

Department of Social Work
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Odd semester Examination 2014

Master of Social Work IIIrd semester

MODEL ANSWER

Paper: MS-305(B) (Organizational Behavior and Industrial Relations)

Maximum Marks: 75

I. Attempt all questions. Each carries equal marks.

10X2=20

- 1) Fear of loss is an internal correlate of morale .(**True**)
- 2) Absenteeism is increased due to fatigue. (**True**)
- 3) Which one is not a biological determinant of personality:
(**C**) **Family**
- 4) Which among the following is a characteristic of perception:
(**B**)**Past Experiences**
- 5) Industrial Relation machinery can be divided into preventive and **Settlement** machinery.
- 6) Which one is not a Characteristic of Low morale:
(**B**) **Team spirit**
- 7) Collective bargaining does not help in development of industrial democracy.(**False**)
- 8) External correlates of morale does not include:
(**A**)**Fear of death**
- 9) Joint production committee is included in **preventive** machinery of Industrial disputes.
- 10) Which one is not included in visible organizational behavior?
(**A**)**Perception**

II: Attempt any five questions (150-200 words.)

7X5=35

- 1) Explain the components of attitude.

Answer- Attitudes can be defined as evaluations of ideas, events, objects, or people. Attitudes are generally positive or negative, but they can also be uncertain at times. For example, sometimes we have mixed feelings about a particular issue or person. Regardless, attitudes are an important topic of study for social psychologists because they help determine what we do, what we eat, how we vote, what we do with our free time, and so on.

Every attitude has three components that are represented in what is called the **ABC model of attitudes**: A for affective, B for behavioral and C for cognitive. Although every attitude has these three components, any particular attitude can be based on one component more than another. In other words, each component can also be the answer to the question: where does an attitude come from? There are affectively-based attitudes, behaviorally-based attitudes, and cognitively-based attitudes.

Affective Component-First, the affective component refers to the emotional reaction one has toward an attitude object. Think of someone - we'll name her Alice - who has ophidio phobia (a phobia of snakes). A snake is an attitude object. Whenever Alice is exposed to a snake - whether she sees one or thinks about one - she feels extreme anxiety and fear. This is only one component of this specific attitude, though; we will discuss the other two components a little later in this lesson.

Now, an attitude that is stemmed from or originally created by an emotion is called an affectively-based attitude. Attitudes about hot-button issues - such as politics, sex, and religion - tend to be affectively-based, as they usually come from a person's values. This type of attitude is used to express and validate our moral belief or value systems.

Behavioral Component-The next component of an attitude is the **behavioral** component, and it refers to the way one behaves when exposed to an attitude object. Think about Alice and her snake phobia again. We already identified the affective component of her attitude towards snakes - fear and anxiety. How do you think she behaves when it comes to snakes? Most likely, she avoids them whenever possible. If she does see one, she probably screams or cries. This behavior is the second component of that particular attitude.

As for attitudes that are rooted in behavior, think again about the question: where does an attitude come from? Sometimes, we are unsure of our feelings about a particular topic. Imagine a friend asks if you like hummus. Since you don't regularly eat hummus and can't immediately recall what it tastes like, you think back about the times that you have eaten it. You remember that you normally eat all of the hummus you are given, so conclude that you must like it (or at least, that you don't dislike it). Because your attitude is determined by observing your own behavior, this is an example of a behaviorally-based attitude.

Cognitive Component: The third and final component of an attitude is the cognitive component, and it refers to the thoughts and beliefs one has about an attitude object. We've already determined that Alice avoids snakes and is scared when she is exposed to them. But, what does she think about snakes? It's likely she believes that all snakes are dangerous and gross. Beyond the physical and emotional reactions of her phobia, there is also this cognitive component of her attitude.

- 2) Highlight the causes of industrial accidents.

Answer- An accident (industrial) is a sudden and unexpected occurrence in the industry which interrupts the orderly progress of the work. According to the Factories Act, 1948: "It is

an occurrence in an industrial establishment causing bodily injury to a person who makes him unfit to resume his duties in the next 48 hours”.

In other words, accident is an unexpected event in the course of employment which is neither anticipated nor designed to occur. Thus, an accident is an unplanned and uncontrolled event in which an action or reaction of an object, a substance, a person, or a radiation results in personal injury. It is important to note that self-inflicted injuries cannot be regarded as accidents.

An industrial injury is defined as “a personal injury to an employee which has been caused by an accident or an occupational disease and which arises out of or in the course of employment and which could entitle such employee to compensation under Workers’ Compensation Act, 1923”.

Causes of Accidents:

The industrial safety experts have classified the various causes of accidents into three broad categories:

1. Unsafe Conditions
2. Unsafe Acts
3. Other Causes

1. Unsafe Conditions (work-related): Unsafe working conditions are the biggest cause of accidents. These are associated with defective plants, tools, equipment’s, machines, and materials. Such causes are known as ‘technical causes’. They arise when there are improper guarded equipment’s, defective equipment’s, faulty layout and location of plant, inadequate lighting arrangements and ventilation, unsafe storage, inadequate safety devices, etc.

Besides, the psychological reasons such as working over time, monotony, fatigue, tiredness, frustration and anxiety are also some other causes that cause accidents. Safety experts identify that there are some high danger zones in an industry. These are, for example, hand lift trucks, wheel-barrows, gears and pulleys, saws and hand rails, chisels and screw drivers, electric drop lights, etc., where about one-third of industrial accidents occur.

2. Unsafe Acts: Industrial accidents occur due to certain acts on the part of workers. These acts may be the result of lack of knowledge or skill on the part of the worker, certain bodily defects and wrong attitude.

Examples of these acts are:

- (a) Operating without authority.
- (b) Failure to use safe attire or personal protective equipment’s,
- (c) Careless throwing of material at the work place.

- (d) Working at unsafe speed, i.e., too fast or too low.
- (e) Using unsafe equipment or using equipment's unsafely.
- (f) Removing safety devices.
- (g) Taking unsafe position under suspended loads.
- (h) Distracting, teasing, abusing, quarrelling, day-dreaming, horseplay
- (i) One's own accident prone personality and behaviour.

3. Other Causes: These causes arise out of unsafe situational and climatic conditions and variations. These may include excessive noise, very high temperature, humid conditions, bad working conditions, unhealthy environment, slippery floors, excessive glare, dust and fume, arrogant behaviour of domineering supervisors, etc.

3) Define the concept of industrial relations.

Answer- The term 'Industrial Relations' comprises of two terms: 'Industry' and 'Relations'. "Industry" refers to "any productive activity in which an individual (or a group of individuals) is (are) engaged". By "relations" we mean "the relationships that exist within the industry between the employer and his workmen." The term industrial relations explain the relationship between employees and management which stem directly or indirectly from union-employer relationship.

Industrial relations are the relationships between employees and employers within the organizational settings. The field of industrial relations looks at the relationship between management and workers, particularly groups of workers represented by a union. Industrial relations are basically the interactions between employers, employees and the government, and the institutions and associations through which such interactions are mediated.

The term industrial relations have a broad as well as a narrow outlook. Originally, industrial relations were broadly defined to include the relationships and interactions between employers and employees. From this perspective, industrial relations cover all aspects of the employment relationship, including human resource management, employee relations, and union-management (or labour) relations. Now its meaning has become more specific and restricted. Accordingly, industrial relations pertains to the study and practice of collective bargaining, trade unionism, and labour-management relations, while human resource management is a separate, largely distinct field that deals with non-union employment relationships and the personnel practices and policies of employers.

The relationships which arise at and out of the workplace generally include the relationships between individual workers, the relationships between workers and their employer, the relationships between employers, the relationships employers and workers have with the organizations formed to promote their respective interests, and the relations between those

organizations, at all levels. Industrial relations also includes the processes through which these relationships are expressed (such as, collective bargaining, workers' participation in decision-making, and grievance and dispute settlement), and the management of conflict between employers, workers and trade unions, when it arises.

Need for Industrial Relation

Need of Industrial Relation arises to defend the interest of workers for adjusting the reasonable salary or wages. It also helps the workers to seek perfect working condition for producing maximum output. Workers/employees are concerned with social security measures through this. Industrial Relation also needed for achieving the democracy by allowing worker to take part in management, which helps to protect human rights of individual.

Answer- 4) The difference between perception and attitude is that perception is the use of the mind or the senses to comprehend or understanding a person's surroundings while attitude is the person's actual feeling or way of thinking about something or someone based on their Perceptions. There is an intrinsic link between perception and attitude. Perception and attitude are two factors that influence a person's everyday life including their workplace and organizational performance. An example of a negative attitude would be a person leaving work early or taking extra long breaks. However, this person might not see this activity as a negative attitude towards work because they may have perceived the work to be dull or their situation at their workplace to be unfair due to long hours or perhaps low pay. This results in the justification that leads to the individual taking extra long breaks or leaving work early. Other coworkers may agree with this individual's actions and others may not. The different perceptions from coworkers lead to different attitudes about the person's absence. Generally, attitude is broken into two constructs: positive and negative. The positive attitude means that a person sees life through a "glass half full" mentality while the negative attitude means that a person sees life through a "glass half empty" mentality. Perception and attitude are also two constructs that have cultural, religious, traditional and ethnic biases for many people.

5) What are the effects of industrial disputes?

Answer- An industrial dispute is caused by revolting employees who disturb industrial peace and harmony. Industrial disputes generally arise due to tensions between labor and management, and gives rise to more issues. This may cause employees to not do their work, and affecting the quality and quantity of production. Furthermore, as industrial tensions rise, there may be strikes and lock-outs. Industrial law is no exception to the shifting emphasis of the modern law towards statutory law. The Industrial Disputes Act, 1947 is therefore, the matrix, the charter, as it were, to the industrial law. This Act and other analogous State statutes provide the machinery for regulating the rights of the employers and employees to lock-outs and strikes and foster investigation and settlement of industrial disputes in peaceful and harmonious atmosphere by providing scope for collective bargaining by negotiations and mediation and, failing that, by voluntary arbitration or compulsory adjudication by the

authorities created under these statutes with the active participation of the unions. The consequences of Industrial disputes are many; a brief description is given below:

(1) Disturb the economic, social and political life of a country: When labour and equipment in the whole or any part of an industry are rendered idle by strike or lockout, national dividend suffers in a way that injures economic welfare.

(2) Loss of Output: Loss of output in an industry which is directly affected by a dispute, but other industries are also affected adversely, as stoppage of work in one industry checks activity in other industries too.

(3) Decline in the demand for goods and services: Strikes reduces the demand for the goods that other industries make, if the industry in which stoppage has occurred is one that furnishes raw materials semi finished goods or service largely used in the products of other industries.

(4) Lasting loss to the workers: There is a lasting injury to the workers in the form of work being interrupted due to the strikes which involves a loss of time which cannot be replaced. The wages are lost and the workers can least afford to lose them especially when the average earning of a worker is not very high.

(5) Increase in indebtedness: This increases the indebtedness among the workers and not only the old debts become heavier but fresh debts may also be incurred.

(6) Loss of health of family members: The workers and their family members also suffer from loss of health due to mental warriors resulting from loss of wages.

(7) Problem to consumers: Strikes and lockouts create problem to consumers also. Articles of their requirements are not available in time, and the prices of such articles reach high due to black marketing activities.

(8) Loss to the management/employer: When workers stop working, the plant and machinery remain idle. The fixed express are to borne by the employer even when the production stops. This way the employer suffers from great loss.

(9) Bad effect on labour relations: Strikes and lockouts bring bad effects on industrial relations. With the result the workmen and the employer always are in mental tension.

6) Discuss the concept and causes of grievance.

Answer-Employee grievances are a matter of important concern for human resource management. Grievances are employee's perception of unfair treatment on the job. It leads to the feeling of dissatisfaction or discontent. They mainly results from difference in employee expectations and managerial practices relating to conditions of employment.

According to Keith Davis: "Grievance is any real or imagined feeling of personal injustice that an employee has about the employment relationship"

In most of the organizations, employees have complaint against their employers which is termed as employee grievance. Hence, a complaint affecting one or more employees at a time does constitute a grievance. The complaint may be related to wages, working hours or conditions of employment. The dissatisfaction which is expressed by an employee is regarded as a complaint. When the complaint is filed and brought to the notice of management, it will then be grievance. Hence, employee grievance is resulted from the perception of unfair treatment and differences in employee's expectations and managerial practices. A well defined grievance procedure is an important constitute of employee relation as it provides a medium for the transmission of complaints to the table of management.

Therefore, employee grievance is a formal complaint affecting one or more individuals at a time with respect to wages, working hours, condition of work environment, transfers, and promotion and so on and formally informed to the management.

Causes of Grievance

Grievance is a feeling of unfair treatment at work. It can be resulted from dissatisfaction of work. In this regard, sources or causes of grievance can be anything that results dissatisfaction or involving wages, working hours, or conditions of employment are the basis of grievance. The causes or sources of grievance are classified into three categories as follows:

1. Management Policies: The policies and procedures adopted by management give rise to grievance. The autocratic or bureaucratic style of management, for instance, is hardly liked by educated masses. But they favour rather a participative style of management. Similarly, management practices also lead to employee grievance at work as the want to exploit employees through reduction in pays and other benefits. Grievances resulting from management policies are:

- Wages rates or scale of pay
- Overtime
- Leave
- Transfer improper matching of the worker with the job
- Seniority, promotion and discharge
- Lack of career planning and employee development
- Lack of regard for collective agreement
- Hostility towards a labor union
- Autocratic leadership style of supervisors.

2. Working Conditions: Working conditions are relative to the work environment of the organization. If the working environment of company is good, employees will get less place for grievance. Grievance resulting from working conditions is:

- Unrealistic environment
- Non-availability of proper tools, machines and equipments for doing the jobs
- Tight production standards
- Bad physical conditions of workplace
- Poor relationship with the supervisor
- Negative approach to discipline

3. Personal Factors: Personal factors are related to the personality traits of individuals. Sometimes, these personality traits also cause the emergence of grievances at work. Some important personality traits that result into grievance are:

- Over ambition
- Narrow attitudes
- Excessive self esteem
- Gambling and fault finding attitude
- Mental tension

7) Describe the principles of collective bargaining.

Answer- The following principles for efficient functioning of collective bargaining are identified by Human Resource experts:

For Union and Management:

1. Collective bargaining should be made an educational as well as a bargaining process. It should offer to trade union leaders an opportunity to present to the management the wants, the desires, the grievances and the attitudes of its employees and make it possible for the management to explain to union leaders and, through them, to its employees, the economic problems which confront it.

2. The management and the trade union must look upon collective bargaining as a means of finding the best possible solution, and not as a means of acquiring as much as one can while conceding the minimum. There must be an honest attempt at solving a problem rather than at a compromise.

3. Both the parties must bear in mind the fact that collective bargaining is, in a sense, a form of price fixation and that any successful collective bargaining depends, in the last analysis on

whether the management and the trade union do a good job of ensuring that the price of labor is properly adjusted to other prices.

For the Management

1. The management must develop and consistently follow a realistic labor policy, which should be accepted and carried out by all its representatives.
2. In order to ensure that the trade union feels that its position in the organization or factory is secure, the management must grant recognition to it without any reservations and accept it as a constructive force in the organization and the industry.
3. The management should not assume that employee goodwill will always be there for it. It should periodically examine the rules and regulations by which its labor force is governed. In this way it will be able to determine the attitudes of its employees, promote their comfort, and gain their goodwill and co-operation.
4. The management should act upon the assumption that in order to make the trade union a responsible and conservative body, it is essential that it should be fairly treated. It should, moreover, establish such a satisfactory relationship with the trade union and its representatives that the latter will not lightly do anything that is capable of jeopardizing that relationship.
5. The management should deal with only one trade union in the organization. If two Trade Unions seek recognition, no negotiations should be undertaken with one until one of them establishes the fact of having a majority of the membership of the employees in its organization.

For the Trade Union:

1. In view of the rights granted to organized labor, it is essential that trade unions should eliminate racketeering and other undemocratic practices within their own organization.
2. Trade union leaders appreciate the economic implications of collective bargaining, for their demands are generally met from the income and resources of the organization in which their members are employed.
3. Trade union leaders should assist in the removal of such , restrictive rules and regulations as are likely to increase costs and prices, reduce the amount that can be paid out as wages, and tend to make for low employment and the long-run lower standard of living of all sections of society.

III: Attempt any two questions.

10X2=20

Answer 1) - Industrial relations describes the relationship between three key players -- management that represents the employer, trade unions for employees and the government, whose role is to regulate this relationship through legislation and court intervention. Approaches of organizational development toward industrial relations are founded on four primary theories -- unitary, systems, radical and pluralist -- and are influenced by a variety of

underlying factors. These include globalization, political philosophies, economic imperatives and an organization's strategic perspective on promoting workplace flexibility, productivity, cooperation and competitiveness.

The Unitary Approach

The unitary approach recognizes every work organization as an integrated and harmonious whole that exists for a common purpose. It emphasizes the co-dependency of employees and employers -- each worker identifies with the objectives and mission of the organization. For instance, in a family-owned small business, industrial relations is based on mutual cooperation between employees and management, a cohesive set of participants deemed to be part of the same team. Collective bargaining and trade unions are perceived to be anti-social, serving only to precipitate unnecessary and destructive industrial conflict between two non-competing, cooperative parties.

The Systems Approach

The systems approach puts forth the premise that organizations are made up of numerous components subsystems working together harmoniously so that the larger system succeeds. It considers three key factors in the management-labor relationship: environment, interaction and rules. An example would be a manufacturing business that relies on the synergy between different subsystems, including the procurement, sales, production, quality control and human resource departments. The external environment that comprises social, legal, economic, political and/or technological forces will impact these subsystems and hence influence the industrial relationship. As a consequence, the interaction of employees/unions, management and the government will require rules, which are the outputs of the system, to stabilize the employment relationship.

Radical Approach

The radical approach, often called the Marxian approach, is based on the premise that differences in economic power between competing social groups can be changed by class conflict. The radical theory perceives industrial relations as a necessary result of workers seeking to protect themselves from powerful, profit-hungry corporations that have no regard for the employees other than what they are legally obliged to do. This creates a conflict in industrial relations between those who buy labor to make profit and those who sell it, perpetuating a power imbalance between capital and labor, often seen as a permanent feature of capitalism. An example would be U.S. Company that outsources its manufacturing function to a developing economy to leverage cheap but skilled labor.

The Pluralist Approach

The pluralist approach to industrial relations accepts that conflict is inherent in society and can be accommodated through various institutional arrangements. Pluralism recognizes the existence of more than one ruling principle and allows for different and divergent views from both management and trade unions, achieved through negotiation, concession and compromise. This approach to industrial relations reinforces the value and legitimacy of collective bargaining between management and trade unions as conflict-resolving and rule-making processes. This approach is found in businesses with a large number of employees, such as a retail store chain or hotel chain.

Answer-2) Perceptions is one of the many cognitive processes that help us acquire information from the environment. The environment consisting of various objects and events always excite us in some forms by creating its initial impression on our sense organs. Our first interaction with the environment begins when an external stimulus is sensed, attended to, and perceived. It is through these primary and basic mechanisms, we make sense of what happens in the world around us. We thus experience perception as one of the first psychological processes on which other higher psychological processes such as learning, thinking, memory, problem-solving etc. are based.

From biological bases of behavior, we know that we receive information from our environment through the sense organs. The information so received is transmitted to the brain for processing. Receiving information from the environment by any of the sense organs is called sensation.

The sensation is the initial contact between the organism and the physical environment. The stimuli in the environment emit physical energy, such as light, sound, and heat. The sense organs detect this energy, and transform it into a code that can be transmitted to the brain. But sensation alone is not enough to gather relevant experiences about a particular object or event. It is a simple mechanical process of registering the environmental input, which is then carried to our central nervous system for processing. The information must be organized and interpreted; otherwise, they would be of no use to us. The process through which we organize our sensations to meaningfully interpret them, and thereby form a mental representation of our world is called perception. Perception is a complex mental process and is not mechanical in nature like sensation. It is not simply a passive process of decoding sensory information; it is a dynamic process based on the foundation of sensation. In our everyday life, the two processes of sensation and perception are practically inseparable.

Determinants of perception are basically divided into two categories:

1. Structural
2. Behavioral

Structural determinants refer to those qualities that stem from the stimulus itself such as its size, shape, colour, amount, intensity, continuity, distance, depth etc.

Behavioural determinants refer to attention, past experiences, needs, values, learning of a person.

Besides these two basic categories another important determinant of perception is stimulus organization, that is, object arrangement. Perceptual organization is governed by the Gestalt laws of organization: Proximity, Similarity, Closure and Continuity.

The determinants or factors of perception can be further classified in 2 broader terms:
1- **Primary determinants:** These are simply the gestalt laws of perceptual organization. The governing factors in this case are Law of Figure and Ground and Law of Pragnanz (simplicity). The law of Pragnanz can be further divided into other laws like symmetry, closure and similarity etc.

2- **Secondary determinants:** These are further classified as:
a- **Subjective factors:** How one's personality attributes contribute to perception formation. For example, Motivation, Attitude, Emotions, Perceptual set, personality etc.
b- **Objective factors:** How the traits of the thing/stimulus being perceived contribute to perception formation. For example, shape, size, contrast, colour, motion etc which are all the characteristics of the object/stimulus.
c- **Socio-cultural factors:** How one's society shapes one's perception. For example the cultural norms, laws, moral bindings etc.

Answer 3) - Democracy, industrial, is the application of the doctrines of democratic theory to people's lives as workers. Democracy is always rules by the people, and the key questions it raises are which people? Over what range of problems are they to rule? How much power should they have? And through what mechanisms and procedures should these powers be exercised? Industrial democracy is the attempt to supply answers to these questions in regard to people's lives as workers. At a minimum the questions raised by industrial democracy represent dissatisfaction with those views of democracy that limit its application to the sphere of politics. Given the importance of work to a society and to the health and well being of workers, which is to say to most citizens of society, extending democracy to the economy has struck many as the obvious thing to do.

What industrial democracy is, however, has been a matter of serious dispute. For some it is simply a matter of workers participating in decisions that affect minor working conditions; with all real control left in the hands of the owners of the enterprise. For others it involves workers having full control over most factory floor matter operations but of nothing else. Others extend the definitions to include these functions as well as to allow worker participation in making the later decisions that affect the life of the enterprise with final decisions, however, remain with the owners. For some industrial democracy means that workers own a significant portion of stock in the company but have no more influence on management than minority shareholders typically have. Others favor codetermination, an arrangement that gives workers or their representatives half the seats on the board of directors so that nothing of importance can go on without their cooperation. Still others believe that workers ought to have full workers' ownership, with workers or their representatives making all the decisions that capitalist owners now make but with the market economy taken as a given. And, finally, some advocate workers' controlling not only individual enterprises but the whole economy, and with a democratically arrived at plan substituting for the free market.

The actual mechanisms by which worker's participation or control is exercised vary considerably not only between these various versions of industrial democracy but within each one. What they all have in common is the extension of workers' rule into the economy, albeit with great differences of degree and in the particular decisions affected. The label favored by both proponents and critics has changed over the years. Although "industrial democracy" was widely preferred in the period before World War I, "economic democracy", "workers' control", "producers' cooperative", and "workers' self-management" have acquired greater currency since then, especially as applied to the more advanced forms of workers' rule. These terms have proved useful in preventing the misunderstanding that these reforms are intended only for industry, but they have not replaced the term "industrial democracy," which remains the most accurate general label for the entire range of practices.

As an idea, industrial democracy arose from the perceived limitations of political democracy. It gained widespread popularity only in the second half of the nineteenth century with the development of large-scale industry and the rise of an organized labor movement. Instead of making work easier and improving the life of workers, the rapid scientific and technological advances of the time shocked contemporaries by doing just the opposite. What could be done about it? Although usually associated with anarchism and anarcho-syndicalism, which sought to bypass the political process by seeking immediate changes in the economy, every school of socialism advocated some kind of industrial democracy. The anarchist Pierre-Joseph Proudhon may have written more on this subject than his contemporary Karl Marx, but Marx was equally committed to the general aim. Earlier thinkers, such as Jean-Jacques Rousseau, and more modern ones, such as Cole, Clegg, Branko Horvat, and David Schweickart, have also made important contributions to the discussion.

As a practice, industrial democracy, in one or another of its versions, can be found in most countries today. Although only one post-World War II country, Yugoslavia, organized all production along these lines, many others have applied advanced versions of industrial democracy to major sections of their economy. Italy, for example, has more than 20,000 workers owned cooperatives. Spain has a giant self-managed enterprise in Mondragon that coordinates the economic activities of more than 200 firms in a variety of fields. Germany has given workers equal representation on the boards of directors of companies in some of its most important industries, including steel and coal. The only form of industrial democracy that has not yet occurred is one in which the workers not only control their enterprise but also help to draw up a democratic plan for the entire economy.

The fundamental questions debated in discussions of industrial democracy deal with three topics: efficiency, democracy, and socialism. As the first question concerns efficiency does giving workers more of a say and a stake in what they do increase the likelihood that they will work harder and with greater care than otherwise? The debate on democracy involves what happens at work as well as work related events affect the larger society. Within the individual enterprise, how much power is required for what workers want make a difference? There is always the danger that an employer may use the semblance of industrial democracy to bypass trade unions and obtain a greater effort from workers. Within in a larger society can industrial democracy help to make political democracy work better by reducing the unfair advantage that capitalists, with their wealth and social power, now enjoy in the political process?

Finally, the question of socialism is largely over whether industrial democracy is itself a form of socialism or merely a "germ" of socialism inside capitalism. Even if industrial democracy is not itself socialist, two questions can be raised. First, does its existence under competitive market conditions help to raise workers' consciousness as to the desirability of socialism? And, second by introducing new divisions into the working class (between workers in competing enterprises, between those in successful enterprises and those in failing ones, and between the employed and the unemployed) does industrial democracy actually reduce the unifying class consciousness that is necessary for socialism to come about? With the myriad changes occurring in work, business, and politics, these highly charged debates may be more relevant now than ever before.