfare schemes and encouragement of resolving differences, if any.

(ii) **Joint Management Councils (JMC)** :- On the basis of experiences of western countries Government of India deputed a study group in 1957 to study the scheme of workers' participation and it made certain recommendations. Again in 1975, Government announced a scheme of workers participation, which consisted of establishment of Joint
Councils and shop Councils as part of its 20 point economic programme. The scheme contemplated participation of workers in the decision making process.

The main features of this scheme are (a) in every enterprise employing 500 or more workmen the enterprise should constitute one or more shop councils for each department and one joint council for the whole unit; (b) the shop council should consist of an equal number of representatives from both the parties.

(iii) **Joint Councils/Unit Councils**

The joint councils are for the whole unit and its tenure is for two years. The joint committee will meet once in four months. The decision taken at the joint council meetings are by the process of consensus and it has to be implemented in one month by management.

(iv) **Shop Councils/Plant Councils**

The shop council represents each department in an unit. Each shop council will consist of an equal number of representatives of both the parties from among the departments concerned. The decisions of shop council are to be taken on the basis of consensus. It has to implement in a month by the management.

(v) **Workers Representative on The Board of Management**

Under this scheme of workers participation in management, the companies employing 1000 or more employees should have their representative on board from actually working in the company. The workers will elect the workers director. Government will give training to such directors.
(vi) **Workers' participation in share capital**

The Sachar Committee in its report to government made a suggestion that in all their public issue of shares, company should reserve shares exclusively for the workers called the workers shares. These shares first must be offered to employees, failing that offered to existing shareholders or the public. This scheme also permit companies to give to the employees a loan up to 12 months and up to Rs.12,000 for purchasing shares in the company.

2.6.4. **THE INDIAN SCENE IN WORKERS PARTICIPATION IN MANAGEMENT**

In India though government employees and employers support the concept of participative management in principle, no serious interest has been shown in it, except, of course by government. From time to time the government has come out with a variety of schemes, which best serve the national interest; but it is disheartening to note that all the schemes have failed miserably. A variety of factors which are responsible for the failure of the schemes are listed below:

1. Ideological difference between employees and employer regarding the degree of participation.
2. Failure to imbibe the spirit of participation by the parties.
3. Multiplicity of participative forms
4. Lack of strong trade unionism.
5. Unhappy industrial relations
6. Illiteracy of workers
7. Non co-operative attitude of the working class
8. Delay in implementation of decisions of participative bodies.

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2.7. INDUSTRIAL RELATIONS AND RELATED LEGISLATION

2.7.1 Legal Frame Work
2.7.2 Classification of Labour Legislation
2.7.3 Various Labour Laws
The Constitution of India has guaranteed some Fundamental Rights to the citizens and has also laid down certain Directive Principles of State Policy for the achievement of a social order based on Justice, Liberty, Equality and Fraternity. The Constitution amply provides for the enlistment of labour by guaranteeing certain fundamental rights to all. Article 14 lays down that the State shall not deny to any person equality before the law or the equal protection of laws. There shall be equality of opportunities to all citizens in matters relating to employment or appointment to any office under the state. People have right to form associations or unions. Traffic in human beings and forced labour and the employment of children in factories or mines or other hazardous work is prohibited.

The Directive Principles, though not enforceable by the court, are nevertheless fundamental in the governance of the country, and it shall be the duty of the State to apply those principles in making laws from time to time.

Labour is in the Concurrent List on which both the Centre and State Governments have power to make laws. It is also clarified that in case of any repugnancy between centre and state legislation, the legislation of the Union shall prevail.

Articles 39, 41, 42, and 43 have special relevance in the field of industrial legislation and adjudication. Social security is guaranteed in our Constitution under Articles 39, 41 and 43. Article 43 also provides for living wage. The
International Labour Organization (ILO), which was set-up in 1919 and surviving today, only international body, the Second World War, has became the first specialized agency of UNO in 1946. India has been a member of the ILO since its inception. The Preamble affirms that universal and lasting peace can be established only if it is based upon social justice, draws attention to the existence of conditions of labour involving injustice, hardship and privation of a large number of people, and declares that improvement of these conditions is urgently required through such means as the regulation of hours of work, prevention of unemployment, provision of an adequate living wage, protection of workers against sickness, disease and injury arising our of employment, protection of children, young persons and women, protection of the interest of migrant workers, recognition of the principle of freedom of association and organization vocational and technical education. The Preamble of ILO also state that the failure of any nation to adopt human conditions of labour is an obstacle in the way of other nations desiring to improve labour conditions in their own countries.

2.7.2. CLASSIFICATION OF LABOUR LEGISLATION

V.V.Giri classified labour legislation in India under the following broad heads.

(A) Laws Relating to Weaker Section:
   (i) Children (ii) Women

(B) Laws Relating to Specific Industries:
   (i) Factories and workshops
   (ii) Mines and minerals

(iv) Plantations
(v) Transport namely Railways, Seaman ports and docks, Inland
(vi) Shops and commercial establishment
(vii) Contract labour
(viii) Construction work
(ix) Working journalists

(C) Laws Relating to Specific Matters:
(i) Wages
(ii) Indebt ness
(iii) Social Security
(iv) Bonus
(v) Forced labour

(D) Laws Relating to:
(i) Trade unions and
(ii) Industrial Relations

2.7.3. VARIOUS LABOUR LAWS

(1) The Factories Act 1948
(2) The Mines Act 1952
(3) The Plantation Labour Act 1951
(4) The Employment of Children Act 1938
(5) The Industrial Employment (Standing) Orders Act 1946
(6) The Indian Railways Act 1930
(7) The Indian Merchant Shipping Act 1973
(8) The Indian Dock Laborers’ Act 1934
(9) The Dock Workers (Regulation Employment) Act 1984
(10) Motor Vehicles Act 1939
(11) The Motor Transportation Workers Act 1961
(12) The Contract Labour (Regulation and Abolition) Act 1970
(13) The Workmen's Compensation Act 1923
(14) The Minimum Wage Act 1948
(15) The Employees State Insurance Act 1948
(17) The Payment of Wages Act 1936
(18) The Payment of Bonus Act 1965
(19) The Bonded Labour System (Abolition) Act 1976
(20) The Trade Union Act 1926
(21) The Industrial Disputes Act 1947
(22) The Employment Exchange [compulsory notification of vacancies] Act 1959
(23) The Apprentices Act 1961
(24) The Employees' Provident Funds and Miscellaneous Provisions Act 1952
(25) The Payment of Gratuity Act 1972
(26) The Equal Remuneration Act 1976
(27) The Labour Act 1988

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2.8. REVIEW OF LITERATURE:
2.8. REVIEW OF LITERATURE:

There is a sizable literature on cement industry in conformity with its history and economic importance. A good deal of analytical literature exists at broad levels like problems associated with productivity, financial performance, size and technology, manpower and location. Similarly many researches have been made on Personnel Management areas including employee employers’ relationship. An humble attempt is made to review briefly some of the relevant studies in the pages to follow.

- Ghose S, in his article (1962) has made an attempt for the first time to examine the relationship between employment, earning and productivity of worker in the cement industry. His analysis is based on the published data of CMI and CSO. His study pertains to the period 1949-1958. According to him, employment in the industry shoots high up due to the pressing demand for cement in large quantity during that period. The nominal or money earning of the worker has an increasing trend while real earning registers a downward trend. The productivity of worker from 1952 onward is seen to have risen. Ratio of index of real earning to that of productivity disfavors worker and favours capital. He concluded that while the industry prospers, the conditions of worker gradually worsen.

- In 1977, the Institute of Applied Manpower Research published a book on manpower in the industry [IAMR, 1977 Ch.II pp 9-23] The main objectives are to establish relationship between fixed capital and output on one hand, and total employment and types of manpower on the other. It suggests guidelines for micro and macro levels estimation of demand for different types of technical and non-technical personnel required by
the industry. The study team intends to evolve manning matrices for the industry as a whole or for department of production. It examines how far the educational qualifications of manpower match with the job requirements for their positions and whether recruitment and promotion policies or union agreements have been responsible for the mismatching. It is found that per thousand tones of production of cement on an average 3.2 persons are required. The ratio has decrease over the time owing to introduction of dry process technology. The study concludes that the educational level of worker is higher in high productivity plant. And the proportion of employment in quarry is directly related to its mechanization. In dry process' plants of all sizes, relatively more persons are employed in production and maintenance because of more use of sophisticated technology that in the plants of corresponding sizes with wet process.

- As regards the location pattern of the cement industry in India the first attempt was made by Mehta M.M. in 1955. He has measured the location quotient and co-efficient of localization. According to him the industry has a tendency to be attracted to the point of minimum transport cost in relation to raw material, power and market. The vocational pattern of the industry clearly reflects the relative pull of these productive inputs of the location of units. Variation in location quotient suggests an unmistakable tendency already operating for the dispersal of productive activity in the industry. This location shift, in productive activity is partly due to change in significance of locational factors and partly due to the unscientific character of earlier locations.

- Mehta and Madnani (1973) in their article attempt to examine the effect of size and technology on industry’s productivity. After having studied
28 units, they attempt to test the validity of the hypothesis that better technology and economies of scale have a significant positive relationship with the level of productivity. The data pertaining to period 1965-69 reveals that the size and technology are negatively associated. Small size units use improved and better technology. On the other hand there is ample evidence that the plants, which are more capital intensive and more mechanized, have also higher levels of productivity.

- In one of his studies Arya in 1974 has used four concepts of size – No of workers (l) installed capacity (z) physical production (x) and net adjusted capital (k). He has tested the hypothesis that the size of a unit is positively correlated with technology. He has tried the correlation between size and technology by taking a small sample of 11 companies. He has made both the time series and cross section analysis covering period 1951 to 1974. He observed that in all 3 concepts of size (except k) the technology is negatively related. as l, z or x increases the capital intensity declines.

- Kumar Bar Das in his book cement industry of India’ published in 1987 focuses on various areas of the industry like location analysis, degree of concentration and competition, analysis of excess capacity, size efficiency, appraisal of financial performance, efficiency in the inter regional flow & procurement of cement, and review of price control policy of the government. The study covers the time period from 1971 to 1980. It covers the maximum number of cement manufacturing companies for which data from authentic sources are available. A micro approach to the problems of various areas is intended to study the structural changes in the industry and its economic effects and implications. The study is divided into nine chapters. The problems
encountered by the industry have been analyzed in historical perspectives. Growth and performances of the industry have been studied keeping in view the interest of the customers, producers and economy as a whole. At the end findings are summarized and few suggestions are offered.

- Sanjay Sinha in his book titled 'Mini Cement'. A review of Indian Experience, published in 1990 attempts to focus mini cement plants (MCP) in India. He has covered in his book the issues pertaining pricing policy, mini scale cement production, technology and its economic analysis and comparative study of small versus large in the Indian Cement Industry have been highlighted.

The study concludes that the consideration of VSK cement production as an appropriate technology for Indian conditions is undoubtedly constrained by the requirement that all cement produced and sold in the country should conform to the fairly stringent standards of Portland cement. The experience of VSK operation has conclusively shown that mini cement plants cannot supply Portland cement at prices significantly below prevailing market prices determined by the large cement companies.

- Dr. B.L. Maheshwari in his book 'Marketing Strategies in Cement Industry in India' published in 2001 throws light on issues associated with marketing of cement in India. Author has made all attempts to encounter the issues like marketing organization & structure, product standardization & grading, packing & brand, price, distribution & transportation, sales promotion, advertisement and international
marketing of cement. At the end findings & suggestions are given. A few forecasting in warning forms are also suggested for the cement industry in India.

- In the book ‘Industrial Relations in India and workers Involvement in Management’ written by V.P. Michel and published in 1984, attempts have been made to provide industrial relations structure and framework in general and workers involvement in particular. The book is divided in four parts. A comparative approach on the practice of workers participation in various countries like U.K., USA, Sweden, Denmark and India, has been analyzed. In conclusion, author observes that trade unionism in The USA, Europe and India is identical, but the attitude and approaches of trade union differ substantially. American and Indian trade unions concentrate more on collective bargaining, however direct action like strikes, lockouts etc. are common in India. Indian trade unions seem to exist for the sake of their own economic and political ends.

- Dr. Jacob K.K. in his book ‘Personnel Management in India’ published in 1987 made study, the first of its kind to cover the whole country and large number of personnel officers to gain a proper perspective of Personnel Management in India. It deals in general with the progress and problems of personnel management in India. It seeks to compare the different stages and landmarks in the development of personnel management in India, and deals with the emerging situation and their implications for future. It also presents a comparative picture of the conditions of service and other aspects of personnel management in different states, industries and regions of high or low level of industrial development. It focuses on all the important aspects of personnel
management as they are today, with a view to find out what these ought to be tomorrow.

- 'Personnel Management in Indian Industries' by Gopal ji, published in 1985 is the study based on an investigation into the personnel policies and practices in selected industries in India. The study covers chemical, pharmaceutical, engineering textile and food and beverages groups of industries. A total of 31 companies in the public and private sector belonging to these groups are studied, The study is aimed to examine the place of 'Personnel' as a function in Indian manufacturing industries and to survey the enterprise practices relating to personnel function.

- Pandit D.P., Workers' Participation in Management: The Indian experiment conducted a study in 1962 in four units in private sector and came to conclusion that the experiment did not serve any felt need on either side in the industrial establishment. She contended that the details regarding the size, structure, decision making etc. were irrelevant as long as the groups involved in the experiment lacked the spirit of co-operation.

- An investigation into six industrial units covering both private and public sector by Sheth N.R. in his book The Joint Management Council: Problems and prospectus (1972) brought out the conclusion that JMC would develop into effective and viable means of participative forum if it could meet the perceived needs of the management and employees at the level of organization. Outside pressures, whether law, as in the case of works committee or by persuasion, as in the case of JMC, may not be congenial to its development.

- Bhatnagar, Deepti 'Workers desire for participation' published in 1977, studied the workers desire for participation in a textile and fertilizers factory with respect to six categories of decisions: decision related to
one's work, safety, technical decisions, personal decisions, welfare decisions and managerial decision. She found that workers desired increasing amount of participation from first to last decision category; and also workers in technologically advanced fertilizer factory demanded greater participation than those in the textile factory with traditional technology.

- 'Indian Labour Movement' by G Ramanujam (1986) gives step-by-step movement of labours in India from historical perspective to present situation up to when Rajiv Gandhi became new prime minister of the India. It focuses on practices by ILO, AITUC, NTUC, INTUC, UTUL, and CITU. It also focuses on the approaches of various political parties towards labour issues in India. It also deals with the role of state governments and the central in protecting and promoting the interests of workers.

- Vijay Asdhir in his book titled 'Industrial Relations in India Settlement of Industrial Disputes' published in 1987, attempts to study industrial relations in India with particular emphasis on dispute settlement mechanism. He covers major issues like fragmentation of unions, inter and intra union rivalries, recognition of union, grievance settlement, adhocism in policies, action of the government, rising prices and real wages, legalism and rising expectations. The whole study has been organized into ten chapters. The main conclusion of the study is that the effectiveness and efficiency of dispute settlement machinery have been very low in India. The reason for this can be found in the inability or unwillingness or both on the part of any one or all the parties involved in the process including workers, trade unions, employers, presiding officers and officials of the labour Department.
• Nusrat A. Khan in her thesis title "Industrial Relations in India: A study of Industrial Relation Climate and its impact" (2003) concludes that promoting a healthy and harmonious industrial relations climate both management and workers should understand the dynamics of different organizational, environmental and industrial relation factors. The dominant factors are size of the organization, age, structure, unionization and processes.

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