

PREFACE

Industrial Relations assume a unique role in establishment and maintenance of industrial democracy. Success or failure of organization is largely determined by the quality of personnel and human relations that organization has. After independence and with the launching of Five Years Plans, efforts have been made toward rapid economic development of India. The size of industrial workmen in India has increased remarkably due to economic growth. The investment in and the scope of industries in India have been growing from Plan to Plan. Therefore, it is now the fact realized that concrete co-operation between employees and management is highly essential to fulfill the individual, organizational and national goals.

Frequent industrial conflicts, unrest, grievances not only affect the management and employees but also the development of the nation as a whole. Impact of recent economic reforms, privatization, liberalization and globalization processes have changed the shape of industrial relations. The scenario of industrial relation is changing very fast.

On the other hand cement industry is one of the major and oldest industries in the Indian economy. It is one of the capital intensive, indigenous and vital industries. Since its inception cement industry has provided employment to thousands of people across the country. The cement industry was one of the few industries to be liberalized in 1980^s, which enabled healthy competition among the players and improved the quality and quantity of cement. During 1995-96 cement production was of 69 million tones as against 40 million tones in 1985-86. In 2003-2004 the production is 82 million tones. Cement industry in India has remained a source of providing employment to many people. Demand and supply of skilled manpower,

their wage and salary structures, trade unions, collective bargaining power, industrial discipline, government policies and the role of management has been changing from time to time.

The present study concentrates on industrial relations strategies and practices practiced by cement manufacturing units in Gujarat. Gujarat is one of the highly industrialized states in the country. It has many Pharmaceutical, Textile, Automobile, Chemical, and Engineering and Cement industries. Among them cement industry occupies a key role in the growth and development of the State.

At present there are ten large cement-manufacturing units and approximately fifty mini cement plants in operation.

This study is an attempt to focus industrial relations strategies and practices, particularly after India became the member of World Trade Organization. The present research study is divided into five chapters.

The **first chapter** provides broad understanding of human resource management. It also focuses on functions, importance and process of human resource management. This chapter provides a base to understand human element and its value in managing enterprise. For different situations different HRD models have been discussed. At the end of this chapter the role of today's HRD manager and the profile has been narrated.

The **second chapter** deals with the conceptual framework of industrial relations. An overview of industrial relations concept covering components of industrial relations aspect, grievance function, collective bargaining, industrial conflicts and

disputes, trade union, worker's participation in management and legal framework of labour laws have been presented in seven sub topics.

The **third chapter** highlights on cement industry. It discusses history and performance during the Five-Year Plans. It also provides certain statistics, problems and prospects of cement industry in India. This chapter also provides some primary information of human resource management of respective units.

The **fourth chapter** is on industrial relations practices carried on by large and mini cement plants in Gujarat. It clarifies research methodology used in fieldwork study, data collection, tabulation and analysis regarding strategies and practices of human resources management. It covers ideas, which has been emerged as a result of meaningful conversation with the HRD executives of several cement units. It highlights details of various aspects of human resource with the support of statistics and its interpretation. Besides, this chapter also deals with the analysis and explanation of employee relations.

The **fifth chapter** titled "Findings & Suggestions" gives brief summary of the preceding chapters and provides some suggestions for maintenance and improvement of harmonious and cordial industrial relations in cement manufacturing units.


[B. P. Bhuvra]