



# **SNS COLLEGE OF ENGINEERING**

**Kurumbapalayam (Po), Coimbatore - 641 107**

**An Autonomous Institution**

**Accredited by NBA - AICTE and Accredited by NAAC - UGC  
with 'A' Grade**

**Approved by AICTE, New Delhi & Affiliated to Anna  
University, Chennai**

**DEPARTMENT OF MANAGEMENT STUDIES**

**COURSE NAME : 19BA316 INDUSTRIAL RELATIONS & LABOUR WELFARE**

**II YEAR /III SEMESTER**

**Unit 1 - INDUSTRIAL RELATIONS**

**Topic 3: APPROACHES TO INDUSTRY RELATIONS**





## THEORITICAL PERSPECTIVE OF IR

- ◀ Unitary
- ◀ Pluralist
- ◀ Radical
- ◀ Trusteeship



# UNITARY

- ◀ There is only one source of authority – Management
- ◀ They own, therefore they control
- ◀ For Unitarist, employers are a law unto themselves
- ◀ Group of People under a single structure
- ◀ All members of the organization share the same objectives, interests and purposes
- ◀ Thus working together, hand-in-hand, towards the shared mutual goals
- ◀ Trade unions are deemed as unnecessary
- ◀ Conflict is perceived as disruptive.
- ◀ It is clearly outmoded



## PLURALIST

- ◀ It is based on assumption organization is composed of individuals of different groups, own interests, objectives and leadership
- ◀ Contrary to unitary perspective
- ◀ Conflicts of interest and disagreements between managers and workers over the distribution of profits as normal and inescapable
- ◀ Trade unions are deemed as legitimate representatives of employees.
- ◀ Conflict is dealt by collective bargaining
- ◀ The belief among pluralist is that “*conflict is necessary, but it can be and needs to managed and controlled*”
- ◀ There is a greater propensity for conflict rather than harmony.



## RADICAL/MARXIST

- ◀ It is based on notion that the production system is privately owned and motivated by profit
- ◀ Control over production is exercised by managers, who are agents of owners
- ◀ It argues that Social change is necessary to settle disparity between those who own capital and those who supply labour
- ◀ *“Conflict is inevitable in a capitalist system”*
- ◀ Conflict cannot be controlled as long as capitalism prevails
- ◀ It maintain itself by lowering the standard of living of people
- ◀ Propertied class can only flourish at the expense of propertyless class



## CONTD...

- ◀ Marx sees trade union in protesting against exploitation
- ◀ Transformation of trade union into revolutionary organizations rather than their becoming lieutenants of capital



# TRUSTEESHIP

- Mahatma Gandhi proposed trusteeship approach.
- It is based on the principles of truth and non-violence.
- There should be no strike without a grievance.
- Resolution of conflict by non-violence and non co-operation
- Gandhiji accepted the workers' right to go on strike but such right should be exercised for just cause in peaceful and non-violent manner.
- It should be resorted to only after employers fail to respond to the appeals
- He believed in the concept of settling disputes through mutual negotiations and arbitration without rancor between the parties.
- He was not against strike but advocated the policy that they should be the last weapon in the armory of industrial workers



## CONTD...

- ◀ His principle is based on trusteeship
- ◀ It implies though wealth belongs to its owners, morally it belongs to society
- ◀ If capitalists fail to pay minimum living wages, workers should appeal to the employers' conscience
- ◀ If it does not work, they should resort to non-violent





**RECAP**

**QUESTIONS???**

**THANK YOU**