APPENDIX I.

WORKING PAPER ON CASE METHODOLOGY PREPARED BY THE COMMITTEE FOR DISCUSSION - JUNE 16, MORNING SESSION.

Q. 1. What is a Case Study?
Q. 2. What are the objectives of case studies in industrial relations?
Q. 3. What kind of materials are necessary to achieve the objectives?
Q. 4. What is the information available and how is it to be obtained?

1. Definition.

Case study is an intensive investigation of an individual or a group or an institution or a phenomenon in all its relevant aspects.

2. Objectives

A Case Study in industrial relations is an intensive investigation of the inter-relationship of an employer (or employees), and employees and their organisations with the objective:

(a) To identify the tone-and-quality of a particular situation, and
(b) To identify the factors giving rise to that tone-and quality.

By tone-and-quality we mean the attitude and motivations of the parties to one another, and the ways they meet problems arising from their inter-relationships including a study of the formal and informal institutions they have developed to that end. In this sense, quality case studies may be useful building blocks in establishing more constructive industrial relations. Constructive industrial relations is one which contributes to solving major problems arising
between employer and employees consistent with public interest.

Indictees of tone and quality.

Such as: Strikes
Absenteism
Turnover
Indiscipline
Productivity
Loitering
Wastage, spoilage
Settlements, Agreements
Awards
Workers Participation
Meetings
Public Statements

3. FACTORS FOR STUDY.

A. Individual.

(i) Emotional Adjustment of Key Persons concerned.
- adjustment to their jobs, colleagues (superiors), opposite number, personal (family) life, and social contacts.

(ii) Physical Health

(iii) Values and Aspirations of Key Persons concerned.
- goals for selves and family
- values especially with reference to: economic matters, the system, inter-personal ethics, social responsibility, and political matters.

(iv) Understanding of the situation by Key Persons concerned.
- past experience
- built in prejudices
- knowledge and intelligence

(v) Inter personal skill

(vi) A Communication/media available to key persons concerned.
INSTITUTIONAL

(a) History of the separate institutions of their inter-relationships
- Circumstances surrounding formation of Company and Union
- Major events in shaping or reshaping of Company and Union activities.
- Major events in past relationships of parties to one another.

(b) Organisation, structure and control

(i) Union: Who its members are, who its leaders are, how their chosen, their qualifications and background,
methods and functions,
how decisions are made in the Union,
affiliation to political parties and Central Federation and their impact on Union's actions.

(ii) Management - Who the owners are; who are the managers
- Who runs the business on day-to-day basis,
- How power is delegated in the management (who reports to whom for what?)
- Formal structure and informal (working) structure

(c) Traditions and Conventions:
- Behavioral patterns in the Company, Union and work groups
- Impact of the local geographical area

(d) Economic Situation

(i) Company: How important it is to the Community
- Relative position in industry (size, profitability)
- Company resources - financial (prices, special market factors)
resources and credit worthiness(special cost factors)
(ii) Union financial resources
(iii) Workers' wages and benefits level (Company with
(others in 
(community and
(industry

(e) Technology (including size)
- up-to-dateness of equipment
- Nature of productive process e.g. continuous flow
  vs non-continuous flow
  vz. machine-paced vs Man-paced
- Labour in the total cost structure
- Possibility of further rationalization
- Total size of employment
- Structure of work force (skilled, unskilled
  (Male, female

(f) Communication System
- Formal System : Channels for formalised messages
  control of the channels and
  effectiveness of their use
- Informal system
  (who talks to whom and about what ?)

C ENVIRONMENTAL

(1) Social
- values, norms and systems
- attitude towards (personal gain
  (work
  (peace, harmony
  (justice
- social structure:
  family, caste, religion, language, status.
- population factors
  ethnical characteristics

(ii) Economic
- extent of industrialisation
- degree of plan implementation
- level of employment and production
- wage levels and wage changes
- price levels and price changes
- market structure and outlook
- distribution of income.

(iii) Political
- government attitudes
- laws and their enforcement including special
  machine for industrial relations settlements
- role of local and community political leaders
- balance of power among competing political
  groups and parties
- public opinion (including press)
- national security

4. SOURCES OF INFORMATION

a) RECORDS
   Literary and Newspaper
   Historical documents and files
   Director's Reports
   Financial Data
   Statistics - Physical Data
   Special Survey Data
   Standing Orders
   Labour Agreements
   Judicial Awards
   Grievance Records
   W.C. Report
   Jt. Management Council Reports

b) INTERVIEWS
   (Attitude Scales)
   Leaders (past and present) - Union and Management
   "Expert" opinion - lawyers, judges, economists,
   Psychologists, newspapermen, consultants, government
   officers.
   Workers.

c) Questionnaire
   Workers, Lawer Management (line supervisors)and
   Union functionaries
d) Observation

- Plant visits
- Attendance at meetings
- Visits to other similar situations

e) Tests and Counselling

Where applicable and possible)*

* A reference has been made to this paper in the end of Chapter No. 2. It is therefore a sort of sequel to it.