APPENDIX I

QUESTIONNAIRE/INTERVIEW-MANAGERS.

1. Name of the company
2. Your name, if you please
3. Designation
4. Experience
5. Have you been a member of negotiation team: Yes / No

Part-I COLLECTIVE BARGAINING - GENERAL VIEW

1. Which method of dispute resolution is the best for collective disputes?
   a. Unilateral decisions by Mgt./Union.
   b. Bipartite bargaining (collective bargaining)
   c. Tripartite bargaining (conciliation)
   d. Voluntary arbitration.
   e. Tribunal Adjudication.
   f. Cannot say.

1.2 Is collective bargaining an
   a. Effective institution for promoting industrial relations.
   b. Encroachment on Management’s rights.

1.3 What kind of formal set-up for collective bargaining is available in your organisation?
   a. Recognised union.
   b. Joint committee
   c. Departmental committee.
   d. No formal set-up.
1.4 What are the issues which are brought within the purview of collective bargaining?
a. Wage related
b. Work related
c. Social security & welfare related
d. Diversification & Technology related
e. Appointments & Promotions.
f. Retrenchment & Disciplinary matters
g. Others i) ii) iii)

1.5 Please indicate the issues which are kept outside the purview of collective bargaining.
   a) b) c) d)

1.6 Please mention whether collective bargaining is a:
a) Periodic process
b) Issue based
c) Crisis solving

1.7 Please indicate the frequency of collective bargaining meetings.
a) Once a month
b) Once in two month
c) Once in three months
d) Once in six months
e) No set rules

Part-II COLLECTIVE BARGAINING - PREPARATION AND NEGOTIATION.

2.1 What is the criterion for the nomination of the Management team?
a) Experience in the company.
b) Head of the Department.
c) Professional/Negotiation skill.
d) Top management’s choice
e) Any other.

2.2 What is the criterion for the choice of the union team?

a) Office bearers
b) Nominated by the union
c) Nominated by workers.
d) Management’s choice
e) Top leader’s choice
f) Any other.

2.3 Preparation for collective bargaining should begin:

a) Immediately after signing the previous agreement
b) Immediately on receipt of the charter of demands
c) When the union starts exerting pressure after submitting the charter of demands.
d) Three months before the agreement is due to expire
e) One month before the agreement is due to expire.
f) Can’t say.

2.4 The charter of demands should be submitted:

a) Three months before the expiry of the existing agreement
b) Two months before the expiry of the existing agreement
c) One month before the expiry of the existing agreement
agreement.

d) At the time of expiry of the existing agreement.

e) Can't say.

2.5 The charter of demands presented by the union is usually:

a) Populistic/unrealistic

b) Data based

c) Based on the past agreement

d) Based on the agreements in the area

e) Financial position of the company

f) National trends

g) Any other.

2.6 How do you find the attitude of union representatives during negotiation?

a) Tough/unreasonable

b) Hard Bargainers

c) Receptive to information

d) Concerned about their position as leaders

e) Threats/pressures

f) Any other.

2.7 Which in your opinion is the most contentious issue during the negotiation (Please number in order).

a) Wage related

b) work related

c) Disciplinary matters

d) Union related issues

e) External interferences

f) Technological changes.
g) Any other

2.3 What steps does the management resort to in case of a stalemate during negotiation?
   a) Adjourn the meeting.
   b) Provide further information & clarification.
   c) Arrive at a partial settlement.
   d) Seek third party intervention.
   e) Any other.

2.9 Do the union leaders issue threats/pressurise before and during the negotiation?
   a) Always
   b) Often
   c) Sometime
   d) Never

2.10 What are the reasons for involving the third party (conciliation) in signing the agreement?
   a) Lack of mutual confidence.
   b) Both have faith in third party
   c) Legal necessity
   d) Any other.

Part-III IMPLEMENTATION AND GRIEVANCE SETTLEMENT MACHINERY.

7.3 Please specify the media which is used to communicate the agreement to workers.
   a) House-magazines.
   b) Union office bearers.
   c) Joint committee
   d) Direct communication with workers

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What steps are taken to implement the agreement?

a) Discussion and training of line management
b) Explaining the implications of the agreement.
c) Training of work force.
d) By registering the agreement with concerned authority.
e) Any other.

Please specify the reasons for partial/non-implementation of the agreement negotiated successfully.

a) Inter-union or intra-union rivalry
b) Financial crisis.
c) Violation/non-observance of conditions of agreement
d) Mis-understanding of the implications of agreement.
e) External interferences
f) Any other.

On what basis is collective bargaining more effective?
(Please mention in order of preference).

a) Data based information sharing
b) Mutual trust and goodwill
c) Willingness to avoid agitation
d) Negotiator’s skill.
e) Management strategies
f) Union strategies
g) Financial position
h) Any other
3.5 Is there any mechanism to review the implementation of the settlement? : Yes / No
If yes, then what it is?
   a) Periodic review by management
   b) Joint committee
   c) Any other.

3.6 What sources are used to discover grievances?
   a) Direct observation
   b) Grievance procedure
   c) Gripe Box
   d) Exit interview
   e) Open door policy
   f) Any other.

3.7 Please indicate the effectiveness of the following for the redressal of grievances in order of preference
   a) Immediate supervisor
   b) Head of the Department
   c) Personnel/ I.R. Department
   d) Joint committee
   e) Top management

3.8 What do you think about the effectiveness of the Grievance settlement machinery in your organisation?
   a) Very effective
   b) Effective
   c) Moderately effective
   d) Ineffective
   e) Cannot say.
3.9 Is grievance settlement procedure properly communicated to?
   a) Line managers
   b) Union leaders
   c) Workers.

   If yes, what methods are adopted?
   a) Official circulars
   b) Company magazines
   c) Meetings
   d) Joint committee
   e) Direct communication.

3.10 What is the main object of Grievance-Handling Machinery?
   a) To strengthen line management.
   b) Improve mutual understanding between complainant and supervisor
   c) To secure natural justice
   d) To prevent dissatisfaction
   e) Can't say.

3.11 What do you think about the management-labor relations in your organisation?
   a) Cordial
   b) Working/business - like
   c) Strained
   e) Normal
   e) Can't say
3.12 How is the Government Policy towards collective bargaining?
   a) Promotes
   b) Hinders
   c) No effect
   d) Can't say

3.13 What are your suggestions for making collective bargaining more successful? Please indicate in order of preference
   a) Laying firm criteria for recognition of union
   b) Commitment and determination to reach an agreement
   c) Unfair practices must be declared illegal
   d) Full implementation of agreement
   e) Based on factual data
   f) Well laid down grievance settlement procedure
   g) Mutual recognition of rights & responsibilities
   h) Joint Negotiation Committee in case of more than one union
   i) Any other

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