

"Theory Z, the philosophical base for the type Z organization, arose to help American business meet the Japanese challenge of high-quality, competitively priced products, including automobiles, business machines, stereo equipment, and semiconductors" (Dubrin, 1984, P. 414). In a nutshell, Type Z companies, selectively use some Japanese managerial practices with necessary adjustments for the environment prevailing in the United States of America.

Thus theory Z model is an attempt to integrate common business practices in the U.S. and Japan into one middle-ground framework. In other words, it is a management style that prescribes a blending of American and Japanese management practices.

Questions

- How does non-financial incentives motivate employees for higher productivity?
- What are the different wants that motivate employees at work? Evaluate the Need-hierarchy theory of motivation given by Maslow. Do you think that the theory can be of any use in motivating our employees?
- What is motivation? What does motivate people to work? Is it possible for every one to achieve self-actualization or self-realization?
- What are the characteristics of Maslow and Herzberg's motivation theories? In developing morale, what kind of motivational programme do you consider to be pragmatic and most appropriate? Explain.
- Distinguish between Herzberg's two-factor theory and Maslow's hierarchy of need theory. Why do financial incentives receive so much attention in most organizations? Analyse.
- What do you mean by motivation? Discuss its importance in a modern organization.
- Narrate the characteristics of motivated behaviour. How do physiological drives influence behaviour?
- What is motivation? Discuss Maslow's theory of motivation.
- Briefly discuss Herzberg's two-factor theory of motivation. What are its differences with Maslow's hierarchy of need theory? State the important limitations of two-factor theory of motivation.
- Give a brief account of the various theories of motivation.
- What type of non-financial incentive plans will be effective to encourage workers of Bangladesh to work?
 - Define motivation.
 - Discuss the various sources of motivating managers of Bangladesh.
- What is motivation? Give an account of Maslow's need hierarchy model and narrate its limitations.
- "Money cannot motivate all people under all circumstances." Do you agree? Why? Or why not?
 - What do you mean by an incentive.
 - How does job enrichment differ from job enlargement? Discuss the situations in which each of these is effective.
- Compare and contrast McGregor's X theory with Y theory bringing out clearly their merits and demerits.
- Differentiate among theory X, theory Y and theory Z.
- Write notes on.
 - MBO, b) QWL, c) Flexible Working Hours, d) Type A Organizations, e) Type J Organizations, f) Need Theories.

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Chapter 19

Industrial Relations

Meaning

The term Industrial Relations (IR) means relationship between management and an individual employee as well as between management and trade unions in the course of running of an industry. But what does the word 'relationship' mean in HRM of an organization? Although the expression 'relationship' is used in different senses such as boss-subordinate relation and many others, in HRM it is used not to mean such relationships. Rather it is used in the sense of human relations that emerge out of day-to-day working and association of labour and management. Thus it is a dynamic concept that embraces everything in the work environment influencing the behaviour of employees in their relationship with bosses, fellow workers, the job and the organization. In a broader sense it is a multi-pronged relationship between managers and workers, between unions and workers and between managers and managers. Relationships may be both formal and informal among all the parties concerned with industrial enterprises. Mainly four parties are actively associated with any industrial relations systems. They are the workers, the managements, the organizations of workers and managements, and the state.

To put in another way, it is an organized relationship between two organized parties— employers and employees about matters of their collective interests such as economic, social, psychological, occupational, etc. More comprehensively it may be said that IR is concerned with the rules, procedures and systems governing the employment related issues such as determination of employee rewards, protecting the interests of both employees and employers and regulating the ways in which employers treat their employees. Given below are some of the definitions offered by scholars:

"The term 'industrial relations' denotes a specialist area of organizational management and study which is concerned with a particular set of phenomena associated with regulating the human activity of employment" (Michael Salmon, 1992, P. 29).

"Industrial Relations is used to refer to all types of relationships between all the parties concerned with industrial enterprises" (M.C. Sukla, 1999, P. 552).

"Labour relations is the process of dealing with employees who are represented by an employee association" (Griffin, 1993, P. 353).

"Employee relations consist of all those areas of human resource management that involve relationships with employee—directly and/or through collective agreements where trade unions are recognized" (Armstrong, 2001, P. 729).

"The term labour-management relations refers to the ongoing economic and social interactions between labour unions and management in organizations" (Garry Dessler et.al. 2002, P. 563).

However, there is no one universal definition of 'industrial relations' since different terms are used to mean the said concept. Labour-management relations, labour relations, employer-employee relations, employee relations, human relations.

establish, sustain, develop

personnel relations, union-management relations, and industrial relations are used synonymously.

Although many synonymous terms are in use as indicated above, the scope of industrial relations is less than that of employee relations or other synonymous terms. Consider the following two comments:

Armstrong (2001) in his book, Human Resource Management Practice, after discussing the issue commented, "Employee relations, therefore, cover a broader spectrum of the employment relationship than industrial relations, which are usually regarded as being essentially about dealings between managements and trade unions" (P. 729). He further stated that the industrial relations, aspects of employee relations, were governed by a system of rules regulating employment and the ways in which people behaved at work.

In the book, Human Resource and Personnel Management, K. Aswathappa, described that the term employee relations' or human relations was more comprehensive. He elaborated, "Human relations includes, in addition to IR, such aspects as participative management, employee welfare, employee development, employee remuneration, employee safety and health and the like" (2005. P. 520).

Objectives

The primary objective of industrial relations is to bring about sound and healthy relations between employees and employers. The other objectives include:

1. To regulate production by minimizing industrial conflicts as well as to facilitate productivity.
2. To protect the rights and interests of workers and management.
3. To keep the industry aloof from unhealthy atmosphere, especially go slows, gheraos (Bengali terminology), work stoppages, strikes and lockouts.
4. To develop a sound, harmonious and mutually beneficial labour management relations.
5. To establish and maintain industrial democracy.
6. To improve the economic conditions of workers so that the employers cannot be blamed of exploiting the workers.

Importance

Without voluntary cooperation of the stakeholders, it becomes absolutely impossible to accomplish organizational goals. Specially the workers who are directly involved with the performance of internal operations are the most powerful force. Obviously their cooperation is inevitable. For this reason, sound, harmonious and healthy relations between labour and management has no substitute to elicit such cooperation. Thus good IR is key to achieve the organizational goals. Given below is a list of some important benefits that result from good IR:

1. **Individual Satisfaction.** Harmonious industrial relations provides individual satisfaction and facilitates individual development of human resources of an organization. Consequently, employee skills increase at the one end and at the other end wastage and costs are reduced.
2. **Reduced Absenteeism.** Absenteeism is a great problem in the different mills and offices. Where cordial IR prevails, absenteeism is naturally reduced.

3. **Uninterrupted Production.** Uninterrupted production is facilitated in the environment of good labour-management relations. In its absence, production is seriously affected if strikes, lockouts and other damaging activities take place.
4. **Quality Goods.** In the environment of good industrial relations, employees' high morale and motivation facilitate the production of quality goods at reduced costs. As a result, people in the society can consume quality goods at low price.
5. **Increased Income.** In the presence of good IR, both the employer and the employees can be active to increase their own income.
6. **Reduced Labour Turnover.** Labour turnover is remarkably reduced when workers find satisfaction and pleasure to do their jobs in a very friendly and cordial atmosphere. Thus good IR help reduce labour turnover.
7. **Industrial Democracy.** Industrial democracy can be ensured when sound IR operates in the industry.
8. **Peace.** Cordial labour-management relations helps establish social peace by minimizing corruption, injustice and reducing industrial disputes.
9. **Industrial Development.** As the production operations will go uninterrupted in the peaceful environment resulting from good IR, continuous industrial development is ensured by maintaining good labour management relation.
10. **Manager's Right.** Industrial relations seeks to safeguard the rights of managers. It is expected of workers that they observe the codes of discipline. When worker behaviour deviates from expected lines, management has prerogative to take disciplinary action.

Finally we like to say that sound labour management relations is needed to meet the demands of all stakeholders—the shareholders, managers, employees, suppliers, government agencies, customers and the general public.

Causes of Poor Industrial Relations/Barriers to Good Industrial Relations in Bangladesh

It has been noticed that sound industrial relations is highly needed for the development of the organization as well as for the nation. Still the hard realities are that good IR is affected, becomes poor. Some important reasons of poor IR are mentioned below:

1. **Master-Servant Relationship.** If master-servant relations rather than human relations exists between management and workers, IR is adversely affected.
2. **Absence of Good Wages.** Workers join an organization to earn their livelihood. If they find that their wages are not reasonable, rather the employer exploits them, there develops a dispute in the industry. Then maintenance of good IR is affected.
3. **Job Insecurity.** Job-service is only source of earning for most of the industrial workers. If employees suffer from their job security, this undesirable issue leads to the development of anti-peace environments in the organization.
4. **Injustice to Promotion and Training.** If nepotism and favouritism are resorted to handle promotion, demotion, transfer, nomination for training, etc., harmonious labour-management relations is hampered. Consequently employee commitment to the organization is largely affected.
5. **Autocratic Attitude.** This is an established truth that autocracy damages a democratic environment. Naturally if managers make decisions with autocratic

attitude and impose them on the workers for implementation without any regard to workers, the conflicts will develop and this will cause ill relations among the parties concerned.

6. **Interference of Political Parties.** Sometimes political parties particularly in our country, interfere with the personal affairs of workers or management only for realizing their own interests. This affects good labour-management relations.
7. **Lack of Welfare Facilities.** When employees are deprived of facilities such as medical, conveyance, housing, etc., employees are likely to go for movement to realize these facilities. Then good industrial relationship disappears.
8. **Unwillingness.** If the authority shows no willingness or continues to dilly-dally to remove any irregularities that might have happened earlier, then good employees-employer relations also is disturbed.
9. **Lack of Good Environment.** There cannot be healthy industrial relations if the jobs of workers are so boring that they feel alienated from the rest of the organization.
10. **Disregards towards Industrial Laws.** If industrial laws are disregarded or are not properly applied, disputes develop between labour and management.
11. **Loopholes in Disciplinary Action.** If disciplinary action is not properly taken, further indiscipline and problems are created in the organization. It also creates antagonism in the employees toward management.
12. **Faulty Supervision.** Faulty supervision is also responsible for poor industrial relations. When activities are not properly supervised, even the committed employees may develop dissatisfaction toward the supervisor and the top management.
13. **Inter-union Rivalry.** Inter-union rivalry is another reason to destroy good labour management relations.

Means (or steps) to Improve Industrial Relations

It is very difficult to establish and maintain harmonious and satisfactory relations between employers and workers in the present context at least in Bangladesh. It is impossible to accomplish this goal unless both the workers and management regard both of them as inevitable part of the organization. But in most of the cases it is found that poor IR develops because of faulty management. For this reason, management is supposed to play the vital roles to improve industrial relations. In a number of ways, industrial relations can be improved:

1. **Recognizing Employee Influence.** If management recognizes that the workers are the most influential, well-organized and active group, many undesirable situations can be easily avoided.
2. **Appropriate Wage Structure.** If wage determinants are taken into account, while making wage structures, the employees will have no reasonable grounds of dissatisfaction causing to develop poor IR.
3. **Cooperative Attitude.** Cooperative attitudes of all concerned are highly essential for good labour-management relations. To be cooperative, particularly the management people must avoid their bureaucratic attitudes and instead adopt democratic attitudes.
4. **Justice.** If justice rather than favouritism is resorted in the matters of selecting employees for promotion, demotion, transfer, training, etc. industrial relations will improve.

5. **Recognition.** If employees get recognition and appreciation for their accomplishment, their morale will increase. Consequently, good industrial relations will prevail in the organization.
6. **Welfare Facilities.** If employees are given allowances for accommodation, medical treatment, conveyance, recreation, etc. labour management relations becomes healthy.
7. **Political Environment.** If the organizational environment can be kept free from politics i.e. workers are not used in the interest of the political parties, there shall prevail a good industrial relations. So the workers should be discouraged in this regard.
8. **Communication System.** It is essential to improve communication systems so as to remove misunderstanding between management and employees because of faulty communication systems.
9. **Proper Work Environment.** Labour-management relations will be good when employees can do their jobs in a hygienic work environment and can enjoy facilities related to job performance.
10. **Joint Discussion.** In the interest of maintaining good labour-management relations, management before taking any final decision, should seek opinions of employees through joint discussion.
11. **Strict Supervision.** Strict supervision of all activities throughout the organization can help management to avoid unpleasant situations.
12. **Proper Disciplinary Action.** Proper disciplinary action taken immediately against any indiscipline—big or small, can reduce grievance tendencies and other untoward activities of employees. This step also helps the organization maintain good labour management relations.
13. **Other Measures.** Other steps in addition to the steps mentioned above include ensuring job security, explaining to the employees of their assigned duties, rewarding the creativity of employees, etc. Through these steps also industrial relations can be developed.

If the above-mentioned steps are properly adopted, there is every possibility that industrial relations will improve.

The Role of Government to Establish Harmonious Industrial Relations

Government alone cannot give permanent solutions to anything. For this reason, the combined efforts and sincere cooperation of the government, political parties and the concerned organization are essential. But as the government is the most powerful institution in the country, so it can do a lot to establish good industrial relations.

Government can play a vital role in this regard through taking necessary steps to implement the above-mentioned suggestions for developing good IR. To keep industrial relations harmonious, we have industrial law in the country. It is the obligation of the government to ensure that the organizations are obeying the rules of (industrial) law fully. The government has set up labour courts and tribunals to enforce compliance of the parties concerned. Besides, if situations demand, the government can enact law if it deems it essential and can take necessary measures to properly implement the new law in order to facilitate development of IR.

To establish good industrial relations, the government makes industrial policy. If the previous industrial policies appear to be inadequate, in the interest of the development of industrial relations, necessary amendments can be brought about.

Industrial Disputes

Industrial disputes (ID) refer to the disagreement or difference of opinions over some issues having interests. Normally in the case of an organization, this conflict emerges between labour and management on some economic matters. It is the militant and organized protests by the employees against the employers on some employment related issues. According to section 2(XIII) of the Industrial Relations Ordinance 1969 of the country, industrial dispute means "Any dispute or difference between employers and employers, or between employers and workmen or between workmen and workmen, which is connected with the employment or non-employment or the terms of employment or the conditions of work of any person." Thus industrial disputes cover three major areas: (1) employment or non-employment, (2) terms of employment and (3) conditions of work of any person.

Disputes should not be confused with discipline and grievances. Disputes focus on collectivity of individuals, while discipline and grievances focus on individuals. Thus disputes involve a large number of workmen having community interest.

Forms of Industrial Disputes

Industrial disputes developed between workers and employers are ultimately manifested in a number of ways. First we will explore common union strategies and then employer's strategies.

Union Power Tactics

1. Strikes. A strike refers to stoppage of work by a group of persons to exert pressures on the employers to accept their demands. A strike has been defined in sec. 2(XXV) of Industrial Relations Ordinance 1969 as, "Cessation of work by a body of persons employed in any establishment acting in combination or a concerted refusal or refusal under a common understanding of any number of persons who are or have been so employed to continue to work or to accept employment." Employees call on strike when the dispute is not settled through joint consultation, conciliation and mediation. Employees abstain from doing their jobs until their demands are fulfilled or some sort of understanding is reached with the employer. Strikes may be of the following types:

- **Token (or protest) Strike.** Before calling for a full strike, employees in order to express their grievances, observe a kind of strike for a short period (a few hours/a day). This strike is known as a token strike. This is just a symptom of full strike.
- **Gherao.** The expression 'gherao' is a 'Bengali word', which means to surround. By this act, the chief of the office is surrounded by the employees. This is a physical blockade imposed by the employees through confining the employer/chief executive officer in the office. This inhuman act of the employees aims at preventing the person concerned to egress and ingress from and to his/her particular office. The manager/employer who is gheraoed is not

allowed to move for a long time. The purpose of gherao is to compel the confined person to accept the demand of the employees concerned.

- **Sitdown Strike.** This is a strike in which employees remain present in their workplace throughout the work time, but they do not perform their job duties. This strike is also called pen down strike, and stay-in-strike.
- **Wildcat Strike.** A wildcat strike, a spontaneous work stoppage occurring during the term of a valid contract. This is an unlawful activity if the contract contains a no-strike clause. For this reason, a wildcat strike is not initiated nor officially sanctioned by the union leadership because it violates the term of a valid collective agreement. This strike usually occurs consequent upon the management's disciplinary decision that employees deem provocative. 3/3/23
- **Hunger Strike.** This is another type of strike which is very sensitive and which aims to gain sympathy from the public and get noticed by the employer. In this strike, a group of persons from the bargaining unit go for hunger i.e. abstain from taking any food for a specified period of time.
- **General Strike.** When a strike takes an extended form throughout the country, region, or an industry, it is called general strike (hartal- Bengali version). Political parties or different trade unions collectively call hartal.
- **Unfair-Labour-Practice Strike.** It is a strike over an unfair labour practice exercised by the employer. As for example, discrimination by the employer against union members because of union activity may cause the employees to call such a strike.
- **Sympathy Strike.** A sympathy strike also called secondary strike is the one that is undertaken to show sympathy with (or support) the strike called by another union.
- **Picketing and Boycott.** These strikes are not independent form of strike. They are only part of a strike. Through picketing, a union will picket the employer by placing groups of striking employees usually carrying signs, at business entrances and exits to announce their concerns (disputes) and to discourage people from entering the premises.

A boycott, on the other hand, is an organized refusal of bargaining unit (union) members and supporters to buy the products or use the services of the organization whose employees are on strike. A boycott aims at exerting economic pressure on the employer by disrupting the normal functioning of the organization.

- 2. Go Slow.** Go slow (also known as slow-down) strike is a tactic in which workers duly remain present at work and do their jobs without enthusiasm, and intentionally perform their jobs at a lower level of output than normal.

Thus far discussed are the methods used by the workers (unions) to manifest disputes.

Employer Power Tactics

Employers also use various tactics (strategies) designed to encourage unions to back to the bargaining table. These methods are described below:

1. **Lockout.** A lockout is a temporary withdrawal of work or refusal to allow employees on disputes to work until an agreement is reached. Lockouts (somewhat analogous to a strike), the first strategy, are used by employers as a means of putting pressure on the union negotiating team to agree to the

impasses, lockouts may also be used by employers to combat union slowdowns, damage to their property or violence within the organization that may occur during labour disputes.

2. **Non-union Workers.** Another course of action is to maintain operations during the strike period by placing supervisors and other non-union employees in the striking employees' jobs to be performed. This strategy may be useful for operations, which are highly automated, or routine and where little training is needed to perform the striking employees' duties.
3. **Replacement Employees.** Replacement employees is also an antistrike strategy where employers hire replacement employees for the strikers. Hiring replacements especially on a permanent basis is legal for economic strikers (who are engaged in an economic strike that covers economic issues such as wages, benefits or working conditions).
4. **Contract Out.** This is another strategy to be resorted by a firm if it wants to continue its operation during the strike. Under this method, the firm contracts out or arranges for another firm to handle the employer's business during the strike. Thus, we find a number of tactics for employers to use for the purpose of combating strikes. Excepting lockout, all other strategies are rarely used in Bangladesh.

✓ Unfair Labour Practices by Management

Bangladesh Industrial Relations Ordinance 1969 (sec. 15) prohibits the following unfair labour practices by management:

1. To impose any condition in a contract of employment that restricts an employee's right under the law.
2. To refuse to employ or refuse to continue to employ any person on the ground that such person is or is not a member or officer of a trade union.
3. To discriminate against any person in regard to any employment, promotion, employment or working condition on the ground of the person's involvement or no involvement in union activity.
4. To dismiss, discharge, remove from employment, or to threaten to dismiss, discharge or remove from employment; or to injure or threaten to injure a workman.
5. To induce any person to refrain from becoming, or to cease to be a member or officer of a trade union.
6. To compel any officer of the collective bargaining agent to sign a memorandum by using intimidation, coercion, pressure, threat, confinement, physical injury, disconnection of water, power and telephone facilities and such other methods.
7. To recruit any new worker during the period of strike.

✓ Unfair Labour Practices by Unions

Bangladesh Industrial Relations Ordinance, 1969 (Sec. 16) places limitations on the conduct of labour unions. Unfair Labour Practices by unions include:

1. Persuading a worker to join or refrain from joining a trade union during working hours.
2. Intimidating employees to become or refrain from becoming members of the union.
3. Inducing any worker to refrain from becoming or to cease to be a member or officer of a trade union.

4. Compelling or attempting to compel the employer to sign a memorandum of settlement by using intimidation, coercion, pressure, threat, confinement, physical injury, disconnection of telephone, water and power facilities and such other methods.
5. Compelling or attempting to compel any worker to pay, or refrain from paying, any subscription towards the funds of any trade union.

✓ Causes of Industrial Disputes

Industrial disputes may occur owing to a number of causes. In the context of Bangladesh, some prominent causes are described under the following heads:

1. **Economic Causes.** Economic causes of industrial disputes relate to only economic interests as under:
 - a) **Demands for Wage Increase.** If present wages and allowances appear to be inadequate to the employees, they raise complaints to increase their wages and allowances.
 - b) **Bonus and Profit.** Employees claim bonus and specific share of profits. When the organization refuses to accept this demand or makes delays, industrial disputes are likely to emerge.
 - c) **Job Security.** When employees are discharged, laid off, etc. whimsically, they are involved in disputes with the employer to protest this unfair practice as well as to ensure job security.
 - d) **Overtime.** If employers refuse extra pay for overtime work permitted by law, the employees may go for a strike.
 - e) **Other Facilities.** Disputes may also develop when employees demand for dearness allowances, fringe benefits and other regular benefits such as pension, insurance gratuity, and provident fund.
2. **Social Causes.** Disputes may develop between an employer and employees centering around some social factors:
 - a) **Work Environment.** Employees are involved in disputes when their demands for adequate light and air, supply of pure water, noise free environments, etc. to stop unhygienic work environments are fulfilled.
 - b) **Work Time.** Sometimes unfavourable work time may lead the employees to be in disputes.
 - c) **Travelling and Medical Allowances.** Absence of travelling and medical allowances is also responsible for industrial disputes.
 - d) **Lack of Recreational Facilities.** Lack of recreational facilities such as indoor and outdoor games, excursion, picnic, etc. is another reason for industrial disputes.
 - e) **Leave.** Both the employer and the employees may be involved in disputes on the matters of introducing leave provisions regarding casual leave, earned leave, medical leave, etc.
 - f) **Safety and Wellness Measures.** The demand for adequate safety measures to control factory accidents and for other wellness programs instigates the employees to take the matters to the street.
 - g) **Regional Influence.** When the employees of a particular region try to dominate over others, they are involved in disputes.

3. **Political Causes.** Political activities that affect industrial peace include the following:
 - a) **Political Interest.** Political parties use unions as powerful weapons to achieve the interest of the political parties. Sometimes unions call strike either at the instigation of the political party or to support the political parties.
 - b) **Movement against Government.** At the time of organizing movement against government, unions play an important role. This breeds industrial disputes.
4. **Managerial Causes.** Management practices sometimes lead to industrial disputes. They include:
 - a) **Recognition.** Management's negative attitudes to recognize trade unions or to allow employees to join trade unions.
 - b) **Denial of Participative Management.** Management's denial of employees to take part in the decision making process.
 - c) **Discrimination in Personnel Policy.** Discrimination exercised by management in selecting employees for training, promotion, transfer, etc.
 - d) **Violation of Agreements.** Violation of agreements reached through compromise and signed by both the parties.
 - e) **Inefficient Leadership.** Inefficient and faulty leadership that misguides employees.
 - f) **Protest against Discharge.** Protest raised against any discharge or dismissal of workers by way of discrimination, victimization or any subjective ground.
 - g) **Unwillingness.** Management's unwillingness to talk to the employees over any disputes or to refer the dispute to 'arbitration' even if trade unions desire so.
 - h) **Inadequate Benefits.** Benefits offered by management far from satisfactory level.
5. **Psychological Causes.** Prolonged mental disturbance due to authoritarian behaviour of management, deprivation from fair dues or frustration developed from poverty may once appear to be the reasons of industrial disputes.
6. **External Causes.** Peaceful industrial relations are also sometimes hampered by instigation and provocation of external forces. The external forces may be (1) domestic but outside the organization such as support of trade unions of other organizations. External causes from outside the country such as support of local unions to the complaints and demand lodged by international labour organizations (ILO).

Settlement of Industrial Disputes

Whatever may be the cause(s) of industrial disputes, the consequences are always harmful to all stakeholders. All stakeholders are very much concerned about disputes, since disputes, if not resolved in time, take the form of strikes declared by the employees or lockouts declared by the employers. Whatever are the forms—strikes or lockouts, they result in the loss of profits, wages, production and supply of goods. Naturally their immediate settlement is inevitable. Various methods are available to resolve disputes. These methods can be broadly divided into two groups- 1. voluntary methods and 2. compulsory methods.

1. **Voluntary Methods.** Voluntary methods (also known as non-statutory methods) are used to resolve problems, when the parties to industrial disputes voluntarily agree to settle their disputes. These methods are voluntary because they are not imposed by others; rather they are self-imposed obligations. Thus

these methods encourage a resolution through negotiation between the two parties. These methods may be of different types that are stated below:

- a) **Collective Bargaining.** Collective bargaining is a system in which unions and management negotiate with each other in good faith on wages, benefits, hours of work and other terms and conditions of employment. Through bargaining, both parties try to get benefits as much as they can. In this way if the parties can reach an understanding, the result is a written contract specifying the agreements they reach.
- b) **Compromise and Agreement.** This is another voluntary method whereby both parties without the intervention of third party, make efforts once again to find out solutions. If the parties are lamented, then it becomes easy to make sincere effort for conflict resolution. If needed, both the parties sit together a number of times for discussion. If compromise is reached, an agreement is signed to this effect.
- c) **Mediation.** Mediation is a technique whereby an outside party is called in by both the union and management to help the parties reach a settlement. When the dispute is not resolved by the above mentioned methods i.e. when the parties to the dispute themselves fail to reach an understanding, a third party (neutral mediator) is called in. The neutral mediator does not ultimately resolve the dispute; rather he/she facilitates a negotiated solution by using reasoning and persuasion, suggesting alternatives and the like. The mediator's function is to provide a favourable environment for dispute resolution.
- d) **Arbitration.** Arbitration is a quasi-judicial process in which the parties agree to submit an unresolved dispute to a neutral third party for binding settlement. This is another voluntary (requested) method of resolving industrial disputes. It can also be compulsory. This method is resorted when all other previous voluntary methods have failed to give solution to the problem. For this purpose both parties volunteer for a neutral third party known as an arbitrator with the authority to dictate an agreement. When the dispute is submitted to the arbitrator, he/she studies the bargaining situation, listens to both the parties and collects information. Considering all these matters, the arbitrator gives the decision (award). It becomes the moral obligation for both parties to abide by the award.

2. **Compulsory Methods.** When the methods are applied according to the concerned law of the country to resolve disputes, then the methods are called compulsory (or statutory). These methods are called compulsory because they are forced on the parties by law or contract. A brief account of compulsory methods that are mentioned in the Industrial Relations Ordinance 1969 in Bangladesh (as amended by I.R.C. (Amdt.) Ordinances XIX of 1970 and XXXV of 1977) for the settlement of industrial disputes, are given below:

- a) **Bipartite Negotiation.** It is obligatory for either the employer or the collective bargaining agent to arrange a meeting within 10 days of the receipt of the views of the other party in respect of the apprehended dispute. If both the parties to the dispute reach a settlement on the issue discussed, a memorandum of settlement is to be signed by both the parties (Sec. 26).

b) **Conciliation.** Conciliation as defined by International Labour Organization is, "the practice by which the services of a neutral third party are used in a dispute as a means of helping the disputing parties to reduce the extent of their differences and to arrive at an amicable settlement or agreed solution". The neutral third party here known as a conciliator is appointed by the government through notification in the official gazette. The conciliator (sometimes called mediator) is charged with the duty of mediating in and promoting the settlement of industrial disputes. When the negotiations under section 26 have failed to reach a settlement, any of the parties may report the fact to the conciliator and request him/her to conciliate the dispute. Upon receipt of such request, it becomes an obligation for the conciliator to start conciliation in the dispute. Only 10 days are allowed to the conciliator for this purpose as specified in section 28. If a settlement of the dispute or any matter in dispute is reached, the conciliator shall send a report thereof to the government together with the memorandum of the settlement signed by the parties to the agreement. The agreement is binding on both the parties (sec. 30).

c) **Arbitration.** Arbitration is another compulsory method of resolving industrial disputes. It refers to a procedure in which an impartial third party known as an arbitrator with the authority to dictate is appointed by the mutual consent of the parties. The arbitrator may be a person borne on a panel to be maintained by the government or any other person agreed upon by the parties. If conciliation fails and in that case if both the parties jointly request the arbitrator in writing for settlement of the disputes, the arbitrator shall proceed to hear the case (sec. 31). After hearing the case from both sides, the arbitrator studies the material submitted and thereafter shall give the award within a period of 30 days from the date on which the dispute was referred to him/her. The award given by the arbitrator is final and no appeal shall be lodged against it.

d) **Labour Court.** The next stage is to apply to the labour court for settlement of the disputes. If conciliation fails and the parties to the dispute do not agree to refer the dispute to an arbitrator under sec. 31, a strike or lockout as the case may be, can be declared in accordance with the provision of law. The parties to the dispute may at any time either before or after the commencement of a strike or lockout, may make joint application to the labour court for adjudication of the dispute. Each side presents its case to the labour court for hearing. After hearing, the labour court makes the award within 60 days from the date on which the dispute was referred to it (sec. 32).

e) **Labour Appellate Tribunal.** Any party aggrieved by the award given by the labour court may appeal to labour appellate tribunal within 30 days of the delivery thereof and the decision of the tribunal in such appeal shall be final.

f) **Judicial Enquiry.** If the dispute takes a serious shape that is likely to result in killings and injuries, the government, beyond the legal steps mentioned above, may form a judicial enquiry committee to cope with such a grave and emergent situation. On the basis of the enquiry report, the government/court shall take necessary steps.

✓ Collective Bargaining (CB)

Meaning

Simply stated collective bargaining means to bargain collectively over some issues. But in human resource management, it refers to a system in which representatives of employees and employer(s) collectively negotiate with each other over conditions of employment with a view to reaching an agreement.

The bargaining is collective in the sense that the chosen representatives of employees (union) and the employer negotiate collectively and not individually, to reach an agreement. The term 'bargaining' refers to proposals and counter proposals in the negotiation process so as to arrive at an agreement. Given below are some of the definitions of collective bargaining.

"Collective bargaining is the process by which a formal collective agreement is established between labour and management" (Dessler et.al. 2002. P. 604).

✓ "A system in which unions and management negotiate with each other to develop the work rules under which members will work for a stipulated period of time" (Mejia et.al. 1997. P. 521).

"The term collective bargaining typically refers to the negotiation, administration, and interpretations of a written agreement between two parties that covers a specific period of time" (Decenzo and Robbins 1998. P. 554).

"Collective bargaining is a process that involves the negotiation, drafting, administration, and interpretation of a written agreement between an employer and a union for a specific period of time" (Byars and Rue. 2004. P. 374).

✓ Characteristics of Collective Bargaining

The above definitions of collective bargaining reveal the following salient features:

- Institutional Mechanism.** Collective bargaining is an institutional process in which the employer does not deal with employees directly, but he/she deals with collective authorized institution.
- Group Process.** It is a group process, in the sense that one group representing the employees and the other representing the employers sit together in the bargaining table and negotiate terms of employment. Thus each group tries to serve its own group interest.
- Dynamic.** The process is dynamic and flexible. A compromise decision is tried to be reached through 'give and take' process.
- Bipartite Process.** It is a bipartite process wherein; there is no third party intervention. The representatives of employers and employees are the only parties who are involved in the negotiation process.
- Negotiation.** It involves negotiation. Decision in the collective bargaining is reached through discussion, offers and counter offers, mutual give-and-take or compromise rather than confrontation. (elastic)
- Process.** Collective bargaining involves a process because it consists of a number of steps. The first step is the presentation of the charter of demands by the union. There after it proceeds through proposals and counter proposals. The negotiation ends with an agreement.

7. **Continuous Operation.** Collective bargaining is a continuous operation. Negotiation does not end with the mere making of an agreement, rather it continues throughout its time period. After making the contract, further negotiations will be needed for explanation till the contract is implemented to the last.
8. **Power Relationship.** Collective bargaining is treated as a power relationship between a trade union organization and the management organization. This is treated so because the final decision which is a compromise decision is arrived at through many 'give and take' issues with the exercise of power positions of both the parties.

✓ Objectives of Collective Bargaining

The basic objective of collective bargaining is to maintain and develop the peaceful industrial environments and harmonious labour-management relations. The other objectives (sub-objectives) include the following:

- Negotiating in good faith, a collective agreement in which there shall be a description about the scope of management and the rights and responsibilities of unions.
- Arriving at an agreement that will be acceptable to all parties concerned i.e. the agreement will protect the interests of both the employer and the employees.
- Developing a framework for labour relations in the organization including the mechanisms to resolve disputes so that stable environments will prevail till the end of the agreement duration.
- Specifying the manner in writing how management and bargaining union members will treat each other and conduct themselves during the period of the collective agreement.
- Avoiding outside interventions to resolve conflicts or disputes relating to employment.
- Promoting industrial democracy in the organization.

✓ Importance of Collective Bargaining

Collective bargaining acts as a bridge to cause balance between employers and employees through protecting their interests. It offers many benefits both to the employers and employees. Some of the benefits are mentioned:

1. **Development of Better Understanding.** Collective bargaining provides a platform for negotiations, which both parties can use from a position of equal strength. While in a negotiation, management can gain better and deep insight into the problems and aspirations of the employees. On the other hand, employees can also directly know the organizational problems and strengths. This, in turn, helps both the parties develop better understanding between them.
2. **Industrial Democracy.** In the negotiation table, representatives of both the employer and the employees specially the employees can exercise their democratic right to express freely their opinions. This type of free participation in the negotiation process promotes industrial democracy in the organization.
3. **Reduction of Disputes.** As collective bargaining is designed to promote harmonious relationship between the employer and the employees, so industrial disputes between the parties get reduced.

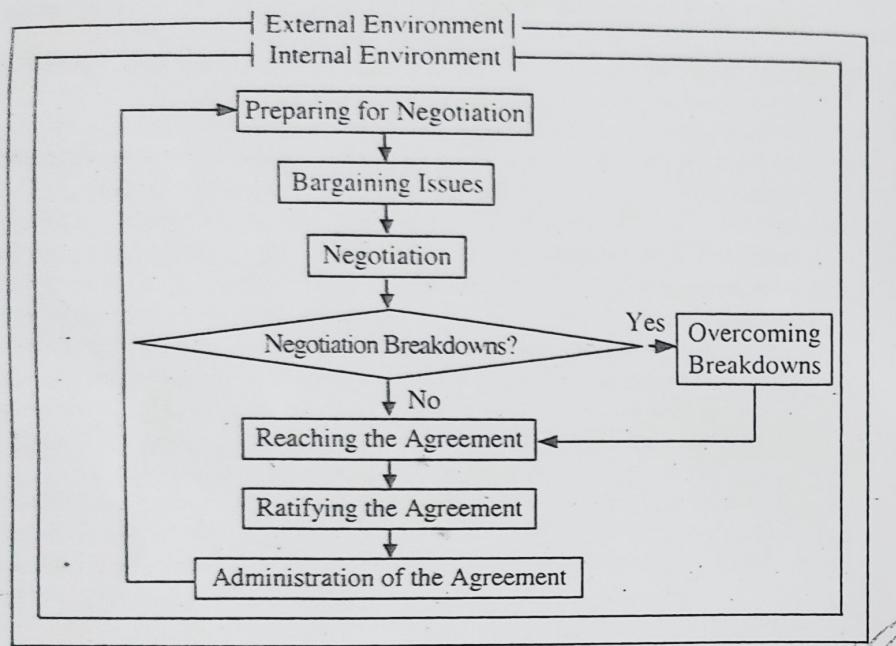
4. **Benefits.** The decision arrived at through negotiations is a compromise decision—not imposed by either party. The decision reached in such a way benefits both the employer and the employees. Thus the decision becomes acceptable to both the parties. This in turn, encourages them to see the implementation of the decision.
5. **Amicable Adjustment.** Modern environments being dynamic are changing very quickly. This dynamism also affects employment conditions. The environmental changes require the organization to change its processes so as to match the changed conditions. Collective bargaining can serve as a better approach to bring changes more amicably.
6. **Speedy Implementation of Decision.** Both the employers and the employees have contributions in the decision made through collective negotiation. Naturally those parties involved in the decision making process feel pleasure and pride to see its implementation. This opportunity of direct participation in the decision making process given by the collective bargaining system facilitates the speedy implementation of decisions arrived at through collective negotiation.
7. **Favourable Environment.** Because of successful bargaining, favourable work environments prevail in the organization.
8. **Uniform Employment Conditions.** Through collective bargaining it is possible to establish uniform conditions of employment, which helps avoid occurrence of industrial disputes.
9. **Socio-Economic Development.** In consequence upon the decision made through collective bargaining, the probability of the occurrence of industrial disputes is reduced and as such the consequent damages and losses are also reduced. This environment expedites the socio-economic development of the country.
10. **Longevity and Development.** As the disputes are resolved through collective negotiation, so undesirable environments or any type of indiscipline is not created. As a result, the longevity, development and goodwill of the organization increase.
11. **Unhampered Production.** Where collective bargaining facilities are open; strikes, lockouts, etc. can be stopped through collective negotiation. Therefore in those organizations with collective bargaining opportunities, production operations are not hampered.

✓ The Collective Bargaining Process

Even though there is no precise format of what to do or how to do in contract negotiations, still collective bargaining is widely practiced as an initial means to settle disputes. Bargaining takes place within two basic structures: single employer bargaining and multiple-employer bargaining. But most agreements are negotiated between one employer and one or several unions.

Whatever is the structure, it is not an easy game, since both parties want to win. Negotiating a collective agreement is really a difficult task that entails long hours of extensive preparation combined with diplomatic maneuvering and the development of bargaining strategies. Thus an effective negotiation is really an art; a tactful art. However, collective bargaining generally goes through a process consisting of the stages shown in figure 19.1.

Figure 19.1. The Collective Bargaining Process



Source: Adopted from Mondy et.al. Human Resource Management. NJ. Prentice Hall. 1999. P. 544.

The figure shows that environments influence the collective bargaining process. Bargaining structures, union-management relationships, wages and working conditions prevailing elsewhere are some of the environmental factors that influence collective bargaining. The bargaining process becomes easy and simple if the structure is single employer bargaining. But the process can be quite complicated if several companies and unions are involved. However, a brief description of the steps normally involved in the bargaining process is given below:

1. Preparing for Negotiations. The first step in the collective bargaining process is preparing for negotiations. This is also known as the pre-negotiation stage. This stage is meant for doing homework for negotiation. At this stage, the negotiating teams must carefully prepare for bargaining sessions long before they actually sit down at the bargaining table.

Union officials study the gains made by other unions. They will know trend in new benefits packages, shorter workweeks and cost of living adjustments. They should also try to know the employer's financial status and ability to pay. In a word, the union must continuously collect and study information in the areas of their dissatisfaction.

Employers also prepare for the bargaining sessions. The personnel or industrial relations specialists are often entrusted with the responsibility for doing the pre-negotiation homework. From the management side, these people scrutinize the existing contract; try to find out vague contract language or problem areas that need to be modified. Thereafter they prepare a new proposal for changes in the

contract language. Furthermore the personnel staff study the financial position of the company, examine prevailing wage rates elsewhere and benefits packages to determine what wage or benefits increases can be afforded, if needed at all. Prior to the meeting at the bargaining table, the management negotiators must also know the customs, practice and usage in similar industry.

Another major consideration at this stage is selection of bargaining teams. The management team normally consists of one or two top manufacturing executives, the personnel or industrial relations director and perhaps the company's labour attorney. Top executives are directly involved only in smaller firms. The union team includes the local union president, local union officers, the business agent and if desirable, an official from the national union.

Additionally the negotiators for an employee should develop a written plan covering their bargaining strategies. Other preparations include, the selection of a neutral site, fixing the time for negotiations, etc.

2. Bargaining Issues. A list of bargaining issues is to be prepared for negotiations in the bargaining table. Bargaining issues can be divided into three categories: mandatory, permissive and prohibited. Mandatory (basic) bargaining issues deal with wages, including supplementary economic benefits, working hours, other terms and conditions of employment (see Table 19.1). Mandatory issues cannot be refused to discuss. Any refusal to bargain in these areas is a ground for an unfair labour practice charge. Permissive (elective) bargaining issues may be negotiated if both the parties mutually agree but neither party can insist for their bargaining. For example, union may raise an issue to participate in establishing company pricing policies or it (union) may want to bargain over health benefits for retired workers which management may choose not to bargain over either issue. Prohibited (illegal) bargaining issues are the issues that are statutorily outlawed from bargaining (e.g. demands that are illegal under other statutes).

Table 19.1. A list of mandatory bargaining subjects

Wages	Procedures for income tax withholding
Hours	Severance pay
Discharge	Nondiscriminatory hiring hall
Arbitration	Plant rules
Holidays-paid	Safety
Vacations-paid	Prohibition against supervisor's doing unit work
Duration of agreement	Super seniority for union stewards
Grievance procedure	Check off
Layoff plan	Partial plant closing
Reinstatement of economic strikers	Hunting on employer forest reserve where previously granted
Change of payment from hourly base to salary base	Plant closedown and relocation
Union security and check off	Change in operations resulting in reclassifying workers from incentive to straight time, or cut work force, or installation of cost-saving machine
Work rules	
Merit wage increase	
Work schedule	

Table 19.1 (Continued)

Lunch periods	Plant closing
Rest periods	Job-posting procedures
Pension plan	Plant reopening
Retirement age	Employee physical examination
Bonus payments	Union security
Price of meals provided by company	Bargaining over "Bar List"
Group insurance—health, accident, life	Truck rentals—minimum rental to be paid by carriers to employee-owned vehicles
Promotions	Musician price list
Seniority	Arrangement for negotiation
Layoffs	Change in insurance carrier and benefits
Transfers	Profit-sharing plan
Work assignments and transfers	Motor-carrier—union agreement providing that carriers use own equipment before leasing outside equipment
No-strike clause	Overtime pay
Piece rates	Agency shop
Stock-purchase plan	Sick leave
Work loads	Employer's insistence on clause giving arbitrator right to enforce award
Change of employee status to independent contractors	Company houses
Management-rights clause	Subcontracting
Cancellation of seniority upon relocation of plant	Discriminatory racial policies
Discounts on company products	Production ceiling imposed by union
Shift differentials	Most-favored-nation clause
Contract clause providing for supervisors' keeping seniority in unit	

Source: Reed Richardson, *Collective Bargaining by Objectives* (Englewood Cliffs, NJ: Prentice-Hall, Inc., 1977), pp. 113-15.

3. Negotiation. Once the first two stages have been completed, the next logical step is to conduct negotiations. Under Industrial Relations Ordinance, 1969 (in Bangladesh), the representatives of the employees or of the management shall communicate in writing with the other party of their desire to negotiate a first agreement or to review an existing one with or without modifications.

Negotiations are usually held at an agreed-on-neutral off-site location, so as to avoid psychological advantage for either team. The initial session is very important, because the success of the subsequent sessions depends on how the first session is conducted. For this reason, the initial session aims at establishing a good atmosphere through exchange of normal courtesies. A cordial attitude, with occasional humour, can help to relax tension and ensure that negotiations proceed peacefully. Normally the negotiation process starts with the union representatives presenting its long initial list of demands. But the actual negotiation starts usually with easy issues to build a pattern of give-and-take. Thereafter all other demands are discussed item-by-item. Each party presents the case to the best of its ability. While negotiating, both parties are required to bargain in good faith.

All the union demands are discussed and clarified elaborately one by one in the bargaining table. Management counters the union demands by giving its prognosis

of the state of the industry, the environment, the firm's capacity to pay and its other constraints. Management through countering the union strategies offers far less than union demands. Thus a tug of war between the parties goes on even with threats of strikes and lockouts. Sometimes a tense situation may develop between the bargainers. To control such situations, an interval may be needed. During this interval period, caucus sessions (usually secret, intra-team meeting) may be held. Informal meeting may also be held between the parties to make the situation normal. The success of negotiation depends on how the situation is handled by the bargainers. It requires a good communication skill because "negotiating is an art." Some guidelines to make negotiating effective are presented in Figure 19.2.

 **Figure 19.2. Guidelines for Negotiations**

The "Do's" of Negotiations

1. Do seek more (or offer less) than you plan to receive (or give).
2. Do negotiate in private, not through the media.
3. Do let both sides win; otherwise the other side may retaliate.
4. Do start with easy issues.
5. Do remember that negotiations are seldom over when the agreement has been signed; eventually, it will be renegotiated.
6. Do resolve deadlocks by stressing past progress, another point, or counter proposals.
7. Do enlist the support of the federal or a provincial conciliator if a strike seems likely.

The "Don'ts" of Negotiations

1. Do not make your best offer first; that is so uncommon that the other side will expect more.
2. Do not seek unwanted changes; you may get them.
3. Do not say "no" absolutely, unless your organisation will back you up absolutely.
4. Do not violate a confidence.
5. Do not settle too quickly; union members may think a quick settlement is not a good one.
6. Do not let the other side bypass your team and go directly to top management.
7. Do not let top management actually participate in face-to-face negotiations; they are often inexperienced and poorly informed.

Source: Schwind et al.: *Human Resource Management*, Canada. McGraw Hills Ryerson Ltd. 1995. p. 567.

However, in the process of bargaining, each party realizes the relative priorities of other party's demands. As the process continues, each side gradually makes trade off and concessions. In the course of discussion, a proposal may be withdrawn, accepted by the other side in its entirety or accepted in some compromise form. Thus each party retreats sufficiently from its original position to permit an agreement to be achieved. In this way, a compromise decision is arrived at through certain amount of give-and-take.

a) Breakdowns in Negotiations. Most negotiations (about 98 percent) end in an agreement without breakdowns or disruptive actions. But it may happen that sometimes both the parties are unable to reach or ratify an agreement, even

and problem solving. The strategy requires that the bargaining parties adopt a genuine interest in the creative solutions to common problems. Being problem solving and collaborative (rather than competitive), the strategy focuses on creative solutions to disputes that reconcile (integrate) the parties' interests and explore high joint benefits.

This strategy is applied to better handle the issues such as work rules, job description and contract language.

3. Productivity Bargaining. Productivity bargaining, a sub-category of integrative bargaining be designed to improve the competitiveness and productivity of the organization by eliminating work rules and inefficient work methods that inhibit productivity. Although this is not an easy task, but if it could be effectively handled, this can result in greater job security for bargaining unit members.

4. Concessionary Bargaining. This is also a sub-class of integrative bargaining specially used when organizations experience severe economic problems because of a recession or financial difficulties. To solve this problem, many employers may seek giveback or concessions from their unions. Concessions that are sought are to freeze and in some cases reduce economic rewards such as wages and benefits, paid vacations, sick benefits, etc. Although initially it may appear to be a lose situation for the union and a win situation for the management, it may be a win-win situation if it leads to company survival and prevents layoff. In lieu of this concession given by the unions, management usually guarantees the job security of the bargaining unit members.

✓ Causes of Weak Collective Bargaining Systems in Bangladesh

In his book Human Resource Management Practices in Bangladesh (2001, P. 149) Islam identified certain factors responsible for weak collective bargaining. He said that the system of collective bargaining has not made any remarkable progress in Bangladesh for the following reasons:

- i. Unions are not organized enough to bargain collectively.
- ii. Many trade union leaders are not educated enough to comprehend problems of workers and employers in a broad perspective.
- iii. A good number of trade union leaders are either self-interested or politically motivated persons who normally make fantastic demands without any regard to the capacity of employers to meet them.
- iv. Financial positions of most of the unions are not strong enough so as to provide financial assistance to the workers in case of strike or lockout.
- v. Due to lack of education and intransigent attitude of some employers, workers have more faith in acts of violence than the process of collective bargaining to realize their demands.
- vi. Very often lack of good faith in each other mars the progress and success of collective bargaining.
- vii. Managements' failure to have direct communication with workers often adversely affects the process of bargaining.
- viii. Inefficiency of the role of the Conciliation Machinery of the Government in recent past due to absence of adequate support from the top of the Government has occasionally disturbed the process of collective bargaining.

✓ Pre-requisites for Successful Collective Bargaining

It is not that problems will be solved if the representatives of CBA and management sit together at the negotiation table. They must be mentally and sincerely prepared for the purpose. The success of collective bargaining depends upon the fulfillment of the following important factors:

1. **Powerful Trade Union.** The union participating in the collective bargaining process must be strong, democratic, enlightened and committed. The weak and fragmented state of the unions, the smallness of the union membership, intra group rivalries are some of the common reasons for the weak state of collective bargaining.
2. **Recognition of Trade Unions.** To make collective bargaining effective, management should recognize the trade union and should not regard the union as an alien outside force. Moreover, management should consider the union a partner to "live with" and "work-with" as well as to bargain in more good faith.
3. **Compromise-Attitude.** Extreme stands with rigid attitude from both sides stand in the way of success in collective bargaining. Both unions and management sides must avoid such rigid attitude and instead should adopt give-and-take strategy.
4. **Mutually Respectful.** Both the union and the management must have a healthy regard for their mutual rights and responsibilities. In the absence of such relationship, the whole atmosphere of collective bargaining gets vitiated, relations become bitter and strained and hence negotiations become more difficult.
5. **Preparation.** Preparation for negotiations should be made long before sitting at the bargaining table. For this purpose, data relating to the subject matter of collective bargaining should be collected and analyzed.
6. **On-going Process.** In order to make the collective bargaining process effective, representatives of employers and that of unions should hold meetings at regular intervals to facilitate mutual understanding on common interests.
7. **Unfair Labour Practices.** In the interest of successful collective bargaining, both workers and management must desist from committing unfair practices. Unfair labour practices from either party may stand against harmonious negotiations.
8. **Knowledge about Labour laws.** Ample provisions have been enacted in the Industrial Relations Ordinance 1969 and Factories Act 1965. The representatives of both labour and management must have clear ideas about labour laws prevailing in the country.
9. **Matured Leadership.** Collective bargaining cannot result in acceptable agreement unless participating leaders from both sides are matured enough. To reach an effective agreement, these leaders must have such qualities as experience, intelligence, resourcefulness, honesty, technical know-how and above all good communication skill.
10. **Good Atmosphere.** Any undesirable situation can spoil negotiations. So both parties must have constant vigilance against any possible trouble.
11. **Favourable Environment.** Collective bargaining must not be influenced by outside specially political parties interference.

Human Resource Management in Bangladesh

Evolution. It is difficult to say exactly when human resource management (former name is personnel management) as a separate area of management was introduced in Bangladesh, as no sufficient information is available in this regard. If we turn the pages of history, we will see that cottage industries particularly hand-woven cotton textile was a highly developed industry in medieval times. Dhaka Muslins were worldwide famous fabrics and because of their extremely fine texture, these fabrics were described as the "shadow of a commodity". There was no machine driven factories in this land till the end of the 19th century. Naturally HRM (former PM) in the real sense is not supposed to exist up to that period. During the first half of the 20th century, a few cotton mills such as Dhakeswari Cotton Mills, Chittaranjan Cotton Mills, Laksmi Narayan Cotton Mills and Dhaka Cotton Mills were found to operate. Besides, Gopalpur Sugar Mills, Reinwick and Joggesswar Engineering Ltd. were also found during that period. In these mills, either the mill owners or managers on behalf of the owners conducted management functions including human resource management functions. One example of HRM function is cited here. In 1946, nine thousand workers of cotton textile mills in Narayangonj created history by continuing their strike for three months. This was possible because in all the five cotton mills (mentioned above), there were strong unions. The trouble developed in February 1946 when the mill owners did not allow the communist leader P.C. Josi who was on a visit to Dhaka and wanted to address the Cotton Mill workers. The workers protested it, by remaining absent from work and attending the P.C. Josi's meeting. Mill owners dismissed twenty-one leading workers. As a protest to this cruel decision of the owners, the workers decided to go on strike from 18th February 1946. Six thousand volunteers were selected for picketing. Finally the strike was called off on May 1946 when the demands of the workers were conceded^{*}.

Situations gradually changed after 1950 when large-scale industries began to be established in the erstwhile East Pakistan. Consequently, a large number of employees were appointed in those industries. Such large-scale appointment of employees resulted in personnel problems of diverse nature. It was then felt that to handle these personnel problems, an organization should have a separate management/department called human resource department (the then name was personnel management department). The gradual increase in the size and complexity of organizations necessitated the top management to delegate some of its responsibility and authority to a separate department called personnel department for dealing with personnel related issues. The officer in charge of this department was known as a labour officer or welfare officer or somewhere administrative officer. In 1970s, a few enlightened organizations appointed personnel managers. Recently some organizations accepting the new terminology (HRM) have appointed human resource managers or human resource directors.

12. **Openness.** Trust and openness are very important for fruitful negotiations. Both parties should have open minds to listen and appreciate the other's concern and point of view.

13. **Professional Advice.** To handle technically complex issues in the table, the bargaining agenda demand expert professional advice, experience, and skill on the part of the negotiators.

Questions

1. a) What do you mean by labour management relations?
b) What administrative measures should be taken to establish good labour management relations? Discuss it in the light of Bangladesh.
2. What do you understand by labour relations? Why is it so important?
3. Define industrial relations. What should be the role of the government to establish harmonious industrial relations in our country?
4. What are the causes behind poor industrial relations in Bangladesh? What remedies will you suggest in this regard?
5. Discuss the barriers in the way of improving the labour management relations in Bangladesh.
6. What are the reasons of labour dissatisfaction in the industrial organisations of Bangladesh?
7. a) What is meant by industrial disputes?
b) What are the different forms of industrial disputes?
c) Discuss the reasons of industrial disputes in Bangladesh.
8. What are the social, economic and political reasons of industrial disputes in the industrial organisations of Bangladesh?
9. a) What is meant by "industrial disputes" under Industrial Relations Ordinance, 1969?
b) Discuss in brief, the methods to settle the industrial disputes under the Ordinance.
10. What is industrial conflict? Discuss the usual manifestations of industrial conflict.
11. What are strikes and lockouts? What are the different forms of strikes?
12. Define collective bargaining. Explain the various steps in the process of collective bargaining.
13. What is collective bargaining? What are the causes of weak collective bargaining systems in Bangladesh?
14. a) What do you understand by collective bargaining? Discuss its advantages.
b) State what conditions are inevitable for the success of collective bargaining.
15. a) Explain what is collective bargaining.
b) Discuss the characteristics of collective bargaining.
16. Discuss the objectives and importance of collective bargaining.

* Kamruddin Ahmad. Labour Movement in Bangladesh. Dhaka. Bangladesh. 1978. P. 27.