Labour participation in management has to be viewed in India in the context of three major developments that have characterised the politico-economic scene in the country since independence. These developments are: the establishment of a democratic form of Government, acceptance of socialistic pattern on which the new economic and social order has to be built and the promotion of rapid and balanced economic development, as the central objective of public policy and national endeavour. Labour participation is an integral part of the institutional changes taking place in Indian society in order to accelerate the process of economic development and to strengthen the forces of democracy and socialism.

The problem of labour participation in management in Indian industry has been examined in all its aspects in the following pages with a view to suggesting measures to make participation more effective and real. The approach has primarily been practical; the theoretical aspects, wherever necessary, have been briefly touched.

The field of labour participation has, so far, remained unexplored in India and the present work is a pioneering one in this direction. The experiment being a new one, practically no information was available about its working.
I, therefore, visited most of the undertakings where the scheme is being tried, which gave me an opportunity to make an on-the-spot study of the organs of participation and to establish personal contacts with employers, managements, workers and trade unions, directly concerned. The observations, incorporated in this work are thus, largely based on or substantiated by personal investigations and interviews.

The study has been divided into four parts. Part I gives the background and discusses the meaning, purposes and forms of participation (Chapter I). Part II relates to the organs of participation, wherein an attempt has been made to critically examine the functioning of Works Committees, (Chapter II) Joint Management Councils (Chapter III) and Tripartite Consultation (Chapter IV). Part III is devoted to a study of the factors affecting labour participation and deals with trade unions (Chapter V), industrial relations (Chapter VI) and education and training (Chapter VII) which together constitute the foundations on which the edifice of labour participation has to be built in India. Part IV summarises the conclusions and offers recommendations for making labour participation a success in India.

The whole study has been a voyage through unchartered seas. But it has been, on the whole, as instructive as it has been interesting and thrilling. It is hoped that it will pave
the way for more advanced and exhaustive studies on the various aspects of labour participation in management in Indian industry.

I would like to express my heartfelt gratitude to Dr. Prabhat Ghandra, Reader in Sociology, Jabalpur University, Jabalpur under whose capable guidance and supervision this work has been done. Thanks are also due to Dr. T.N. Kapoor, Head Department of Commerce, Panjab University and my colleague Dr. S.D. Tripathi for their ungrudging cooperation and valuable suggestions and to Shri Ami Chand Behl, who typed the manuscript. Finally, I may also tender my grateful thanks to the Ministry of Labour, Government of India, Central Board for Workers' Education, Asian Trade Union College, Indian National Trade Union Congress and other labour federations, Employers Federation of India and other Government and private organisations for the cooperation given by them.

Department of Commerce
Panjab University
Chandigarh - 1

January 28, 1964

(Brahma Narain Mehrotra)