

Semester III

Course Title: <u>Employee Relations - I</u>	
Type : Major Mandatory	Course Credits :4
Marks : Semester End: 50, Internal Assessment: 50, Total Marks: 100	

Description: The Course provides understanding of the key aspects in an employee/industrial relations system, role of key actors - i.e. the workers, employees, trade unions and the State interact in building collaborative business environment. It aims to provide understanding of Employee Relations issues in the context of competitive business scenario and create awareness about role of Works Committee, Code of Conduct, Grievance Handling Machinery and Industrial Disputes Resolution Machinery. The course further focusses on Negotiation Skills & Collective Bargaining. In addition, it provides an understanding of the various interactions and relationships that impacts the business, people and the socio-economic environment.

Learning Objectives:

1. To understand the Concept, Scope and Philosophy of Employee Relations and Industrial Relations.
2. To study the process & procedures of Negotiations & Collective bargaining.
3. To understand the functioning of Disputes Resolution Machinery in India.
4. To develop understanding of and the ability to apply practical skills in conflict resolution.

Learning Outcomes.

1. Students are able to understand the relations between Industry, State and Trade Unions.
2. Students will acquire skills of negotiations and to deal with Trade Unions.
3. Students are able to understand and develop skills for formulating strategies for effective Collective Bargaining.
4. Students are equipped to handle Plant level Employee Relations/Industrial Relations in Practice and develop various informal and formal means to manage employer-employee relations.
5. Students demonstrate knowledge and skill about usages of Industrial Relations machineries for effective settlement of Industrial disputes.

Introduction to Employee Relations:

Conceptual understanding of Employee Relations (ER) and Industrial Relations (IR) –
Setting and Framework;
Scope and Philosophy of Employee Relations (ER);
The actors in Employee Relations;
Changing Structure of Industrial Organization and Employee Relations.

Growth of Organized Labour Movement and Employee/Industrial Relations.

Approach to understanding of Employee Relations;
Development of Employer - Employee Relations;
Evolution of Industrial Relations and Employee Relations Policy in India;
Conditions for good Employee Relations.

Measurement and Metrics in Employee Relations.

Character of Employee Relations, industrial relations and nature of Union-demands;
Character of Indian Entrepreneurship and Nature of Management Response;
Labour and Management in Public Sector Enterprise, Nationalized Sector and Co-operative Sector and in MNC's;
Patterns and trends in the International scenario/developing countries and its implications and understanding – a cross national perspective;
System of measuring outcome of Employee Relations.

Industrial Conflict & Disputes

Nature, Causes and Contents of Industrial Disputes;
Job security and Employment Guarantee;
Working and Living Conditions, Economic Demands and Higher Cost of Living;
Freedom to Organize, Union Recognition, Union Rivalries and Leadership Difference;
Other Causes of Industrial Disputes;
Cost of Industrial Unrest; Cost Benefit Aspects of Labour Relations;
Strategies towards collaborative approach in managing conflict.

Employee Relations Process

Individual Bargaining and Collective Bargaining; Productivity Bargaining; Multi-Union Bargaining;
Bargaining Power, Bargaining Relationship and Bargaining Process- Principles, Procedures and Subject Matter; Employee involvement and processes;
Experience, Experiments and Results; Industry cum Region Parity factor in Wage negotiations;
Process of Wage Negotiations and Settlement, including Charter of Demands;
Negotiation Case Studies; PESTLE (Political, Economic, Sociological, Technological and Environmental Legal) Method; Innovation in Employee Relations;
Minimum Wages Committees, Wage Boards, Apex Bodies in the States and at the Centre, the Work and Functioning of Industrial Relations Machinery Assessment and Evaluation;
Understanding concepts like ZOPA/BATNA; Understanding the Role of the ER/IR Manager in building business friendly and positive union leadership perspective.

Employee relations and Disputes Resolution Machinery

Works Committee and Grievance Redressal Machinery

Dispute Resolution:

Conciliation and Mediation - Principles and Procedures; Experience, Efficacy, Difficulties and Limitations.

Voluntary/Compulsory Arbitration and Adjudication

History, Experience, Validity, Utility; Four Decades of Adjudication in India;
Arbitration and Adjudication - Labour Court, Industrial Tribunal; Understanding the Giri Approach.