

THE INSTITUTE OF COMMERCIAL MANAGEMENT

SUBJECT SYLLABUS



EMPLOYEE RELATIONS

Introduction:

- The Influential Manager
- Employee Relations Activities

An Overview:

- Employers' Interests in the Labour Market
- Employer/Employee Common Interests
- Processes
- Agreements, Rules & Regulations
- Bargaining Power & Management Behaviour
- Skills

Parties, Processes, Outcomes & Content:

- The Corporate Environment
- Economic Management
- The State as Law Maker
- The Technology Impact
- Balance of Bargaining Power

Employee Relations Institutions:

- Employers' Organisations
- Trade Unions
- Third Party Intervention

Employee Relations Strategies & Policies:

- Defining Strategy
- Defining Policy
- Management Style
- Management & Trade Unions

Employee Involvement & Participation:

- The aims of Involvement & Participation
- The Objectives of Involvement & Participation
- Involvement & Participation Mechanisms
- Communication & Briefing Systems
- Task & Work Group Involvement
- Financial Participation
- Representative Participation

Managing Employee Relations:

- Purpose of Negotiation
- Negotiating Situations
- Industrial Negotiations & Commercial Negotiations
- Bargaining
- Stages in the Negotiation Process
- Negotiation Outcomes
- Skills Required

Disciplinary Matters:

- Origins of Procedures
- Current Legal Position
- Disciplinary Procedures
- Rules & Issues
- Misconduct
- Capability
- Appeals

Grievance:

- Definitions of Grievance
- Grievance Take Up
- Procedures
- Managing Grievances
- Resolving Issues of Grievance

Bargaining with Employees:

- Definitions of Bargaining
- Preparation & Aims
- Presentation of Proposals
- Common Ground

Redundancy Situations:

- Redundancy & Management of Change
- Policies & Procedures
- The Legal Framework
- Post Redundancy

Reading List**Main Text:**

Employee Relations - J Gennard & G Judge (Institute of Personnel Development)

Alternative Texts and Further Reading:

Personnel & HR Journals