

increasingly unfavourable to the effectiveness of many of the management strategies and techniques and on the other, at least partly as a result of this, the state intervention in industrial relations is also rapidly increasing over time. Consequently, such important industrial relations matters as trade-unionism, collective bargaining etc. are becoming more irrelevant in the Indian context. It is no use saying that a more basic change in industrial relations machinery is necessary (p 35) or that management and union should not take rigid postures in conflict resolution (p 237) or that price rise and 'slackening of industrial growth could account for much of the industrial relations disturbances' (p 18). In fact one gets the impression that these are the real causes of deteriorating industrial relations situation in the country. But as shown elsewhere², these are only the symptoms of the basic maladies of our economy which have started surfacing particularly from 1965-66. The reviewer strongly believes that the managers and the students of industrial relations should not only be aware of this relationship between the economy and industrial relations but also of the reasons for the continued stagnation of our economy. Otherwise, it is very likely that they will approach industrial relations questions with a very narrow perspective and, as experience indicates, in their frustration with the prevailing situation, they will seek remedy in such measures as centralisation of power,

2. See Sethi, K.C., Sen Gupta, A.K., Grozdanic, S. and Stambuk, V. (eds), *Self-Management and Workers' Participation: Indo-Yugoslav Experience*. SCOPE, New Delhi, 1981, particularly its Introductory chapter. See also Khanna, Sushil, Ghose, Saila K. and Sen Gupta, Anil K., *Workers' Participation and Development: The Indian Experience*, Institute of Social Studies, The Hague, 1981.

curtailment of rights of workers and working class organizations and so on.

In spite of this limitation however, it cannot be denied that the book, especially its sections on work relations, Grievance and Discipline and Conflict Management as well as the cases in part-II, will prove to be useful to its target readers namely, 'the practising managers, potential managers under training and post graduate students of Industrial Relations'.

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Labour Administration : A General Introduction, J. I. Husband, New Delhi, Oxford and IBH Publishing Co, 1980; pp. 88. Rs. 30.

The book under review is the Indian edition of an I. L. O. publication. It intends to give a general overview of the administrative, policy-making and development functions and also various problems involved in labour administration in government. It is conceived as a training material for public officials, mainly the middle and junior level executives as well as clerks with some administrative functions. It has grown out of a large amount of teaching materials, which the author prepared in connection with his responsibilities in I. L. O. in advancement of labour administration.

The first four chapters of the book deal with the role, operations, control mechanisms, structure and staffing of the department of labour in a government. Chapters 5, 6 and 7 describe the extended system which has grown up in the industrialised countries due to the widening of the scope of labour administration and also explains how such

an extended system works. The last chapter deals with the role of the labour administrator in developing varieties of labour laws.

A noteworthy feature of the book is the emphasis that it places on making it useful to the labour administrators of less developed countries. Many of the examples and also the problems discussed are related to these countries. There is also a discussion on the linkage between development planning and labour administration.

The publishers have done a good job in making this book available to labour administrators in India at a reasonable price.

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Management of Absenteeism, S. K. Bhatia, New Delhi, Asian Publication Services, pp. 240, Rs. 60/-.

With the development of a vast industrial net work in the country, certain ancillary problems have come to the fore in its wake. One of prime importance is increase in productivity and reduction in cost. This problem is multi-facet. It needs to be split in smaller parts to allow threadbare analysis of the causes underlying it before suggesting any remedies.

In his recent book "Management of Absenteeism", Bhatia has made such an attempt to delineate the problem of productivity in industry and has dealt, with a great success, one of the major factors responsible for its increase/decrease i.e. "absenteeism in industry." The tools used by him to analyse the problem, the empirical studies conducted by him and the result-oriented techniques allowed

to find out the remedies, make the book a worthwhile addition in the literature of Management studies.

The book covers all the facets of the problem right from concept, causes, methodology for analysis, remedial measures etc. It is a practical guide to managing absenteeism at micro and macro levels with an integrated approach. Its emphasis is on new approaches to the analysis and control of absenteeism in industry. Some of the salient features are as under :

Firstly, the author has dealt with the analysis of the absenteeism under three comprehensive empirical studies. Through these studies he answers five basic questions: What is quantum of absenteeism? What is pattern? Where is absence occurring? How many individuals are involved? and, What conditions or factors cause absenteeism? Then he presents three different methodologies for systematic analysis i.e. (i) "condition-centred," (ii) "person centred," and (iii) identification of other factors responsible for high absenteeism. He further diagnoses in detail the nature of inplant, personal and external factors associated with absenteeism and highlights their impact.

Secondly, a separate section reviews the research findings on absenteeism in India and abroad. The author attempts to codify general laws of absence proneness based on research findings which may be of immense value in modifying personnel programmes.

Thirdly, the new dimensions in managing absenteeism suggest "a result oriented approach." Four chapters deal with the important aspect of remedial measures. One chapter is exclusively devoted for tackling absence as an indiscipline. "Specific cures" and "alleviative cures" are discussed with