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Industrial Sociology (Elective)

SEMESTER IV

SOCIOLOGY

BLOCK- 1

KRISHNA KANTA HANDIQUI STATE OPEN UNIVERSITY

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COURSE INTRODUCTION

This Course is meant for the learnersof fourth semester of MA Sociology programme under the revised semester system of Krishna Kanta Handiqui State Open University. The course is titled Industrial Sociology . In this course the learners will be able to learn about the inter-phase between society and .industrialisation. Though industrialisation is essentially an economic but it has left a profound impact on all the aspectsof society. Accordingly, learners will be introduced to some of the aspects that evolved after industrialisation and its impact of various structures of society.

This course comprise of two blocks - block 1 and block 2. Block 1 will containtain 7 units and block 2 will contain another 8 units.

BLOCK INTRODUCTION

This is the first block of the course. This block cosists of seven units.

The first unit Industrial Sociology: An Introduction. This unit will discuss meaning, origin, precondition and features of industrialisation

The second unit is Industrial Sociology in Classical Sociological Thought. This unit discuss how Industrial society is analysed by different classical sociologist.

The third unit is Industry and Society in India. This unit seeks to discuss about how different aspects of Indian society has undergone change after industrialisation.

The fourth unit is Organisation development. This unit will discuss the meaning, history and relevance of Organisation development.

The fifth unit is Process of Organisation Development. This unit will discuss the process components and relevance of Organisation Development.

The sixth unit is titled as Trade Unions. This unit will discuss the growth, legal framework and problems of trade unions.

The seventh unit is titled as Industrial Conflict .This unit will discuss various perspectives to understand industrial conflict.

While going through this paper, you will notice that some boxes are put in the left hand you may find some boxes marked with: “LET US KNOW”. These boxes will provide you with some additional interesting and relevant information. The boxes marked with “ACTIVITY” will help you in making your learning more active and efficient. And, at the end of each section, you will get “CHECK YOUR PROGRESS” questions. These have been designed to self-check your progress of study. It will be better if you solve the problems put in these boxes immediately aftacser you go through the sections of the units and then match your answers with “ANSWERS TO CHECK YOUR PROGRESS” given at the end of each unit.

UNIT 1: INDUSTRIAL SOCIOLOGY : AN INTRODUCTION

UNIT STRUCTURE

1.2 Introduction

1.3 Meaning and Origin of Industrial Sociology

1.4 Meaning of Industrialisation

1.5 Preconditions of Industrialisation

1.6 Features of Industrial Society

1.7 Critiques of Industrialism

1.8 Post Industrialism

1.9 Critiques of post-industrial society

1.10 Let Us Sum Up

1.11 Further Readings

1.12 Answers to check your progress

1.13 Model Questions

1.2 INTRODUCTION

In the contemporary period, every known society has been drawn to the competition to industrialise. A lot of arguments have also surfaced against (which shall be discussed later in the unit) this process but once emerged, it continues to be invincible, so much so that a sub-discipline named industrial Sociology has emerged to meticulously understand this process. This unit gives the emphasis on the meaning of the industrialization, its origin and significance of the industrial sociology.

1.3 MEANING AND ORIGIN OF INDUSTRIAL SOCIOLOGY

Industrial Sociology is an applied branch of Sociology. This discipline focuses on various issues and processes associated with industry like productivity, motivation and unionisation. Further it tries to study the impact of industrial processes on the social life of the workers and the society at large. The aim of this discipline is to study the work practices

and institutions which exists in modern societies. The discipline provides us with various concepts, perspectives and theories which can help us to understand the activities mentioned above in context of the socio-cultural milieu in which it exists.

The roots of Industrial Sociology as a discipline lies in the Industrial revolution in Great Britain. But it emerged as a discipline in the United States during late 1930s. Two important works that has contributed towards the development of industrial sociology are:

a) The Hawthorne Experiments: This experiment was conducted at the Chicago plant of the Western Electric Company between 1927 to 1932.

b) Works of Elton Mayo: Elton Mayo popularised the findings of the Hawthorne Experiments and advocated the need for better human relations in industry.

Again, after second world war the theoretical basis of industrial sociology broadened and drew its inspiration from structural-functionalism and the works of Max Weber on bureaucracy. The Functionalist paradigm began to view industrial organisations as social systems. Developments in the study of industrial organisations emphasized on technology and elaborated contingency theory. This theory advocates the requirement of the organisations to meet the demands of the environment such as market change and the government legislations. In the next stage Goldthorpe criticised the 'human relations' and the 'technological implications' approach and forwarded the 'action approach'. This approach emphasized the 'situation' of those who are involved. Many industrial sociologists also argued that social relations involve conflicting interests which leads the emergence of different unions. Another concept developed in industrial sociology in the recent times is 'capitalist labour process'. It refers to the production of new value in the form of commodities when labour power is applied to materials and other equipment. Again, Harry Braverman argued that in capitalist mode of production the fragmentation of work and deskilling the labours is intended to reduce the cost of labour which enables the employers to exert greater control in the

production process. Apart from these various sociological perspectives and concepts are used to understand and conceptualise the processes associated with industrialisation. Let us begin by understanding the process of industrialisation.



CHECK YOUR PROGRESS

Q.1. Where did Hawthorne Experiments were conducted?

Q.2. Who had introduced the 'action approach'?

1.4 MEANING OF INDUSTRIALISATION:

Industrialisation is a process where large-scale factory produce massive goods and services. This production process changed the course of human society as the economic changes required changes in polity as well as other as aspects of a society. An important feature of industrialisation is that it requires to organise a huge number of workers to come under one roof and make them work on machines operated by inanimate sources of energy like steam, gas or electricity. This large-scale production of goods and services requires huge investment in the form of a fixed capital to buy machinery and other equipment. Accordingly, a class of entrepreneurs are required to generate the required necessary capital and undertake the risks involved in running an enterprise. The entrepreneurs are the owners of the tools and equipment and the workers are hired to work with the machines to produce the goods. The workers get wages in return of their work. In other words, industrialisation created two distinct classes of people. One class owned the means of production and the other class worked for the owners. This mass production process fragmented the job of the workers making it simple but monotonous and repetitive. For example while manufacturing an automobile one worker is not given the task of making the whole automobile. The tasks are fragmented into micro level. One worker may be involved just to attach screws on one side of the automobile. This process is also known as

assembly-line operation. In assembly-line production process different parts of one good is produced separately and then assembled together in one place. In this type of production process highly refined skills are required by those working in higher ranks. But the vast majority of workers do not require any specific skill but they were required to work with monotonous rapidity and with a pre-determined speed.

Since the tasks are fragmented there exists a meticulous divison of labour and each work is highly dependent on other. Therefore, coordination between the works and the various departments are crucial. In order to look after the coordination between different tasks a class of managers who are professionally trained, are required for the purpose. Managing the coordination is possible when a clear structure of authority exists in the industrial set. Thus, bureaucracy is an essential aspect of an industry. Large scale production in the industry can be possible and profitable only with the existence of monetisation and commercialisation in society. Along with this existence of market forces like transformation of tastes and preferences exert influence in the production process in an industrial society. Thus, this economic process led to the formation of three different classes and they are the entrepreneurs or the propertiors, the wage labourers and the managers which led to profound social changes.

A related concept is industrialism. It is the culmination of the process called industrialisation. It is a fully evolved industrial society. In later stages of industrialisation in the western countries it is seen that the incidences of strike among the workers had reduced to a great extent and therefore they have progressed towards industrialism. The prosperity of capitalism enabled the workers to alleviate their income to a great extent.

1.5 PRECONDITIONS OF INDUSTRIALISATION

- **Availability of the basic raw materials :** It is one of important requirement for industrailisation to take but not the only condition as a nation like Japan has provided us with an example where by the country has been a leading manufacturer of steel and

automobiles without having any reserve of iron or oil.

- **Capital :** Capital formation for investment can be possible only after a surplus is yielded from pre-industrial economic activity like agriculture. Subsistence economy is ill suited for creation of surplus. It is seen that feudal and semi feudal forms of land ownership is inappropriate for creation of surplus. For example hancienda system in Latin America and zamindari system in India failed to produce the requisite surplus needed for capital formation as the surplus is utilised for the maintenance of the leisure class of aristocrats. But commercial agriculture makes efficient use of land and labour to produce for the market.
- **Credit and Financial institutions :** Surplus in agriculture is not sufficient to generate capital. Availability of capital for investing in productive avenues is crucial. Many society had vast resources in the form of gold and precious jewellery but they were meant for personal use. Hence, they could not draw further capital. It is seen that productive enterprises are built on capital that is borrowed. It is in this context the role of credit and financial institutions become inevitable. These institutions mop up the capital from those who have surpluses and make it available to the investors in form of loan.
- **Legal system :** As the process is dependent on usage of borrowed money, existence of a strong legal system to ensure that both the debtors and the credits comply by the rules is essential. Thus, both the creditors and the debtors get profit from the system.
- **Labour Force :** An industrial society requires a committed labour force. Commitment on the part of the labour force requires accepting the values of industrial society which should be expressed through their attitude and behaviour. The workers are required to believe in the industrial work as a desirable occupation. People are socialised to behave in a particular way like not questioning authority, readily accepting orders, being prompt, being able to be flexible as well as adaptable in face of changing requirements of the industry in terms of skills and craft. Attachment to places of origin or particular

geographical area and extended family is not encouraged.

- **Availability of market :** For industries to thrive, it requires existence of markets where the mass-produced goods could be sold. Markets are required to create new needs for the people whose demands needs to be fulfilled. For example, traditional markets or haats are places where the basic needs of the people are met. But the modern market system with the help of the mass media creates artificial needs for the people. Few decades back mobile was unknown to common people but gradually it has become a very important part of our life.



LET US KNOW

Rationalisation : According to Max Weber, rationalisation is a process which involves application of reasonable and logical thought to solve the problems of everyday life. According to this principle, 'self-interest' is maximised through logical understanding rather than the values handed by religion and traditional customs.

- **Stable political system :** For the above mentioned aspects to be present in a society, having a stable political system is utmost important. Societies which are characterised by constant conflict and turmoil exhibit slower process of industrialisation. For any kind economic development, it requires consensus regarding the ideas it cherishes. Industrialisation is rooted on the idea of rationalisation.
- **Existence of entrepreneurial ability :** According to economists and psychologists, entrepreneurial ability is the most important requirement of an industrial society. It the entrepreneurial ability in a society that puts the factors of production to work effectively. According to David McClelland economic development rests on the presence of, 'need-achievement orientation in a society'.

1.6 FEATURES OF INDUSTRIAL SOCIETY

- **Significance of skills:** Though Karl Marx had argued that industrialisation leads to redundancy of human skills, but in the later stages of industrialisation it has been observed that the work force in an industrial setup is required to be updated with the new technology and flexible in terms to attaining new skills in order to survive in the job market.
- **Achieved status:** In industrial societies roles and responsibilities are granted on the basis of merit and skills rather than on the basis of caste, class, race or sex unlike in the pre-industrial societies.
- **Education :** Industrial societies are characterised by the dynamism of science and technology therefore the educational system is required to produce a brigade of technologists. Apart from it education in general becomes important in societies for upward mobility.
- **Change in the social institutions :** Industrial societies also undergo changes in the social institutions like marriage and family. Earlier definitions of marriage has undergone change on the face of rationality as marriage is no longer seen as a requirement or a sacrament. Similarly, family and kinship relations have also changed. According to Talcott Parsons, 'structurally isolated nuclear families are best suited for industrial societies'. In many societies, the authoritarian relation among the parents and children has changed to the one of mutual respect.
- **Infrastructural facilities :** Industrial societies are also characterised by massive improvement in the infrastructural facilities in the forms of transport and communication, housing, banking, educational institutions, recreational avenues etc.
- **Agriculture as an industry :** In pre-industrial societies the economy is dependent on agriculture. In industrial societies too agriculture has an important place but its operations take the shape of an industry which is rationally organised to generate profit. Though the production from agriculture is massive but the people engaged in

agricultural activity is very small.

- **Existence of large organisations:** Industrial societies are characterised by the presence of large organisations. The organisations are characterised by a hierarchy of authority through which the various commands are passed. Each hierarchy is defined by certain rules, status and responsibilities. Within these large organisations informal relations also develop among the workers as a result of constant interaction.
- **Specific value system :** In industrial societies the values of individual mobility, rationality, merit and hard work is highly valued.
- **Urban Society :** Industrial societies are urban societies. Massive influx of people in search of job migrate. This leads to urbanisation in places which set up big industries. It further leads congestion, overcrowding, contractual relationships and poor living conditions. Industrial societies are also marked by decline in mortality and also decline in fertility rate.
- **State regulation :** Industrial societies are characterised by the presence of a state that regulates the economy. The state is also required to build and maintain the infrastructure and encourage scientific and technological development. Industrial societies witness complex functional interdependence between sectors of the economy. For the smooth functioning of the different sectors, the state intervention becomes inevitable. But the degree of intervention may vary. In case of the economies that are planned requires greater degree of intervention than those which advocate existence of free market. In context of the socialist societies the entire task of designing and executing economic activities rest on the state.

1.7 CRITIQUE OF INDUSTRIALISM

- **Social inequality :** One of the grave problems of industrial societies is the persistence of inequality between different groups of people in one nation as well as inequality between different nations or

regions of the world. A vast majority work for a meagre amount to produce massive profit for some. Among the nations also it is seen that some nation serves as the pool of cheap labour and raw material whereas some nations utilise them to produce goods and sell them with massive profit. This has been reflected in the works of classical thinkers like Karl Marx as well as in the works of modern scholars. Though in some advanced industrial societies income of the workers improved but their social status did not change.

- Homogenizing effect: It is argued by many scholars that due industrialisation the cultural diversity of the nations might be affected as it creates a homogenising effect.

1.8 POST-INDUSTRIALISM

During the 1960s, the darker side of industrialisation was rediscovered in the form of its impact on environment and the society. The thesis of industrialism, provides weak solution to address the social inequality among the classes. Industrialism was no longer seen as an example of a good society. Sociologists began to construct a new model of society which came to be known by many names like viz: post-scarcity society, knowledge society, post-economic society and post-industrial society. The theory of post-industrialism is closely associated with Daniel Bell. The economy and the social structure of post-industrial society is radically different from industrial society as it is theoretical knowledge as opposed to industrial society which is rooted in machine technology. As theoretical knowledge is the main resource in post-industrial societies, its axial structures are the universities and the research institutes. Here intellectual technology finds more prerogative than the machine technology. Therefore, post-industrial societies focus more on producing services rather than goods. Accordingly, the occupational structure also changes in such societies. Here white-collar office workers replace the blue-collar manual workers. During the 1950s, United States of America became the first nation with its majority of the working population in service

sector comprising trade, finance, transport, health, recreation, education and government and by the 1970s it increased to 60 per cent. England too witnessed a similar trend by the 1960s and it was expected that other nations will also follow the trend. Accordingly, in these nations the contribution of service sector towards Gross Domestic Product (GDP) steady increased. Again, the financial allocation towards higher education and research also improved. Therefore, generation of theoretical knowledge became the central for those societies. According to Bell such societies contain the potential to offer solution to the problems created by industrial societies. The important feature of post-industrial societies is that individuals interact with one another rather than with machines. Here individuals work in pleasant environment and provide services rather than producing goods. Work is not fragmented. The service organisations are typically smaller and thereby economically more practical. Though industrialism led to economic affluence but it alienated the people in equal proportion. In the process of exercising rationality and maximising self-interest people become lonely.

1.9 CRITIQUES OF POST-INDUSTRIAL SOCIETY

- According to some scholars the root cause of alienation is capitalism is loosing control over their work and post-industrial has not escaped from it,
- According to some though the growth of service industry has increased but it has increased at the cost of agricultural sector and not the industrial sector.
- Many occupations in the service sector too are manual like catering, cleaning, entertainment, transportation etc. Therefore, it is misleading to equate only the industrial sector with manual jobs.
- The fact that the jobs in service sectors is always not fragmentary, non-repetitive and in pleasant environment has been rejected by many as clerical works in banks, insurance company, government beauacracy reflects similar monotony as characterised by industrial society.

- It is also seen that though in the service sector people may be given lucrative titles such as engineers or technologists but it is not likely that they are allowed freedom to exercise their knowledge discreetly. Even in context of the researchers it found that the need of fund allocators determines the area as well as the design of the research. In other words knowledge production itself has become an industry.



CHECK YOUR PROGRESS

Q.1. Who is associated with post-industrialism?

Q.2. What is meant by assembly-line operation?



1.10 LET US SUM UP

- Industrial Sociology is an applied branch of Sociology.
- This discipline focuses on various issues and processes associated with industry like productivity, motivation and unionisation.
- The discipline provides us with various concepts, perspectives and theories which can help us to understand the activities mentioned above in context of the socio-cultural milieu in which it exists.
- The roots of Industrial Sociology as a discipline lies in the Industrial revolution in Great Britain. But it emerged as a discipline in the United States during late 1930s.
- After second world war the theoretical basis of industrial sociology broadened and drew its inspiration from structural-functionalism and the works of Max Weber on bureaucracy.
- Industrialisation is a process where large-scale factory produced massive goods and services.
- This production process changed the course of human society as the economic changes required changes in polity as well as other as aspects of a society.
- The theory of post-industrialism is closely associated with Daniel Bell.

- The economy and the social structure of post-industrial society is radically different from industrial society as it is theoretical knowledge as opposed to industrial which is rooted in machine technology.



1.11 FURTHER READING

1) Prasad Jitendra, 2009 : Industrial Sociology Vayu Education of India



1.12 ANSWERS TO CHECK YOUR PROGRESS

Ans to Q No A(i) : Chicago plant of the Western Electric Company

Ans to Q No A(il) : Goldthorpe

Ans to Q No A(iii) : Daniel Bell

Ans to Q No A(iv) : In assembly-line production process different parts of one good is produced separately and then assembled together in one place.



1.13 MODEL QUESTIONS

A) Short Questions (Answer each question in about 150 words)

Q 1: What is meant by Industrialisation?

Q 2: What is meant by Post-industrialism ?

B) Long Questions (Answer each question within 300-500 words)

Q 1: Discuss the pre-conditions of industrialisation.

Q 2: Critically comment on the process of industrialisation.

*** ***** ***

UNIT 2 : INDUSTRIAL SOCIETY IN CLASSICAL SOCIOLOGICAL THOUGHT

UNIT STRUCTURE

2.1 Learning Objectives

2.2 Introduction

2.3 Rationality

2.4 Division of Labour

2.5 Bureaucracy

2.6 Marx and Class Structure

2.7 Let us sum up

2.8 Further Readings

2.9 Answer check your progress

2.10 Model Questions

2.1 LEARNING OBJECTIVES

After going through this unit, you will be able to:

- formulate a basic understanding about society, specifically the industrial society.
- understand certain key concepts in sociological theory
- understand Max Weber's theory of Rationality and Bureaucracy
- understand Emile Durkheim and Karl Marx's theory of Division of Labour
- understand Karl Marx's theory of alienation and Surplus Value
- understand the analysis of class conflict in capitalist society

2.2 INTRODUCTION

Sociologist Gerhard Lenski has defined societies in terms of the technological sophistication of a society. Thus, in terms of Lenski as a society advances, so does its use of technology. Societies which possess basic technology depend on the variations that occur in their environments, whereas comparatively industrialized societies have a certain amount of

control over the impact of their surroundings and thus develop different cultural features accordingly.As such, sociologists mostly categorise societies along with their level of industrialization—from pre industrial to industrial to post-industrial.

It was in 18th century that Europe experienced a rise in technological invention thereby laying the foundation for the era of Industrial Revolution. The industrial revolution brought about a transformation into the lives of the people. However, alongwith bringing technological innovations, it also brought about a lot of problems.Malthus warned of the dangers of overpopulation.Similarly, Ricardo formulated the Iron Law of Wages which condemned workers to cycles of high wages and large families followed by lower wages and decreasing birth rate. The shift from agrarian or pre-Industrial society to an Industrial society, became a topic of debate and discussion and motivated many founding thinkers of sociology, such as Karl Marx, Emile Durkheim and Max Weber amongst others. Taking all of the theories into account, sociologists believe that in industrial societies, all other aspects of society, like education, politics, media, and law, among others, work to support the production goals of that society.

2.3 RATIONALITY

The idea of rationality and the process of rationalisation is the central theme of work of Max Weber. The term rationality refers to the ideas and behaviours which are rationally comprehensible and amenable to empirical knowledge. Rationalisation refers to the process whereby rationality is applied to various aspects and activities of life.According to Weber, rationality is an important characteristic of the contemporary times. He believed that the best way to understand the functioning of the modern society, one needs to comprehend the rational and rationalising features.As such, for Weber rationality is also a process of rationalisation of social system. Max Weber described rationality on the basis of two techniques/ methods-

- Society as a Rationalisation Process

  Weber attempts to comprehend the idea of society as a process of rationalisation. He sees the development of history, and mostly recent history as one of increasing rationality and rationalisation. Protestantism, capitalism and bureaucracy are all forms of this process of rationalisation.

- Rationality as a Methodological Tool

  The second technique of understanding rationality according Weber is to see it through a lens of a methodological principle, i.e., as a technique of investigation. According to him, it is rationality which can act as a technique of inquiry to discover the reason of a social form or development.

2.3.1 RATIONALITY : Zweckrationalitat and Wertrationalitat

Rationality is a distinguishing feature of a capitalist society. However, according to Weber, traditional societies also have rational elements in their social organisation, mostly based on values and morals. Weber identifies two distinct types ofrationality- 'Zweckrational' or goal oriented/ ends-based rationality and 'Wertrational' or value-based rationality. 'Zweckrational' action is an important element of the modern capitalist society and aims at a goal-oriented social action. It refers to a kind of rationalisation of goals. 'Wertrational' on the other hand is an element to be found in traditional social setups. It involves morality and pays importance to emotions,sentiments and beliefs.



CHECK YOUR PROGRESS

Q.1. Gerhard Lenski has defined societies in terms of the _____ of a society.

Q.2. Define rationality

.....

.....

Q.3. Define rationalisation

.....

.....

Q.4. Define Zweckrationalitat and Wertrationalitat

.....

.....

Q.5. State whether the following are True (T) or False (F)

a) Rationality means greater reliance on spiritsand magic True/ False

b) Human values and beliefs can never be rationalised. True/ False

c) Rationalisation can extendto all aspects of society. True/ False

2.4 DIVISION OF LABOUR

Division of labour was systematically defined by Adam Smith in Wealth of Nations (1776). According to him, division of labour was the principal reason of economic progress. Emile Durkheim and Karl Marx have contributed significantly on the discussion on division of labour.

- **DURKHEIM ON DIVISON OF LABOUR**

  According to Durkheim, the focus of social integration is significantly different in pre-industrial and post-industrial societies. Durkheim explains division of labour in industrial societies as a consequence of increased material and moral density. According to him, division of labour is a means through which the struggle of existence can be solved. It is specialisation of labour that strengthens team-work

and coexistence among the members of a society. He proves how the process of occupational specialisation or division of labour helps to integrate societies where heterogeneity, differentiation and complexity are to be found. These societies, are mostly based on organic solidarity. Durkheim studied division of labour on the basis of three characteristics/terms-

- the function of division of labour
- the causes underlying division of labour
- deviations from the normal type of division of labour, i.e. abnormal forms.

- **Functions of Division of Labour**

Durkheim classifies human societies into- 'mechanical solidarity' and'organic solidarity'.

- ***Mechanical Solidarity :*** This refers to a kind of solidarity of resemblance or likeness. The individual members of the society enjoy a level of homogeneity and tightly-knit social bonds thereby creating a sense of connectedness among the members of the society. Collective refers to the system of beliefs and sentiments shared bythe members of a society which defines what their mutual relations. The strength of the collective conscience integrates such societies, binding together individual members through strong beliefs and values. Any violation of these values is considered to be detrimental for the society and the community. This form of solidarity is based on homogeneity. Individual differences are extremely limited and division of labour is at a relatively simple level. Thus, mostly individual beliefs are subsumed under the Collective.
- ***Organic Solidarity :*** Durkheim's organic solidarity refers to a solidarity based on difference and complementarity of differences. A society based on organic solidarity have a certain sense of variation and heterogeneity. There is a constant sense of complexity in terms of personality types,

relationships and problems and as such the strength of the collective is comparatively less in organic societies. Individualism is of more importance in such societies. According to Durkheim, it is the division of labour that keeps the individuals integrated in such societies.

- **MARX ON DIVISION OF LABOUR**

Marx is of the opinion that division of labour is a feature of the industrial society.Marx does not consider division of labour to be a means of cooperation and coexistence. According to him, it is process which is forced on the workers, from which the capitalist reaps the most benefits. For him it is a process closely linked with the existence of private property. The capitalist controls the means of production. As such, according to Marx, division of labour is imposed on workers. They sell their labour-power to the capitalist for wages. Marx stresses exploitation and conflict.Marx have defined division of labour on the basis of two categories- social division of labour and division of labour in manufacturing units.

- ***Social division of labour :*** Social division of labour exists in all societies.It is a process that is bound to exist in order that members of a society may successfully undertake the tasks that are necessary to maintain social and economic life.It is a complex system of dividing all the useful forms of labour in a society. For example, some individuals are involved with the production of handicrafts, some may be involved in production of food etc. As such a social division of labour institutes a system of exchange of goods among the members of the group.
- ***Division of labour in industry :*** This process was prevalent in the industrial societies where capitalism existed. Here, the manufacture of a commodity is divided into number of process. Each worker is limited toperforming or engaging in a small process like work in an assemblyline. The division of labour among the employees increases productivity.The

greater the productivity the greater the surplus value generated. The division of labour makes mass production possible in this capitalist societies.



CHECK YOUR PROGRESS

Q.1. According to Adam Smith division of labour was the principal reason of economic progress.

.....

.....

.....

Q.2. Durkheim explains division of labour in industrial societies as a consequence of increased _____ and _____.

.....

Q.3. What are the three categories on the basis of which Durkheim studied division of labour?

Q.4. Mechanical solidarity refers to a kind of solidarity of _____.

Q.5. Organic solidarity refers to a solidarity based on _____and _____of differences.

Q.6. Marx is of the opinion that division of labour is a feature of the _____.

Q.7. Define social division of labour.

2.5 BUREAUCRACY

Max Weber has systematically provided a theoretical framework and basis for understanding bureaucracy. The Weberian ideal type bureaucracy continues to be the dominant paradigm in the public administration. According to Weber, bureaucratic type of power is the ideal one. the majority of modern bureaucratic officials and political leaders represent this type of authority. However, while recognising bureaucracy as the most efficient form of organisation, and perhaps indispensable for the modern state. Weber also considered it as a threat to individual freedom. For him, the implementation of bureaucracies in government

was a process of rationalisation.Max Weber's theory of bureaucracy was a response to the demands of industrial capitalist economy, which required an efficient administration. His idea of bureaucracy is related to his ideas on legitimacy of authority. He worked on theories of domination, leadership and legitimacy of authority. Weber differentiated authority, power and control.Weber identified five essential components of authority. They are:

- an individual or a body of individuals who rule,
- an individual or a body of individuals who are ruled,
- the will of the rulers to influence conduct of the ruled,
- evidence of the influence of the rulers in terms of the objective degree of command, and
- direct or indirect evidence of that influence in terms of subjective acceptance with which the ruled obey the command.
- Further, Weber defined bureaucracy to be an administrative body of appointed officials. Weber classified bureaucracy into three categories-
  - patrimonial bureaucracy found in traditional and
  - charismatic authorities found in legal type of authority
  - legal-rational bureaucracy found only in the legal type of authority.
- Further, while defining Legal Rational bureaucracy, Weber identified the following characteristics-
  - Official business is conducted on a continuous, regulated basis,
  - An administrative agency functions in accordance with stipulated rules and is characterised by three interrelated attributes; (a) the powers and functions of each official is defined in terms of impersonal criteria, (b) the official is given matching authority to carry out his responsibility and (c) the means of compulsion at his disposal are strictly limited and the conditions under which their employment is legitimate are clearly defined,
  - Every official and every office is part of the hierarchy of

authority. Higher officials or offices perform supervision and the lower officers and officials have the right to appeal,

- Officials do not own the resources necessary for rendering the duties, but they are accountable for use of official resources. Official business and private affairs, official revenue and private income are strictly separated,
- Offices cannot be appropriated by the incumbents as private property, and
- Administration is conducted on the basis of written documents.

2.5.1 MAX WEBER: ELEMENTS OF BUREAUCRACY

According to Max weber, bureaucracy possess the following important elements. They are:

- Impersonal Order - According to Weber, officials should perform their duties in an impersonal manner. The subordinate officials should follow the command of the superior officers. It talks about the de-personalisation of relationship in the organisations.
- Rules – These are the basis for the functioning of a legal-rational bureaucratic authority setup. Officials are strictly bound by these rules. The functionality and the conduct of the officials is in accordance of these rules.
- Sphere of Competence - It involves a sphere of obligation to perform functions.
- Hierarchy- Every official is a part of a hierarchical setup. In accordance to this setup, the lower office functions under the control of higher office.
- Separation of Personal and Public Ends - Weber asserts for separation of officials from their ownership of the means of administration. Officials cannot use his office position for personal ends.

- Written Documents - All administrative acts, decisions and rules are recorded in writing. These documents make the administration accountable to the people and provide a ready reference for future action.
- Monocratic Type- In accordance to this principle, functions performed by the bureaucracy cannot be performed by any other organisation. There is a monopoly of function and only authorised officials can perform these functions, thereby making them monocratic in nature.



CHECK YOUR PROGRESS

Q.1. Max Weber's theory of bureaucracy was a response to the demands of _____.

Q.2. Weber's idea of bureaucracy is related to his ideas on _____.

Q.3. What are the five components of authority according to Weber?

Q.4. What are the three types of bureaucracy according to Weber?

Q.5. Administration is conducted on the basis of _____.

2.6 MARX AND CLASS STRUCTURE

Karl Marx's views can be traced back to his books "Communist Manifesto "and "Das Capital". His aim was to establish a classless society and for this he had appealed to the workers to shed their fear and unite against the capital class which was most exploitative for their emancipation. It means the capitalists class represented the highest exploitative class. This class had used all the tools available in the state for the promotion of its interest. Karl Marx employed his ideas of social conflict mainly in the analysis of the capitalist society. According to Marx, the economy or the mode of production determines the kind of social, political, legal, religious systems, education system etc prevailing in particular society. He was of the opinion that as the production process or the economy

changes all other aspects tend to change. Thus, for him the economy is the foundation or the infrastructure of a society. All other aspects like the legal system, polity, education are parts of the superstructure. In other words, the superstructure of a society is dependent on the infrastructure.

2.6.1 Production relations

The forces of production are not the only factors in material production.According to Marx, in order to produce, people enter into definite relations with one another. It is under these social relations does production takes place. Thus, the relations of production are the social relations existing among the people involved in the process of production. These social relations are determined by the level and character of the development of productive forces. 'Forces' and 'relations' of production are strongly interrelated. The superstructure is determined by the forces of production. However, there is a controversy regarding the primacy of the forces of production over the relations of production.

Marx gives primacy to the relations of production while in other places he describes forces of production as a pivotal element of social change. The relations of production link the productive forces and human beings in the process of production. Relations of production are the social relations of production. The relations of production include both the workers as well the employers and also the relation amongst the workers. Relation of production is not merely the ownership of means of production. The employer's relation to the worker is one of domination and the worker's relation with co-workers is one of cooperation. They also reflect about the economic ownership of productive forces.

The differences between forces of production and relations of production explains the existence of history as a succession of modes of production. This difference underlines as to how the decline of one mode leads to its replacement by another. The forces of production and relations of production not only highlight

the economic progress, but also emphasises about the transformation of the whole of society from one stage to another.

2.6.2 Surplus Value

Surplus labour refers to the part of the working day in which the worker creates during the part of the day which belongs to the capitalist alone, not to the labourer. According to Marx the labourer is paid only for one part of the workday- four hours rather than eight hours. Thus, the first four hours is the cost of their wages since it is clear that with these wages' workers are only able to maintain themselves in food,rent and clothing and never get beyond the point of making ends meet. The next four hours is the 'unpaid part' of the workday, and this constitutes the 'surplus' labour which produces the value for the capitalist but not the worker. In surplus labour, workers expend their labour, but this creates no value for them. Instead, they create surplus value which, for the capitalist has all the charms of something created out of nothing. This part of the working day Marx called'surplus labour time' and to the labour expended during this time is 'surplus value'.Surplus value has four central attributes:

- it is the value created by the surplus labour of the worker;
- it is unpaid and therefore creates value for the capitalist but not for the worker;
- it presents a deception since it claims to be paid labour;
- it is the recognized form of overwork and whereby the worker is not paid for the value that is created by their surplus labour.

2.6.3 Alienation

The term alienation first came into use during the nineteenth and twentieth century to describe a state of disruption and change taking place in the human labour process and system of social

relations as a result of the development of modern society. According to Marx, the history of mankind is not only the history of class struggle but also increasing alienation of man from the society. As the society changes, so does the economic needs of individuals changes and increases. In order to fulfil these changing economic needs, there is a requirement of diversification in economic activity and alienation emerges when any distinction emerges in the existing relationship among the human beings. According to Marx, the relation among individuals depends on two things-

- forces of production
- Relations of production.

Here forces of production refer to techniques of production, while the relations of production refer to two types of relationships- (a) relationship amongst the employees (b) relationship between employer and employee.

The process of alienation starts when the relation, particularly the one between the employee and the employer suffers from a diffusion. Marx has perceived of alienation as a phenomenon related to the structure of those societies in which the producer is separated from the means of production and the capitalist dominates the labour (the worker). According to him, alienation occurs when an individual, group or an institution separated from the products of one's own activity, the nature in which it lives and also detaches oneself from other members in this process. Alienation for Marx is also self- alienation i.e., one's alienation from oneself through one's own activity. Alienation in the Marxian sense can be overcome by abolishing private property. Alienation of the society and of the individual are integrally connected.

2.6.4 Causes of Alienation

➢ ***The following are the causes of alienation :***

Firstly, in the capitalist society, there is always over-specialisation because it is a mechanical order of production. The labourer becomes the cog of the machines. They cannot achieve any motive according to their own choice in the product. This leads to super imposition of labour on the individual thereby creating a scenario of alienation.

Secondly, according to Marx, division of labour is also responsible for creating alienation. As the processes of production are divided, so does the labourers, thereby creating a level of disconnectivity amongst the labourers. Everyone is allotted with a different task in the production process and they repeatedly perform the same task from time to time. This creates a sense of monotony and frustration amongst the labourers thereby leading to alienation.

Thirdly, when there is division of labour, no producer has the absolute claim over the product. As such, any appreciation for the product does not claim the talent of a single labourer and this dismisses the producer and creates alienation.

Fourthly, surplus value that is being created by the capitalist society also contributes for generating alienation. In a capitalist society, the surplus value is created by the capitalists by exploiting the labour force. The labour force resents it and gets alienated from the process of production.

Lastly, the absence of interpersonal relationships in a capitalist society also creates alienation

❍ The relationship between bourgeoisie and proletariats is a relationship of contradiction.



CHECK YOUR PROGRESS

Q.1. According to Marx the economy is the foundation or the_____of a society.

Q.2. Define relations of production in accordance to Marx.

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Q.3. Define forces of production and relations of production.

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Q.4. Marx has perceived of alienation as a phenomenon in which the_____ is separated from the _____.

Q.5. When does Alienation takes place according to Marx?

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2.7 LET US SUM UP

- In terms of Lenski as a society advances, so does its use of technology.
- 18th century that Europe experienced a rise in technological invention thereby laying the foundation for the era of Industrial Revolution.
- The idea of rationality and the process of rationalisation is the central theme of work of Max Weber.
- According to Weber rationality is also a process of rationalisation of social system.
- Weber categorises rationality into two typologies- Zweckrationalitat and Wertrationalitat.

- Durkheim explains division of labour in industrial societies as a consequence of increased material and moral density
- Durkheim studied division of labour on the basis of three characteristics/terms-

  1) the function of division of labour

  2) the causes underlying division of labour

  3) deviations from the normal type of division of labour, i.e. abnormal forms.
- Marx is of the opinion that division of labour is a feature of the industrial society
- Marx have defined division of labour on the basis of two categories- social division of labour and division of labour in manufacture.
- Max Weber has systematically provided a theoretical framework and basis for understanding bureaucracy.
- Max Weber 's idea of bureaucracy is related to his ideas on legitimacy of authority
- The forces of production are not the only factors in material production. According to Marx, in order to produce, people enter into definite relations with one another.
- The relations of production link the productive forces and human beings in the process of production.
- The employer's relation to the worker is one of domination and the worker's relation with co-workers is one of cooperation.
- The differences between forces of production and relations of production explains the existence of history as a succession of modes of production.
- In surplus labour, workers expend their labour, but this creates no value for them.
- The process of alienation starts when the relation, particularly the one between the employee and the employer suffers from a diffusion.
- Alienation in the Marxian sense of the term cannot be overcome by the reorganisation of the economy.



2.8 FURTHER READING

1) Albrow, Martin, 1985, *Bureaucracy*, Macmillan, London, 1985.

2) Aron, Raymond. 1965. *Main Currents in Sociological Thought. Vol. 1*, Penguin : Harmondsworth. P. 111-82.

3) Coser, L.A. 1977. *Masters of Sociological Thought : Ideas in Historicaland Social Context*. Harcourt Brace Jovanovich Inc.: New York

4) Durkheim, Emile. 2014. *The Division of Labor in Society*. New York: Free Press.

5) Gerth H.H.; Mills, C. Wright. 1958. From Max Weber : *Essays in Sociology.* London: Oxford University Press.

6) Giddens, Anthony. *"Classical social theory and the origins of modern sociology." American Journal of Sociology* 81, no. 4 (1976): 703-729.



2.9 ANSWERS TO CHECK YOUR PROGRESS

Ans to Q No 1: Gerhard Lenski has defined societies in terms of the technological sophistication of a society.

Ans to Q No 2: The term rationality refers to the ideas and behaviors which are rationally comprehensible and amenable to empirical knowledge.

Ans to Q No 3: Rationalisation refersto the process whereby rationality is applied to various aspects and activitiesof life.

Ans to Q No 4: Zweckrational society is a capitalist society. This society represents the rationalisation of the means and ends and resorts to reason as an effective instrument to affect one's desires. Wertrational society is a traditional society. This society has more to do with morality that touches upon value judgments, emotions, and stresses social approval of individual activity.

Ans to Q No 5: a) F (b) F (c) T

Ans to Q No 6: According to Adam Smith division of labour was the principal reason of economic progress.

Ans to Q No 7: Durkheim explains division of labour in industrial societies as a consequence of increased material and moral density.

Ans to Q No 8: Durkheim studied division of labour on the basis of three characteristics/terms- the function of division of labour, the causes underlying division of labour and deviations from the normal type of division of labour, i.e. abnormal forms.

Ans to Q No 9: Mechanical solidarity refers to a kind of solidarity of resemblance.

Ans to Q No 10: Organic solidarity refers to a solidarity based on difference and complementarity of differences.

Ans to Q No 11: Marx is of the opinion that division of labour is a feature of the industrial society.

Ans to Q No 12: Social division of labour is a process that exist in order that members of a society may successfully undertake the tasks that are necessary to maintain social and economic life.

Ans to Q No 13: Max Weber's theory of bureaucracy was a response to the demands of industrial capitalist economy,

Ans to Q No 14: Weber's idea of bureaucracy is related to his ideas on legitimacy of authority.

Ans to Q No 15: Weber identified five essential components of authority. They are:

a) an individual or a body of individuals who rule.

b) an individual or a body of individuals who are ruled.

c) the will of the rulers to influence conduct of the ruled,

d) evidence of the influence of the rulers in terms of the objective degree of command,

e) direct or indirect evidence of that influence in terms of subjective acceptance with which the ruled obey the command.

Ans to Q No 16: Weber defined bureaucracy to be an administrative body of appointed officials. Weber classified bureaucracy into

three categories-

a) patrimonial bureaucracy found in traditional and

b) charismatic authorities found in legal type of authority

c) legal-rational bureaucracy found only in the legal type of authority

Ans to Q No 17: Administration is conducted on the basis of written documents.

Ans to Q No 18: According to Marx the economy is the foundation or the infrastructure of a society.

Ans to Q No 19: According to Marx, relations of production are the social relations existing amongthe people involved in the process of production. These social relationsare determined by the level and character of the development of productiveforces

Ans to Q No 20: Forces of production refers to techniques of production, while the relations of production refer to two types of relationships, i.e., relationship amongst the employees and relationship between employer and employee.

Ans to Q No 21: Marx has perceivedof alienation as a phenomenon inwhich the producer is separated from the means of production.

Ans to Q No 22: According to Marx alienation is occurs when an individual, group or an institution is separated from the products of one's own activity, the nature in which it lives and also detaches oneself from other members in this process.



2.10 MODEL QUESTIONS

A) Short Questions (Answer each question in about 150 words)

Q 1: What are the two techniques through which Max Weber defined rationality?

B) Long Questions (Answer each question within 300-500 words)

Q 1: Briefly describe Durkheim's classification of human societies

Q 2: Describe the two categories on the basis of which Marx defined

division of labour\

Q 3: What are the characteristics of legal rational bureaucracy according to Weber?

Q 4: Briefly describe Weber's elements of bureaucracy

Q 5: Describe Surplus value

Q 6: Discuss Marx's theory of Alienation

Q 7: Discuss the causes of alienation

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UNIT 3 : INDUSTRY AND SOCIETY IN INDIA

UNIT STRUCTURE

3.1 Learning Objectives

3.2 Introduction

3.3 Impact of industrialization on social stratification in India

3.4 Impact of industrialization on Family in India

3.5 Impact of industrialization on Education

3.5.1 Educational Autonomy in India: A major impact of industrialization

3.6 Let Us Sum Up

3.7 Further Readings

3.8 Answers to Check your Progress

3.9 Model Questions

3.1 LEARNING OBJECTIVES

After going throug this unit, you will be able to.

- know the impact of industrialisation on social stratification.
- understand the impact of industrialisation on different structures over time.

3.2 INTRODUCTION

Industrialization can be regarded as a process by which an economy is transformed from primarily agricultural to one based on manufacturing of goods. In case of industrialization, individual manual labour is replaced by mechanized mass production.

Industrialization a has huge impact on different aspects of society. Emile Durkheim in his book *"The division of labour"* argues that transition of the society from mechanical to organic solidarity, followed by division of labour have brought about tremendous changes in the society. Collective consciousness which was the guiding principle of ancient agricultural

societies was being replaced by division of labour and restitutive laws. For Durkheim, division labour is the guiding principle of modern industrial societies where complex process of social interaction is clearly visible. In case of modern industrial societies, for Durkheim, division of labour paves the way for functional segregation and specialization. These functional segregation and specialization compel the people to be dependent on each other. This dependence binds the people in a new form of solidarity which is organic solidarity. These changes have brought about huge impact on family, education and social stratification system of the society. Likewise, in case of India, rapid industrializations and neo liberal market economy have made tremendous changes in the different elements of the social structure of the society. In the following discussions major emphasis would be given on industrialization's impacts on major institutions of Indian society likely family, social stratification and education.

3.3 IMPACT OF INDUSTRIALIZATION ON SOCIAL STRATIFICATION IN INDIA

It must be noted that process of industrialization in India, is rapidly enhancing due to neo-liberal economic policy which was introduced in 1991. Traditionally, Indian economy is considered as rural agrarian economy where agricultural production is the major mode of production. Indian society was heterogeneous in terms of the existence of different caste, creed and religion. Historically caste played a major role in the agrarian social life of the villages in India. Inextricably connected with Hindu religion, caste plays a key role in the process of social ordering and segregation. Caste determines the Occupational diirentiation and segregation of the people on the basis of ascribed status. M N Srinivas in his celebrated work *"The Remembered Village"* and social thinkers like Louis Dumont, Andre Beteille have extensively worked on the dominance of some privileged caste in the rural- agricultural societies In India. It is not wrong to assume that before the process of rapid industrialization, Social hierarchies in terms of brahminical dominance and subordination

of shudras are clearly visible in the social life of Indian society. When new liberal economic policy was introduced, major emphasis was given on industrial development which had multiple consequences and impacts on the social stratification system in India. Some positive impacts of industrialization on social stratification is discussed below :

- **Homogeneity and functional dependence :** Industrialization creates a new kind of competitive environment where occupational segregation predetermined by ascribed status are replaced by functional interdependence based on achieved status. Concept of merit and individual qualities become more prominent to climb up the administrative ladder. It diminishes the chances of brahminical superiority and dominance in terms of the selection of occupation. Earlier, some superior administrative and social positions were strictly reserved for the dominant castes. Caste based hierarchy worked as a key barrier and obstacle for the social mobility of the inferior castes. Industrialization has sprouted new possibilities by diminishing such barriers. It tries to build up a homogenous society based on the idea of social convergence. Open competition on the basis of the idea of merit, possibility of occupational mobility irrespective of caste, creed have been instrumental to design a roadmap for a homogenous society. Rather than the dominance of traditional caste based injunctions and proscriptions, logic of market economy followed by open competition and chances of occupational mobility become the key aspects of social life.
- **Gender equality :** Industrialization emancipates the social and working conditions of the women. Earlier, sexual division of labor was the key governing rule of the societies. Industrialization gives emphasis on social mobility and competition on the basis of achieved status which gives equal opportunities to the women. Industrialization is instrumental to formulate gender sensitive rules and legislation, gender budgeting etc. In India, different laws like surrogacy bill, protection of women in the office etc are results of the process of industrialization.

- **Merit and social mobility :** Karl Marx in the German Ideology argues that division and segregation of mental labour from physical labour leads to the development of the cities out of villages. It reveals the rising importance of mental labour and merit. Merit has a significant role in the process of social mobilization. Industrialization have given major emphasis on merit which can be used by the people of the under privileged classes to improve their positions in the social hierarchy. In this context, it can be argued that industrialization has enhanced the chances of class based mobility in India.

Even though it's observed that industrialization has made some positive impacts on the social stratification system in India. It has brought to light some negative aspects. These are as follows :

- **Increasing class inequality :** Industrialization has increased class based inequalities in India. Even Though class base inequality was present in the agrarian social structure of Indian society where zamindari and Jajmani systems had widened the chances of class base inequality , Industrialization has made it more apparent and visible. Segregation of the city dwellers from the slum, white collar job holders from the blue collar , increasing dissimilarities of life styles, tastes and preferences between different classes of people are the consequences of free and open market economy and unregulated capitalist accumulation of wealth in India.
- **Inter-sectionality of caste, class and gender :** Industrialization have made fundamental changes in the social structure. Though it claimed that it leads to homogenous society by relinquishing caste hierarchy, in a way it reaffirms the caste dominance in a new form. Pierre Bourdieu talks about the importance of social and cultural capital in accumulation of resources and wealth. For him, cultural capitals are those forms of capital which people earn by birth. Social position and location of the family plays a key role in the ascription of this capital. On the other hand, social capitals are the social networks people use to build up in terms of social interactions. In

India, it is observed that former land lords and other dignified people, belonging to the dominant castes have easy access to all the two forms of capital which help them to maintain both the caste and class hegemony in the society. Being born and brought up in the families of dominant castes, some people have easily inherited these capitals which help them to acquire more wealth and knowledge in future. Later on , the people of these dominant castes form the dominant and exploiting class of the society. This also happens in India. In case of gender, we can see that educational and job benefits are widely availed by the women of dominant caste and class. In that context, it can be argued that industrialization have further widened the social gaps in India.

- **meritocracy :** A. Madan in the article *"Sociologising merit"* argues that modern industrial logic of giving exclusive importance to merit in terms of social mobility have eclipsed the chances of other human capabilities and thereby reproduces structural strains.



CHECK YOUR PROGRESS

Q.1. Write some positive aspects the impact of industrialization on the social stratification in India?

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Q.2. What are the negative impacts of industrialization on social stratification in India?

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3.4 IMPACT OF INDUSTRIALIZATION ON FAMILY IN INDIA

Industrialisation has made huge impact on family structure in India. Traditionally, joint family structure was the key essence of the rural agrarian social structure in India. Idea of division of labour within the members of the joint families were prominent in the agrarian societies where the former was considered as key elements of agricultural production. Industrialisation has made huge impact on mode of production, work life, education etc which has direct and indirect influence on the family structure of Indian society. Earlier, both husband and wives and their kins used to work in their agricultural fields. Now the scenario is totally changed. Now, in some cases it is observed that both husband and wife live in different towns, states or countries where daily interaction is only possible through tele communication. In some cases it is observed that all the members of the family live in different cities of the different countries. It leads to multiple consequences and impacts in the family structures. These impacts and consequences are analyzed below

- **Disintegration of the joint families :** Debates regarding disintegration of the joint families in India are clearly reflected in the works of Am Shah and other prominent Indian sociologists. Since 1950s these debates are revolving around the academic discourse. After the initiation of rapid industrialization in India, this debate again came into the sphere of academic discussions. It is observed that industrialization has made a key role in disintegrating joint families in India. Industrialization has made huge shift of the economy from agricultural production to manufacturing goods. It creates immense opportunities in terms of jobs, education and other resources. It leads to seasonal and permanent migration to the cities from the towns. On the other hand, pursuit of job, education etc compel the people to leave their family members and to settle in a new places
- **Rising tensions and conflict within family :** Durkheim talks about anomie or normlessness in modern industrial societies. For him, social anomie has negative consequences on the activities of the

day to day life of the families. For Marx, capitalist appropriation of the surplus wealth in the industrial societies have widened the chances of alienation of the people. This alienation has negative impacts on the family life of the people. Increasing workloads, competition, lack of social solidarity etc have made mental agonies and frustrations among the people. These agonies have lead to the conflicting relations in the family. Even in nuclear families, it is observed that requirements of the job have widened the physical distance between husband and wife and their children's. Even the parents cannot manage their times to look after their children. It has negative impact on the children. In India, it is observed that rising cases of children's deviant behavior is organically linked to the parents' inability of looking after them. Idea of coexistence and mutual understanding is the guiding force of any familial relations. But Max Werber argues that excessive emphasis on rationality would lead to disenchantment which leads to dehumanization of the people. This aspect can be related to the rising familial tensions in India. In some cases it is observed that excessive rationality among the members of the family make a huge hindrance towards having a mutual understanding within them. It leads to tensions.

Industrialisation encourage the people to get exposed to liberal education and different ideas of rights and liberties. Feminist's ideas and other progressive ideas are instrumental in questioning status quo in the society. Rising criticism on patriarchal structures of society and institutionally designed agendas of controlling female sexualities are often criticized by the different sections of the society. These questions helped the society to acquire gender justice and equality within families. Industrialization help the women to understand deep rooted underlying patriarchal power structures of Indian families, which help them to de-construct it. Different legislative measures have made gender equality within family. On the contrary, these movements have further Increased the cases of infidelity, extra marital affairs etc. This makes a fundamental question on the durability of

marriage as an institution.

- **Commoditization of species being :** Industrialization has made some deviant consequences within family structures. Instances of domestic violence, torture on elderly people etc are rapidly increasing. Old parents are forced to live in the old age homes. It can be argued that Industrialization has reduced the human stimuli into a mere passive receiver which is devoid of humanitarian values. It reduces people into mere commodities. Social security of the elderly, childrens, women etc is becoming a major issue in the family structure of India. These things are directly or indirectly related to the process of industrialization in India.



CHECK YOUR PROGRESS

Q.3. write two negative impacts of industrialization on family structure in India

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3.5 IMPACT OF INDUSTRIALIZATION ON EDUCATION

Industrialization and neo liberal market economy are complementary to each other. Introduction of neo liberal economy in India has made a significant impact on education. It can be argued that neo-liberal economic policies have paved the way for privatization in education. According to different educational sociologist like Michael w. Apple industrialization have deteriorated the conditions of public educational institutions which gives immense opportunities to the private stake holders to invest in the sector of education. Apple argues that neo liberal market economy transforms education into a valuable commodity where rather than its use value, exchange value is given primacy. Subjects which have larger market value and the ability to cater students of the well to do sections of the society, have given major importance in the

academic discourse. Apple further argues that feedback mechanism and frequent publication of ranks of the schools and colleges are planned accountability approach to welcome privatization in the educational sector.

As with industrialization, privatization also has paved its way in every aspects of our society. Therefore, education that was a public asset once has now turned into a commodity with the impact of industrialization. Slowly we can see that, education has transformed itself with some external forces into 'knowledge economy' which cannot be opted by all sections of society. Many sociologists like Emile Durkheim stated that, education teaches individuals some specific skills which are necessary for their future occupations, and this is mostly important in an industrialized society with increasingly specialized and complex division of labour. Even Talcott Persons have stated that, after family it is the educational institutions like schools that children's are taught to be socialized and acts as a socializing agency. Education brings positive contributions to the society as a whole. But, with positive impacts there are negative impacts too.

Some of them are listed here under :

- Some positive impacts of industrialization on education-
  - Improvement of educational infrastructure in educational institutions.
  - Regularity in student's attendance due to improved infrastructure.
  - Creation of a work culture that results in proper educational environment and synchronization between students and teachers.
  - Smoothness in the educational structure.
  - Improvement in the creativity level and extra-curricular activities among the students etc.
- Some negative impacts of industrialization on education-
  - Education has become a thing to be bought and sold.
  - Students have become marks-oriented.
  - Education has become bookish with, coachings and tuitions

became part and parcel of every students lives.

- Student's workload has increased making them passive learners.
- Student's lives have become mechanical etc.



CHECK YOUR PROGRESS

Q.4. Write one negative and positive impact of industrialization on educaton

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3.5.1 Educational Autonomy in India : A major impact of industrialisation

Institutional autonomy of higher education depicts the freedom of the institution in terms of regulation of administration, adaptation of new policies, syllabus and creation of learner's friendly environment. It is observed that, in the era of new liberal economy, free flow of capital and deregulation of market have made a huge impact on adaptation and regulation of educational policies. Liberalization, Privatization and Globalization (LPG) has made a significant influence on higher education sector in India which brought about multiple challenges. A new funding formulas like 70:30 (It is a new funding formula introduced by the UGC regulation. It is proposed to be applicable in the central universities. According to this formula, universities should arrange 30 percent of their expenditure by self-financing) and also, new liberal agreement like, GATS (General Agreement on Trade in Services) are deliberately design to cut down the doors of higher institutional education for the poor and the marginalized. Economic and political development cannot be attained without holistic inclusive

development. In case of institutional autonomy which many see it as a positive requirement, it has many questions that needs to be answered.



CHECK YOUR PROGRESS

Q.5. Does educational autonomy necessary?

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3.6 LET US SUM UP

- Industrialisation has made huge impact on social stratification, family and education.
- Even though it is assumed that the process of industrialization have diminished the caste based hierarchy and stability in the social and family life, in reality it has created maladjustments in social structure.
- Commoditization of species being, dehumanization and alienation of the individuals are present in every sphere of the society, be it education or social stratification. Therefore, impact of industrialization merits a critical analysis.



3.7 FURTHER READING

1) Haralambos. M & Holborn. M (2016) 8th edition. *Sociology themes and perspectives*. Collins Publishers, London.



3.8 ANSWERS TO CHECK YOUR PROGRESS

Ans to Q No 1 : some positive aspects of the impact of the industrialization on social stratification are it diminishes caste base inequality and pave the way for gender equality and social mobility..

Ans to Q No 2 : negative impacts are it reaffirms caste and class inequality, intersectionality of caste class and gender is visible.

Ans to Q No 3 : negative impacts of industrialization on the family structure are Disintegration of the joint families and rapid enhancement of familial conflicts.

Ans to Q No 4 : One positive impact is that industrialization has made qualitative increase in the work culture. On the other hand it leads to privatization and commoditization of the individual which are some of its negative impacts.

Ans to Q No 5 : The necessity of educational autonomy in India is a contested one. However, even though institutional autonomy would give certain rights and privileges to the educational institutions but, it will also create many unwanted problems among the students and people at large. Autonomy is considered as a necessary element for the upliftment of intellectual capability and growth of scientific research. But we cannot imagine such autonomy which can be ascertained at the cost of the poor.

Ans to Q No 6 : After independence, when our nationalist leaders like Nehru thought that agro based economy alone cannot bring economic growth in the country and this has only restricted development, he tried to use certain alternatives like science and technology or industrialization to alleviate poverty and uplift India's position i.e. from a developing to a developed nation, with the dream to make India a self-sufficient country. But, shifting the agro based economy to manufacturing economy (welcoming industrial growth) it has not only impacted in the economy alone,

but in all the other aspects like education. Education that was once a public property has now become a knowledge economy accessible only to a handful of people. Many Educationist and sociologist like M. Apple, Durkheim, Persons etc. are trying to study and analyze this process of paradigm shift in general, and as a result many facts and consequences of this shift has come to the forefront. This shift has both the positive and negative impacts. Therefore, one cannot easily come to a conclusion. Today, education can be bought and sold. Students are gradually becoming passive learner who might not be able to easily solve real-life problems. There are many such pros and cons.



3.9 MODEL QUESTIONS

A) Long Questions (Answer each question within 300-500 words)

Q 1: Discuss how industrialization has impacted on education after India got independence.

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UNIT 4: INTRODUCTION TO ORGANISATION DEVELOPMENT

UNIT STRUCTURE

4.1 Learning Objectives
4.2 Introduction
4.3 Organisation Development: Meaning and Definition
4.4 History of Organisation Development
4.5 Relevance of Organisation Development for Managers
4.6 Characteristics of Organisation Development
4.7 Assumptions of Organisation Development
4.8 Let Us Sum Up
4.9 Further Reading
4.10 Answers to Check Your Progress
4.11 Model Questions

4.1 LEARNING OBJECTIVES

After going through this unit, you will be able to:

- learn the concept organization development
- discuss the history of organisation development
- describe evolution of OD throughout the years
- discuss relevance of organisation development for Managers
- outline characteristics of organisation development
- describe assumptions of organisation development.

4.2 INTRODUCTION

In this unit we will discuss about the history of organisation development and the evolution of organisation development throughout the years. Let us now discuss the concept of organisational development in the following paragraph.

Organisations are dynamic entities continuously interacting with the external environment. Change in Government legislations, customer

attitudes & preferences, technological changes etc cause an organisation to change. In order to survive in this competitive world, an organisation must be able to cope with this accelerating rate of change. The managers of today must not only be flexible and adaptive in a changing environment, but also be able to diagnose the problems faced by the organisation and implement change programs. Every organisation will have to keep introducing changes into it to survive in this competitive world. The degree of change may vary from organisation to organisation. Because change is occurring so fast, there is a need to find new ways to manage change. Organisation Development (OD) is a planned process which helps organisations to adapt to these changes. Organisation Development not only helps in improving the effectiveness of the organisation but also in developing the individuals and groups in an organisation. OD is about how people function and how to get them to function better.

At the end of the this unit we will get some idea on the relevance of organisation development for managers, the characteristics of organisation development.

4.3 ORGANISATION DEVELOPMENT : MEANING AND DEFINITION

Organisation Development is a strategy to improve an organisation or make it better. It is a planned and systematic process that tries to make an organisation better and helps it in achieving its short and long-term objectives. This is achieved by teaching the organisation members to manage their organisation process and culture more effectively.

Organisation Development is an effort 1) planned 2) organisation wide and 3) managed from the top, to 4) increase organisation effectiveness and health through 5) planned interventions in the organisations "processes" using behavioural science knowledge. (Beckhard, 1969)

Organisation Development is a response to change, a complex educational strategy indented to change the beliefs, attitudes, values, and structure of organisations so that they can better adapt to new

technologies, markets, and challenges, and the dizzying rate of change itself. (Bennis, 1969)

Organisation Development is a long-range effort to improve an organisations problem-solving and renewal process, through a more effective and collaborative management of organisation culture - with special emphasis on culture of formal work teams - with the help of a change agent, or catalyst and using theory and technology of applied behavioural science, using action research (French & Bell, 1978). Organisation development is a planned effort, initiated by a process specialist to help an organisation develop its diagnostic skills, coping capabilities, and linkage strategies in the form of temporary and semi-permanent systems, and a culture of mutuality (Pareek and Rao, 1988)

It can be summarised from these definitions that organisational development is a unique strategy to bring about planned change in an organisation. It is interdisciplinary in nature and uses knowledge of other behavioural sciences like sociology, psychology etc and need the help of a change agent who is also known as a consultant , OD expert or a facilitator.

4.4 HISTORY OF ORGANISATION DEVELOPMENT

The history of organisation development is rich with the contribution of behavioural scientist and practitioners, many of whom are well known. Organisation Development has evolved over the past 60 years from the applications of behavioural science knowledge and techniques to solving organisational problem. Kurt Lewin played a key role in the evolution of organisational development as it is known today. From him emerged the terms of group dynamics and action research which form the basic organisational development process. Lewin experimented with a collaborative change process involving himself as a change agent or consultant and a client group , based on three step process of planning , taking action and measuring results. After Lewin's death in 1947 , his close associates helped to develop the survey-research methods at the University of Michigan. The term organisational development is also widely attributed

to Robert Blake, Jane Mouton and Herbert Shephard as well as Richard Beckhard.

Regardless of who coined the term first, it emerged in about 1957 and is generally considered to have evolved from two basic sources : the application of laboratory method by National Training Laboraties founded by Kurt Lewin and the Survey Research Method originated by the Survey Research centre. Both these methods were pioneered by Kurt Lewin in 1945. Let us discuss the methods in following ways :

- **Laboratory Training Methods:** Laboratory Training, essentially unstructured small-group situations in which participants learned from their own actions started in 1946 in which various experiments were used to bring change in behaviour of participants. It started when Kurt Lewin was asked for help in research on community leaders. The community leaders were called for a workshop and at the end of each session the researchers discussed the behaviours they had observed. Thus, the first T-group ("T" for training) was formed in which people reacted to data about their own behaviour. They discussed openly their feelings, concerns, emotions etc in these sessions. Douglas McGregor (Theory X and Theory Y) , working with Richard Bechard, began applying laboratory -training methods to industry , at General Mills in 1956 and at Union Carbide in 1957. At Union Carbide, McGregor and John Paul Jones (an internal consultant) formed the first internal organisational development consulting group.

  At the same time, Herbert Shephard and Robert Blake were intiating a series of applied behavioural science interventions at Esso, mainly laboratory -training techniques to improve work-group processes. These training sessions provided the basis for what Blake and Mouton later developed as a training system they called the Managerial Grid. These programmes were widely used by other organisations.

- **Growth of T-groups in India:** Rolf Lynton in 1957 conducted intitial T-groups in India. He established "Aloka" in Mysore to develop the capacity of youth. He implemented leadership training for 12 weeks.

In North India, Max Coley, Dean of Teachers, College, Columbia University, USA, and a member of NTL, stayed in Delhi from 1959 to 1962 as a consultant to the ministry of education. He conducted T-groups in his house, and Udai Pareek was one of the participants. Pareek visited USA in 1961 for 6 months & was trained by NTL . After his return to India, the first full scale Laboratory training in India was implemented in 1962 in Ferozpur by Coley and Pareek.They started L-groups in SEIT institute from 1964 which became a central organization of laboratory training.

At the same time, Indian Institute of Management, Calcutta (IIM_C) invited some NTL members as visiting professors, and they implemented laboratory trainings there. After that, Behavioural Sciences Group in IIM -C offered many such trainings and this group became the base of Laboratory training in eastern India.

- **Survey Research and Feedback:** Survey Research and Feedback is the second major stem in the history of organisational development. It consists of activities that rely on questionnaire surveys mostly to generate information that is then used to identify problems faced and opportunities available to an organisation. Rensis likert and Floyd Mann pioneered this method when they conducted an organisation-wide survey in Detroit Edison Co., they collected data , reported back the data to top management group and then down to the work teams .They found that when the survey data was reported back to manager and he or she failed to discuss the results with sub-ordinates and failed to plan with them together on how to bring improvement , little changes occurred. On the other hand, when the manager discussed the results of survey with sub-ordinates and planned with them how to bring improvement, favourable changes occurred. The result of this experimental study led to the conclusion that an intensive, group discussion for using results of an employee questionnaire survey can be an effective tool for introducing change in a business organization. After that, many organizations had used the survey feedback approach.

- **Action Research Approach:** The term "action research" was first coined by Kurt Lewin in 1944. It is a collaborative process in which a change agent and the client organisation work together to gather data to diagnose organisational problems, discuss the data, plan action and together assess the results of their action. It is a technique to bring about organisational development. Action Research is an approach to problem solving consisting of a series of activities and events.

  The field of organisational development is still emerging and a large number of behavioural scientists and OD practitioners are building on the previous researches.



CHECK YOUR PROGRESS

Q 1: Define organisation development

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Q 2: What is Survey Research Method?

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Q 3: What is Action Research in organization development?

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4.5 RELEVANCE OF ORGANIZATION DEVELOPMENT FOR MANAGERS

The relevance of organisation development for managers is as follows:

- An organisational development process helps to strengthen the relationship between managers and sub-ordinates as organisational development activities involves sharing of feelings and viewpoints

between managers and sub-ordinates.

- It helps managers to examine whether their leadership style is effective in proper implementation of change or not. Because in a changing environment autocratic style of leadership where leaders alone take all decisions may not work. Participative leadership style where sub-ordinates viewpoints are also taken into consideration may work better.
- The process of organisational development helps managers to identify areas where an organisation needs to change. Based on this information managers have to develop change management programs by outlining specific ways in which the change will improve the organisations operations, who will be affected by the change and how the change program can be effectively introduced to the employees.
- The first step of organisation development is diagnosis of the organisational problems and it is followed by data collection and analysis and interpretation. So, it gives a lot of information to the managers based on which they can take better decisions compared to before.
- A successful OD program can lead to resolution of conflicts between interdependent groups, better problem-solving and communication, innovations, improved work processes, better performance and productivity and ultimately help an organization to survive in this competitive world and increase its profitability.

4.6 CHARACTERISTICS OF ORGANISATION DEVELOPMENT

A number of special characteristics distinguish organisation development from other approaches to mange and improve the organisational functioning and effectiveness. The following are the characteristics of organizational development :

- **Organisation Development is a Long -Term Effort:** Organization development cannot be completed in a short span of time. As stated

by French and Cecil, it is not a quick fix. It takes several years or even decades to achieve a change. A manager must set very high goals and achieve them in stages through proper planning.

- **Organisation Development involves a collaborative approach to change:** In organisation development the consultant seeks and maintains a collaborative relationship of relative quality with the organisation members. Collaboration means to work together - essentially it means that both the consultant and client system works together on the problems and tries to solve the problem and bring effective change in the organisation.
- **Organisation Development is a planned approach:** Organisation development programmes are planned and not accidental - they represent a deliberate entry of either an OD consultant or OD activities into the client system i.e. the organisation to bring about organisational change.
- **Organisation Development programs emphasises on ways to enhance performance:** Organisation Development programs and efforts are designed to produce organisational effectiveness and health, better system functioning, greater ability to achieve objectives and so on. The basic aim of OD are
  - enhancing congruence between organisational structure, processes, strategy and people
  - developing new and creative organisations solutions
  - developing the organisations self-renewing capacity
- **Organisation development is based upon scientific approaches to increase organisational effectiveness:** Organisation Development is an applied field in which theories, concepts and practices from sociology, psychology, social psychology, education, economics and management education are brought to deal with real organisational problems.
- **Organisation development is a learning process:** A learning organisation is a one where people continually expand their capacity to create the results they desire, where new & expansive patterns

of thinking are nurtured and where people are continually learning how to learn together. Organisational development leads to continuous interaction between individuals, teams and groups within the organisation leading to sharing of knowledge leading to continuous learning and growth.

- **Organisation development represents a systems approach:** Although OD practitioners may concentrate on one or other aspect or unit of an organisation, there is an implicit recognition of the systemic nature of the organisation. An organisation consists of different sub-systems like task, structure, technology and people inter-linked by various processes. The organisation as a whole interacts with the external environment including the society. And change in one part or process of the organisation will bring changes in the other parts. Hence, recognition of the systemic nature of organisations gives the organisational development approach a greater flexibility and chance of success.
- **Organisation Development needs an ideal culture:** An ideal culture is mandatory for organisational development to be successful. Organisational culture includes the basic assumptions, values, norms and behaviour, which are perceived as correct by the members of an organisation. Culture is the bedrock of organisational behaviour. The culture of an organisation is passed on to new employees. And culture is important for organisational development. It is necessary to enrich the organisation culture to help the organisation cope with changing environment.

4.7 ASSUMPTIONS OF ORGANISATION DEVELOPMENT

Assumptions are beliefs that are regarded as so valuable and obviously correct that they are taken for granted and rarely examined or questioned. Basic to most organisational development activities, there are a set of assumptions , which relate to people as individuals, to people as group members and leaders, and to people as members of the total organisational system. These assumptions are -

- **Assumptions about people as individuals :** OD efforts make two basic assumptions about people as individuals which are
  - **Most individuals have drive towards personal growth and development:** In a supportive and challenging environment, most individuals want to become what they are capable of becoming.
  - **Most people are capable of making higher level of contribution to organisational goals:** A tremendous amount of constructive energy can be tapped if organisations realise this and ask employees to participate in decision making & ask for their suggestions to solve problems and reach organisational goals.
- **Assumptions about people in groups and about leadership**
  - **The most psychologically relevant reference group for most people is the work group:** It basically implies that what goes on in the work team, especially at the informal level, has great significance for feelings of satisfaction and competence.
  - **Most people wish to be accepted by at least one small reference group:** This helps them to greatly increase their effectiveness as they can take help of their reference group to solve problems.
  - **Group members must assist each other with effective leadership and member behaviour:** For a group to increase its effectiveness, the formal leader cannot perform all the leadership and maintenance functions in all circumstances at all times and therefore assistance in leadership is required. Group members must assist the leader with multiple roles required for group effectiveness like group problem-solving and decision making, conflict management etc.
  - **Suppressed feelings and attitudes adversely affect problem solving, personal growth and job satisfaction:** The culture in most groups and organisations tends to

suppress the expression of feelings and attitudes that people have about each other and their behaviours - both positive and negative - and about where their organisations are heading. If feelings are allowed to be expressed it tends to open up many avenues for improved goal setting, leadership, communications, conflict resolutions, problem solving between group , collaboration and morale.

- **The level of interpersonal trust, support and cooperation is much lower in most groups and organisations than is either desirable or necessary:** Typically a number of forces contribute to such situations like lack of considering feelings of each other as important, lack of group problem solving skills and leadership styles that reinforce dysfunctional competition.

- **Assumptions about people in organisational systems**

  A number of assumptions about people in organisational systems also underlie OD efforts. They are

  - **Win-lose conflict strategies are dysfunctional over the long-run:** A win-win attitude should be encouraged. Creating cooperative rather that competitive organisational dynamics is the primary task of organisation's leaders.
  - **A developmental set of assumptions about people will lead to organisational development:** The belief that people are important and can grow and develop personally and help in developing organisational competency is likely to reap rewards beneficial to both organisation and its members. The organisation structure should be decentralised mostly.
  - **Possible to create humane as well as profitable organisations:** It's possible to create organisations that on one hand are humane, developmental and empowering and on the other hand are high performing in terms of productivity, quality of output and profitability. The implication is that people are an organisation's most important resource; they are the source of productivity and should be treated with care.



CHECK YOUR PROGRESS

Q 4: Why is organisation development relevant for managers?

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Q 5: As per the assumptions under organisation development, what sort of organizations will be more productive in today's environment?

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4.8 LET US SUM UP

- To survive in this competitive world all organisations need to study their internal and external environment and make suitable changes. Organisational Development is a planned process which helps an organisation to make and adapt to the various changes. Organisational Development is a long -range effort to improve an organisations problem-finding and problem -solving capability.
- Many behavioural scientists and practitioners have contributed over the years towards the evolution of the concept of organisational development. Organisational Development has evolved over the past 60 years from the applications of behavioural science knowledge and techniques to solving organisational problem. Kurt Lewin played a key role in the evolution of organisational development as it is known today. Still many researches are going on in this field.
- Organisational Development has certain characteristics or features which distinguishes it from other approaches to change-
  1. It is a long term effort
  2. Both consultant & client work together to bring about change

3. It is a planned approach
4. It emphasises on ways to improve performance
5. It uses knowledge of other behavioural sciences
6. It is a learning process
7. It needs a systems approach
8. It needs an ideal organisational culture

- Most organisation development activities follow some common assumptions related to individuals, groups and organisations. These assumptions can help a great deal in the success of organisation development leading to increased individual effectiveness and ultimately increased productivity and profitability for the organisation in the long run.



4.9 FURTHER READING

1) French, W., Bell H.C. and Vohra V. (2013). *Organisation Development, Pearson Education*, India
2) Kondalkar, V.G. (2013). *Organization Effectiveness and Change Management,* PHI Learning Pvt Ltd, New Delhi
3) Grieves, J. (2010). *Organizational Change: Themes and Issues*, Oxford University Press,New York
4) Hersy, P. and Blanchard (1977). *Managment of Organizational Behaviour: Utilizing Human resources*, Prentice-Hall of India, New Delhi
5) Anderson, D.L.(2013).*Organization Development : The Process of Leading Organizational Change,* Sage Publishing, London.

4.10 ANSWERS TO CHECK YOUR PROGRESS

Ans to Q No 1: Organisational Development is a long -range effort to improve an organisations problem-solving and renewal process, through a more effective and collaborative management of organisation culture - with special emphasis on culture of formal work teams - with the help of a change agent, or catalyst and using theory and technology of applied behavioural science, using action research.

Ans to Q No 2: Survey Research and Feedback is an important method in organisational development. It consists of activities that rely on questionnaire surveys mostly to generate information that is then used to identify problems faced and opportunities available to an organisation.

Ans to Q No 3: It is a collaborative process in which a change agent and the client organisation work together to gather data to diagnose organisational problems, discuss the data, plan action and together assess the results of their action. It's an important technique to bring about planned change in organizations.

Ans to Q No 4: Organisation Development is relevant for managers as it helps them in proper identification of organisational problems, helps in improving the communication , decision-making and problem-solving processes of the organisation through active participation and collaboration of both management and employees.

Ans to Q No 5: In today's environment organisations with a co-operating atmosphere where people at all levels are empowered and allowed to be creative and forward their suggestions in decision making will survive and grow. Organisations who take care of their human resource along with taking care of their productivity goals will ultimately be more productive and profitable.



4.11 MODEL QUESTIONS

Q 1: Define Organisational Development. Why is Organisational Development necessary?

Q 2: Discuss the history of Organisational Development.

Q 3: Do you agree that Organisational Development is relevant for managers of today? Explain why?

Q 4: Explain the characteristics or features of Organisational development.

Q 5: What are the basic assumptions with which an OD consultant begins an OD program in an organisation?

Q 6: How does Organisational Development program differ from any other approaches to change?

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UNIT 5 : PROCESS OF ORGANISATION DEVELOPMENT (OD)

UNIT STRUCTURE

5.1 Learning Objectives

5.2 Introduction

5.3 OD Process

5.4 Components of OD Program

5.5 Phases of an OD Program

5.6 Let us sum up

5.7 Further Reading

5.8 Answers to check your progress

5.9 Model Questions

5.1 LEARNING OBJECTIVES

After going through this unit, you will be able to:

- discuss the process of OD
- outline the various components of an OD program
- discuss the phases of an OD program i.e. making an entry, developing a contract, launch, evaluation and closure.

5.2 INTRODUCTION

In this unit we are going to discuss about the OD process. The OD Process is based on the action research model which begins with an identified problem or need for change. The process proceeds through assessment, planning of an intervention, implementing the intervention, gathering data to evaluate the intervention, and determining if satisfactory progress has been made or if there is need for further intervention. The process is cyclical and ends when the desired developmental result is obtained.

At the end of the unit we will discuss the various components of an OD program, discuss the phases of an OD program i.e. making an entry, developing a contract, launch, evaluation and closure.

5.3 OD PROCESS

OD is a process of continuous diagnosis, action planning, implementation and evaluation with the goal of transferring knowledge and skills to organizations to improve their capacity for solving problems and managing future change. The process of OD is complex and long-term. It may take a year or more to design, execute and obtain the end results of an OD process as it aims to move an organization from its present position to a future better position.

An OD process starts with entering and contracting followed by diagnosing, planning and implementing changes, and evaluating and institutionalizing them. It generally starts when one or more managers realises that the organization is facing some problem or needs to be developed. The organization could be facing problems like poor product quality, high rate of absenteeism or employee turnover or dysfunctional conflicts among departments.

5.4 COMPONENTS OF OD PROGRAM

An OD program has three basic components which are **diagnosis, action and program management.** The diagnostic component involves continuous data collection about the total organization, its subunits, processes and culture. The action component consists of all activities and interventions designed to improve the organization's functioning. The program management component consists all activities designed to ensure success of the OD program.

The first step is to diagnose the present state of the organization focusing on its major issues. The diagnosis identifies the strengths, opportunities and problem areas of the organization. It tries to find out whether there is a difference between the future desired vision and the present situation. The second step is action planning where action plans are developed to correct problems and seize opportunities. These action plans are called OD interventions which are specifically designed and tailored

to address issues related to individual, group, intergroup and organizational levels as well as issues related to selected processes. During the entire OD process, the third component i.e. program management ensures that the program is supported by organizational members, it is relevant to the organization's priorities and that it is making visible progress in the right direction. Managing the OD program is a continuous activity.

- **DIAGNOSIS:** OD is a data based activity. One of its characteristics is the reliance on valid information about current problems and possible opportunities for improvement. Thus, and OD program starts with diagnosis and employs data collection and data analyzing throughout. The first step in diagnosis is the preliminary identification of possible problem areas. The second step involves gathering data based on preliminary problem identification. These data are then categorized, analyzed and presented to the client in a feedback session.

  In an OD program, although the results of diagnostic activities are important, how the information is collected and what is done with the information is also important. The OD practitioner and the organization members actively collaborate about such issues as what target group to diagnose, how to best accomplish the diagnosis, which process to analyze, what to do with the information and how to use the information to help in action planning. Usually the data is collected through a variety of methods – interview, observations, questionnaires and organizational records which are already available.

- The different types of data collection methods are discussed below:
  - ***Organization records or available information:*** In organizations usually there exists a large amount of data already collected by others which can be a good starting point in a diagnostic effort. Analysis of health information of employees, rate of absenteeism, turnover rate, unpublished reports etc can provide a lot of information. It allows for the examination of trends over a period of time. This method is inexpensive but it may be difficult to access the records

required and the data may be incomplete.

- ***Observation:*** It's a method that involves selecting, observing and recording behaviour and characteristics of the people working in the organisation. The OD practitioner can observe the communication patterns, goal-setting meetings, problem-solving meetings at various organizational levels etc which helps them to gather data regarding these processes. This method provides more detailed and accurate information on behaviour of people than interviews or questionnaires but its time consuming and observer's bias may occur.
- ***Interview :*** It's a data collection method that involves oral questioning of respondents either individually or as a group. Interviews are useful for getting detailed information regarding organization culture, attitudes and feelings, source of conflict, problems between superiors and sub-ordinates, communication patterns etc. This method results in higher response rate and permits clarification of information but the presence of the interviewer may influence the response of the people.
- ***Questionnaires :*** A questionnaire is a data collection method in which written questions are presented that is to be answered by the respondents in written form. It is useful in collecting data in large organizations. It is less expensive and allows anonymity and results in honest responses and eliminates bias but there is often low rate of response and questions may be misunderstood.

- **Diagnostic Model: Weisbord's Model for Organizational Diagnosis :** A six-box model given by Marvin Weisbord is a useful diagnostic tool widely used by OD practitioners. This model tells practitioners where to look and what to look for in diagnosing organizational problems.

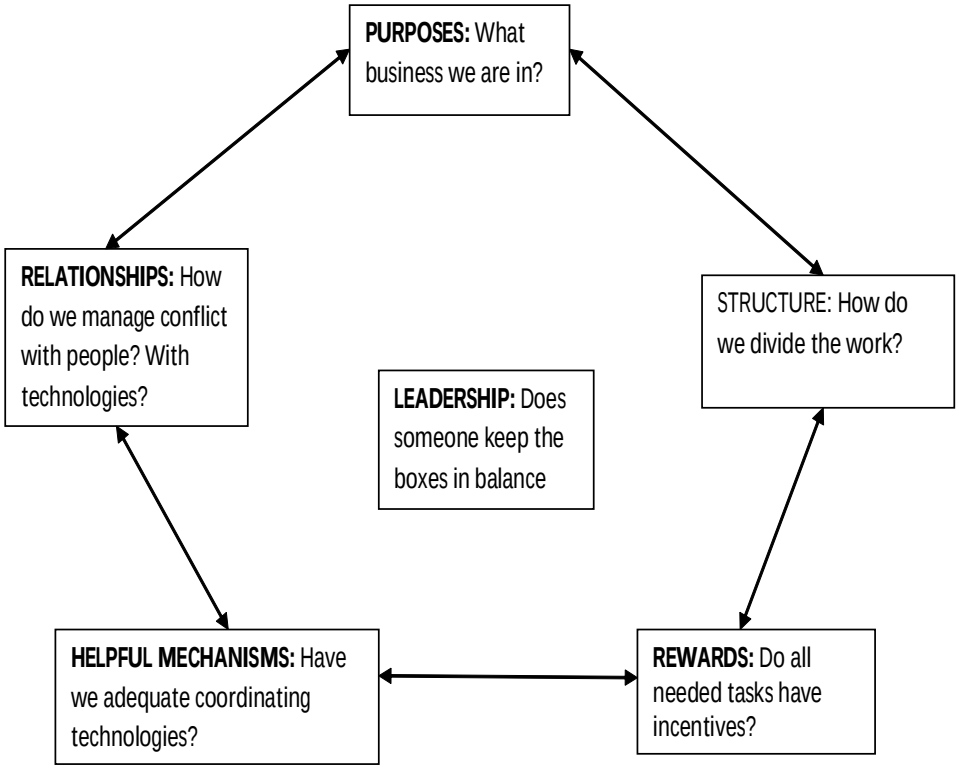


Fig 4.1 The Six-Box Organizational Model

As shown in Fig 4.2, Weisbord identified six critical areas – purposes, structure, rewards, helpful mechanisms, relationships and leadership where things must go right if the organization is to be successful.OD practitioners use this model as a map systematically examining the processes and activities of each box, looking for signs of trouble.

According to Weisbord, the practitioner must diagnose the organization in terms of both the formal and informal aspects of each box. The formal system defines the official way things are supposed to happen; the informal system is the way things really happen. The six boxes are discussed below :

- **Purpose:** It defines the goal of the organization. Are the goals well formed and do the people understand and support the organizational goals.
- **Structure:** The structure should fit the goal; it is important to see how the work is divided and actually done.
- **Relationships:** It's important to see the types of work relationships between peers, superiors and sub ordinates,

between units doing different tasks, between people and their technologies and how conflicts are managed.

- **Rewards:** It's important to diagnose whether all needed tasks have incentives.
- **Leadership:** Leadership can make the difference between a successful and an unsuccessful organization. It's the leaders who can keep the other boxes in balance.
- **Helpful Mechanisms:** It refers to the mechanisms used by the organization to help its members successfully achieve their work and fulfil organizational goals. It needs to be checked whether these mechanisms help or hinder the achievement of organizational objectives.

- **THE ACTION COMPONENT : OD INTERVENTIONS :** The action component consists of OD interventions which are actions taken to produce desired changes. The term OD intervention refers to the range of planned programmatic activities in which clients and consultants participate during the course of an OD program. They are a set of structured activities in which selected organizational units engage in a sequence of tasks that will lead to organizational improvement. The range of OD interventions is quite extensive.
- **THE PROGRAM MANAGEMENT COMPONENT:** The program management component is the most important component because managing the whole OD program effectively means the difference between success and failure of the program. OD practitioners apply behavioural science practices and principles to manage the OD programs. An OD program consists of different phases and an important part of managing an OD program is proper execution of each of the phases.



CHECK YOUR PROGRESS

Q 1: What are the basic components of an OD program?

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Q 2: What are the different types of data collection tools or methods?

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Q 3: What are the six critical areas to be checked by an OD practitioner as per Marvin Weisbord's diagnostic model?

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5.5 PHASES OF AN OD PROGRAM

An OD program consists of different phases which are as follows :

- **Making an entry or Entering into an OD Relationship**

  An OD program generally starts when a member of an organization or unit contact an OD practitioner about potential help in resolving an organizational problem. The organizational members may be the CEO, a manager or a staff specialist and the practitioner may be an OD professional from inside or outside the organization. This phase can be divided into three sets of activities-

  - **Clarifying the Organizational Issue:** When seeking help from OD practitioners, organizations generally start with presenting the problem – the issue which has caused them to consider an OD process. The issue may be decreased market share, increased absenteeism or how to prepare the organization for rapid changes. In order to help the organization to address these issues, the OD practitioner may need to collect preliminary data about the organization to enable the two parties to decide whether they should proceed to develop a contract to work together.

- **Determining the Relevant Client:** A second activity in entering an OD relationship is defining the relevant client for addressing the organizational issue. Generally, the relevant client includes those organization members who can directly impact the change issue and with whom the OD consultant needs to work actively to solve the problem. If these members are not identified correctly and included in the entering and contracting process, they may withhold their their support for and commitment to the OD process.
- **Selecting an OD Practitioner:** The last activity in entering an OD relationship is selecting an OD practitioner who has the expertise and experience to work with members on the organizational issue. The organization needs to decide whether to go for an inside or outside OD practitioner.

- **Contracting or Developing a Contract:** The activities of making an entry or entering into an OD relationship is followed by development of a contract between the OD practitioner and the client or relevant organizational members.

  A contract generally consists of the following-

  - a general agreement describing the work to be carried out keeping open as many options as possible for future changes
  - a mutual commitment by consultant and client to work towards betterment of the organization
  - the conditions which are necessary to begin a successful collaboration, particularly in terms of mutual roles and responsibilities.

  Contracting clarifies how the OD process will proceed. It establishes the expectations of the parties from the OD process, the time and resources required and the basic rules to be followed by the parties like issues related to confidentiality, how to terminate the relationship or whether the practitioner is supposed to act like an expert and make recommendations or help the managers make decisions.

In case of an internal practitioner, entering and contracting is relatively easy and informal. For example, if the manager of a work team acts the OD practitioner then contracting generally involves the manager and the group members meeting to discuss what issues to work on and how to achieve that together. But when external practitioners are used then entering and contracting may be more complex and formal. So, a clear agreement or contract is necessary to carry out the OD process successfully.

- **Launch:** This phase refers to the start of the OD process which includes the following activities:
  - **Diagnosing:** It is the process of understanding the organization's current functioning by collecting detailed information about existing operations as well as analyzing those data and drawing conclusions about the reason for current performance and the potential for change and improvement.
  - **Collecting Data:** The diagnostic data can be collected through questionnaires, interviews, observations or by checking past records.
  - **Analysis of the data:** In this step, the data gathered is organized and examined to understand the underlying causes of the organizational problem and to identify areas for future development.
  - **Feeding Back Data:** It is the most important step in the diagnostic process which involves feeding back the information or data to the client organization. Although the data may have been collected with the client's help, the OD practitioner organizes and presents them to the client. Properly analyzed and meaningful data can have an impact on organizational change only if the organizational members can use the information to draw proper action plans.
  - **Designing and Implementing Interventions :** After receiving the data, discussion on the data occurs and action planning

is done which involves designing suitable OD interventions which will help to solve the specific organizational problem. Careful attention is required in designing and implementing an intervention as its success will depend upon the extent to which it fits the needs of the organization. It mostly depends upon the skills of the OD practitioner.

- **Situational Evaluation:** It involves evaluating the situation which represents the assessing effects of the OD plans and program. This phase is concerned with providing feedback to practitioners and organizational members about the progress and impact of the OD interventions and program. It helps to find out whether the change program has been successful in achieving the desired results or if there is need for further diagnosis and modification of the change program. It is an important phase because based on it managers will take decisions about the OD program, such as whether to continue to support the change program or to modify it or to terminate the program.

  Situational evaluation helps in identifying how much effectively the resources of the organisation have been used in achieving organizational goals. It helps to find out if there is need for new OD activities or if there is need for change in the existing OD activities.

- **Closure:** This is the last phase of an OD program which signifies the end of an OD program after it is decided that the program has been effective and institionalized. Institutionalization of a change means that it has become a normal part of the organization's functioning. For example, if the organization was facing the problem of absenteeism and employees have become regular now after the change effort then it should continue become a permanent part of their work life. This phase may also involve terminating the relationship with the OD practitioner if he is an external agent.



CHECK YOUR PROGRESS

Q 4: What are the different phases of an OD program?

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Q 5: What do you understand by institutionalising a change?

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5.6 LET US SUM UP

- In this unit, the change process and the components of an OD program has been discussed. The process of OD is complex and long-term. It may take a year or more to design, execute and obtain the end results of an OD process as it aims to move an organization from its present position to a future better position.
- There are three basic components of an OD program – diagnostic component, action management component and the program management component. The diagnostic component identifies the strengths, opportunities and problem areas of the organization. The action planning component is the one where action plans are developed to correct problems and seize opportunities. These action plans are called OD interventions. The third component i.e. program management ensures that the OD program is successfully carried out from the beginning till the end.
- Thirdly, the phases of an OD program i.e from entering and contracting till the last phase closure and institutionalization has been discussed. An OD program starts with entering of OD

practitioner and client organization into an OD relationship followed by contracting, launch, situational evaluation and closure. OD efforts are institutionalized when the change program persists and becomes a part of the organization's normal functioning.



5.7 FURTHER READING

1) Cummings, T. and Worley, C., (2015). *Organization Development and Change,* Cengage Learning,Delhi.

2) French, W.,Bell H.C. and Vohra V.(2013). *Organisation Development, Pearson Education,* India

3) Anderson, L.D.,(2016).*Organization Development: The Process of Leading Organizational Change*, Sage Publications, London



5.8 ANSWERS TO CHECK YOUR PROGRESS

Ans to Q No 1: An OD program has three basic components which are diagnosis, action and program management**.** The diagnostic component involves continuous data collection about the total organization, its subunits, processes and culture. The action component consists of all activities and interventions designed to improve the organization's functioning. The program management component consists of all activities designed to ensure success of the OD program.

Ans to Q No 2: The different types of data collection methods or tools are analysing past records which are already available, observation method, interviews and questionnaire method. All these methods are applicable in different situations and have their advantages and disadvantages.

Ans to Q No 3: The six critical areas of an organization to be checked by an OD practitioner as per Marvin Weisbord's diagnostic model are purposes, structure, rewards, helpful mechanisms, relationships and leadership where things must go right if the organization is to be successful.

Ans to Q No 4: The different phases of an OD program involves making an entry, developing a contract, launch, situational evaluation and closure of the OD program which is the last phase.

Ans to Q No 5: Institutionalising a change means making that particular change a normal or permanent part of the organization's functioning.



5.9 MODEL QUESTIONS

A) Long Questions (Answer each question within 300-500 words)

Q 1: Discuss in details the various phases of an OD program.

Q 2: Explain the various methods used to obtain diagnostic information. Discuss a few advantages and disadvantages of these methods.

Q 3: Discuss the components of an OD program.

Q 4: How can an OD practitioner diagnose the problems of an organization with the help of Marvin Weisbord's diagnostic model?

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UNIT 6: TRADE UNIONS

UNIT STRUCTURE

6.1 Learning Objectives
6.2 Introduction
6.3 Growth of Trade Union in India
6.4 Legal Framework of Trade Unions In India
6.4.1 Distinctive Feature of Indian Labour and Employment Laws
6.5 Trade Union Recognition
6.6 Problems of Trade Unions
6.7 Employee Association: Membership and Financial Status
6.8 Trade Union Act 1926
6.8.1 Objectives Trade Union Act, 1926:
6.8.2 Definitions from the Trade Union Act, 1926
6.8.3 Registration of Trade Unions
6.8.4 Cancellation of Registration [sec. 10] (2001 amendment)
6.8.5 Features of Registered Trade Union[Sec 13]
6.9 Let Us Sum Up
6.10 Further Reading
6.11 Answers to Check Your Progress
6.12 Model Questions

6.1 LEARNING OBJECTIVES

After going through this unit, you will be able to:

- trace the growth and development of Trade Unions in India
- discuss the conditions required of a trade union to be recognized as one legally
- discuss the various challenges and problems relating to Trade unions
- describe the concept and features of Employee associations
- discuss the Trade union Act, 1926.

6.2 INTRODUCTION

The Trade Union Movement in India proved to be a catalyst for change in so far as the treatment of industrial workers was concerned. The formalization of a body of worker representatives gave the comparatively 'deprived' workers the much-needed forum wherein to express their opinions and put forward their demands, grievances and other issues relating to working conditions, compensation, facilities/amenities/benefits, etc. in a judicious manner. In other words, it was as if, they got a 'voice' in the industry which helped them fight against being exploited. The Trade Union Act 1926 only added weightage to their stand.

This unit, therefore, looks into the various important aspects of trade union development, formation and recognition, problems and legal framework; especially with reference to India.

6.3 GROWTH OF TRADE UNION IN INDIA

- **Early Growth :** The Trade Union Movement began in India by the end of the First World War. The exploitation of labor caused by the exigencies of the war created unrest among the working class of people; thereby leading them to form unions that would voice their grievances, fight for their rights and ensure them better working conditions.

  As their efforts and perseverance resulted in the formation of organized worker bodies, the Government was compelled to give them legal recognition by passing the Trade Union Act of 1926. Unions registered under this Act were given some valuable rights and privileges.

  Since then Trade Unions have been multiplying in large numbers till they reached the total figure of 1,863 in the year of our independence. Their membership also has been increasing in the same manner.

- **Causes :** The Trade Union Movement in India received a great impetus in the last war when the price of essential commodities rose abnormally high owing to the scarcity created by war conditions.

- The rise in the cost of living made industrial workers better organized than before.
- Their demand for overtime allowance, bonus, compensation, relief, etc. became more and more insistent and gathered a force which even the most resourceful of our producing concerns failed to resist.
- The principle of collective bargaining was accepted as the only means of securing better service conditions from employers.
- Public opinion was strongly in favor of workers who were considered to be mercilessly exploited by their masters. This made it easy for these representative labor unions to get many of their demands conceded by the employers of labor.

- **Initiatives :** The Government of India too sympathized with the fate and conditions of the labour class and consequently, passed a series of Acts for the welfare of industrial labor aimedat giving the workers security against unjust exploitation.

  Trade unionism success stories in the field of industrial labor encouraged employees in other business organizations such as banking, insurance and similar other concerns to form associations of their own on trade union principles to fight for their collective rights.

- **Industrial Trade unions :** The primary role of Trade Unionism, however, is ordinarily associated with the corporate activities of industrial workers. It is through continuous agitations that they were able to draw a large measure of public sympathy.

  A democratic government claiming to represent the interests of the common people cannot possibly remain indifferent to the just and reasonable demands of such a large section of people condemned to a life of toll, misery and insecurity. In the light of this belief, some legislative measures have been adopted by the Government in the hope that they will mark a new epoch in the history of labor movement in this country and set at rest all disaffection and unrest among industrial workers.

- **Need for discipline :** But it is a sorry fact that under the circumstances which now prevail, it is difficult for trade unions in India to grow and develop along healthy lines and serve the cause of the members in the way they should. Rather it is desirable of such unions that they should shed all political character or affiliations and develop a sense of discipline and responsibility among the members.
- **Spirit of service to the nation :** Trade unions all over the country should necessarily be actuated in their activities by a spirit of service to the nation. The worker members and beneficiaries of trade unions should be made to realize that their interests are indissolubly connected with the interest of the nation at large and that their prosperityis directly related to the prosperity of the nation as a whole. So they must respond enthusiastically to the call for national reconstruction.



CHECK YOUR PROGRESS

Q 1: When did the Trade Union Movement begin in India?

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Q 2: Write the Causes of Trade Union

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6.4 LEGAL FRAMEWORK OF TRADE UNIONS IN INDIA

The gamut of Indian labour laws divide the industry into two broad categories :

- **Factory:** Factories are regulated by the provisions of the Factories Act, 1948. All industrial establishments employing 10 or more persons and carrying manufacturing activities with the aid of power come

within the definition of Factory. The Factories Act makes provisions for the health, safety, welfare, working hours and leave of workers in factories and is enforced by the State Government through their 'Factory' inspectorates. It puts special emphasis on welfare, health and safety of workers and is instrumental in strengthening the provisions relating to safety and health at work, providing for statutory health surveys, requiring appointment of safety officers, establishment of canteen, crèches, and welfare committees etc. in large factories.

The Act also provides specific safe guards against use and handling of hazardous substance by occupiers of factories and laying down of emergency standards and measures.

- **Shops and Commercial Establishments:** 'Shops and Commercial Establishments' are regulated by the Shops and Commercial Establishments Act. This takes the form of state statutes and respective states have their respective Shops and Commercial Establishments Acts which provide for various provisions and guidelines relating to opening and closing hour, leave, weekly off, time and mode of payment of wages, issuance of appointment letter etc.

With regard toindustrial workers, **the Trade Union Act 1926** serves as the major guide and safeguard to the very existence and functioning of workers' unions. Various rights, obligations, duties, liabilities, and other do's and don'ts of all the parties to an industrial relation find mention in this Act. Other than this Act, there are many other labour and employment laws that make for the legal framework of industrial employment and relation in India.

6.4.1 Distinctive Feature of Indian Labour and Employment Laws

Characteristically, the Indian Labour and Employment Laws in India have categorized employees into three main categories: government employees, employees in government controlled corporate bodies known as Public Sector Undertakings (PSUs) and private sector employees.

The rules and regulations governing the employment of government employees stem from the Constitution of India. Accordingly, government employees enjoy protection of tenure, statutory service contentions and automatic annually salary increases.

Public sector employees are governed by their own service regulations, which either have statutory force, in the case of statutory corporations, or are based on statutory orders.

Employees belonging to the private sector can be further classified into two broad categories: management staff and workman. Managerial, administrative or supervisory employees drawing a salary of Rs.1600/- or more per month are considered management staff.There exists no statutory provisions relating to their employment. Thus, the conditions of their employment are governed by respective contracts of employment and their services can be discharged in terms of their contract of employment. However, the worker category is covered under the provisions of the Industrial Disputes Act.

- ***The Unorganised Sector :*** There are manylabour and employment laws that also apply to the unorganised sector. The unorganized sector can be defined as that part of the work force that have not been able to organize itself in pursuit of a common objective because of certain existent constraints of the respective sectors such as casual nature of employment, ignorance or illiteracy, superior strength of the employer, and the like.The laws, under this category, include the likes of the Building and Construction Workers Act 1996, the Bonded Labour System (Abolition) Act 1976, The Interstate Migrant Workers Act 1979, The Dock Workers Act 1986, The Plantation Labour Act 1951, The Transport Workers Act, The Beedi and Cigar Workers Act 1966, The Child Labour (Prohibition and Regulation) Act 1986, and The Mine Act 1952.

- ***The Law and their Provisions for Women :*** Although women constitute a significant part of the workforce in India but they lag behind men in terms of work participation and quality of employment. According to Government sources, out of 407 million total workforce, 90 million are women workersin the agricultural sector.In urban India, the employment of women in the organised sector in March 2000 constituted 17.6 percent of the total organised sector. Almost all the major central labour laws are applicable to women workers; with the Maternity Benefit Act resting its full focus on the women workers only. The Equal Remuneration Act was passed in 1976, providing for the payment of equal remuneration to men and women workers for same or similar nature of work. This law does not permit any discrimination in recruitment and service conditions except where employment of women is legally prohibited or restricted.The Central Ministry of Labour and the Central Advisory Committee regularly monitors the enforcement of the provisions of this law.In so far as occupational hazards concerning the safety of women at workplaces is concerned, the Supreme Court of India in the case of Vishakha Vs. State of Rajasthan [(1997) 6 SCC 241] held that sexual harassment of working women amounts to violation of rights of gender equality. As such, it also amounts to violation of the right to practice any profession, occupation, and trade. The judgment also laid down the definition of sexual harassment, the preventive steps, the complaint mechanism, and the need for creating awareness of the rights of women workers. Implementation of these guidelines has already begun by employers by amending the rules under the Industrial Employment (Standing Orders) Act, 1946.
- ***Legal framework with regard to Child Labour:*** It took an initiative for framing an omnibus legislation prescribing 14 years as the minimum age for employment and work in all

occupations except agricultural activity in family and small holdings producing for own consumption. This was done with an intended focus on the elimination of child labour. The legislation also looked into fixing a minimum age of not less than 18 years to any type of employment and work which by its nature or circumstances is likely to jeopardize the health, safety or morals of young persons. Consequently, employment of children has been prohibited in 13 occupations and 51 processes in the country bringing the total to 64 and more are in the process of being added to this list. In 2006, the Central Government amended the Child Labour (Prohibition and Regulation) Act, 1986 prohibiting employment of children below 14 years of age even in non-hazardous industry like restaurants, motels and also as domestic servants.

To emphasise upon the issue of child labour, the Ministry of Labour signed a Memorandum of Understanding with the ILO extending International Programme on Elimination of Child Labour (IPEC) in India for another two years.

- ***Labour Law Reforms:*** It is being advocated that all talk of liberalization is futile without squarely facing up to the imperative of labour reforms. Other efforts at raising the standard of performance on the economic front to world class are apt to stall if those managing enterprises find themselves hamstrung by outdated trade union laws and dilatory methods of adjudication of industrial disputes.

  Productivity, customer service, cost-effectiveness, keeping to delivery schedules, technological up gradation and modernization have emerged as the criteria for judging the quality of management of companies, and labour reforms hold the key to increased competitiveness and investment flows in all these respects. Realising this need, introducing labour market flexibility and simplifying labour laws has no doubt been emphasized by the President and Prime Minister of the country from time to time.



CHECK YOUR PROGRESS

Q 3: To which industries are the Indian labour laws applicable?

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6.5 TRADE UNION RECOGNITION

A union must be recognised before it may effectively represent any employees. Once a union is recognised it serves as the bargaining agent for the workers in a particular bargaining unit. The need for recognition of trade unions by employers was felt by the working class to ensure that appropriate modes of collective bargaining took place and that the agreements, which were collectively reached, were mutually observed. Recognition of trade unions was regarded as a step towards securing reasonable levels of pay and working conditions.

By the late 1990's, it was realised that trade unions have becomemassive bureaucratic bodies with interests and agendas of those who comprise its membership. However, there is a growing debate as to the extent to which they represent and pursue the interests of their members. It is often argued that this is slight and coincidental.

Trade union recognition works as much in the interests of the employeras it does in the interest of the worker. The recognition of a trade union has several repercussions in defending people on disciplinary charges, accompanying members in meetings with managers and negotiating local conditions of service.

After the passing of the Trade Unions Act, 1926, it may be observed thattrade unions have now become legalized and recognised institutions; from being institutions which were only very small bodies they have now become gigantic associations which are interested in the social, cultural and political development of the country as well.

In the absence of any central legislation, management in several states have refused to recognise a trade union mainly on the following

five grounds :

- most of the office bearers of the union were outsiders,
- and sometimes, those disapproved by management, particularly politicians and ex-employees;
- the union consisted of only small number of employees;
- there were many rival unions in existence; and
- the trade union was not registered under the Trade Unions Act,1926.

- **The Constitution on Recognition of Trade Unions:**

  The right to grant recognition to trade unions within the meaning of Constitution of India, art. 19(1)(c) is a fundamental right or not is answered in negative because the right to form association does not carry with it the concomitant right that the association must be recognised by the employers. Hence withdrawal of recognition does not infringe the fundamental rights guaranteed under the Constitution of India, art. 19(1)(c).

- **Necessary Conditions for Recognition:**

  The Trade Unions (Amendment) Act, 1947, Sec 25D provides that a trade union will not be entitled for recognition by order of a labour court under Sec 25E unless it fulfills the following conditions, namely:

  - that all its ordinary members are workmen employed in the same industry or in industries closely allied to or connected with another;
  - that it is representative of all the workmen employed by the employer in that industry or those industries;
  - that its rules do not provide for the exclusion from membership of any class of the workmen referred to in clause. (b);
  - that its rules do not provide for the procedure for declaring a strike;
  - that its rules provide that a meeting of its executive will be held at least once in every six months; and
  - that it is a registered trade union and that it has complied with all provisions of this Act.

6.6 PROBLEMS OF TRADE UNIONS

Some of the major problems faced by trade unions in India are as follows :

- **Small Size :** According to the veteran trade union leader V.V. Giri, "the trade union movement in India is plagued by the predominance of small sized unions". Nearly three-fourths of the unions in the country have a membership of less than 500. Smallness in size of the union implies, among other things, weakness in bargaining power.
- **Poor Finance :** Small size of unions has its direct bearing on its financial health. It is the small size of trade unions accompanied by small subscriptions that the trade unions cannot undertake welfare activities as desired or as is expected of them.
- **Lack of Enlightened Labour Force :** The lack of an enlightened labour force capable of manning and conducting the movement efficiently, purposefully and effectively has been a major problem in the development of trade unions in the country. Lack of education, division by race religion, language and caste, migratory nature, lack of self consciousness, and non-permanent class of workers have been attributed as the causes for the lack of enlightened labour force in India.
- **Multiplicity of Unions:** Of late, trade unionism in India is also characterised by multiplicity of unions based on craft, creed and religion. The implication of multiplicity of trade unions is that it leads to rivalry among unions in the organization and contributes to fragmentation to workers leading to small-sized unions.
- **Politicisation :** Leaders being affiliated to one or the other party, the unions were more engrossed in toeing the lines of their political leaders than protecting workers' interests. This certainly is a serious defect of the Trade Union Movement evidenced in India.

  Many a times, inspite of political leaders possessing little knowledge of the background of labour problems, fundamentals of trade unionism, the techniques of industry, and even little general education – they

tend to exhibit heavy influence upon all significant decisions and workings of the unions. Naturally, unions cannot be expected to function efficiently and on a sound basis under the guidance of such leaders.

- **Miscellaneous Problems:**
  - The majority of registered unions are independent unions. One possible reason for this is the educated workers' preference to the independent unions,
  - About 90% of workers in the public sector are unionized while in case of the private sector only 30 % workers are unionized. This is a World-Wide trend, not only featuring in India. But it has a serious implication for trade union movement in India as more and more public sector undertakings are privatized.
  - Given the fast changing industrial scenario, jobs are moving from the organized formal sector to informal sector. However, the unorganised sector which constitutes about 90% of the total work force does not come under the purview of the trade unions.



CHECK YOUR PROGRESS

Q 3: State some major problems faced by Trade Unions in India?

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6.7 EMPLOYEE ASSOCIATION: MEMBERSHIP AND FINANCIAL STATUS

The Collins Dictionary defines an Employee Association as "an organization, other than a trade union, whose members comprise employees of a single employing organization. The aims of the association may be social, recreational, or professional".

- **Membership:** Membership in employee associations may be automatic upon employment, which implies some degree of employer sponsorship, or voluntary, which indicates less direct employer support. In either case, the principal activities include some or all of the following: the provision of various forms of group insurance, the operation of a credit union; the supervision of recreational centres or vacation resorts; the operation of medical centres, cooperative stores, or buying clubs; and the sponsorship of athletic teams or cultural events. This is one side to the membership status of employee associations as followed in some countries.

  In certain other countries, employee associations are limited mainly to associations of professional (administrative, technical, and clerical) workers, formed primarily for the preservation and improvement of professional standards. In yet certain other parts of the globe, it is common for non-manual workers to belong to associations that are similar in many respects to trade unions.

- **Financial Status:** The members of the Association may take it upon themselves to fund it and thereby, maintain its financial standing. One such model is a Voluntary Employees' Beneficiary Association (VEBA) which is a type of trust fund formed to provide members and their beneficiaries with a specified set of employee benefits. Life, health, accident, and medical (including retiree medical) coverage are the most common benefits provided through a VEBA. It is a fund which enjoys tax exemption under IRC Secm501(c)(9) and may be established by a group of employees with common employment-related connections. The VEBA benefits may be funded by either the employees or the employers or both as mutually agreed upon.

  A VEBA must meet the following IRS requirements:

  - It must be a voluntary association of employees.
  - The organization must provide for payment of life, sick, accident, or other similar benefits to members or their dependents or designated beneficiaries. Substantially all of its operations must be devoted to this purpose.
  - VEBA earnings must be used solely for the administration

and payment of member benefits and may not be used for the advantage of any private individual or shareholder.

- A single employer may establish a VEBA under some circumstances and subject to fiduciary requirements.
- VEBA benefits must not favor highly-compensated employees, and any membership eligibility restrictions must be on a reasonable and objective basis.

6.8 TRADE UNION ACT 1926

A highlight of the Trade Union Act 1926 is as follows :

- **Trade Union [Sec. 2(h)] :** Trade Union means any combination, whether temporary or permanent, formed primarily for the purpose of regulating the relations between workmen and employers or between workmen and workmen or between employers and employers for imposing restrictive conditions on the conduct of any trade or business and includes any federation of two or more Trade Unions.

  Provided that this Act shall not affect -

  - any agreement between partners as to their own business;
  - any agreement between an employer and those employed by him as to such employment; or
  - any agreement in consideration of the sale of the goodwill of a business or of instruction in any profession trade or handicraft.

  The law relating to the registration and protection of the Trade Unions is contained in the Trade Unions Act, 1926 which came into force with effect from 1st June 1927. The Act extends to the whole of India except the State of Jammu and Kashmir.

  In common parlance, Trade Union means an association of workers in one or more occupations. Its object is the protection and promotion of the interests of the working class. Trade Unions have a home grown philosophy based on workers' experience and psychology. It grows out of the workers' day-to-day experience.



CHECK YOUR PROGRESS

Q 5: Define Employee Association.

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6.8.1 Objectives Trade Union Act, 1926

A Trade union is a voluntary organization of workers relating to a specific trade, industry or a company and formed to help and protect their interests and welfare by collective action. Trade unions are the most suitable organisations for balancing and improving the relations between the employees and the employer. They aim to:-

- Secure fair wages for workers and improve their opportunities for promotion and training.
- Safeguard security of tenure and improve their conditions of service.
- Improve working and living conditions of workers.
- Provide them educational, cultural and recreational facilities.
- Facilitate technological advancement by broadening the understanding of the workers.
- Help them in improving levels of production, productivity, discipline and high standard of living.
- Promote individual and collective welfare and thus correlate the workers' interests with that of their industry.
- Take participation in management for decision-making in connection to workers and to take disciplinary action against the worker who commits in-disciplinary action.

6.8.2 Definitions from the Trade Union Act, 1926

Some important Definitions from the Act:

- ***Appropriate Government [Sec. 2]:*** In relation to Trade

Unions whose objects are not confined to one state 'the appropriate Government' is the Central Government. In relation to other Trade Unions, the 'appropriate Government' is the State Government.

- ***Executive [Sec. 2(a)]:*** Executive means the body of which the management of the affairs of a Trade Union is entrusted.
- ***Trade Dispute [Sec. 2(g)]:*** A trade dispute means any dispute between the employers and workmen, the workmen and workmen and the employers and employers which is connected with the employment or non-employment, or the terms of employment, or the conditions of labour of any person. 'Workmen' mean all persons employed in trade or industry whether or not in the employment of the employer with whom the trade dispute arises.
- ***Registered Trade Union [Sec. 2(e)]:*** A registered Trade Union means a 'Trade Union' registered under the Act.
- ***Certain Acts do not apply to trade unions [Sec 14]:*** Below mentioned Acts will not apply to any registered Trade Union, had the registration of any such Trade Union under any such Act shall be void.
  - The Societies Registration Act, 1860.
  - The Cooperative Societies Act, 1912.
  - The Companies Act, 1956

  Trade Unions can be registered only under the Trade Union Act, 1926.

6.8.3 Registration of Trade Unions

For the purpose of registration a minimum of seven members are necessary to form a trade union. The reason for fixation of minimum seven members is to encourage formation of more trade unions so that the trade union would grow.

6.8.4 Cancellation of Registration [sec. 10] (2001 amendment)

The Registrar of the Trade Union can cancel the registration of the Trade Union under the following circumstances:

- When Trade Union registration certificate has been obtained by fraud or other illegal means.
- Disobey the rules and regulation of Trade Union act.
- All the provision contained in section 6 of this act not followed by the members of the Trade Union.
- When there are no minimum required numbers of members in the Trade Union.

6.8.5 Features of Registered Trade Union[Sec 13]

- Registered Trade Union will have perpetual succession (will no stop after the death of the members of the Trade Union.
- Every registered Trade Union will have common seal.
- Every registered Trade Union can acquire and hold both movable and immovable property.
- Every registered Trade Union can sue others.
- Every registered Trade Union can sued by others also.



6.9 LET US SUM UP

- The Trade Union Movement began in India during the closing years of the First World War. The exploitation of labor caused by the exigencies of the war created unrest among the working class people and led them to form unions which, would voice their grievances, fight for their rights and ensure to them better working conditions.
- The national government of India too having a very sympathetic attitude to laborers of all categories passed a series of Acts for the

welfare of industrial labor. They gave the workers security against unjust exploitation.

- A distinguishing feature of Indian Labour and Employment Laws are that in India there are three main categories of employees: government employees, employees in government controlled corporate bodies known as Public Sector Undertakings (PSUs) and private sector employees.
- A union must be recognised before it may effectively represent any employees. Once a union is recognised it serves as the bargaining agent for the workers in a particular bargaining unit. An employee may not circumvent the union, because recognition entails willingness 'to negotiate with a view to striking a bargain and this involves a positive mental decision.
- The Collins Dictionary defines an Employee Association as "an organization, other than a trade union, whose members comprise employees of a single employing organization. The aims of the association may be social, recreational, or professional".
- The law relating to the registration and protection of the Trade Unions is contained in the Trade Unions Act, 1926 which came into force with effect from 1st June 1927. The Act extends to the whole of India except the State of Jammu and Kashmir.



6.10 FURTHER READING

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6.11 ANSWERS TO CHECK YOUR PROGRESS

Ans to Q No 1: The Trade Union Movement began in India during the closing years of the First World War. The exploitation of labor caused by the exigencies of the war created unrest among the working class people and led them to form unions which, would voice their grievances, fight for their rights and ensure to them better working conditions.

Ans to Q No 2: Causes of trade unionism are:

- The rise in the cost of living made industrial workers better organized than before.
- Their demand for overtime allowance, bonus, compensation, relief, etc. became more and more insistent and gathered a force which even the most resourceful of our producing concerns failed to resist.

Ans to Q No 3: Indian labour laws divide industry into two broad categories to which they are applicable – (i) factories and (ii) shops and commercial establishments.

Ans to Q No 4: Some of the major problems faced by trade unions in India are - 1. Small Size,2. Poor Finance, 3. Politicisation, 4. Multiplicity of Unions, 5.Lack of Enlightened Labour Force, 6.Miscellaneous Problems.

Ans to Q No 5: The Collins Dictionary defines an Employee Association as “an organization, other than a trade union, whose members comprise employees of a single employing organization. The aims of the association may be social, recreational, or professional”.



6.12 MODEL QUESTIONS

Q 1: Phase out the growth of Trade Unions in India and their present stand.

Q 2: Name the categories into which the Indian Labour Laws divide the industries?

Q 3 State a few distinctive features of Indian Labour and Employment laws.

Q 4: Draw attention to the conditions required to be fulfilled for the recognition and disqualification of recognition of Trade Unions in India.

Q 5: What are employee Associations? Explain their role and financial management.

Q 6: In a gist, highlight the basic objectives, purpose and components of the Trade Union act 1926.

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Unit 7 : INDUSTRIAL CONFLICT

UNIT STRUCTURE

7.1 Unit Objectives

7.2 Introduction

7.3 Meaning of industrial conflict

7.4 Marxian Perspective

7.5 Pluralist Perspective

7.6 Human Relations Theory

7.7 Radical Approach

7.8 Let Us Sum Up

7.9 Further Reading

7.10 Answers to check your Progress

7.11 Model Questions

7.1 LEARNING OBJECTIVES

After going through this unit, you will be able to:

- know the meaning of industrial conflict
- understand the Marxian perspective of industrial conflict
- know about the Pluralist and Human relations perspective of industrial conflict

7.2 INTRODUCTION

Trade unionism can be viewed as an expression of conflict or dispute in industrial society. It involves strikes, lockouts, sit-ins, refusal to work overtime, sabotage, absenteeism are some of the consequences of industrial conflict today. The conflict between the capitalists and labour class is inherent in an industrial organization. The disputes that arise from this basic conflict of interests, can only be adjusted temporarily but cannot altogether be eliminated. This unit will discuss about this aspect of industrial society in detail.

7.3 MEANING OF INDUSTRIAL CONFLICT

Conflict is a characteristic of any society and more so an industrial society.. The inherent inequality of employment relationship which places more power in the hands of employers, the question of distribution of the social product, which is the outcome of the common effort of employers and workmen, the issue ofjob security which is vital to an employee, the constant urge of the workmen who are generally on the lower ladders of society to improve their standards of living, the employers natural inclination to retain a larger portion of the surplus and the growth ofthe trade union movement which articulate the demands of the workmen are some of the important factors that give rise to disputes in any industrial organization. The industrial disputes are, therefore, the disputes that arise between an employer or an employers' organization on one side and the workmen or trade unions of workmen on the other, on matters relating to employer-employee relationship, that is on the formulation and enforcement of standards of wages and other conditions of employment.The divergence of interests between labour and capitalists is at the root of the industrial or labour disputes. Kahn Freund emphasized the reality of this divergence when he observed: "Any approach to the relation between the management and labour is fruit less unless the divergence of their interests is plainly recognized and articulated. This is true of any type of society one can think of and certainly of a communist as much as of a capitalist society. There must always be someone who seeks to increase the rate ofinvestment."

- Mr. Justice Higgins, the principal founding father of the Australian system of arbitration and conciliation, said that "the war between the profit maker and the wage earner is always with us; that is the war between those who argue for more investment and those who argue for a maintained or improved standard of living now."
- The capital and labour are the two sides of industry, both having their own interests. The one interest they have in common is that the inevitable, and sometimes necessary, conflicts should be

regulated from time to time by available procedures recognized by both the parties. " It is however a sheer utopia to postulate a common interest in the substance oflabour relations."

- The fundamental character of industrial disputes as a distinct phenomenon of modem industrial society is that such disputes are not simply a claim to share the material wealth jointly produced and capable of registration in statistics. At heart, it is a struggle, constantly becoming more intense on the part of the employed group, engaged in co-operation in rendering services to the community, for a higher general human welfare, to share in that welfare in a greater degree.
- Analyzing how the conflicts between employers and workmen led to organization on both sides, Kahn Freund observed: "Thus on the employers as well as on workers' side the formation of organized groups may be the outcome of the conflict itself. In labour management relations, conflict is very much father of all things."

7.4 MARXIAN PERSPECTIVE

Marxism is a general theory of society which condemned capitalism, whereas structural functionalism emerged as a general theory of society which did not analysed capitalism to offer an explanation or condemn it to justify the various social phenomena. After World War II, came a period of comparative stability and economic expansion, but both the capitalism and its theory began to run into difficulty during the 1960s.Karl Marx (5 May 1848 - 14 March 1883) was a German sociologist and political thinker often credited as the "father of communism". Studies of politics and the state routinely borrow from the Marxist tradition a concern with business influence, economic constraints on state action, and the class bases of political parties and political mobilization. Discussions of the world economy typically talk about the globalization of capital, the power of large Multinational Corporation and the ways international markets impinge on local conditions. Discussions of work frequently talk about the labor process, the problem of extracting effort from workers and the impact of technology on skills. Discussions of

social change talk about contradictions. And, perhaps above all, discussions of social conflict are influenced by the core.Marxist idea that conflicts are generated by structurally based social cleavages, not simply subjective identities. In practice, the engagement with Marxism involves strong normative commitment. From the Marxian perspective, the integration of the working class in capitalist society is superficial. The basic conflict of interest between the two classes has remained intact. With regards to the future of the working class, Marx saw both danger and promise in the formation of trade unions. He was of the view that trade unions might end up being preoccupied only with furthering the interest of only their members. While doing so they might lose the sight of the overall struggle of the capitalist and the labour. However, Marx also felt that trade unions contained the potential to become 'organised agencies for superseding the very system of wage labour and capital rule'. Trade unions can unite workers and generate the class consciousness.

The views of Marx were shared by some of his successors like Lenin. According to Lenin too unions end up generating trade union consciousness rather than on the interest of the whole working class in general. Lenin argued that the 'trade union consciousness' can be widened by linking the unions with those political parties that intend to represent the interest of the working class as a whole. According to many modern Marxist, the unions lack the real power. Ralph Miliband said that, 'What a firm produces, whether it exports or does not export, whether it invests, in what and for what, and for what purpose, whether it absorbs or is absorbed by other firms-these and many other decisions are matters over which labour has at best an indirect degree of influence and more generally no influence at all'. According to V.L Allen the limitations of trade unions are apparent from the analysis of their failure to attain the basic aim, which is the protection of the economic interests of the workers. According to Allen the economic interest of the workers can be maintained by the redistribution of wealth.This would require intervention of the government in the mechanisms of free market economy. But in such a

situation union would lose the right of free collective bargaining as unions work within the mechanisms of free market economy. For example, if unions are able to negotiate to increase the wages the employers may raise the price of the products. As a result, the workers will suffer as consumers and the wages earned would automatically wipe out. Therefore, Allen argues that trade unions cannot realise even the basic aims of protection satisfactorily without revolutionary change.However, in reality rather than demanding structural change, the unions are satisfied with fractional changes in the wages of the workers. By working within the framework of the capitalist regime, they accept the system and make it legitimate.According Ralph Miliband the incorporation of the trade union officials into various branches of government has alleviated the pressure upon them to act 'reasonably' and 'responsibly'. Thus, from the Marxian perspective the integration of the workers into the capitalist society has blunted the revolutionary potential of the labour.



CHECK YOUR PROGRESS

Q.1. The divergence of interests between …….and…….. is at the root of the industrial or labour disputes.

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Q.2. Trade unions advocate fractional changes in wage rather than on ……..change.

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7.5 PLURALIST PERSPECTIVE

Pluralism refers to a society, system of government, or organization that has different groups that keep their identities intact while existing with other groups or a more dominant group. Pluralism serves as a

model of democracy, where different groups can voice their opinions and ideas.Philosopher Horace Kallen is widely credited as being the originator of the concept of pluralism.

Pluralism is a belief in difference – a philosophy supporting diversity, religious tolerance, and multiculturalism. Pluralism has always been controversial, as nearly all societies experience a tension between diversity and homogeneity, which can both give benefits and create problems for a society.

Most of the time, when people talk about pluralism they're talking about religious pluralism, or the idea of different religions thriving alongside one another in a single society. This is not the only form of pluralism but just the most common usage of the word. Pluralism is the theory that a multitude of groups, not the people as a whole. These groups may include unions, trade and professional associations, environmentalists, civil rights activists, business and financial lobbies, and formal and informal coalitions of like-minded citizens that influence the making and administration of laws and policy. Here the participants in this process constitute only a tiny fraction of the population and the public acts mainly as bystanders. Indeed, some pluralists believe that direct democracy is not only unworkable; it is not even necessarily desirable. Besides the logistical problems of having every citizen meet at one time to decide policies, political issues require continuous and expert attention, which the average citizen does not have. Robert Dahl, a noted pluralist, suggested in one of his early writings that in societies like ours "politics is a sideshow in the great circus of life." Most people, he explained, concentrate their time and energies on activities involving work, family, health, friendship, recreation, and others. They worry that the common person lacks the virtues--reason, intelligence, patience--for self-government and that direct democracy leads to anarchy and the loss of freedom. From the pluralist perspective power is distributed in society among different interest groups. Trade unions are major groups that represent the interests of employees in general and working class in particular. Advocates of this perspective argue that through trade unionism, the working class has been integrated into the capitalist society.

Accordingly, the conflict between the workers and the owners has been institutionalised on the basis of some rules and procedures that has been mutually agreed upon. This has led to stability in society. According to German sociologist Ralph Dahrendorf plularism 'provides opportunity for success for every interest that is voiced'.Accordingly the voice of the working class became louder through the formal associations.

7.6 HUMAN RELATIONS THEORY

Human relations theory (HRT) is normally thought of as having its roots in the Hawthorne Studies conducted in the 1920s and 1930s at the Hawthorne works of the Western Electric Company, near Chicago in the United States headed by Elton Mayo. Mayo identified the importance of 'the human factor' in organizations. That meant that workers were now recognized as having social needs and interests such that they could no longer be regarded as the economically motivated automatons envisaged by Taylorism. This study moved emphasis from individual worker to the worker as a member of a social group. The workers behaved in accordance to group norms rather than simply dictated by economic incentives and management working designs. It is argued that informal groups in formal settings develop their own norms and values which also generate sanctions upon the members. The power of sanctions are derived from the dependence of members upon the group. An individual requires approval, recognition, status and satisfaction which cannot be attained if one fails to conform to the group norms. According to organizational psychologists workers have social needs such as friendship, approval, recognition to feel satisfied in any working situation. If these needs are not met workers suffer psychologically which also affect the productivity of an organization. Thus, advocates of this perspective argue that in order to ensure productivity of an organization managers must ensure that the personal satisfaction of the workers are met. The managers must also ensure that the norms of the informal groups are aligned with the goals of the organization. Thus, the management must accept and

cooperate with the informal work groups.

According to this perspective there does not exist any conflict of interest between the workers and the managers. But conflict arises only when the worker's needs are not satisfied. It is by reorganizing the social relationships within an organization on the basis of the principles of human relations, the conflicts between the workers and owners can be removed.However this perspective has been criticized by many.

7.7 RADICAL APPROACH

Radical theories tend to view criminal law as an instrument by which the powerful and affluent coerce the poor into patterns of behavior that preserve the status quo. One such view is the so-called "peacemaking"theory. It is based on the premise that violence abets violence.From the 1970s, radical social work or the 'old' radical social work approach focused mainly on Marxist social theories. A core principle of critical theory is analyzing society holistically (relationships and systems) rather than as a collection of individuals.The radical perspective is a form of conflict theory, but one where the primary conflict has an economic base. The conflict and radical perspectives are macroperspectives which also examine how large structures impact individuals. Radical feminists believe that women are oppressed by our patriarchal society. They do not believe that men are oppressed. They seek a fundamental reorganization of society because our existing political, scientific, religious, and social organization is inherently patriarchal.

Separatist feminists, like radical feminists, believe that women are oppressed by our patriarchal society. They, however, believe that we can't get rid of this problem if women and men are together. In order to achieve equality, women need to separate themselves from men. Some believe this is a temporary stage while others see this as a permanent goal.

Cultural feminists, like radical feminists, believe that women are oppressed by our patriarchal society. They, however, focus on empowering women through valuing, emphasizing, and encouraging the positive

qualities traditionally associated with women, such as nurturing, caring, cooperation, relationships with others like childbirth, morality, peace, pureness, and women's connection to nature and the earth.



CHECK YOUR PROGRESS

Q.1. Name one of the advocates of the human relations approach.

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Q.2. Name one noted pluralist.

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7.8 LET US SUM UP

- Trade unionism can be viewed as an expression of conflict or dispute in industrial society.
- It involves strikes, lockouts, sit-ins, refusal to work overtime, sabotage, absenteeism are some of the consequences of industrial conflict today.
- Marxist idea that conflicts are generated by structurally based social cleavages, not simply subjective identities.
- In practice, the engagement with Marxism involves strong normative commitments, not simply beliefs in the scientific virtues of Marxist ideas.
- Pluralism refers to a society, system of government, or organization that has different groups that keep their identities intact while existing with other groups or a more dominant group.
- Pluralism serves as a model of democracy, where different groups can voice their opinions and ideas.

- Robert Dahl, a noted pluralist, suggested in one of his early writings that in societies like ours "politics is a sideshow in the great circus of life."
- Most people, he explained, concentrate their time and energies on activities involving work, family, health, friendship, recreation, and others.
- Mayo identified the importance of 'the human factor' in organizations. That meant that workers were now recognized as having social needs and interests such that they could no longer be regarded as the economically motivated automatons envisaged by Taylorism.



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7.10 ANSWERS TO CHECK YOUR PROGRESS

Ans to Q No A: i) Labour and capitalist

ii) Structural

Ans to Q No B: i) Elton Mayo

ii) Robert Dahl

7.11 MODEL QUESTIONS

A) Short Questions (Answer each question in about 150 words)

Q 1: What is meant by industrial conflict ?

Q 2: State the view of the human relations approach towards industrial conflict.

B) Long Questions (Answer each question within 300-500 words)

Q 1: Critically compare the Marxian and the pluralist approach regarding industrial conflict.

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