

## REVIEWS

**Conciliation in Industrial Disputes.** International Labour Office. New Delhi, All India Management Association. Rs. 20.00 133 p.

**Grievance Arbitration.** International Labour Office. New Delhi, All India Management Association. Rs 15.00. 71 p.

**Job Evaluation.** International Labour Office. New Delhi, All India Management Association. Rs. 20.00. 146 p.

International Labour Office, for many years, has been engaged in publishing authentic monographs in various areas connected with industrial relations and management with a view to promote understanding of these processes as well as to contribute to their effective functioning in different countries. The three books under review belong to this category of I.L.O. publications. It appears that the Management Research and Information Division of All India Management Association has brought out their Indian editions to popularise these valuable publications among the practising managers dealing with these subjects and also among the students of management in a form which would be less costly than the original I.L.O. editions and more easily available in this country. From this point of view the job deserves appreciation.

Although the books under review deal with different subjects, all of them share one

thing in common, i.e., their inter-relationship with collective bargaining and industrial relations and their role in bringing about improvement of industrial relations, if the techniques studied under these books are correctly and adequately applied. From this point of view, "Conciliation in Industrial Disputes" and "Grievance Arbitration" naturally have much more to contribute. The monograph on 'Job Evaluation' also has shown under what conditions it may be considered as aid to collective bargaining. The book recommends that for this, the scheme should be simple so as to enable the individual workers to understand it, the organization in which it is going to be introduced should have a relatively well established trade union movement which should feel secure about its own strength and status, and it "should be implemented as a joint undertaking". There should be suitable procedures for consultation at all stages including that of job-rating. It is also recommended that to be successfully introduced with trade union cooperation, the process of job evaluation should cease with job-classification and the determination of wage-rates for jobs or job rates should remain a separate subject of collective bargaining. The book also affirms that this method, by helping to remove grievances over wage-relativities may help in improving industrial relations and would also free the management and labour to bargain in details on other matters, having been relieved of the responsibility of settling the grievances on wage-relatives.

Another common characteristic of all these three books is the lucid and competent treatment of the respective subject matters. Each of these books explains in details the meaning, mechanism, scope and coverage of the particular technique concerned so as to make it comprehensible to a layman. But the simplicity of the treatment at no stage dilutes the subject matter. There is due emphasis on explaining the techniques of application of the method concerned and each step in that connection is treated separately an exhaustively. Thus, apart from exhaustive treatment of the principal methods of job-evaluation, the monograph on that subject also discusses in details the experiences with job-evaluation schemes in different organizations in the U.S.A, Canada and West Germany. It also thoroughly discusses in another chapter the problems of the analytical methods of job evaluation, viz , those of the point-rating and factor comparison methods in particular. Thus, it becomes a useful hand-book for the practitioner of job-evaluation, besides being a guide to the students of the subject. More or less the same can be stated about the other two monographs. "Grievance Arbitration" gives valuable tips to the parties concerned in preparing the submission-agreement for the arbitration and also in building up the case to be presented before the arbitrator. The arbitrator on the other hand, is also given ample materials in regard to how to conduct the hearings, the problems of proof and also about writing the arbitration-award. "Conciliation in Industrial Disputes" similarly enlightens the parties about the relationship between conciliation and other techniques of conflict-resolution e.g., collective bargaining and arbitration, which may be helpful to them in applying their option in favour of

either, provided the choice is left to them. In addition, it gives ample ideas to evaluate this technique in general and different types of machinery for conciliation including the Government conciliation service. But the book provides more valuable details to the conciliator himself, who gets a set of useful "do's and don'ts" for conducting the conciliation proceedings. There are very useful chapters on the preparations to be made by the conciliator before commencing the proceedings, the arrangements of conciliation meetings and the ways to conduct them, the techniques of conciliation and actions to be taken for concluding the conciliation proceedings. Thus, as a practical guide, this book is of immense value to the practitioners.

However, while recognising the outstanding merits of these books, it is to be noted that they share a common deficiency from the point of view of the practitioners and students of these subjects coming from underdeveloped countries. Although here and there some references are made about the practices and cases relating to these techniques in underdeveloped countries, the illustrations and discussions of the practices are mostly drawn from the highly developed countries. For an international inter-governmental organization like I.L.O., with the resources at its disposal, a more balanced treatment of the subject-matters concerned from a regional point of view could be well expected. However, its absence reduces to some extent the effectiveness of these books to the potential users of these techniques in less developed countries. In this connection one may also feel that the All India Management Association could do something to rectify the above-noted deficiency. There could be a detailed introduction or foreward

by an Indian expert on the subjects concerned in the Indian editions of each of the three monographs. These introductions could discuss in details the problems and lessons of the attempts of applications of job evaluation, conciliation and voluntary arbitration in India. In addition, this type of Introduction by the AIMA in the monograph on "Conciliation in Industrial Disputes" could throw more light on the legal status and responsibilities of the Conciliator in India, which has not been sufficiently highlighted in the I.L.O. monograph concerned. This deficiency is more significant in "Grievance Arbitration." As the original I.L.O publication draws heavily on the U.S. experience and practices of voluntary arbitration, which are considerably different from voluntary arbitration in India, the powers and responsibilities of an Arbitrator under the Industrial Disputes Act and the role and problems of voluntary arbitration in this country needs a separate and further treatment. Addition of an Introduction to the Indian edition by AIMA could do this. Its absence remains a serious shortcoming of an otherwise praiseworthy venture.

**Subratish Ghosh**

**Mathematics for Management : An Introduction.** M. Raghavachari. New Delhi, Tata McGraw Hill, 1980. 448 p. Rs. 39.00.

The author states in the preface that the book is addressed to the needs of 'students and executives to get acquainted with the basic concepts and areas of managerial applications of mathematics, probability and operations research'. While an introduction to quantitative methods necessarily constitutes an essential segment of any board curriculum

of management education, the nature of contents and coverage of any such quantitative methods package is determined by the target group as well as the nature of the academic/training programme. In the reviewer's opinion the present book is primarily geared to general level of quantitative orientation required in students of master's level academic programmes in management.

On the positive side, the coverage of 'mathematics' as required of students of management (working knowledge of basic calculus without the subtleties of 'real analysis', progressions, sets, vectors and matrices, linear equations) are reasonably adequate. At the end of each chapter, a set of problems of varying degrees of difficulty can be used by the students to clarify his understanding of the concepts and tools of each chapter. The author's attempt to illustrate the use of concepts and tools through ideas well known in traditional management literature (e.g. deriving the simple Economic Order Quantity as an application of minimization of function via basic calculus — to cite an example) that the student acquires the motivation to learn the basics. Many examples are also borrowed or adapted from other sources which are acknowledged.

The contents in fact are pretty evenly matched with the compulsory course curriculum in quantitative methods at IIMA and this perhaps explains why the coverage of Linear Programming should be described as introduction to O. R. — as stated by the author in the preface. In contrast, the concepts of sampling and statistical inference are almost exclusively ignored. That the importance of estimation and tests of hypotheses and their general applicability cuts across all the traditional functional areas of management