

HUMAN RELATIONS MANAGEMENT

MODULE 1

Human Behaviour

BIOLOGICAL CHARACTERISTICS

- Age
 - Older workers bring with them a wealth of knowledge and experience
 - Productivity often declines with age
 - Aged people more committed to the organization
 - Young workers have more creativity
 - Youth have expertise in new technology
- Gender
 - There are very few differences between men and women that impact job performance
 - However, women especially those with pre-school age children, do prefer flexible work schedules
- Tenure
 - Consider as positive as it signifies that people are happy with their employment

ABILITY

- Possession of skill to do something
- Talent in a particular area
- An acquired or natural talent that enables an individual to perform a particular job successfully
- Everyone has strengths and weaknesses in terms of ability that make him or her relatively superior or inferior to others in performing certain tasks
- Abilities can be intellectual or physical

ABILITY

- Intellectual ability is the capacity to do mental activities (thinking, reasoning, and problem-solving)
- Intellectual abilities have got seven dimensions
 - Number Aptitude: Ability to do speedy and accurate arithmetic
 - Comprehension: Ability to understand what is read and heard and the relationship of words to each other
 - Perceptual Speed: Ability to identify visual similarities and differences quickly and accurately
 - Inductive Reasoning: Ability to identify a logical sequence in a problem and then solve the problem
 - Deductive Reasoning: Ability to see logic and assesses the implication of argument
 - Spatial Visualization: Ability to imagine how an object would look like its position in space was changed
 - Memory: Ability to retain and recall past experience

ABILITY

- Physical ability is the capacity to do tasks that demand stamina, strength, and similar characteristics
- Nine physical abilities are involved in the performance of physical tasks
 - Dynamic Strength: Ability to exert muscular force continuously over time
 - Static Strength: Ability to exert force against external objects
 - Explosive Strength: Ability to expand a maximum of energy in one or a series of explosive acts
 - Dynamic Flexibility: Ability to make rapid, repeated flexing movements
 - Body co-ordination: Ability to coordinate the simultaneous actions of different parts of the body
 - Balance: Ability to maintain equilibrium despite forces pulling off balance
 - Stamina: Ability to continue maximum effort requiring prolonged efforts over time

LEARNING

- The acquisition of knowledge or skills through study, experience, or being taught
- Skill and knowledge accumulates from repeated experiences
- Some learning is immediate, induced by a single event
- Humans learn even before birth and continue until death as a consequence of ongoing interactions between people and their environment
- Basically, learning can be of two types: associative and non-associative

THEORIES OF LEARNING

- Learning theories are an organized set of principles explaining how individuals acquire, retain, and recall knowledge
- The three basic learning theories:
 - Behaviourism or behavioral learning theory (Positive and negative measures are effective tools of learning and behavior modification)
 - Cognitivism or cognitive learning theory (Learn most effectively through reading text and lecture instruction)
 - Constructivism or constructive learning theory (People actively construct or create their own subjective representations linking with prior knowledge and experience)

VALUES

- Important and lasting beliefs about what is good or bad and desirable or undesirable
- Values have major influence on a person's behavior and attitude and serve as broad guidelines in all situations
- Our values are important because they help us to grow and develop
- They help us to create the future we want to experience
- Every individual and every organisation is involved in making hundreds of decisions every day based on values

TYPES OF VALUES

- Values can be classified into two broad categories:
 - Individual values:
 - These are the values which are related with the development of human personality or individual norms of recognition and protection of the human personality such as honesty, loyalty, and honour
 - Collective values:
 - Values connected with the solidarity of the community or collective norms of equality, justice, solidarity and sociableness

ATTITUDE

- A tendency to respond positively or negatively towards a certain idea, object, person, or situation
- Attitude is a psychological construct, a mental and emotional entity that characterizes a person
- They are complex and are an acquired state through experiences
- Attitude influences an individual's choice of action and responses to challenges
- Types of attitude: Positive (confidence, happiness, sincerity, etc.), Negative (anger, frustration, etc.), and neutral

PERSONALITY & TRAITS

Personality

- A characteristic way of thinking, feeling, and behaving
- Personality embraces moods, attitudes, and opinions and is most clearly expressed in interactions with other people
- It includes behavioral characteristics, both inherent and acquired, that distinguish one person from another

Traits

- A distinguishing quality or characteristic belonging to a person
- A trait is something about you that makes you "you"
- In science, trait refers to a characteristic that is caused by genetics

PERSONALITY TRAITS

- **Big Five personality traits**
- **Five-factor model (FFM)**
 - **Openness to experience**
 - ✓ Openness reflects the degree of intellectual curiosity, creativity and a preference for novelty and variety a person has
 - ✓ The extent to which a person is imaginative or independent and depicts a personal preference for a variety of activities over a strict routine
 - **Conscientiousness**
 - ✓ Tendency to be organized, self-disciplined, act dutifully, aim for achievement, and prefer planned rather than spontaneous behavior
 - ✓ High conscientiousness is often perceived as being stubborn and focused

PERSONALITY TRAITS

➤ Extraversion

- ✓ Energetic, assertiveness, sociability and the tendency to seek stimulation in the company of others, and talkativeness
- ✓ High extraversion is often perceived as attention-seeking behaviour

➤ Agreeableness

- ✓ Tendency to be compassionate and cooperative towards others
- ✓ A measure of one's trusting and helpful nature

➤ Neuroticism

- ✓ Tendency to be prone to psychological stress
- ✓ The tendency to experience unpleasant emotions easily, such as anger, anxiety, and depression
- ✓ Neuroticism also refers to the degree of emotional stability

EMOTIONS

- A strong feeling deriving from one's circumstances, mood, or relationships with others
- Emotions are intense feelings that are directed at someone or something or self
- Basic emotions: anger, disgust, fear, happiness, sadness and surprise



- Additional emotions: desire, embarrassment, pain, relief, sympathy, boredom, confusion, interest, pride, etc.

PERCEPTION

- Perception involves the way we view the world around us
- It adds, meaning to information gathered via the five senses of touch, smell, hearing, vision and taste
- Perception is the primary vehicle through which we come to understand our surroundings and ourselves
- Perception can be defined as a process by which individuals organize and interpret their sensory impressions in order to give meaning to their environment
- A number of factors operate to shape and sometimes distort perception:
 - The perceiver
 - The object or target being perceived
 - The context of the situation in which the perception is made

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MODULE 2

Human Behaviour and Relations in Groups

DEFINING AND CLASSIFYING DIFFERENT GROUPS

- A group is defined as two or more individuals who are interacting and interdependent each other
- Groups can be either formal or informal
- Formal groups
 - Defined by the organization's structure with designated work assignments
 - The activities that one should engage in are stipulated and directed toward organizational goals
 - Can be command, task, interest, or friendship groups

CLASSIFYING DIFFERENT GROUPS

- A **command group** is determined by the organization chart and it is composed of individuals who report directly to a manager
- **Task groups**, also organizationally determined represents those working together to complete a job task
- People who may affiliate to attain a specific objective with which each is concerned is an **Interest group** (social issue like pollution or natural calamities)
- Groups often develop because the individual members have one or more common characteristics are **Friendship groups** (same class/batch groups)
- Because of interactions that result from the close proximity of workstations or task interactions, people often do things together by satisfying member needs are **Informal groups**

STAGES OF GROUP DEVELOPMENT

- In 1965, a psychologist named Bruce Tuckman said that teams go through 5 stages of development: forming, storming, norming, performing and adjourning
- The stages start from the time that a group first meets until the project ends
- Each stage plays a vital part in building a high-functioning team

1. Forming

- The first stage of team development is forming, which is a lot like orientation day at college or a new job
- The team has just been introduced and everyone may be polite and pleasant
- Most are excited to start something new and to get to know the other team members
- During this stage discussion may be about member's skills, background and interests; Project goals; Timeline; Individual roles
- This stage focuses more on the people than on the work

STAGES OF GROUP DEVELOPMENT

2. Storming

- In the storming stage, the reality and weight of completing the task have hit everyone
- The initial feelings of excitement and the need to be polite have likely worn off
- Personalities may clash
- Members might disagree over how to complete a task or voice their concerns
- They may even question the authority or guidance of group leaders
- But, it is important to remember that most teams experience conflict
- If you are the leader, remind members that disagreements are normal
- Some teams skip over the storming stage or try to avoid conflict at whatever cost
- Avoidance usually makes the problem grow until it blows up
- So, recognize conflicts and resolve them early

STAGES OF GROUP DEVELOPMENT

3. Norming

- During the norming stage, people start to notice and appreciate their team members' strengths
- Groups start to settle
- Everyone is contributing and working as a cohesive unit
- Storming sometimes overlaps with norming
- As new tasks arise, groups may still experience a few conflicts
- If the group already dealt with disagreement before, it will probably be easier to address this time

STAGES OF GROUP DEVELOPMENT

4. Performing

- In the performing stage, members are confident, motivated and familiar enough with the project and their team that they may operate without supervision
- Everyone is on the same stage and driving full-speed ahead towards the final goal
- The fourth stage is the one that all groups strive to reach
- Yet, some do not make it
- They usually fail to overcome conflict and can't work together

STAGES OF GROUP DEVELOPMENT

5. Adjourning

- Once a project ends, the team disbands
- This phase is sometimes known as mourning
- Because members have grown close and feel a loss now that the experience is over
- Feel of loss significant in Interest groups and friendship groups
- Most significant in informal groups

GROUP STRUCTURE: ROLES, NORMS, STATUS AND SIZE

- Group structure is the framework or layout of a group
- Roles
 - Individuals in a group are assigned certain jobs, positions and titles
 - All group members play their respective roles as per their positions
- Norms
 - Group structure incorporates certain norms to be followed by group members
 - Norms are acceptable standards of behaviour in a group
- Status
 - Status is a defined position and is a socially accepted position given to a person by others
 - Status may be given to an individual, group or institution
- Size
 - The size of the group has an impact on effectiveness of the group
 - A large group is more effective in achieving organizational objectives
 - A small size group is more easily managed and can produce more qualitative work

TEAMS IN ORGANIZATIONS

- A team is a group of people who collaborate on related tasks toward a common goal
- In a business, most work is accomplished by teams of individuals
- It is important for employees to have the skills necessary to work effectively with others
- Organizations use many kinds of teams, some of which are permanent and some of which are temporary
- Each member is responsible for contributing to the team, but the group as a whole is responsible for the team's success

SELF-MANAGED TEAM

- A self-managed team is a group of employees that's responsible and accountable for all or most aspects of producing a product or delivering a service
- Traditional organizational structures assign tasks to employees depending on their specialist skills or the functional department within which they work
- A self-managed team carries out supporting tasks, such as planning and scheduling the workflow and managing annual leave and absence, in addition to technical tasks
- Management and technical responsibilities are typically rotated among the team members
- However, self-managed teams aren't the right fit for every company
- The best-performing self-managed teams are found in companies where the organizational culture clearly supports decision-making by employees

PROBLEM SOLVING TEAMS

- Problem Solving Teams are temporary structures that bring together leaders and team members from across the organization to focus on solving a specific problem
- In a business context, a problem solving team will typically be formed for a limited time frame incorporating staff from different organizational levels with various relevant skill sets
- Problem Solving Teams consists of a workshop, or a series of workshops
- Finds solutions to specific work-related problems and creates an implementation plan
- Problems can range from the technical to HR or leadership-related ones
- Each activity builds on the results of the previous one

TEAM EFFECTIVENESS

- The key components making up effective teams can be categorized into 4
 1. Work design
 - Includes variables like freedom and autonomy, the opportunity to use different skills and talents, the ability to complete a whole and identifiable task or product, and working on a task that has a substantial impact on others
 - These work design characteristics increase members' sense of responsibility and ownership over the work and they make the work more interesting to perform
 - Hence these characteristics enhance member motivation and increase their effectiveness

TEAM EFFECTIVENESS

2. Composition

- This category includes variables relate to how teams should be staffed
- They include the ability and personality of team members, allocating roles and diversity, size of the team, member flexibility, and members' preference for teamwork

3. Context

- The four contextual factors that appear to be most significantly related to team performance: adequate resources, effective leadership, climate of trust, and performance evaluation and reward system

4. Process

- The final category related to team effectiveness is processed variables
- These include member commitment to a common purpose, the establishment of specific team goals, team efficacy, a managed level of conflict, and minimizing social loafing

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MODULE 3

Management of Human Relations in Organisations

ETHICS AND FAIR TREATMENT AT WORK

- Human resource policies and procedures affect employees' jobs and their future employment potential
- HR managers must continually balance the need to ensure the business meets its objectives but also ensure that the business follows and maintains ethical employment practices and standards
- Among these is a key concept relating to an employee's right to justice and fair treatment
- Ethics are the moral principles that govern business behavior
- While laws and regulations create definite standards of behavior, the concept of ethics is more subjective
- To build an ethical behavior framework, HR employment practices must not only adhere to legal guidelines but also model and adhere to the business's core values

ETHICS AND FAIR TREATMENT AT WORK

- The lack of or a loosely enforced ethics policy often leads to business owners continually struggling with a multitude of common fair-treatment issues
 - Nepotism in hiring practices
 - Nepotism in employee training and promotion
 - Inconsistent disciplinary measures
 - Lack of confidentiality surrounding an employee's personal and performance information
 - Wage discrimination
 - Basing annual reviews on factors unrelated to an employee's role

ETHICS AND FAIR TREATMENT AT WORK

- HR can foster an environment where justice and fair treatment is the norm by creating and living up to an expectation of trust and mutual respect
- Trust is build when information-sharing is accurate, timely and complete
- Trust is developed when specific and measurable goals are set for the business and its employees, and employees at all levels are encouraged to share their ideas and concerns
- Mutual respect develops when dignity is a behavioral standard, when the business owner and management team encourage initiative and creativity
- Mutual respect flourish when diversity isn't simply tolerated but appreciated and promoted

ETHICS AND THE LAW

- The law refers to a systematic body of rules that governs the whole society and the actions of its individual members
- Ethics is a branch of moral philosophy that guides people about the basic human conduct
- The law refers to a set of rules and regulations while ethics is a set of guidelines
- Violation of law is not permissible which may result in punishment like imprisonment or fine or both
- There is no punishment for violation of ethics
- The objective of the law is to maintain social order and peace within the nation and protection to all the citizens
- Ethics are the code of conduct that helps a person to decide what is right or wrong and how to act accordingly

ETHICAL BEHAVIOUR AT WORK

- Ethics consists of acceptable standards of behavior and maintaining integrity in the workplace (especially when no one is looking)
- Ethical behavior is good for business and involves demonstrating respect for key moral principles that include honesty, fairness, equality, dignity, diversity and individual rights
- Ethical behavior doesn't only apply to individual employees, the organization itself should demonstrate standards of ethical conduct
- The perception of ethical behavior can increase employee performance, job satisfaction, organizational commitment and trust
- Voice of employee systems such as interviews and surveys can be followed that effectively promote ethical behavior and encourage reporting unethical behavior

ORGANISATION CULTURE

- Culture is the set of important understandings that members of a community share in common
- It consists of a basic set of values, ideas, perceptions, preferences, concept of morality, code of conduct etc. which create a distinctiveness among human groups
- The organisational culture is a system of shared beliefs and attitudes that develop within an organisation and guides the behaviour of its members
- It consists of the normal values and unwritten rules of conduct of an organisation as well as management styles, priorities, beliefs and inters personal behaviour that prevails
- These norms and values are clear guidelines as to how employees are to behave within the organisation and their expected code of conduct outside the organisation

CHARACTERISTICS OF ORGANIZATION CULTURE

1. Individual Autonomy

- The degree of responsibility, freedom and opportunities of exercising initiative that individuals have in the organisation

2. Structure

- The degree to which the organisation creates clear objectives and performance expectations
- It also includes the degree of direct supervision that is used to control employee behaviour

3. Management Support

- The degree to which, managers provide clear communication, assistance; warmth and support to their subordinates

CHARACTERISTICS OF ORGANIZATION CULTURE

4. Identity

- The degree to which, members identify with the organisation as a whole rather than with their particular work group or field of professional expertise

5. Performance Reward System

- The degree to which reward system in the organisation like increase in salary, promotions etc. is based on employee performance rather than on seniority, favouritism and so on

6. Conflict Tolerance

- The degree of conflict present in relationships between colleagues and work groups as well as the degree to which employees are encouraged to air conflict and criticisms openly

7. Risk Tolerance

- The degree to which, employees are encouraged to be innovative, aggressive and risk taking

DISCIPLINE IN ORGANISATION

- Discipline in an organization is intended to promote a minimum acceptable behavior by employees
- It is defined in terms of adherence to the company rules, regulations, systems, and processes
- Discipline ensures smooth functioning and helps in creating a healthy business environment
- Discipline is the bridge between goals and accomplishment
- Maintaining a pleasant work environment with proper observance of organization rules, will encourage employee discipline which create a happy productive workforce

COMMON ISSUES RELATED TO EMPLOYEE DISCIPLINE

- Providing wrong information or hiding factual personal data during recruitment
- Non-compliance with the terms of employment contract (an employee takes up additional job while still working in an organization)
- Violation of company policies, rules & regulations
- Non-adherence to workplace safety instructions
- Indulgence in theft and fraud in the company
- Absconding without proper resignation
- False medical, travel and expense claims

COMMON ISSUES RELATED TO EMPLOYEE DISCIPLINE

- Exhibiting misconduct towards manager, leadership and co-workers
- Reporting late to work or team meetings
- Frequent leave without intimation and approvals
- Indulging in political activities and anti-social activities
- Not completing work assignments on time
- Refusal to attend training programs
- Wasting time on social media and other web-sites that are not related to work

GUIDELINES FOR MANAGING EMPLOYEE DISCIPLINE

- Policy Formulation
 - It is essential to have a properly laid down company policy that defines the code of conduct expected from employees in various contexts (attendance, leave, employee interactions, customer interactions, dress code, submission of expenses etc.)
 - The policy should be regularly updated, reviewed and shared with all employees in an easily accessible employee handbook format
 - The consequences of violating the policy must be clearly articulated

GUIDELINES FOR MANAGING EMPLOYEE DISCIPLINE

- Disciplinary Committee
 - A disciplinary committee should be formed where employees can report issues pertaining to discipline
 - This committee should document all disciplinary actions taken against the defaulters
 - The disciplinary action should be corrective, rather than destructive and should be carried out with rationality and without any bias
 - Follow the technique of Progressive Discipline

GUIDELINES FOR MANAGING EMPLOYEE DISCIPLINE

- Background Screening
 - At the time of recruitment and selection, the recruiters should conduct extensive background checks of candidates before making an offer
 - This can prevent a wrong hire that later results in a disciplinary issue
- Fairness
 - Be fair while drafting employment policy
 - While every organization strives to be profitable, the goal should also include long term sustainability, growth, goodwill and positive employee-employer relationships
 - Rules should not be crafted just for the sake of making rules

HUMAN RELATIONS MANAGEMENT

MODULE 4

**Management of Human Laws and Collective
Bargaining**

EMPLOYMENT LAW

- Employment law is the area of law that governs the employer-employee relationship
- Goal is to protect workers' rights and to maintain discipline
- These laws work to:
 - Prevent discrimination based on a person's race, color, religion, gender, or national origin
 - Promote health and safety
 - Establish a minimum required level for economic support
 - Prevent work disruption due to disputes between labour and management
 - Avail service benefits like leave, provident fund, or pension
 - Prevent wrongful termination

GROSS MISCONDUCT

- Unacceptable or improper behaviour of a very serious kind, especially by an employee
- Gross misconduct is an act which is so serious that it justifies dismissal without notice
- They must be acts that destroy the relationship of trust and confidence between the employer and employee, making the working relationship impossible to continue
- Some gross misconduct acts in an organization:
 - Theft, fraud and dishonesty (Stealing office equipment or cash or personal belongings from colleagues, Making fraudulent expenses or overtime claims)
 - Offensive behaviour (Harassment, Fighting, Aggressive behaviour, Threats of violence)
 - Breach of health and safety rules (Persistently not using machinery guards, Dangerous driving on the work site)
 - Damage to property
 - Serious incapacity or misconduct caused by excess of alcohol or drugs at work

PERSONAL SUPERVISORY LIABILITY

- Courts sometimes hold managers personally liable for their supervisory actions, particularly with respect to actions covered by the fair labour standards act
- There are several ways to avoid personal liability while disciplinary actions are taken by supervisors:
 - Follow company policies and procedures stipulated as per labour acts
 - Administer in a manner that does not add to the emotional hardship on the employee
 - Allow employees to present their side of the story which can provide the employee some measure of satisfaction
 - Do not act in anger, since doing so undermines any appearance of objectivity
 - Seek advice from human resources department on how to handle difficult disciplinary matters

LAYOFFS

- A layoff is the permanent termination of employment of an employee or, more commonly, a group of employees (collective layoff)
- Originally, layoff referred exclusively to a temporary interruption in work, or employment but this has evolved to a permanent elimination of a position
- Laid off workers or displaced workers are workers who have lost or left their jobs
- The general business reason is downsizing an organization
- Downsizing in a company is defined to involve the reduction of employees in a workforce
- Downsizing in companies became a popular practice in the 1980s and early 1990s as it helps to reduce the costs of employers
- Downsizing is being regarded by management as one of the preferred routes to help declining organizations, cutting unnecessary costs, and improve organizational performance
- Usually a layoff occurs as a cost cutting measure

THE PLANT CLOSING LAW

- The term "plant closing" means the permanent or temporary shutdown of a single site of employment, or one or more facilities or operating units within a single site of employment
- A Plant Closing Law is a law which requires the employers to provide a notice to the employees before closing the plant
- An example of this law is the Worker Adjustment and Retraining Notification Act (WARN in USA)
- If an employer fails to give the required notice, the employee can collect wages and benefits for every day that notice is late, up to 60 days (provided the plant employs 100 or more employees)
- The notice period of 60 days gives employees time to search for new jobs and also to join skill training and retraining programs which will help them compete in the job market
- In India, 45 days of 50% salary provided the plant employs 100 or more employees

COLLECTIVE BARGAINING

- Process of negotiation between employers and a group of employees aimed at agreements between the two
- Purpose is to regulate working salaries, working conditions, benefits, and other aspects of workers' compensation and rights for workers
- The interests of the employees are commonly presented by representatives of trade unions to which the employees belong
- A collective agreement functions as a labour contract between an employer and one or more unions
- The two parties often refer to the result of the negotiation as a collective bargaining agreement (CBA) or as a collective employment agreement (CEA)

GOOD FAITH

- Honesty or sincerity of intention
- “The details contained in this agreement have been reached in good faith”
- In contract law, good faith is a general presumption that the parties to a contract will deal with each other honestly and fairly
- It is implied that the two parties will keep the promises of the contract
- A lawsuit based upon the breach of the promise may arise when one party to the contract refuse to perform contractual obligations
- When a court interprets a contract, there is always an "implied promise of good faith and fair dealing" in every written agreement

NEGOTIATING TEAM

- Negotiations are daily affairs in business, government affairs, legal proceedings, and other such activities
- A negotiating team is a very important component of any organization
- A good negotiating team has members with diverse skills
- As a member of the negotiation team, it is very important that everybody understand the roles and responsibilities assigned to them
- Other than experience in negotiation, it is important that all the members in the team possess at least any one of the following qualities like Technical knowledge, Relationship skills, Patience, Observational skills, or Behavior analyzing skills
- Depending on their skills, the members are assigned certain roles and responsibilities in the negotiation process
- Unity within the team is the most important attribute of the negotiation team
- Teamwork is another important attribute of a successful negotiation team

BARGAINING ITEMS

- There are three main classification of bargaining topics: mandatory, permissive, and illegal
- Wages, health and safety, management rights, work conditions, and service benefits fall into the mandatory category
- Permissive topics are those that are not required but may be brought up during the process
- An example might include the requirement of drug testing for candidates or the required tools that must be provided to the employee to perform the job, such as a cellular phone or computer
- It is important to note that while management is not required by labour laws to bargain on these issues, refusing to do so could affect employee morale
- We can also classify bargaining issues as illegal topics (anything that would be considered outside the agreement) which obviously cannot be discussed

BARGAINING STAGES

1. Prenegotiation

- Preparation for negotiation or homework for negotiation
- Up to 83 per cent of the outcomes of the negotiations are greatly influenced by prenegotiation stage
- Both parties, i.e., the management and the workers need to make preparation for bargaining
- The management should understand the bargaining power of the union and should devise its bargaining strategy accordingly
- This may include studying the strength of the union, their contacts with other industries, the background and personality characteristics of the union negotiators, etc.
- The labour union also needs to collect data on relevant aspects of organisation to facilitate its negotiating power and tactics
- It should be aware of its contracts with other companies, the practices followed by other companies in the same region, and so on

BARGAINING STAGES

2. Negotiators

- On the company side, It may be the industrial relations officer, the head of the particular area such as production area, an office bearer like executive vice-president, or even the company lawyer
- In order to broaden the base of participation, the practice of allowing all major divisional heads to participate and a few supervisors to observe on a rotating basis has great advantages in bargaining process
- On the union side, the team approach is customarily used
- The team may consist of union members, the president of the local union, and when the negotiation is vital, the president of the national union

BARGAINING STAGES

3. Negotiation

- Once the first two stages are completed, both the parties come to the negotiation table at a specified time and place
- Customarily, negotiation process starts by the union representatives delivering a long list of demands
- The management counters the union demands by offering little more than what was agreed in the previous contract
- This tug of war goes on from both the sides
- In the process, each party assesses the relative priorities of the other's demands
- Each group compromises by giving up some of its demands so that an agreement can be arrived at
- In case, both parties do not reach to any agreement, then it is called deadlock or breakdown or bargaining impasse

BARGAINING STAGES

4. Agreement or Contract

- After both parties have arrived at an informal agreement, it should be written
- The written form of the agreement usually consists of the terms and conditions of agreement, the date from which it comes into effect, the duration for which it will remain in operation and the names of the signatories of the agreement
- The agreement needs to be duly ratified because of legal provisions
- According to the Section 18 (1) of the Industrial Disputes Act, 1947, “an agreement shall be binding only on the parties to the agreement”
- This implies that any collective bargaining agreement does not apply automatically to all workers of an organization
- The agreement becomes official once approved, ratified, and signed by labour and management representatives
- Union members and members of management all receive copies of the agreement or contract

BARGAINING STAGES

5. Implementation of Agreement

- The way it will be implemented is indicated in the agreement itself
- It is the duty of the Human Resource Department to ensure the proper and full implementation of all provisions given in the agreement
- One of the most important elements involved in agreement implementation is spelling out of a procedure for handling grievances arisen out of collective agreement
- In practice, almost all collective bargaining agreements contain formal procedures to be used in resolving grievances over the interpretation and application of the agreement
- Hence, the grievances, if any, need to be resolved accordingly

GRIEVANCES

- A grievance is a formal complaint that is raised by an employee towards an employer within the workplace
- Reasons for filing a grievance in the workplace can be as a result of, but not limited to, a breach of the terms and conditions of an employment contract, promotions, as well as harassment and employment discrimination
- A grievance between an employee and employer can be dealt with either informally or formally, and sometimes both approaches are taken in search of a resolution
- Grievances are filed by the union on behalf of its members
- Most of the grievances filed by unions are filed on behalf of individual employees (individual grievances) or on behalf of a group of employees (group grievances)
- A third type of grievance is the policy grievance which deals with issues that affect all employees

FEATURES OF GRIEVANCE

- A grievance refers to any form of discontent or dissatisfaction with any aspect of the organization
- The dissatisfaction must arise out of employment and not due to personal or family problems
- When employees feel that injustice has been done to them, they have a grievance
- The reason for such a feeling may be valid or invalid, justifiable or ridiculous
- The discontent must find expression in some form
- Initially, the employee may complain orally or in writing
- If this is not looked into promptly, the employee feels a sense of lack of justice
- Now, the discontent grows and takes the shape of a severe grievance

CAUSES OF GRIEVANCES

- **Economic:** Wage fixation, overtime, bonus, wage revision, etc. (Employees may feel that they are paid less when compared to others)
- **Work environment:** Poor physical conditions of workplace, tight production norms, defective tools and equipment, poor quality of materials, unfair rules, lack of recognition, etc.
- **Supervision:** It relates to the attitudes of the supervisor towards the employee such as perceived notions of bias, nepotism, caste affiliations, regional feelings, etc.
- **Work group:** Employee is unable to adjust with his colleagues, suffers from feelings of neglect, victimization and becomes an object of humiliation
- **Miscellaneous:** These include issues relating to certain violations in respect of promotions, safety methods, transfer, disciplinary rules, fines, granting leave, medical facilities, etc.

EFFECTS OF GRIEVANCES

- Low quality production
- Increase in cost of production per unit
- Loss of profit for the organisation
- Increase in wastage of material
- Spoilage of machinery
- Increase in the rate of absenteeism
- Labour turnover
- Reduced level of commitment, sincerity and punctuality
- Reduced level of employee satisfaction
- Lack of employee commitment

THE GRIEVANCE PROCEDURE

1. Informal action

- If the grievance is relatively minor, the employer should have a discussion with the employee to see if it can be resolved informally
- In most cases, a quiet word is all that is needed to prevent an issue from escalating
- An employer should keep a paper trail of all stages of the grievance procedure, including any informal resolution that has been agreed

2. Investigation

- If the grievance is serious, or the employee feels that it has not been satisfactorily resolved, the employer should deal with the complaint under its formal grievance procedure, and ask the employee to put his or her grievance in writing
- As soon as possible after receiving a grievance, the employer should carry out an investigation
- In many cases, this will be a relatively straightforward fact-finding exercise

THE GRIEVANCE PROCEDURE

3. Grievance meeting

- After the investigation, the employer should hold a meeting with the employee so that he or she has an opportunity to explain the complaint
- The employee should be asked how he or she thinks the grievance should be resolved and what outcome he or she is seeking
- The Acas code of practice states the principles to be followed on disciplinary and grievance procedures

4. Decision

- Having considered the evidence, the employer will need to decide whether to uphold or reject the grievance
- The decision should be communicated to the employee, in writing, as soon as possible
- The communication should also provide the employee with a right of appeal

THE GRIEVANCE PROCEDURE

5. Appeal

- If the grievance has been rejected or partially rejected, the employer should be prepared for an appeal
- This should be dealt with by an impartial manager and, where possible, a more senior manager than the person who dealt with the grievance
- Most appeal hearings will be in the form of a review but can take the form of a rehearing if the initial stage was procedurally flawed
- After the hearing, the employee should be informed in writing of the outcome of the appeal

HUMAN RELATIONS MANAGEMENT

MODULE 5

**Management of Training and Employer-
Employee Relations**

TRAINING AND DEVELOPMENT OF EMPLOYEES

- Objectives
 - Improved employee performance
 - Improved employee satisfaction
 - Addressing weaknesses
 - Increased productivity and adherence to quality standards
 - Increased innovation
 - Reduced employee absenteeism and turnover
 - Enhanced profit and reputation for the company

COMMON TRAINING METHODS

1. Orientations

- Orientation training is crucial to the success of new recruits
- Training is implemented through a handbook, a one-on-one session, or a lecture
- Providing new employees with information regarding the firm's background, strategies, mission, vision, and objectives
- New employees get an opportunity to familiarize themselves with company policies, rules, regulations, and infrastructure
- In general, employees get an idea of what the organization is

COMMON TRAINING METHODS

2. Lectures

- Lectures are particularly efficient when the aim is to provide the same information to a large group
- In doing so, there is no need for individual training and thus, savings on costs
- However, lectures pose some disadvantages
- They center on one-way communication, which leaves little room for feedback
- Also, the trainer may find it challenging to assess the level of understanding of the content within a big group

COMMON TRAINING METHODS

3. Computer-based Training

- Computers and computer-based tutorials are the primary means of communication between the trainer and employees
- The programs are structured in such a way that they provide instructional materials also which facilitate the learning process
- The core benefit of computer-based training is that each employee is given the freedom to learn at their own pace in their most convenient time
- It also helps to reduce the total cost that an organization incurs in training its employees
- Costs are minimized by reducing the training duration, eliminating the need for instructors, and reducing travel

SPECIFIC TRAINING METHODS

- Apprenticeship
 - The trainees serve as apprentices to experts for long periods
 - They have to work in direct association with and also under the direct supervision of their masters
 - The object of such training is to make the trainees all-round craftsmen
 - It is an expensive method of training
 - There is no guarantee that the trained worker will continue to work in the same organisation after securing training
 - The apprentices are paid remuneration according to the apprenticeship agreements

SPECIFIC TRAINING METHODS

- Vestibule Training
 - In vestibule training, the workers are trained in a prototype environment on specific jobs in a special part of the plant
 - An attempt is made to create working condition similar to the actual workshop conditions
 - After training workers in such condition, the trained workers may be put on similar jobs in the actual workshop
 - This enables the workers to secure training in the best methods to work and to get rid of initial nervousness
 - It prevents trainees to commit costly mistakes on the actual machines

SPECIFIC TRAINING METHODS

- On the job training
 - It is a step by step (structured) training method in which a suitable trainer prepares a trainee with an overview of the job, its purpose, and the results desired
 - Demonstrates the task or the skill to the trainee
 - Allows the trainee to show the demonstration on his or her own
 - Provide feedback and help
 - The trainees are presented the learning material in written

SPECIFIC TRAINING METHODS

- Conferences and Workshops
 - Employees should continue to acquire knowledge in new advancements, develop new skills, and take on new responsibilities
 - Conferences and workshops provide such continuing development opportunities for employees
 - Conferences are more theory oriented while workshops are practical oriented
 - Experts from different areas of specialisations engage the classes
 - Generally, workshops are for 2 to 3 days while conferences are for one week to two weeks

MANAGEMENT-EMPLOYEE RELATIONS

- Employee relations are a key element of workplace happiness and employee engagement
- Employer-employee relations better called manager-team member relations
- To build relations (Vertical):
 - Get to know team on an individual level
 - Keep communication channels always open
 - Ask for their opinion
 - Listen to their arguments
 - Build these relations on common rules and values
 - Don't keep your distance, be part of the team
- Having good relationships with coworkers (Horizontal) is also relevant in the workplace atmosphere

COUNSELLING

- Counselling helps the employees to come out from the problems, gives a new way to deal with the problems
- Counselling shows how much the employer care for the employee
- Counselling may help to identify the employee - work related problems
- Organizations started counselling to retain the current employees, to increase the productivity, and to motivate their employee
- Organization hires a professional as a counsellor or keeps a part time counsellor or selects a senior person from company for counselling
- Counselling is not only for work related problems but also for personal problems

INDUSTRIAL RELATIONS

- The Industrial Relations or management-employee relations encompass the relationship between the management and workmen
- Plays a significant role to have an uninterrupted production
- Mainly cover the following:
 - Regulatory body to resolve industrial disputes
 - Collective Bargaining
 - The role of management, unions and government
 - Labor Legislation
 - Worker's Grievance Redressal system
 - Disciplinary policy and practice
 - Industrial Relations Training

HUMAN RELATIONS MANAGEMENT

MODULE 6

**Management of Human Conflicts, Customer
Relations, Unions and Global Relations**

ORGANISATIONAL CONFLICT

- Organizational Conflict or otherwise known as workplace conflict, is described as the state of disagreement or misunderstanding
- Resulting from dissent of needs, beliefs, resources and relationship between the members of the organization
- At the workplace, whenever, two or more persons interact, conflict occurs when opinions with respect to any task or decision are in contradiction
- It is the result of human interaction, that starts when one member of the organization has incompatibility with other members of the organization
- The incompatibility in opinions can be within a member, between two members, or between groups of the organization

CAUSES OF ORGANIZATIONAL CONFLICT

- Managerial Expectations
 - Every employee is expected to meet the targets, imposed by his/her superior
 - When these expectations are not fulfilled within the stipulated time, conflicts arises
- Communication Disruption
 - One of the major cause of conflict at the workplace is lack of proper communication
 - If one employee requires certain information from another, who does not respond properly, conflict sparks in the organization

CAUSES OF ORGANIZATIONAL CONFLICT

- Misunderstanding
 - Misunderstanding of information, can also alleviate dispute in organization
 - If one person misinterpret some information, it can lead to series of conflicts
- Lack of accountability
 - If responsibilities are not clear, conflicts can arise
 - E.g. In a project, if some mistake has arisen, of which no member of the team wants to take responsibility

MANAGING CONFLICTS IN ORGANIZATION

- Handle the conflict positively
- Formation of official grievance procedure for all members
- Concentrate on the causes rather than their effect, to assess conflicts
- Parties to conflicts should be given an equal voice, irrespective of their position, term or political influence
- Active participation of all the parties to conflict can also help to counter it

CUSTOMER RELATIONSHIP MANAGEMENT

- Customer relationship management (CRM) is an approach to manage a company's interaction with current and potential customers
- It uses data analysis about customers' history with a company
- CRM is to improve business relationships with customers, specifically focusing on customer retention
- CRM ultimately aims at driving sales growth
- It uses a range of different communication channels like telephone, email, live chat, marketing materials and more recently, social media to learn more about their customers to cater to their needs
- It increases sales, improves customer service, and enhances profitability

UNIONS IN ORGANIZATIONS

- It is an association of workers forming as a legal unit
- Formed for the purpose of securing improvement in pay, benefits, working conditions, or social and political status through collective bargaining
- Negotiate with corporations, businesses and government on behalf of union members
- They ensure consistency in service benefits and working conditions
- Unions facilitate possible reduction in labour turnover
- They enhance employee satisfaction
- There is possibility for exploitation of employers
- Possibility of resistance to modern technology

EMPLOYEE SAFETY AND HEALTH

- It is employer's responsibility to maintain a safe and healthy workplace
- The focus is on the efforts at improving work environment
- Describes what the people in an organization do to prevent injuries and illnesses at the workplace
- Managers have to be committed to make the program work
- Involve employees in the safety and health program
- Identify and control hazards
- Comply with regulations
- Train Employees
- Support a culture of safety

MANAGING GLOBAL HUMAN RELATIONS

- Includes all aspects of an organization's human resources operating on a global scale
- As technological innovations make it easier for organizations to conduct business across the world, global expansion has become an increasing reality
- It is essential for these multinational organizations to keep human relations to serve and maintain employees working around the globe
- The preliminary function is that the organization carries a local appeal in the host country despite maintaining an international feel
- Generating awareness of cross cultural diversity among managers globally
- Training on cultural diversity for employees