Collective bargaining came in vogue with the emergence and development of the trade union organisation. The problems encountered by trade unions during the early period of development, the hostile and indifferent attitude of employers towards unions, acceptance of unilateral conditions of employment framed by employers owing to weak individual bargaining power, gradual organisation and unity among workers to better their economic conditions were some of the factors which played an important role in the growth and development of collective bargaining (during the early period). The phrase 'collective bargaining' was coined by Webb (Sydney James, 1858-1947 and his wife Beatrice, 1858-1943, English Economists and sociologists) first time as an antonym to individual bargaining', in their book *Industrial Democracy* in 1897:

"In unorganised trades the individual workman accepts or refuses the terms offered by the employers without communication with his fellow workmen---- for the sale of his labour he makes with the employer a strictly individual bargain. But if a group at workmen concert and send representatives to bargain on behalf of the whole body, the position is at once changed. Instead of the employers making a series of separate contracts with isolated individuals, he meets with a collective will, and settles in a single agreement the principle upon which, for the time being, all workmen---- will be engaged."¹

In America, the term collective bargaining was given currency by Sammuel Gompers of the 'Knights of Labour' and other union leaders of the American Federation of labour who struggled hard for the acceptance and practice of collective bargaining by the employers.

The term collective bargaining is a combination of two parts viz, collective and bargaining. The term 'collective' means group action as opposed to individual action. In industrial context, on the side of workers it denotes the trade union leaders and on the side of management, the representatives of employers or management. Collective bargaining is basically representative in character, because the participants in the bargaining process represent the bargaining parties viz, workers and employers. The word 'bargain' is synonymous with negotiate, haggle, dicker and chauffeur. It implies flexibility in attitude, with mutual 'give and take' stance and compromise. There cannot be any rigidity or take-it-or-leave it attitude on the part of either of the negotiating parties. Thus, collective bargaining is a dynamic process of solving problems arising out of the employment conditions through negotiation.

THEORIES OF COLLECTIVE BARGAINING

There are different theories which look at the broader framework within which collective bargaining functions.

I The Marketing Theory Concept

According to this theory, collective bargaining is
a method to determine collective agreement, stating the terms and conditions on which workers agree to work. This collective agreement lays down the structure of wages and other terms of employment for those who are in the service of the company or may be employed in future. This collective agreement is different from the labour contract that an individual worker enters into with the employer for a stipulated period for a specific remuneration. The basic weakness of this theory is that it is based upon the assumption that collective agreement defines the obligation of both the parties clearly and the relationship delineated by it works smoothly. Many problems which crop up during the implementation of the agreement are ignored under this theory.

II The Government Theory Concept

This theory views collective bargaining with a wider political and socialistic outlook. The collective agreement is considered as the constitution for the functioning of industrial democratic government within the plant, the company or the industry level, within the framework of mutually agreed rules, regulations and procedures laid down from time to time. In this theory of collective bargaining, the contractual nature and balance of power of the earlier theory are not only retained but more emphasis is laid on the continuous negotiation between the parties. It suggests the 'grievance procedure' as the judicial function of collective bargaining to settle any conflict or
dispute arising in the course of working of the agreement.

III Industrial Relations Theory Concept.

This theory views collective bargaining as a process of jointly making decisions on matters of employment and industrial life for the attainment of their respective goals. This process leads to mutual agreement or agreements for the improvement of mutual relationship and terms and conditions of employment. Under this theory, collective bargaining agreements are a means of integrating union and management interests in a way that promotes the welfare of both.

These three different theories of the concept of collective bargaining are neither sharply distinct from each other nor are they mutually exclusive. These represent the different stages of the development of collective bargaining, with different emphases on various aspects of it, and different conceptions of what collective bargaining should be.

Definition

It is very difficult to give a precise and comprehensive definition of collective bargaining because it is basically a process of mutual adjustment from time to time to take care of the bargainers. It is an evolving institution, changing its character, structure and relations with other institutions over a period of time. From its traditional, emotional, turbulent and explosive character, originally, it has evolved into a scientific and systematic process. Besides,
collective bargaining varies a great deal among countries, industries, individual plants and at points of time. This variation is so wide in relation to the issues under negotiation, the level of bargaining, the nature and the extent of third-party-intervention and the legality of contract that collective bargaining in two plants located side by side is not comparable.

Moreover, as Prof Randle pointed out, the process of collective bargaining partakes of the nature of psychology, debate, philosophy, human relations, dramatics and what can be termed as 'broken field running'. The proportions of each are not known, nor indeed are they fixed. It is full of complexities and, therefore, difficult to define.2

Sometime back, collective bargaining was regarded as a series of negotiation leading to the conclusion of formal collective agreements regarding terms and conditions of employment. But today, collective bargaining is not only a procedure of regulating the terms and conditions of employment but is a multifaceted institution performing many roles and serving several different purposes. Collective bargaining is essentially a rule making or policy making procedure and this is a feature which has no proper counterpart in individual bargaining. Thus collective bargaining can be defined as "The process of negotiation between an employer, a group of employers or their representatives on the one hand, and one or more representatives, or unions, on the other, with a view to solve any


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conflict or dispute and to reach an agreement over the terms and conditions of employment".

Collective bargaining is a continuous process of resolving disputes by compromise and mutual discussions in a spirit of cooperation and good will for keeping peaceful industrial relations. It aims at regulating the entire gamut of industrial life.

Although collective bargaining is basically a process of negotiation and of participation leading to signing of an agreement, it is different from other forms of participation such as works committees, shop committees, joint consultative committees which are basically advisory in nature. It is not obligatory for the employer to implement recommendations and suggestions as evolved in such joint forums. The main task of joint committees (works committees and joint management councils) is to share information, ideas and suggestions on matters of common interest. But in collective bargaining such information is shared to reach an agreement signed by both the representatives of employers and workers with the aim to implement such agreement. Explaining the distinction between collective bargaining and joint consultation or joint decision making through committees, the ILO booklet states:

"In collective bargaining the object is to reach an agreement on wages and other conditions of employment about which the parties begin with divergent viewpoints but try to reach a compromise. When a bargain is reached, the terms of the agreement are put
in effect. Even if there is a resemblance between such recommendations and parts of a collective agreement, in works councils the emphasis is mainly on cooperation based on common interests, whereas in collective bargaining it is on reconciliation of divergent interests or demands." 3

Characteristics of Collective Bargaining

The following are the characteristic features which emerge from the concept of collective bargaining:

i) **Collective bargaining is a group action.**

As the term 'collective bargaining' signifies, essentially it is a group action rather than a unilateral or individual action. The union representatives on behalf of a group of workers and the managers representing the employers sit across the bargaining table and carry on the negotiations towards reaching an agreement which applies to all the members of the groups.

ii) **Collective bargaining is a two-way process.**

It is a mutual, 'give-and-take' rather than a take-it-or leave-it method of arriving at a settlement of a dispute. Both parties make proposals and counter proposals. If the demands are made only by one party and defence by the other, it will not be called collective bargaining.

iii) **Collective bargaining is flexible and not static.**

Rigidity of attitude and unwillingness to

3 ILO, Geneva, 1960 collective bargaining, P.5
accommodate other's viewpoint cannot be reconciled with collective bargaining. Flexible attitude of both the management and the union is an essential pre-requisite for the success of collective bargaining. Collective bargaining is the art of graceful retreat—without seeming to retreat. Positions go on changing and do not remain firm or fixed as otherwise there would be no scope for agreement. During the course of negotiation, both parties move from one position to another, as the situation demands, to avoid an abrupt deadlock in the negotiation process.

iv) Collective bargaining is dynamic.

Collective bargaining is very dynamic, vital, growing, expanding and changing in its area, scope, style, coverage and levels. Previously it was distributive bargaining, now it is productive bargaining. Now it has become more scientific, factual and systematic. From plant level it has moved to industry and national level. It has almost encompassed the whole gamut of industrial life.

v) Collective bargaining is a continuous Process.

Collective bargaining does not begin and end with the signing of agreement. It is continuous process for mutual discussion, cooperation and collaboration and not a temporary remedy in crisis-prone situations. In the words of Glenn Gardiner,

"It would be a mistake to assume, however, that collective bargaining begins and ends with
the writing of the contract. Actually that is only
the beginning of collective bargaining. Collective
bargaining goes on 365 days a year. The most
important part of collective bargaining ---is the
bargaining that goes on from day to day under the
rules established by the labour agreement."  

vi) **Collective bargaining is Democratic.**

Collective bargaining is an institution that
allows individual freedom of association and discussion both
for management and organised workers. It is a process of
decision making and rule making for the governance of
industrial life. It is self government in operation and
promotes the democratic virtues of independence and
responsibility. Collective bargaining has come to stay as
the main plank of industrial democracy.

vii) **Collective bargaining is complex.**

Collective bargaining is a complex process. The
various procedures and techniques, preparation, bargaining
structure, timing of negotiation, selection of negotiators,
agenda, make up of agreement, ratification of the agreement,
its implementation and interpretation etc. as involved in
the process of collective bargaining are all complex.
Collective bargaining is a long and complex process because
of its increasing scope and its fundamental dynamic nature.

4 Gardiner, (Glenn), When Foreman and steward Bargain McGraw-
Hill Book Company, Inc., Newyork, 1945, PP15-16
viii) **Collective bargaining strengthens industrial jurisprudence.**

Written agreements provide a 'constitution' which governs the behaviour of employers, managers, workers and union leaders. Prof Slitcher points out that

"such contracts between workers and management are a method of introducing civil rights into industry, that is, of requiring that management be conducted by rules rather than arbitrary decisions. In this latter aspect, collective bargaining becomes a method of building up a system of industrial jurisprudence."  

ix) **Collective bargaining is a complementary process.**

Collective bargaining is not a competitive process, but it is essentially a complementary process i.e. each party has something to give which other party needs. Management has the capacity to pay higher wages and benefits if workers can make a greater production efforts.

x) **Collective bargaining is an art, not a science.**

Collective bargaining has all the attributes of science as it is based on standard practices and procedures, but it would be more accurate to term it as an art for the reason that attributes of collective bargaining keep on changing in the light of changed circumstances. The success of collective bargaining depends on negotiation skill,

5 Slichter (Summer H.), Union Policies and Industrial Management, The Booking Institution, Washington, 1941, P.I
tactful and sound method of presenting data, oratory, skilful handling of emotionally surcharged atmosphere, creating an atmosphere of trust and confidence and skilful and intelligent defence, etc which are all parts of the art of collective bargaining.

xi) Collective bargaining is a problem solver.

Experts and practitioners alike emphasise the significant role of collective bargaining as a vehicle for resolving disputes. Its ability to act as a problem solver stems from the fact that negotiations imply a balance of forces and continuous contacts which are particularly suitable for dispute settlement purposes. But, sometimes, collective bargaining can itself be a major source of dispute if agreement is not reached. But it is certain that it also provides the appropriate mechanism for settlement of many types of disputes that arise in the labour-management relationship.

xii) Collective bargaining is a form of participation.

Where collective bargaining takes place primarily at the enterprise or plant level, it entails some form of worker participation in decision making. Consultations between negotiators and the rank and file take place at the stage of preparing the demands, during the negotiation process and at the moment of ratifying the agreements. But at the industry or national level bargaining, the
participation is less visible. Both the ILO’s Vienna symposium on collective bargaining in industrialised countries and the commission of the European communities have pointed out that collective bargaining is increasingly coming to be regarded as a form of participation.

Types of Collective Bargaining

Collective bargaining is a continuous and dynamic process and not confined to rigid workplace boundaries. Consequently, over the time, the very nature and content of collective bargaining have undergone changes. It is possible to identify four distinct types of collective bargaining as it has evolved over the time: Distributive, integrative, productivity and composite bargaining. However these four types of bargaining have not distinct evolutionary phases, one emerging to replace the other. But all the types are practised in one region or industry depending on the pressures generated by market forces.

1. Distributive Bargaining:

The earliest form of bargaining was distributive or conjunctive bargaining in which the parties used to 'bargain' to distribute the existing 'cake' in the organisation. It created 'win' or 'lose' situations, where the loss of one is equivalent to the gain of the other. Since the loss and gain of either party neutralize each other, this form of bargaining is also known as Zero-sum

bargaining. The distributive bargaining does not resolve the problems of workplace functioning, because the primary concern for both the parties is to maximize their respective gains at the cost of each other. In this bargaining the preoccupation is with wage rates, working conditions, concessions to labour. It is a one way process. The union takes, the management gives, as demands are accepted in terms of 'factors such as cost of living index, ability to pay, regional practices, awards, precedents, dictates of union pressures, price to be paid to buy peace.

2. **Integrative Bargaining**:

The conjunctive bargaining has no answer when the organisation is facing recession and the economic health of the industry is itself under threat. After the new industrial policy of liberalisation, competitiveness, market economy, arrival of multinationals, many industries are facing recession which is pushing labour and management into each other's arms in a bid for survival. In other words, labour and management have no option but to integrate their interest for surviving the crisis. Recent examples of integrative bargaining have been witnessed in the automobile industry passing through its worst recessionary phase. Under this bargaining, the labour accepts voluntary wage cut, abolition of overtime, D.A. and allows the management to bring in newer technology and work methods in return for job security and guarantee of higher wages and better benefits once the industry makes a turnaround.

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3. **Productivity Bargaining**:

Productivity bargaining is a process of negotiation in which labour improve productive efficiency and management increases the rewards. Productivity bargaining links workers' wages and monetary benefits with productivity. There is a corresponding increase or decrease in wages and benefits in relation to a standard productivity index/output. It is a win-win situation as management offers high rewards to workers' response in terms of greater effort, leading to lower or static unit labour cost. The provisions of productivity agreement ideally seek to remove irritants in the work environment and provide an opportunity to restructure collective relations by shifting the emphasis from confrontation and containment of conflict to constructive involvement and cooperation on a continuing basis. In India, there are many organisations which have signed the productivity bargaining such as SFFI, Escorts, Eicher, Britannia Industries, etc.

4. **Composite Bargaining**:

Comparatively, composite bargaining is of recent origin. Under this bargaining unions not only bargain on monetary issues but also negotiate on work norms, manning standards, sub-contracting practices, environmental and health hazards, recruitment and promotion patterns etc. By bargaining over manning standards, unions do not only try to ensure against upward workload revision, they also strive to maintain employment levels for the future. In India, many
organisations have started signing such composite agreements. Examples of such collective bargaining exercises are those between the management & the unions of SFFI, BRITANNIA, ATLAS, ESCORTS etc.

SCOPE OF COLLECTIVE BARGAINING.

The scope of collective bargaining today has expanded tremendously. It now embraces the whole area of industrial life. In addition to the traditional issues of wages, dearness allowance, bonus and fringe benefits and leaves, it embraces a lot of new issues. There are agreements in different organisations which cover issues like 'Rights & Responsibilities of management and unions', modernisation, productivity, optimum utilisation of human resources, wages, dearness allowance, bonus all linked to productivity, changes in work practices, incentive allowances, business recession/crisis, job security clauses, discipline, bipartite committees, casual and earned leave linked to length of service, family allowance, promotion, upgradation, employment of dependents, increments for continuous loyal service, encashment of LTA, gratuity, pension scheme, benefits to children of deceased/retired employees, health and safety at work, contract workers and a host of other issues. Collective bargaining has become an all inclusive phenomena in several organisations and, therefore, when one discusses about the substance of bargaining it is easy to look for what it possibly excludes than it includes. The very wide range of items as covered by collective bargaining in some organisations are often
FORMS OR TYPES OF COLLECTIVE AGREEMENTS.

There are basically two types of collective agreements viz, bipartite agreements and tripartite agreements. But the degree of third party intervention varies from agreement to agreement. These can further be classified into four categories:

1. Agreements which are purely bipartite in nature. Such agreements are drawn up after direct negotiation between the union and the management without taking the help of any third party at any stage, and are purely voluntary in character. These agreements depend upon the moral force and goodwill and cooperation of the parties for their enforcement. There is no legal provision to enforce and implement such gentleman’s agreements as they are popularly known. But if such an agreement has been signed by the parties in such a manner as may be prescribed and a copy thereof has been sent to an officer authorised in this behalf by the appropriate Government and the conciliation officer then it is binding under Sec 2(P) of the Industrial Disputes (Amendment) Act, 1982.

2. Agreements which, though bipartite in nature, involve the third party (the conciliation officer) at the stage of signing the agreement. Such agreements are also negotiated by the parties to the disputes themselves without reference
to a board of conciliation. However, these are either signed before a conciliation officer or signed copies of such agreements are sent to the appropriate government and conciliation officers. Such agreements are binding on the parties to the agreements.

3. Agreements which are negotiated with the help of conciliation officers during the course of conciliation proceedings. Such agreements are called 'settlements under the Industrial Disputes Act and are legally enforceable under Sec 12(3) of Industrial Disputes Act, 1947.

4. Agreements which are negotiated by the parties on a voluntary basis when disputes are subjudice and which are later submitted to industrial tribunals, labour courts or labour arbitrators for incorporation into the documents as parts of awards. These are known as 'consent awards' and are enforceable under Sec 18(1) of Industrial Disputes Act, 1947.

Factors for making collective bargaining successful.

On the basis of discussion and informations obtained from 800 respondents (125 managers, 125 union leaders', 550 workers), the following points have emerged for making collective bargaining more successful and effective:

i. Criteria for recognition of union.

ii. Commitment and determination to reach an agreement.
iii. Unfair practices must be declared illegal.
iv. Full implementation of agreement.
v. Based on factual data.
vi. Well laid down grievance procedure
vii. Mutual recognition of rights and responsibilities.
viii. Existence of an efficient bargaining machinery.
ix. Presence of a supportive legislative frame work.

I Criteria for recognition of union.

A union is the agent which uses the tool of collective bargaining for determining the terms and conditions of employment. A responsible, strong and recognised trade union is vital for the successful conduct of collective bargaining. Trade unions must have recognition of the employer as truly representative of workers. The criteria for the recognition of sole bargaining agent should be fair and simple.

II Commitment and determination to reach an agreement

Both the parties (representatives of employers-managers and representatives of employees-unions) should be committed and determined to resolve their differences directly in a peaceful and cordial atmosphere without looking for a third party like voluntary arbitration, and specially adjudication. Rigidity of attitude or 'take-it-or-leave it' kind of approach has no place in collective bargaining. Willingness on the part of both the parties to regulate the working conditions and terms of employment directly through negotiations is the essence of collective
bargaining.

III Unfair Labour practices must be declared illegal

For the successful conduct of collective bargaining unfair labour practices like non-recognition of a union, or a majority union, interference in the working of unions, victimization of union leaders, refusal to negotiate', go slow, strike, demonstration, gherao or intimidation of management should not only be avoided but must be declared illegal. In the absence of such unfair practices the negotiation should be conducted in a peaceful atmosphere so that no party takes undue advantage of another's weaknesses.

IV Full implementation of agreement

Once the agreement is reached, it should be put down in writing in simple language of the employees and signed by all the representatives who have participated in the negotiation. After proper and effective communication to all concerned, the agreement must be honoured and implemented. In case of any problem in interpretation or difficulty in implementation the matter must be referred to the committee of implementation consisting of representatives of management and unions. No strike or lockout should be permitted in respect of matters covered by the contract, nor should the union be allowed to raise fresh demands.
Based on factual data

Negotiations can be successful only when both the parties rely on facts and figures to support their point of view. The union should take the help of specialists such as economists, productivity experts, legal experts to help them in preparing data based character of demands, in conducting negotiation and drafting of agreement. The management on their part should share the financial, productivity, market and profit position of the company with the union. Such data based negotiation will be more meaningful and effective and less populistic and heart-burning.

Well laid down grievance procedure.

For the success of collective bargaining process, every collective agreement must provide for an effective grievance handling machinery. Such a machinery is vital because unredressed and unresolved complaints, whether real or imaginary, spread the germs of discontent which grow, reproduce and multiply like any other germ. The grievance procedure serves as a safety valve and provides an outlet for dissatisfaction and discontent before they pent up and result in hypertension and sudden outburst of labour problems. The grievance procedure should be well communicated to all employees so that every body knows 'to whom one should approach in case of any complaint or grievance.

Mutual recognition of rights & responsibilities

For successful collective bargaining management
and the workers and their union must recognise their mutual rights and responsibilities towards each other. There must be a fundamental change in the attitude of management, recognising the rights of workers in the joint determination of the terms of employment and in the governance of industry. Similarly, the workers must also recognise the rights of management in the management of industry and the constraints under which the latter has to function and run the industry. Such a positive change in the attitudes of both the parties will create mutual trust, confidence and respect for each other and willingness to settle matters through negotiations. During a negotiation there is greater emphasis on accommodation than on conflict as regard is shown for rights and responsibilities of one another. Rights of employees to strike and lockout must be recognised, subject to national interest, as this alone can ensure freedom of collective bargaining. Parties should have freedom to decide how to regulate employment relations.

VIII Existence of an efficient bargaining machinery

For making collective bargaining effective and successful, there should be an efficient bargaining team, consisting of the representatives of both the sides with diverse backgrounds, work experience and knowledge. Union representatives should be truly representative of all workers, mature and good in negotiation skill. Both parties should select such representatives who are duly authorised to give and take, and could observe proper rules of
bargaining and avoid a breakdown of dialogue as far as possible. Secondly, effective implementation committee should be constituted consisting of management and union representative to oversee the implementation of the agreement. Such a committee must meet both formally and informally on a regular basis, so that all problems relating to interpretation of agreement and implementation can be sorted out before it unnecessarily gets flared up.

IX Presence of a supportive legislative frame-work.

The government should actively encourage collective bargaining as a method of settling not only industrial disputes but also overall employer and employee relations. The government should announce a policy supported by legal framework at the central and state levels with sufficient clarity in favour of bipartite settlement of disputes at plant, industry, regional and national levels with a view to minimise the interventionist approach. Such a policy also encourages collective agreements by conferring on their legitimacy and validity, provides the help of a conciliation machinery to parties to resolve their differences when necessary, frames suitable rules for recognition of bargaining agent and prohibits unfair labour practices by making them illegal.

X Stability and future prospects of the company

Stability, sound financial position and profitability, the magnitude of their production, growing
development and future prospectus of an industrial undertaking affect the nature of relationship between management and union. If the production is steady and market is expanding, the management is in a very comfortable position to concede to the various demands without much stiff opposition. But, where the business is not so bright and the undertaking is not so prosperous, such a pattern of negotiation may be difficult to be adopted.

**REVIEW OF LITERATURE**

Several studies have been conducted on collective bargaining in India and abroad. All the studies reveal the importance and impact of collective bargaining on industrial relations and resolution of industrial disputes in different industries.

**STUDIES ABROAD**

Beatrice Webs (1958) who coined the term 'collective bargaining' used by trade unions as one of the several methods to further their basic purpose of maintaining or improving the conditions of their members. Collective strength gives a union the power to bargain better terms of employment.

John T. Dunlop (1958) made a valuable contribution in the field of industrial relations system and collective bargaining. His model, known as Dunlop model of industrial relations system, is still used by researchers in the field. His theories of different actors and joint rule making in the context and structure created to govern the actor at the works place and the work community is
still very valid.

Allan Flanders (1964) made valuable contribution to the literature of collective bargaining by studying various aspects of collective bargaining. He studied the 'Fawly Productivity Agreement' and introduced the concept of productivity bargaining which is the need of the hour under the market economy of liberalisation.

Neil Chamberlain (1965) examined the better use of timely discussion and joint negotiation which are implied in a system of effective collective bargaining. He attempted to outline a generic definition of the institution and proposed that all the theories on bargaining could be reduced to three ie, (a) a means of contracting for the sake of labour, (b) a form of industrial government, and (c) a method of management. It involves the determination of priorities in the bargaining process by the parties. A great deal of the complexity of bargaining involves process of compromise and assessment of priorities within each side.

Slicher, S.H. Joj, Healy and E.R. Livernash (1960) studied the impact of collective bargaining on management. Collective bargaining encroaches upon the right of management and, instead of unilateral decions, negotiation process is adopted for taking joint decisions.

Healey, James J (1965) studied the agreements in both public and private sectors and the emphasis on decision making process.
E.O. Smith (1971) studied the productivity bargaining in the steel industry which was later on adopted by many other industries.

Benjamin Aarons (1975) argued that public sector bargaining would reveal in one form or another collective bargaining that affects probably a majority of states, country and municipal government employees. It is, therefore, too late to reject it as a system for determining wages, hours of work and working conditions for government employees.

Morley I and Stephen (1977) focussed on centralisation of management authority for bargaining the problems of management internal organisation and procedures for effective bargaining.

E. Edward Herman Alfred Kwhn and Ronald L. Seeber (1978) in their joint study made a valuable contribution in suggesting legal frame work for collective bargaining, preparation and contract administration and bargaining theories.

Elias T. Ramos (1978) studied the growth of collective bargaining in the Philippines during 1958-74. The study shows that there was an increase in the number of trade unions and the number of employers covered by collective bargaining agreements.

Arturo S. Bronstein (1978) studies the problems, trends, structures and institutional frame work of collective bargaining in Latin America. His study reveals the extent of collective bargaining in Mexico, Colombia, Costa Rica, Ecuador etc as all the Latin American countries have ratified the ILO. 'Collective
Efren Cordova (1978) studies the concerns the methods and practices of collective bargaining in industrialised countries like U.S.A., U.K., Canada, Germany, Denmark, Austria, Belgium and Sweden. His study reveals the great vitality and flexibility in resolving disputes, many faces of collective bargaining like rule-making or policy making, problem solver, power relationship and form of participation. He also studies the structure, institutional framework and contents of agreements.

Tadashi A Hanami’s (1979) study concerns the western approach and non-western approach in the settlement of disputes in a world wide perspective and recommended collective bargaining for settling collective disputes.

STUDIES IN INDIA.

Amarjit Singh Sethi (1962) attempted to describe the role of collective bargaining in industrial relations in India. He has analyzed the collective bargaining models in Ahmedabad Textile industry and Tata Iron and Steel company in operation, but fails to provide the climate in which collective bargaining can operate well.

Mary Sur (1965) has pointed out that collective bargaining is one of the most important and interesting developments in Indian industry since Independance and deserves the attention of all concerned with the preservation of industrial peace. She pointed out various pre-requisites for the successful and effective
collective bargaining and the role of union and management in collective bargaining processes and practices. The study basically presents a theoretical framework on collective bargaining.

Employers Federation of India (1962-1971) in its two studies (1954 to 1961 and 1961 to 1969) reveals the process of collective bargaining since Independence and has analysed the contents, subject matter of agreements and the impact of collective bargaining on labour in different industries.

B.K. Tandon's (1973) study on collective bargaining and the Indian scene presented a theoretical framework of collective bargaining in India in general. He has also given a review of labour-management relations and collective bargaining practices and mechanism in few developed countries. He has analysed in detail the history in progress and government policy on collective bargaining in both private and public sectors. He has advocated the adoption of collective bargaining and voluntary arbitration for labour management relations in India.


Dharam Vira Aggarwal (1982) studies the extent, scope and
coverage of collective bargaining, practices, procedures and the institutional frame work of collective bargaining and its impact on industrial relations.

Kuriakose Mamboottam (1982) studies the unionism in Tata Iron & Steel and attempts to present the dialectical relationship between union and workers. His study is based on intensive field work and has made valuable contribution by studying the union at work, union strategies, members’ participation and its impact on collective bargaining process in Tata Iron and Steel company.

S.K. Bhatia (1985) has attempted to analyse the practice of collective bargaining in India and has described the negotiation process, tactics and strategies of the parties, administration and implementation of agreements including there drafting, productivity bargaining and legal framework of collective bargaining. The thrust of his study is mainly on practical application.

C.S. Venkata Ratnam’s (1991) study analyses the 32 agreements each in the public sector and in the private sector and provides the unusual features of collective agreements and important excerpts of the agreements. His study is the latest in the field on collective bargaining in India and can be helpful for trade unions and management for future negotiations.

NEED OF THE PRESENT STUDY

No-doubt, the above mentioned studies have made valuable contribution in the field of and to literature on collective bargaining, but these studies have been mainly
concerned with the theory, history, Government policy or case studies of one or two organisations. But the present study concerns with collective bargaining at work, criteria for selection of a bargaining team, preparation of charter of demands, workers' role in collective bargaining process, strategies, attitudes and reaction of management, union leaders and workers and impact of collective bargaining on productivity, industrial relations, discipline, absenteeism and wage structure. The study aims to analyse in detail the contents, issues, negotiation process, implementation, administration of LTA grievance procedure and bargaining structure of organisations which are different from each other in many respects. So far, no such comprehensive study based on intensive field work is available on collective bargaining. A study of this nature can be very useful to managers, union leaders, workers, policy framers and students of industrial relations and may enhance the applicability of collective bargaining.

SUMMARY

The phrase, "collective Bargaining" was coined by sydney and Beatrice Webb which implies," collective negotiation of a contract between the managements representatives on one side and those of the workers on the other."Though it is difficult to give a precise and universally accepted definition of collective bargaining because it is not only dynamic and flexible but different parties view it differently and different theories of collective bargaining study it from different perspective, however, collective bargaining is the substitution of rule of law
for the arbitrary and capricious power of the management, and has the ability to create new and varied procedures for solving problems as they arise to vex industrial relations. But to make it more effective and successful, certain pre-conditions should be fulfilled as discussed in the chapter. The scope of collective bargaining has been widened over the years and now not only economic issues are covered but also non-economic issues like safety, health, pollution, family welfare and children's employment, absenteeism, discipline, concession bargaining, optimum utilisation of resources, modernisation are successfully negotiated.

The chapter thoroughly reviews the studies on collective bargaining in India and abroad and explains the need of the present study.