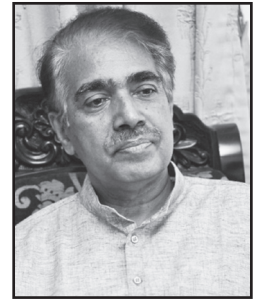


EDITORIAL**PARTNERS IN MANAGEMENT**

The origin of trade union movement was a response to excessive exploitation of industrial workers by unscrupulous owners and their managers. There has been mutual mistrust. Managers were of the view that the labour must be fully exploited for the maximisation of profit. The labour firmly believed that they were not getting a fair deal. Therefore, their demands were to maximise their benefits without any regard to enhanced productivity and growth of the organisation. We have come a long way from there. There is now growing efforts for the realisation that the trade unions and owners/managers are partners in management for optimising the benefits to all the stakeholders including themselves and the customers, nature and the society. Without the customer confidence in the quality of the products and services, and cost competitiveness, the organisation will decline and die, adversely impacting the welfare of employees and stakeholders. Supply chain partners and business associates are also stakeholders for the organisation and their welfare is important for continued good performance. They also depend on the growth of the organisation for their own growth. Mutual exploitation for short term gains will be a disaster and is a taboo. Mutual cooperation based on trust and ethical conduct is a must. It is in fact a 'Symbiotic' relationship. Trade Unions and Management have to nurture this. Some even consider competitors as stakeholders in one's business. Strange it may appear. But think of it in a positive way. Competitors drive the organisation to be more competitive by developing and providing better quality products and services at competitive costs and help continue the race for quality and excellence in performance. If one company manages to kill competition through unethical means, and become a monopoly, that is the end of quality, growth and progress in that field and is certainly unacceptable to the customers, and the society. Healthy and ethical competition will drive towards excellence and benefit all.

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