

ALLAMA IQBAL OPEN UNIVERSITY, ISLAMABAD
(Department of Business Administration)

Course: Labour Management Relations (821)
Level: MBA

Semester: Spring, 2014

CHECKLIST

This packet comprises the following material:

- 1) Text book
- 2) Assignments # 1 & 2
- 3) Course outline
- 4) Assignment 6 forms (2 sets)
- 5) Assignment submission schedule

In this packet, if you find anything missing out of the above-mentioned material, please contact at the address given below: -

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(Department of Business Administration)

WARNING

1. **PLAGIARISM OR HIRING OF GHOST WRITER(S) FOR SOLVING THE ASSIGNMENT(S) WILL DEBAR THE STUDENT FROM AWARD OF DEGREE/CERTIFICATE, IF FOUND AT ANY STAGE.**
2. **SUBMITTING ASSIGNMENTS BORROWED OR STOLEN FROM OTHER(S) AS ONE'S OWN WILL BE PENALIZED AS DEFINED IN "AIOU PLAGIARISM POLICY".**

Course: Labour Management Relations (821)
Level: MBA

Semester: Spring, 2014
Total Marks: 100
Pass Marks: 40

ASSIGNMENT No. 1
(Units: 1–4)

- Q. 1 Describe the characteristics of Industrial Relation System. (20)
- Q. 2 Why is it necessary for a manager to have understanding of labour management relations? Explain with examples. (20)
- Q. 3 Explain the concept of human diversity in workplace with the help of suitable examples. (20)
- Q. 4 Write a brief note on National Industrial Relation Commission. (20)
- Q. 5 (a) How union election is conducted? (10)
(b) What does it mean to have a union? (10)

GUIDELINES FOR ASSIGNMENT # 1

The student should look upon the assignments as a test of knowledge, management skills, and communication skills. When you write an assignment answer, you are indicating your knowledge to the teacher:

- Your level of understanding of the subject;
- How clearly you think;
- How well you can reflect on your knowledge & experience;
- How well you can use your knowledge in solving problems, explaining situations, and describing organizations and management;
- How professional you are, and how much care and attention you give to what you do.

To answer a question effectively, address the question directly, bring important related issues into the discussion, refer to sources, and indicate how principles from the course

materials apply. The student must also be able to identify important problems and implications arising from the answer.

For citing references, writing bibliographies, and formatting the assignment, APA format should be followed.

ASSIGNMENT No. 2

(Units: 1–9)

Total Marks: 100

This assignment is a research-oriented activity. You are required to obtain information from a business/commercial organization and prepare a report of about 1000 words on the topic allotted to you to be submitted to your teacher for evaluation.

You are required to select one of the following topics according to the last digit of your roll number. For example, if your roll number is P-3427180 then you will select topic # 0 (the last digit): -

Topics:

- 0) Unfair labour practice by unions
- 1) Unfair labour practice by employer
- 2) Workforce diversity
- 3) Non union employer
- 4) Union elections
- 5) Collective bargaining
- 6) Strikes
- 7) Pension plans
- 8) Lockouts
- 9) Collective bargaining

The report should follow the following format:

- 1) Title page
- 2) Acknowledgements
- 3) An abstract (one page summary of the paper)
- 4) Table of contents
- 5) Introduction to the topic (brief history & significance of topic assigned)
- 6) Practical study of the organization (with respect to the topic)
- 7) Data collection methods
- 8) SWOT analysis (strengths, weaknesses, opportunities & threats) relevant to the topic assigned
- 9) Conclusion (one page brief covering important aspects of your report)
- 10) Recommendations (specific recommendations relevant to topic assigned)
- 11) References (as per APA format)
- 12) Annexes (if any)

GUIDELINES FOR ASSIGNMENT # 2:

- 1.5 line spacing
- Use headers and subheads throughout all sections
- Organization of ideas
- Writing skills (spelling, grammar, punctuation)
- Professionalism (readability and general appearance)
- Do more than repeat the text
- Express a point of view and defend it.

WORKSHOPS

The workshop presentations provide students an opportunity to express their communication skills, knowledge & understanding of concepts learned during practical study assigned in assignment # 2.

You should use transparencies and any other material for effective presentation. The transparencies are not the presentation, but only a tool; the presentation is the combination of the transparencies and your speech. Workshop presentation transparencies should only be in typed format.

The transparencies should follow the following format:

- 1) Title page
- 2) An abstract (one page summary of the paper)
- 3) Introduction to the topic (brief history & significance of topic assigned)
- 4) Practical study of the organization (with respect to the topic)
- 5) Data collection methods
- 6) SWOT analysis (strengths, weaknesses, opportunities & threats) relevant to the topic assigned
- 7) Conclusion (one page brief covering important aspects of your report)
- 8) Recommendations (specific recommendations relevant to topic assigned)

GUIDELINES FOR WORKSHOP PRESENTATION:

- Make eye contact and react to the audience. Don't read from the transparencies or from report, and don't look too much at the transparencies (occasional glances are acceptable to help in recalling the topic to cover).
- A 15-minute presentation can be practiced several times in advance, so do that until you are confident enough. Some people also use a mirror when rehearsing as a substitute for an audience.

WEIGHTAGE OF THEORY & PRACTICAL ASPECTS IN ASSIGNMENT # 2 & WORKSHOP PRESENTATIONS

Assignment # 2 & workshop presentations are evaluated on the basis of theory & its applicability. The weightage of each aspect would be:

Theory:	60%
Applicability (practical study of the organization):	40%

LABOUR MANAGEMENT RELATIONS (821)

COURSE OUTLINE

UNIT-1 THE INDUSTRIAL RELATIONS SYSTEM

- 1.1 Modern economic society
- 1.2 What is industrial relations system?
- 1.3 How does industrial relations system operates?
- 1.4 Understanding about what?
- 1.5 Distinguishing characteristics of industrial relations system.
- 1.6 Labour management relations and you
- 1.7 Labour management relations and the manager
- 1.8 Why study unions?
- 1.9 Models of labour management relations

UNIT-2 HISTORY AND PHILOSOPHY OF UNIONS

- 2.1 Labour history
- 2.2 Beginning of labour unionism, 1974-1986
- 2.3 Trade unions 1886-1905
- 2.4 Radical unionism, 1905-1920
- 2.5 Setbacks in the roaring twenties, 1920-1932
- 2.6 Emerging of the industrial unions, 1932-1939
- 2.7 Expansion and rivalry, 1940-1955
- 2.8 Consolidation, 1955-1972
- 2.9 Decline and transition, 1972-1993

UNIT-3 MANAGEMENT AND EMPLOYEES

- 3.1 Unions, Management and the new workplace
 - 3.1.1 New workplace versus old- what is changing and why?
 - 3.1.2 Causes of the change
 - 3.1.3 Changing workplace – changing labour relations
 - 3.1.4 From QWL and EI to cooperation
 - 3.1.5 A need for cooperation
 - 3.1.6 Why some unions and managements resists cooperation
- 3.2 Human Diversity in the workplace
 - 3.2.1 Diversity in the workplace
 - 3.2.2 Equal employment, what does it mean?
 - 3.2.3 Equal opportunity and labour management relations
 - 3.2.4 Equal compensation
- 3.3 The nonunion employer
 - 3.3.1 Two extremes of nonunionized employers
 - 3.3.2 How the better standards employers operates
 - 3.3.3 The nonunion sector in an otherwise union firm
 - 3.3.4 Managing labour relations

- 3.3.5 What processes are associated with labour management relations?

UNIT-4 LABOUR-MANAGEMENT RELATIONS AND THE LEGAL SETTING

- 4.1 Statutory and Judicial regulation
 - 4.1.1 Law and labour relations
 - 4.1.2 Characteristics of Pakistani labour law
 - 4.1.3 The nature of law
 - 4.1.4 The development of labour law
 - 4.1.5 Major labour laws
 - 4.1.6 Theories of the legislative process
- 4.2 The NLRB and unfair labour practices
 - 4.2.1 The National Industrial Relation Commission
 - 4.2.2 Organization and structure
 - 4.2.3 Operation
 - 4.2.4 Court action
 - 4.2.5 Unfair labour practice by employees
 - 4.2.6 Unfair labour practice by Unions
 - 4.2.7 The role of employers in an election campaign
- 4.3 Union organization and representation elections
 - 4.3.1 The decision to join a union
 - 4.3.2 Why employees fail to join unions?
 - 4.3.3 What does it mean to have a union?
 - 4.3.4 Representation proceedings
 - 4.3.5 Unit determinations
 - 4.3.6 How an election is conducted?

UNIT-5 BARGAINING STRUCTURE

- 5.1 Different patterns of relations in the private sector
 - 5.1.1 Centralization and decentralization of bargaining
 - 5.1.2 Varieties of bargaining patterns
 - 5.1.3 Basic features of manufacturing
 - 5.1.4 The automobile industry
 - 5.1.5 Mining industry
 - 5.1.6 Construction industry
 - 5.1.7 Health care
 - 5.1.8 Professional sports
- 5.2 Labour management relations in the public sector
 - 5.2.1 State and local government
 - 5.2.2 The Federal government
 - 5.2.3 Public employees impasses and their resolution
 - 5.2.4 Should public employees be allowed to strike?
 - 5.2.5 Resolving labour-management dispute in the public sector

- 5.2.6 Final offer arbitration
- 5.3 Industrial relations abroad
 - 5.3.1 Influence from abroad
 - 5.3.2 Industrial relations systems in Japan and Europe
 - 5.3.3 Multinational firms

UNIT-6 THE COLLECTIVE BARGAINING PROCESS

- 6.1 The negotiations process
 - 6.1.1 What is collective bargaining?
 - 6.1.2 The quality of a labour management relationship
 - 6.1.3 Constructive bargaining
 - 6.1.4 How negotiations are conducted
 - 6.1.5 Models of bargaining
- 6.2 Union organization for bargaining
 - 6.2.1 The union and its relation to members and to management
 - 6.2.2 The union chooses a negotiating team
 - 6.2.3 Formulating demands
 - 6.2.4 The decision to strike
 - 6.2.5 Conducting a strike
 - 6.2.6 Ratifying the agreement
 - 6.2.7 How bargaining structure affects organization for bargaining
 - 6.2.8 Bargaining and the union leadership
- 6.3 Management preparations for negotiations
 - 6.3.1 What does management want?
 - 6.3.2 Who negotiates for management?
 - 6.3.3 Preparing for negotiations
 - 6.3.4 Multiemployer bargaining
 - 6.3.5 Costing an agreement
- 6.4 Strikes and dispute settlement
 - 6.4.1 What is work stoppage?
 - 6.4.2 Strike activity by industry
 - 6.4.3 Who do strikes occur?
 - 6.4.4 Coping with strikes
 - 6.4.5 Alternatives to strike

UNIT-7 SUBJECTS OF COLLECTIVE BARGAINING (1)

- 7.1 Rights of management, unions and employees
 - 7.1.1 Management rights to manage
 - 7.1.2 Limitation of management rights
 - 7.1.3 The rights of the unions
 - 7.1.4 The rights of employees
- 7.2 Wages: Theory and practice
 - 7.2.1 Compensation

- 7.2.2 Factors affecting wage determination
- 7.2.3 Contemporary wage theories
- 7.2.4 Establishing pay rates
- 7.2.5 Innovation in compensation
- 7.3 Benefits
 - 7.3.1 Developments in benefits
 - 7.3.2 Pension plans
 - 7.3.3 Health insurance
 - 7.3.4 Supplemental unemployment benefits
 - 7.3.5 Overtime and premium pay
 - 7.3.6 Paid time off
 - 7.3.7 Emerging issues in benefits

UNIT-8 SUBJECTS OF COLLECTIVE BARGAINING (11)

- 8.1 Grievances and arbitration
 - 8.1.1 Administrating the collective bargaining agreement
 - 8.1.2 Handling grievances
 - 8.1.3 Grievance arbitration
- 8.2 Quality, productivity and employment security
 - 8.2.1 Quality and productivity
 - 8.2.2 Increasing productivity
 - 8.2.3 Job security versus employment security

UNIT-9 AN ASSESSMENT OF LABOUR-MANAGEMENT RELATIONS

- 9.1 The Consequences of Collective Bargaining
 - 9.1.1 Impact of collective bargaining on individual
 - 9.1.2 Impact of collective bargaining on management
 - 9.1.3 Impact of collective bargaining on the economy
 - 9.1.4 The public utility of collective bargaining
 - 9.1.5 What is the future for labour- management relations
 - 9.1.6 Supplementing or replacing collective bargaining

Recommended Books (Latest Editions)

- Labour Management Relations by Daniel Quinn Mills, Publisher: Mcgraw Hill Book Co. ISBN: 0070425124
- **Labour-Management Relations in a Changing Environment** by Ballot, Michael (Author) Ballot (Author), **publisher:** John Wiley & Sons, **ISBN:** 0471111856
- The Labour Relations Process by Holley and Jennings, Dryden Press.

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