

Labour Relations

Term: __/ Academic Year: __/ Batch: ____

Course Purpose and Scope

The purpose of the course is to develop a critical understanding of the institutions of labour relations, their aims and objectives, role and significance, impacts on workers, employers, and the society or state, and recent innovations and change in response to changing environment. The course provides an in-depth study of Indian and global labour relations relevant to the needs of professionals in the arena of labour and employment relations. The course provides a context for students to analyze and evaluate theories and practices of labour relations.

Managers in a unionized or a non-unionized workplace are challenged to manage effectively within legal and contractual parameters. The multifaceted nature of industrial and workplace issues in today's complex organizational environment requires individuals who are knowledgeable and skilled in analysis and problem solving, bargaining, mediation, advocacy, strategic decision-making, and leadership. Students of the course on Labour Relations would gain such knowledge and skills through studying a combination of units facilitated by the instructor in a supportive learning environment.

This course addresses the specific needs of managers working in a unionized or non-unionized environment, giving them a solid understanding of labour relations. The course focuses on workplace labour management practice and policy in a dynamic and internationalized context while making the necessary connections with the broader institutional and legal framework.

It is ideally suited for labour relations and human resources practitioners, and for general managers with responsibility for managing people. Case studies and interactive real-world exercises provide the opportunity to put your newly acquired skills to work, assuring the transition from the classroom to the workplace. The course includes core labour relations, law, and management units to ensure the necessary broad educational foundation.

Course Objectives

The learning goals associated with this course are to:

- Analyze the dynamic labour relations environment faced by contemporary business and work organizations in India
- Understanding the practical impacts of these dynamic changes for workplace labour relations strategies
- Development of work and employment relations strategies that contribute to business performance and effectiveness
- The development of core capabilities associated with the management of work and employment relations, including negotiation, managing discipline, grievances, problem solving, the management of workplace change, and conflict management

Teaching Format

The course will be taught in a seminar format, emphasizing interactive learning through lectures, class discussion, group work, and few case studies. Every student in a group will be required to prepare a group paper on one of the issues for class presentation and discussion. Each group must comprise of six students so as to form eleven groups in all. Groups once formed shall remain unchanged for the entire term. For all group assignments a common grade will be assigned to all members of the group. The exercise is designed to develop critical research and review skills as well as experience teamwork.

Readings

Course materials with required readings and cases have been distributed. The essential topics are covered in any standard book on Industrial Relations or Labour Relations or Employee Relations. The students are encouraged to consult the library, journals, and information sources like newspapers, websites focusing on labour relations issues, trade unions, collective bargaining, etc., to keep themselves abreast of the developments taking place.

Grading

The final course grade will be a weighted average of the following:

Quizzes	40 percent
Group project preparation & presentation	15 percent
End-term examination	35 percent

Class participation based on the attendance record will be used to finalize the grades. The overall grade point (obtained after pooling the above mentioned components) will be modified to reflect the students' attendance vide the rules of the institute.

Write-ups and Its Presentations

The themes have been allotted to each group, as given in the session plan. The group shall prepare a write-up along with a presentation (Power Point presentation). Write-ups should be precise and limited to 1000 words (times new roman, font size 12) which shall contain the key issues and recommendations for their resolution wherever appropriate. Prints (no electronic submission) of both write-ups and presentation (taken in 6-slides-per-page format in portrait mode, A4 size paper) are due **before the start of the class**. Late write-ups will be accepted subject to a reduction in grade by a sub-grade. All groups shall come prepared for such presentation for all themes and this is irrespective of allocation of the themes to the specific groups. All members of the group presenting should be present during the presentation. The group shall **consult the instructor** before finalizing the presentation. Plagiarism - plagiarism, as any appropriation of ideas of others without relevant and appropriate acknowledgement, will not be tolerated. If any student of group is found guilty of plagiarism, then students may be asked to re-submit their assignments / presentations along with a grade reduction on the fresh submission.

Session Plan

A detailed session plan with a list of related articles, papers, and cases to be used for each session is attached.

SESSION PLAN

Note: Papers, articles, readings and cases are included in the course material. Articles are given along with each case, not as a key to the case, but to offer certain perspective on the issues in the case. In no way it is implied that candidates have to confine themselves to reading allocated and they may also require reading additional articles. Along with the papers, articles, and cases, instructor's PPT shall also form a basis for student's reading.

Session No.	Topic (s)	Case and Reading
1	<p>Introduction to labour Relations – players, tools and issues</p> <p>Labour relations in India – historical perspective as well as an introduction to the changing trend over the past one decade</p>	<ul style="list-style-type: none"> • Case – IR Problems at Toyota Kirloskar Motor Pvt. Ltd • India: Workers' Rights in a New Economic Order • Case – People Management Fiasco in Honda Motorcycles and Scooters India Ltd. • The evolution of Indian industrial relations: A comparative perspective
2	Industrial conflict & labour dispute – an introduction (introduction to basic concepts such as who is a workman, what is an industry and what is an industrial dispute?)	<ul style="list-style-type: none"> • Tube Electronics Ltd • The Industrial Disputes Act, 1947 *
3	Dispute settlement machineries under law and role of state and employer	
4	Lay off, retrenchment and closure of industry or industrial establishment and role and obligations of employer under law	
5	Strikes and lockouts – legality, scope, leverage and role of state in the events	
6	Trade unions – an introduction to collective representation at workplace, role and functions of unions, limitations under law and recognition of trade union vis-à-vis employer's obligations, legality of unionism and unionization and immunities and privileges and responsibilities of a registered union	<ul style="list-style-type: none"> • BSWU: A Case of Independent Trade union in India • Triumph Ltd. • HEC and Reliance Industries • Trade Unions (Text Book Chptr) • Trade Unionism in Indian BPO-ITeS Industry

7	Collective Bargaining and negotiation process – bargaining process, approach, levels, and strategies	<ul style="list-style-type: none"> • Air Products Corporation • Collective Bargaining (Text Book Chptr) • Role play on wage settlement (if time permits)
8	Game theoretic approach to wage bargaining and drafting a wage settlement	
9	Management of workplace discipline - Domestic enquiry and principle of natural justice and fair play	<ul style="list-style-type: none"> • Quality textile printers • Eastern Tobacco Company • Worker has to work at any place as directed by the employer. • Model Drafts • Disciplinary Jurisdiction of Industrial Management (Text Book Chapter) • Domestic Enquiry Procedure with role play
10	Grievance management	Employee Grievances (Text Book Chptr)
	Participative management practices (if time permits)	Participative Management – a theoretical framework (Text Book Chptr)

* Includes – (a) Dispute settlement machinery & its powers (powers of labour court, conciliation officer, and industrial tribunal); (b) Legality and justifiability of strikes, and lockouts; and (c) Unfair labour practice.