



# INDUSTRIAL RELATIONS **23MBPE654**

(COURSE HANDBOOK)

MBA

COURSE HEAD:

Asst. Prof. Susanna D'Silva

# 1. GENERAL INFORMATION

Welcome to Industrial Relations!

This Industrial Relations course is meticulously structured to provide you with a comprehensive understanding of the multifaceted dynamics within the workplace. It serves as a foundational overview, introducing you to the core concepts of Industrial Relations, including its objectives, types, characteristics, and historical evolution. By exploring various approaches and models, you gain a holistic perspective on the relationships between employers, employees, and unions.

This course delves into critical aspects of workplace management. It focuses on effective grievance handling procedures, emphasizing the importance of fair and timely resolution of employee concerns. Furthermore, the module explores the intricacies of collective bargaining, a vital process for determining terms and conditions of employment. Finally, it addresses the crucial area of employee discipline, outlining the principles of fair treatment, due process, and the importance of maintaining a productive and harmonious work environment.

Subsequent modules delve deeper into specific areas of Industrial Relations. It examines the significance of strong employee relations, emphasizing the benefits of fostering positive relationships between management and employees, both with and without union representation. It also provides a comprehensive overview of Indian labor legislation, covering historical context, key acts, and their implications for employers and employees. This knowledge equips students with a practical understanding of their rights and responsibilities within the legal framework governing workplace practices.

On completion of the course, you will equip the knowledge, skills, and critical thinking abilities necessary to navigate the complexities of the modern workplace. It prepares them for successful careers in human resources, labor relations, and other related fields while also fostering a deeper understanding of workplace dynamics and the importance of fair and equitable treatment for all employees.

We look forward to an engaging and productive semester together!

## 1.1.Course Objectives

This course is designed to:

- **Understand Workplace Challenges** – Understand workplace problems through the framework of labour laws.
- **Analyse Industrial Relations Systems** – Analyse the industrial relations systems adopted in organizations.
- **Apply Labour Laws in Practice** – Apply labour laws in regulating industrial relations effectively.
- **Familiarize with Practical Aspects** – Familiarize with the real-world implementation of labour laws in workplaces.

## 1.2.Course Outcomes

At the end of this course, students will be able to:

**CO1:** Summarize the approaches, models of industrial relations.

**CO2:** Apply right grievance mechanisms to enhance employee satisfaction.

**CO3:** Describe workers discipline and collective bargaining followed in Indian Companies.

**CO4:** Summarize the importance of Employee Relation in industries.

**CO5:** Apply IR and labour law concepts and resolve cases of organizations in India.

## 1.3. Set Text and Suggested Sources

All the below mentioned books are available in the 1st Floor Library.

Key Text Books:

1. S. VenkataRatam and Manoranjan Dhal. "Industrial relation", 2<sup>nd</sup> Edition, Oxford Publication, 2017
2. Rao, P Subba, "Essentials of HRM and Industrial Relation", 5<sup>th</sup> Edition, Himalaya Publishing House, 2013

## Reference Books

1. PRN Sinha, Indu Bala Sinha, Seema Shekhar. "Industrial Relations, Trade Union and Labour Legislation", 3<sup>rd</sup> Edition, Pearson, 2017
2. S C Srivatsava. "Industrial Relations and Labour Laws", 6<sup>th</sup> Edition, Vikas Publications, 2012.

## 2. THE COURSE

### 2.1.Course Description

INDUSTRIAL RELATIONS			
Semester	III	CIE Marks	50
Course Code	23MBPE654	SEE Marks	50
Teaching Hours/Week (L:T:P)	4:0:0	Exam Hrs	03
Total Hours	52	Credits	04

The Industrial Relations course is designed to equip students with an understanding of the complex interplay between employers, employees, and unions, and how these relationships impact work conditions, productivity, and organizational success. Delivered over 13 weeks with four lectures per week in semester III, this introductory course will enhance your ability to analyse and address workplace dynamics effectively. Students will learn to navigate negotiations, resolve conflicts, and foster collaboration among

diverse stakeholders. Spanning a total of 52 hours, this 4-credit course is assessed through Continuous Internal Evaluation (CIE) for 50 marks and a Semester-End Examination (SEE) for 50 marks, providing a comprehensive evaluation framework.

## **2.2. Initiating Contact with Staff and Other Students**

Students are encouraged to use class hours for inquiries and are welcome to visit the faculty office for additional support. Given the large class size, emailing is also an effective communication option.

## **2.3. Resources**

Resources include dynamic tools such as digital libraries, e-learning platforms, and research databases, which provide students with anytime, anywhere access to academic materials and interactive courses through a variety of resources available on the college website, including the VTU Consortium, open-access repositories, and government portals (e.g., NPTEL, NDLI).

E-learning and digital library can be accessed via the college website <https://mite.ac.in/> (Campus Life section > Library > VTU Consortium/e-learning platforms/additional sources).

## **External Resources**

Students are encouraged to explore professional bodies like HRAI (Human Resource Association of India), SHRM (Society for Human Resource Management), and NHRDN (National HRD Network) gain valuable insights into industrial relations and contemporary HR practices. These organizations provide a platform for networking, learning, and professional development through seminars, workshops, and conferences. By engaging with such bodies, students can understand practical challenges in managing workforce dynamics, labour laws, and organizational policies, enabling them to bridge the gap between academic concepts and real-world applications in industrial relations.

## **2.4. Staff**

Course Convenor: Ms Susanna Zeena D'Silva

Cabin: 3<sup>rd</sup> floor, PG Block

Email: [susanna@mite.ac.in](mailto:susanna@mite.ac.in)

## 2.5.Topics and Reading materials for each module

### **Module 1**

*No. of Hours: 10*

#### **Topic: Overview of Industrial Relations**

- Objectives, Types, Characteristics, Importance, approach of Industrial Relations, Model of Industrial relations, Recent Trends in Industrial Relations, Managing IR Changes. The Participants of Industrial Relation Activities.

#### **Activities:**

- Students are given a case study a scenario involving a labour dispute due to wage disparity. The student is expected to give the solution to the expected problem.

#### **Essential Reading**

- Rao, P Subba, “Essentials of HRM and Industrial Relation”, 5<sup>th</sup> Edition, Himalaya Publishing House, 2013. (Chapter 15)

#### **Additional Reading:**

- S C Srivatsava. “Industrial Relations and Labour Laws”, 6<sup>th</sup> Edition, Vikas Publications, 2012. (Chapter 2,3)
- PRN Sinha, InduBala Sinha, Seema Shekhar. “Industrial Relations, Trade Union and Labour Legislation”, 3<sup>rd</sup> Edition, Pearson, 2017 (Chapter 1,2)

### **Module 2**

*No. of Hours: 10*

#### **Topic: Grievance Management, Collective Bargaining, Workers Discipline Management**

- **Concept and steps of Grievance:** Need for a Grievance Redressal procedure, Legislative aspects of the Grievance Redressal Procedure in India, Model of Grievance Redressal Procedure.
- **Collective bargaining:** Concept, function and Importance, principles and forms of collective bargaining, importance of collective bargaining, process of Collective Bargaining, negotiation form of negotiation
- **Worker’s discipline management:** Causes of indiscipline, disciplinary Action - service rules, misconduct, investigation of allegations, showcase notice, charge sheet, domestic enquiry, Report of findings, punishments to be imposed. Worker’s Participation in Management.

#### **Activities:**

- Students will be given role plays related to grievance redressal here students will understand the theoretical concepts but also develop practical skills, in grievance handling, collective bargaining, and employee discipline management.

- **Essential Reading**

- S. VenkataRatam and Manoranjan Dhal. "Industrial relation", 2nd Edition, Oxford Publication, 2017 (Chapter 19)
- Rao, P Subba, "Essentials of HRM and Industrial Relation", 5th Edition, Himalaya Publishing House, 2013 (Chapter 8, 24)

- **Additional Reading:**

- PRN Sinha, InduBalaSinha, SeemaShekhar. "Industrial Relations, Trade Union and Labour Legislation", 3<sup>rd</sup> Edition, Pearson, 2017.(Chapter 13)
- S C Srivatsava. "Industrial Relations and Labour Laws", 6<sup>th</sup> Edition, Vikas Publications, 2012. (Chapter 9)
- Mallikarjuna, N. L., & Gupte, A. (2022, September). Discipline: A tool for grievance management. *International Journal of Business and Management Invention*, 11(9), 42-46. Retrieved from [https://www.ijbmi.org/papers/Vol\(11\)9/D11094246.pdf](https://www.ijbmi.org/papers/Vol(11)9/D11094246.pdf)

**Module 3**

*No. of Hours: 10*

**Topic: Introduction to Employee Relation**

- Significance of employee relation in industry: Advantages and limitations of maintaining employee relations through unions. Legal provisions to maintain employee relations- works committee, conciliation, board of conciliation, voluntary arbitration, and adjudication.

- **Activities:**

- Students will be given a role-play of different stakeholders (e.g., employees, managers, union representatives) in a simulated negotiation. This activity will help students apply their knowledge of employee relations concepts to real-world scenarios

- **Essential Reading:**

- Rao, P Subba, "Essentials of HRM and Industrial Relation", 5<sup>th</sup> Edition, Himalaya Publishing House, 2013 (Chapter 19, 22)

- **Additional Reading:**

- S C Srivatsava. "Industrial Relations and Labour Laws", 6<sup>th</sup> Edition, Vikas Publications, 2012.(Chapter 10)

**Module 4**

*No. of Hours: 14*

- **Topic: Evolution of Labour Legislation in India.**

- **History of Labour Legislation in India:** Objectives of Labour Legislation, Types of Labour Legislations in India, Constitutional Provisions for the Protection of Labour Workforce in India, Rights of Woman Workers; The new Labour Laws and Codes.

- **Factory Act 1948:** Contract Labour Act (Regulation and Abolition) Act 1970, The Payment of Wages Act, 1936, the Minimum Wages Act, 1948, case study.

- **Activities: Group Assignment**

- Students will be divided into group each group will be given a key labour laws (e.g., Factory Act, Minimum Wages Act, Industrial Disputes Act, Contract Labor Act). They have to create a timeline, and analyse the objective.

**Essential Reading:**

- S. Venkata Ratam and Manoranjan Dhal. “Industrial relation”, 2<sup>nd</sup> Edition, Oxford Publication, 2017 (Chapter 12, 17)

**Additional Reading:**

- PRN Sinha, Indu Bala Sinha, Seema Shekhar. “Industrial Relations, Trade Union and Labour Legislation”, 3<sup>rd</sup> Edition, Pearson, 2017(Chapter 5, 14,15,16)

**Module 5**

*No. of Hours: 12*

**Topic: Legislative Acts**

- Industrial Dispute Act 1947, Trade Union act 1926: Employee State Insurance Act 1948, Employee Compensation Act 1923, Employee provident Fund and Miscellaneous Provisions Act 1952, Gratuity Act 1972, Bonus Act 1965.

**Activities:**

- Students and given a debate regarding a controversial topic related to labor laws (e.g., the impact of labor reforms, the effectiveness of certain provisions).

**Essential Reading:**

- PRN Sinha, InduBala Sinha, SeemaShekhar. “Industrial Relations, Trade Union and Labour Legislation”, 3rdEdition,Pearson, 2017 (Chapter 21).

**Additional Reading:**

- S C Srivatsava. “Industrial Relations and Labour Laws”, 6th Edition,Vikas Publications, 2012. (Chapter 12)

### 3. ASSESSMENT

The assessment for the Strategic Management module is divided into two components: Continuous Internal Evaluation (CIE) and Semester End Examination (SEE), each accounting for 50% of the total marks.

#### **Continuous Internal Evaluation (CIE)**

Comprises two internal tests, scheduled for 8<sup>th</sup> and 14<sup>th</sup> week, which together contribute 30% of the total marks. Additionally, students can earn 20% through the completion of assignments (10 marks are allotted for case study (scenario on labour disputes) and (10 marks are allotted for group activity on industrial relation)

**Semester End Examination (SEE)** constitutes the remaining 50% of the total marks. Key information regarding examination dates and related details can be accessed via the college website (Academics and Courses section > Calendar of Events > PG Odd Sem).

#### **Rubrics for Other Assessment (Total: 20 Marks / 40% of CIE)**

<b>1. Case study (Scenario on labour disputes) (10 Marks)</b>					
<b>Criteria</b>	<b>10-09 Marks (Excellent)</b>	<b>08-07 Marks (Proficient)</b>	<b>06-05 Marks (Adequate)</b>	<b>04-03 Marks (Basic)</b>	<b>02-01 Mark (Unsatisfactory)</b>
Creativity and Delivery	Highly creative, impactful delivery	Creative, minor delivery gaps	Basic delivery, limited creativity	Minimal effort	No meaningful participation
Subject Understanding	Deep understanding, well-integrated	Good understanding	Basic understanding	Weak understanding	No effort to understand

<b>2. Role-play on different stakeholders (10Marks)</b>					
<b>Criteria</b>	<b>10-09 Marks (Excellent)</b>	<b>08-07 Marks (Proficient)</b>	<b>06-05 Marks (Adequate)</b>	<b>04-03 Marks (Basic)</b>	<b>02-01 Mark (Unsatisfactory)</b>
Creativity and Delivery	Highly creative, impactful delivery	Creative, minor delivery gaps	Basic delivery, limited creativity	Minimal effort	No meaningful participation
Subject Understanding	Deep understanding, well-integrated	Good understanding	Basic understanding	Weak understanding	No effort to understand