
C H A P T E R - I I I

HISTORICAL DEVELOPMENT & METHODOLOGY OF THE
SUBJECT

- A) Historical Development of Industrial Relations in India.
- B) Methodology.

C H A P T E R - III

HISTORICAL DEVELOPMENT & METHODOLOGY OF THE SUBJECT

A) HISTORICAL DEVELOPMENT OF INDUSTRIAL RELATIONS IN INDIA:

Even though it is only very recently that the industrial relations have succeeded in establishing an organisational footing in India, the origin of the relations in the industry can be traced back to the origin of the industry itself. The historical background can, however, be classified under four periods, viz.:

1. Ancient period (pre-medieval period).
2. Medieval period.
3. British period.
4. Modern period, (post Independence).

1) ANCIENT PERIOD:

Ancient India had witnessed cordial socio-economic relations. The origin of productive engagement in India can be traced to pre-historic ancient period, when a primitive type of socio-economic relation had existed. In the various stages of ancient enterprises like hunting stage, pastoral stage, agricultural and village economy, help or hire stage, handicraft system, barter economy, emergency of money economy,

town economy and putting out system, there was little scope for systematic practice of industrial relations.

Varnashrams which existed in the exist India during Vedic and Puranic periods provides the evidence for the existence of a type of division of labour. It reveals the existence of socio-economic enterprises which necessitated for a primitive type of industrial relations even in ancient India. Brahmins earned their living by teaching, offering sacrifice on behalf of others, receiving gifts, etc. They were the managers of the affairs of the State who represented God on earth and as a result, they claimed implicit obedience from other sections of the society. Kshatriyas were warriors, who had also enjoyed the right of learning and sacrifice. In course of time rulers and warriors came to consist of Kshatriyas. Vaishayas were entitled to cultivation, commerce, trading, etc., while Shudras were the real working class, who did not have any right for education; sacrifices etc. Even though the Varnas were not castes, they have paved the way for caste system in India. Varnashrams were occupational groups and the members of each Varna were at liberty to leave one profession and to take up another subject to many other restrictions. The relations were not strained. Workers, especially Shudras made

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themselves available at the disposal of the superiors, and they had implicit obedience to their employers.

Gradually a slave system emerged in India for which Varnashrams were also helpful. However, the institution of slavery was not restricted to any group. Aryans are said to have developed this institution for tiding over family difficulties for the repayment of debts and payment of fines and dues to the rulers. An Aryan could be mortgaged or sold as a slave for the above reasons but he could become free after repayment of the loan with interest. The institution of slavery was related either to high or low caste. A Brahmin could own a Kshatriya, Vaishya or a Shudra as a slave. But a Shudra could not own a Brahmin or a Kshatriya or a Vaishya as a slave. A non-Aryan (or a Mlechha) also never enslaved an Aryan. The relation between the slave and his master was only according to commodity theory. Yet many of the masters were kindhearted and the slaves found protection under them.

2) MEDIEVAL PERIOD:

Kautilya has given a vivid picture of the productive occupations during medieval period, in the third book of his 'Arthashastra'. It provides sufficient evidence for the absence

of the organisational existence of industrial relations in the beginning of the medieval period. Various types of the guild system, viz. artisans guild, merchants guild and co-operative guild, caste system and slave system had not provided any scope for organised industrial relations. However, relations were not bad during the medieval period which is evident in the statement of Ghosh and Santhoshnath. " From the 4th Century B.C. till the latter half of the 10th Century A.D.; inspite of the foreign invasion, there is sufficient evidence to indicate that the relation between the employers and the workers were based on justice and equity"¹.

The existence of two organisations, viz. Piga and Shreni during Buddhist period can be traced from the earliest Buddhist literature. These organisations had aimed at achieving a good commercial progress. Shreni was a type of union consisting of about thousand workers. Each occupational group had its own Shreni which was headed by a leader who was called 'Pramukha or Jyestha'. There Shrenis enjoyed considerable influence in the public life also. Davids has mentioned about 18 unions², while Majumdar mentions about 28 unions³. At the same time there is mention of about four

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1. Ghosh, P. and Santhoshnath, Labour Relations in India, Sudhu Publications, New Delhi, 1973, p.5.
 2. Davids Rhys, Buddhist India, Indological Book House, Calcutta, 1952, p.6.
 3. Majumdar, R.C., Corporate Life in Ancient India, K.L. Mukhopadhyay, Calcutta, 1922, p.8.

unions in the Cambridge history of India. Eventhough these Shrenis were not identical to the trade unions of modern age, one can very well realise that there were organised the activities even in the mediæval India. Similary the numerical strength may change, but the reality of the group consciousness of an ancient Indian work force cannot be disputed⁴.

Shrenis and Sanghs had existed during the period of Harsha while Shrenis of Kulas were in existence at the time of Vikramaditya. These organisations were collective bodies of artisans (Karu) and craftsmen (Shilpi), which were meant for productive activites, and not for collective bargaining. The relations were cordial in the beginning of the guild system. But in due course guild-masters had acquired more socio-economic power and the relations had deteriorted. In course of time guild system had come to an end.

During the period of native rulers industry and trade were monopolised in the public sector. Government workshops were engaged in manufacturing brocades, silk, carpets, copper, iron, gold and silver ornaments, embroidery work, glass salt, swards and other weapons, shawls, wood carvings, textile fabrics, tabacco, opium, indigo, brassmentals, wollen products etc. Ganguli observes: " for this purpose royalty patronised

4 Cambridge History of India, Vol.I, S.Chandy Sethi,R.R., New Delhi, p.206.

the skilled craftsmen and artisans, under supervision of Government officials in royal workshops or Karkhanas which were located in different capital towns"⁵.

During the Mauryan rule (B.C.400-200) city local bodies like Pura, Nagara or Desa were empowered to control the factories and to inspect the manufactured goods, according to the account of Megasthenes. A number of historical evidences of Gupta period (A.D.479- Gupta Era 159) have been revealed by the Paharpur copperplates. There were factories during the Mauryan period and there are evidences of good relations between workers and guild masters and between artisans and workers themselves. Professionals like artisans, guild masters, merchants, chief and chief scribes were holding influential positions in the city administration. Workers were well-regarded and the employer-employee relations were cordial. Thus during the period of native Hindu rulers employer-employee relations were mostly good. However, the bright industrial environments had ceased to exist during the Muslim Empire in India. All the industrial activities were controlled according to the whims and fancies of the autocracy. Kotwals who were the town governors had virtually controlled all the

5. Ganguli, B.N. (Ed.) Reading in Indian Economic History, Asia, New-York, 1964, p.417.

local industrial activities and the industrial relation was quite controlled. The entire government was a centralised autocracy under the Mughal rule and the industrial environments⁶, were directly controlled by rulers. Consequently, relations in the industry were maintained according to the whims and fancies of the rulers.

Basu reveals the existence of a practice of settling disputes with the help of "Madhyamasi" (mediatory), though such disputes were very rare in the ancient period. They emphasised the importance of mutual relations and peaceful co-existence. Workers were treated with affection and respect in many cases and hence they did not prefer to leave their employers. They had enjoyed many privileges like sick leave, old age pensions and satisfactory wages during Asoka's reign. The relations were cordial, and any dispute between the workers and their employers had been settled then and there under the mediation of the rulers or their representatives. Thus industrial relations during the ancient period as well as during the period of native Hindu rulers were quite cordial, which were based on mutual respect and understanding. But the very foundations of the relations established on mutual understanding had been shaken during the time of Muslim rulers. This situation had prevailed until the advent of British rule.

6. Cambridge History of India, Vol.I, S.Chand & Sethi R.R., New Delhi, p.147.

3) BRITISH PERIOD:

There was not much scope for industrial development in India during the early British period. India was expected to be a cordial market for the British goods till the second half of the 19th Century. Except indigo plantations which started in 1831, industrial activities were practically nil prior to this. However, industries started springing up by the beginning of the latter half of the 19th Century of cotton mill was established in Bombay in 1853 and a jute mill in Calcutta in 1855. The period from 1860 to 1875 was a period of development of jute and cotton industries, coal mines and rail road constructions. The workers were to work in a subversive and deplorable conditions, while they were exploited by their contractors. Their relations had been strained and the workers abstained themselves from work. As a result, many disputes had arisen. In a sequel, fight between workers and the European contractors took place in Bombay in 1859 which has resulted in the death of a European Railway contractor. The Central Government was then forced to pass the first Industrial Relations Act in 1860 - Employer's and Workmen's (Disputes) Act of 1860. According to the Act all the disputes in the contraction of railways and other public works was to be subjected to a summary trial by a magistrate. Any breach

of contract on the part of the workers was made a criminal offence. The payment of wages was also systematised. This Act was in force until it was repealed in 1932.

Indigo and Tea plantations were the earliest of large scale employment in India during British period, of which indigo plantations ceased to exist after the advent of synthetic dyes. A private tea garden was started in Assam in 1852, the number of which rose to 48 in 1857, 260 in 1869 and 295 in 1971, with a total area of 31,303 acres and turnover of 6,251,143 lbs. of tea. In course of time tea plantations have spread to Kangra in Punjab and Nilgiri's in South India, and thus the area under cultivation of tea has exceeded 5,64,000 acres which produced an output of 263 million lbs.

The Bombay spinning and Weaving Company, the first organisation of its kind established in 1851, built up the first cloth mill in India in 1853 which started production in 1854. A slow and steady growth took place with regard to textile industry in India and the number of mills had growth to 19 in 1874, 56 in 1879 and to 264 in the beginning of the World War I, which were mostly concentrated in Bombay and Ahmedabad. A jute mill was established in Serampore in 1854. Their number had grown to 20 in 1882 and to 64 in 1913-14, they were in Bengal, mostly in and around Calcutta. Mining

industry had also started developing gradually. Tata Iron and Steel Industry had been established in Jamshedpur in 1911 which produced on a moderate scale upto 1914. Industries like Tanning, paper (Bally Mills, Hooghly was the first), cotton gins and presses, rice mills in Bengal and Madras had also been established. Engineering and railway workshops iron and brass foundaries, etc. had also developed in a moderate way prior to the first world war. The modern industry in India, owes its existence to a great deal to the initiative of Europeans. However, the workers were not satisfied with the conditions in which they worked and the worker management relations were not cordial. Workers were actually in a very deplorable condition. Hence the factories Act of 1881 was passed, which gave an impetus to worker's approach for redressal. A memorandum signed by about 5000 workers was submitted to the Bombay Factory Labour Commission in 1884. The first labour association, Bombay mill hand's Association, was established in 1890. Yet workers were scared of openly participating in concerted action, even though group consciousness was gradually growing. A number of unions have come into existence after 1890. The Amalgamated Society of Railway servants of India (1897), Printers Union (1905), the Postal Union of Bombay (1907).⁷

7. Buchanan, D.H., Development of Capitalistic Enterprises of India, MacMillian, Newyork, 1934, p.419.

According to Buchanan these organisations can be considered as the first organised movements of workers in India. Working and living conditions as well as the wages were not satisfactory and there was a lot of strain in worker-management relations. The first world war had further resulted in the deterioration of working and living conditions of workers especially because of the greater development of industrial units. The relations were also worsehed. Growing indiscipline of workers, Gandhiji's influence on the political and labour movements, etc., have paved the path for more confident unity among the workers. The formation of ILO (1919) and the emergence of AITUC (1920) were the remarkable incidents immediately after the world war. The Labour party, which gained ground in England had also stimulated the labour movements in India. Explosive industrial relations had existed in India and industrial troubles and labour problems had been boosted up in an unprecedented manner. The presidency Governments of Bombay and Bengal, therefore, rest the need to tackle the burning industrial and labour problems. Two committees, Bengal Committee and Bombay Committee, had consequently been set up. The former had, recommended to establish an industrial court of conciliation. The industrial unrest had skyrocketed in Bengal, Bombay and Madras Presidencies in 1920's and all the Presidency Governments had been concerned with the developments.

Ultimately Central Government had passed the long-awaited Trade Disputes Act of 1929 on the lines of the British Trade Disputes Bill of 1927, for the prevention and settlement of industrial disputes in India. The provisions of the Act were:

- 1) To appoint a Court of Enquiry.
- 2) To set-up Boards of Conciliation both at Central and Provincial levels.
- 3) To appoint labour officers to watch the interests of workers.
- 4) To ban strike or lockout in public utility services.

Government had thus come forward to establish a machinery for the settlement of disputes for the first time, even though the industrial disputes were treated as only a law and order problem previously⁸.

The Act had several weak points, which have been highlighted by Tandon.

- 1) It did not provide any standing machinery for the prevention of industrial disputes.
- 2) It was not mandatory upon the Government to refer labour disputes to a board of conciliation or a Court of Enquiry.

8. Tandon, B.K., Collective Bargaining and the Indian Scene, Allahabad Chaitanya Publishing House, 1973, p.252.

- 3) No power was vested in the Government by the Act to enforce the findings and recommendations of such bodies, and;
- 4) It envisaged the operation of the machinery and set-up only when the trouble had exploded into a crisis, it did not show any preference for prevention being better than cure. Ever since the industrial revolution had emerged, workers were put to a lot of hardships and frustrations, especially during the early stages of the factory system. Worker-management relations were carried out only according to the whims and fancies of the entrepreneurs⁹.

Giri throws light on this aspect when he observes "The employer who was in a dominating position freely exercised his and virtually dictated wages and other conditions of services to the workers". The Act of 1929 has also not virtually made provision to effectively check this trend and to ensure worker's effective co-operation. The Trade Disputes Act of 1929, which was a counterpart of British industrial court Act of 1929 was therefore, of very little application. There was no provision to prevent the disputes by making mutual negotiations

9. Tandon, B.K, Collective Bargaining & The Indian Scene, Allahabad Chaitanya Publishing House, 1973, p.252.

even though some provisions were made to cure the illness of industrial relations. This was specifically pointed out by Whitely Commission (Royal Commission on Laboury in 1931). In their own words, " The attempt to deal with unrest must begin rather with the creation of an atmosphere unfavourable to disputes, than with the machinery for their settlement"¹⁰.

The commission recommended to rationalise the labour management relations. They have emphasised the need for an internal machinery, of works committee, to prevent the disputes and to ensure worker's effective co-ordination and involvement. This would be an encouragement to workers and a means to avoid the differences. They further say, " We believe that, if they given proper encouragement and past errors are avoided, works committee can past errors one avoided, warks committee can play a useful part in the Indian Industrial System"¹¹.

On the basis of the recommendations of the commission a Trade Dispute Amendment Act was passed in 1934 which placed the 1929 Act permanently on the Statute book. Government of India provided for the appointment of conciliation officers to be mediators and promoters of settlement of disputes in 1936, following suit of the Bombay Government Provision (1934).

10. Giri, V.V., Labour Problems in Indian Industry, Asia Publishing House, Newyork, 1972, p.81.

11. Government of India, Report of the Royal Commission on Labour in India, Govt. of India Publication, 1931, p.342.

Yet the recommendation of the Royal Commission to appoint Works Committees had not been adhered to until 1947 (Industrial Disputes Act, 1947).

The Government of India Act of 1935, which has provided for provincial autonomy, had generated new hopes and inspirations in the minds of the working class. But as soon as they found that their expectations were null and void, the unrest had spiraled up, which affected the industrial relations more than ever before. This had provoked the Bombay Government to pass the Bombay Industrial Disputes Act of 1938, many of the provisions of which are still in force. Moreover, the new Industrial Relations Bill (1978) which is recently initiated by the Government of India has adopted the major portion of this Act. The following were some of the main provisions of Act 1938:

- 1) Registered, recognised, qualified and representative unions were differentiated and distinguished.
 - 2) The Labour commissioner was to function as the Chief conciliation officer with jurisdiction over the whole of the State and conciliation officers were assigned specific geographic areas.
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- 3) For the first time the Act defined a legal strike and a legal lockout. It prohibited all strikes and lockouts without proper notices and initial conciliatory processes.
- 4) The Act required the undertakings to have their standing orders, the absence of which or their vagueness resulted into day to day pin-pricks between the contending parties.
- 5) Provisions were made for the appointment of the Board of Conciliation, Labour Court and Court of Industrial Arbitration. (The power to have a conciliation machinery given to the Government by the Statute was not used).

Industrial scene was very much troubled as a result of growing worker's unrest during the period of second world war. There had been wide-spread demand for wage rise, because of the price rise for essential commodities. Cordial relations between the workers and the management was very rare. In order to tackle this unrest Government had made use of birth the Trade Disputes Act and the Bombay Industrial Disputes Acts in addition to which Rule 81 A of the Defence of India Rules was fromulgated in January, 1942. Any trade dispute was

to be referred to conciliation and arbitration tribunal. Both management and workers were legally bound by the decision of the tribunal. Neither strike nor lockout could be possible when the conciliation or arbitration was pending. Similarly, no strike could be resorted to without a minimum notice for 15 days, according to the order of 6th March, 1962. Even though the second world war had come to an end in 1945, the stringency and restrictive measures still remained and the industrial relations scene had remained like a volcano ready to explode at any time until India became independent. Industrial Employment (Standing orders) Act of 1946 was not a panacea for the unprecedented industrial unrest in the country¹².

4) MODERN PERIOD (POST INDEPENDENCE):

Modern Industrial Relations owe a lot to the employer-employee relations of the past as Mamoria asserts, " Modern industrial relations represent a blending of order systems with innovation introduced as society has changed through the ages. Some reatures of early system even not persist, while other features are the result of Industrial Revolution and, therefore, represent sharp breaks with traditionally

12. Government of India, Report of the Royal Commission on Labour in India, Govt. of India publication, 1931, p. 342.

challenging problems for the management. Post independence industrial relations have been very much influenced by the pre-independence industrial environments and labour management relations. When India became independent in 1947, industrial scene was subjected to a considerable amount of chaos and confusion. Industrial unrest and the shattered worker-management relations have been prevalent everywhere. Hence the Government of India did not wish to remain a passive spectator. Government has emerged out as an arbitrator between management and workers. It is in this context that the Industrial Disputes Act of 1947 deserves importance.

The Industrial Disputes Act of 1947 has provided for (1) conciliation officers and Board of Conciliation; (2) Works Committee, (3) Court of Enquiry and Labour Courts, (4) Tribunal and National Tribunals. The first two constituted a conciliation machinery, while the court of enquiry was a fact finding agency. The Labour Courts and Tribunals were adjudication authorities. A works committee consisting of equal number of members from both workers and the management was made obligatory for all units employing over hundred workers. The function of the committee was to promote measures for securing and preserving amity and good relation between the

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the employers and the workers and, towards that end, to comment upon matters at their common interest or concern, tribunal was to consist of one or more members possessing qualifications ordinarily required for appointment as judge of a High Court.

The Act has provided for two types of machineries, one to improve cordial relations and to prevent the disputes and the other for the settlement of disputes. The mechanism to prevent the disputes includes:

- 1) The enactment and enforcement of progressive legislation, such as Industrial standing Order, 1947,
- 2) Composition of Consultative Machinery, like works Committees and Joint Management Councils,
- 3) Establishment of wage Boards and Trade Boards,
- 4) Profit sharing and co-partnership.
- 5) Tripartite Labour Machinery, viz., Standing Labour Committee (S.L.C.), Indian Labour Conference (I.L.C.), and Industrial Committees.
- 6) Provision of education, housing, welfare schemes,
- 7) Development of collective bargaining,
- 8) Appointment of Labour Welfare Officers,
- 9) Implementation of Awards.
- 10) Code of Discipline, 1957,

- 11) Code of conduct, 1958,
- 12) Code of Efficiency and Welfare,
- 13) Industrial Truce, 1962,
- 14) Grievance Procedure, 1958,
- 15) Recognition of Worker Organisation under the Trade Union Act.

The machinery to settle the disputes includes:

- 1) Investigation (Voluntary or compulsory) of the disputes.
- 2) Conciliation Machinery: Conciliation Officers, Conciliation Board and Court of Enquiry, (3) Arbitration: Voluntary and Compulsory (4) Adjudication machinery: Labour Courts, Industrial Tribunals and National Tribunals. The Act has also been amended several times (1949, 1950, 1956, etc.) in order to accommodate the day to day needs of the industrial relations.

In spite of efforts made by the Government of India much change was not noticed with regard to the industrial relations in the country. Government had, therefore, to take further precautionary measures. Trade unions amendment Act of 1947, Labour Relations Bill of 1950, Trade Union Bill of 1950 and Bill No. 11 introduced in Rajya Sabha on 17th December, 1954 are examples of Government concern over the troubling industrial relations scene. However, as a result of strong

resistance and opposition from the trade unions, government have been forced to drop out these bills. Factory Act of 1948 has also been a strong government step to improve the industrial relations. The Act, which has been an extension of all the factory legislations in the past, viz. factories Act 1881, 1891, 1911, 1922, Act of 1934 and its amendments (1935, 1940, 1941, 1944, 1945, 1946 and 1947), was expected to have laid the foundation for a new trend in industrial relations.

Yet the recent trends in industrial relations throw light on the fact that the industrial relations in India should go a long way to attain a peaceful co-existence of both managements and workers. The legal machinery which was established as early as in 1860 in the matter of worker-management relations in India has acquired greater and greater importance as the time has passed. But the cloudy atmosphere in the industrial relations scene has also acquired wider dimensions proving that the legal institutions have got very limited scope in establishing industrial harmony and peace. The need for a code of discipline for both workers and the managements has, therefore, been widely felt, which was discussed and evolved at the Indian Labour Conference in 1957¹³.

13. Mamoria, C.B., Industrial Labour & Industrial Relations in India, Vo..II, Kitab Mahal, New Delhi, 1976, p.41.

B) METHODOLOGY:SELECTION OF TOPIC AND CONCERN:

"India" being a wedded to a socialist pattern of society, the functions of personnel management in the new set-up require a re-orientation in the approach of the management, and of the working class and in their outlook and actions personnel officers should be aware that they have a great role in the future advancement of industries and also in making up the machinery of personnel management under itself, both of workers and employers.

Kolhapur is one of the rapidly developing cities in Maharashtra State. As I am well familiar with the industrial development of this city, the factory, i.e. Menon & Menon Pvt. Ltd., attracted my attention because of its steady development. As we know industrial relations play a vital role in the development of any industrial unit. I got interested in studying the role of industrial relations played in this factory. Naturally, the title of my study is a * A Study of Industrial Relations with special reference to Menon and Menon Pvt.Ltd., Vikramnagar, Kolhapur. *

SCOPE AND OBJECTIVES OF THE PROBLEM:

As the title suggests this study focuses its attention mainly on the following areas:

- 1) A study of manpower development.
- 2) A study of relationship between the management and the workers.
- 3) A study of attitude of the workers towards the management and attitude of the management towards the workers, as perceived by the workers.
- 4) The study of general industrial climate.
- 5) The study of rate of production.
- 6) A study of Labour Welfare activities.
- 7) A study of wages earned by the workers.
- 8) The study of relations between Union and the Management.
- 9) A study of workers grievance procedure.

METHODS USED FOR THIS STUDY:

- 1) Interview.
- 2) Observation.

PREPARATION OF A INTERVIEW SCHEDULE:

Taking into consideration the objectives of the study,
I have prepared a interview schedule under the able guidance

of Dr.T.G,Naik, with the help of which I carried out my data collection.

The interview schedule was administered to both workers and the Clerks and workers, includes the questions demanding information on following areas. Personal data, industrial disputes, settlement of disputes, standing orders, wage and allowances, communication media, workers trade union, grievance settlement procedure, worker's participation in management, disciplinary procedure, friendship and co-operation of employees, supervisors and employers relations.

The interview schedule is so framed that it gives all necessary vital information regarding the total picture of industrial relations.

SELECTION OF A SAMPLE:

There are 400 Clerks and 1100 workers permanently employed in the Menon & Menon Pvt.Ltd.,concern. Out of 400 = 150 Clerks a sample of 50 Clerks were selected by using stratified random sampling method and out of 1100 workers a sample of 100 workers was selected for the purpose of the study, by using the same, i.e. stratified random sampling method.

506
50 + 100
150 1100

PRELIMINARY STEPS TO COLLECTION OF DATA:

When I decided to study the industrial relations in Menon & Menon Pvt.Ltd., Vikramnagar, Kolhapur, I personally approached to the Manager, the Labour and Welfare Officer and Personnel Officer of the company and convinced them about the purely academic nature and importance of the study. All of them agreed to give the full co-operation and facilities to carry out my research work.

COLLECTION OF DATA:

Data collection was carried out between 1st August and 10th October, 1984. For the selection of sample, I have used the Muster Roll kept in the Time Office of the factory. With the help of Muster Roll, stratified random sample was selected. Then I personally contacted the population (i.e. sample) under study and requested to give information sought in the form of questionnaire. Both the workers and Clerks gave co-operation to carry out my data collection.

ANALYSIS AND INTERPRETATION OF DATA:

The information collected with the help of "^{Interview} ~~questionnaire~~ and observation" is analysed and interpreted with the help of proper statistical techniques and graphs.

Lastly I have drawn certain conclusions on the basis of collected data. I have also made some concrete suggestions to the concern which may be helpful to them.

RESEARCH WRITING:

On the basis of the information collected, guided with my observation report has been written as per the order given below:

1. Theoretical framework of the subject.
2. History and Development of industrial relations in India.
3. Research methodology.
4. History and development of engineering industries in India.
5. History and development of Menon & Menon Pvt.Ltd., Vikramnagar, Kolhapur.
6. Factors of industrial relations.
7. Industrial relations in public sector.
8. Recent trends in industrial relations.
9. Overall situations in the Menon & Menon.
10. Statistical tables and interpretation.
11. Conclusions, observations and suggestions.

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