

Unit Title: Employment Relations	Unit code: ER
Level: 5	Learning Hours: 160
Learning Outcomes and Indicative Content:	
Candidates will be able to:	
1. Understand, analyse and discuss the nature of the employment relationship	
1.1	and discuss the parties with interests in the employment relationship
1.2	Examine and explain the wage-work bargain and effort bargain
1.3	Analyse the factors affecting the employment relationship
1.4	Identify types of employment relationship
1.5	Explain and discuss the psychological contract
1.6	Identify, analyse and discuss the conventions, institutions, 'rules' and factors affecting the employment relationship
2. Describe, analyse and critically evaluate the background to employment relations	
2.1	Examine and explain the concept of 'good' employment relations
2.2	Identify and compare methods of regulating the employment relationship
2.3	Examine and critically evaluate perspectives and theories of the employment relationship
2.4	Describe and review the economic, political and social contexts of employment
2.5	Describe, examine and review the European Union and international bodies such as the International Labour Organisation
2.6	Understand the implications for employers, employees, unions and the state
3. Identify and critically evaluate the role of the employer in employment relations	
3.1	Identify and discuss employers' objectives, rights and duties
3.2	Understand and review corporate strategy, HR strategy and employment relations strategy
3.3	Understand and explain managing with and without trade unions
3.4	Identify and describe the roles of managers, line managers and HR professionals in employment relations
3.5	Describe and critically evaluate the roles and activities of employers' organisations

- 4. Identify and critically evaluate the role of the employee in employment relations**
 - 4.1 Identify and discuss employee rights, obligations and responsibilities
 - 4.2 Examine and review employee needs and expectations in the employment relationship
 - 4.3 Describe and discuss employee reward and benefits
 - 4.4 Understand, discuss and assess the nature of employee knowledge, skills and effort
 - 4.5 Describe and critically evaluate the roles and activities of unions and employee representation

- 5. Identify and critically evaluate the role of the state in employment relations**
 - 5.1 Identify and discuss the elements of public policy and the state
 - 5.2 Describe and analyse the roles of the state as employer, legislator and third party
 - 5.3 Understand how employment standards are protected
 - 5.4 Describe, compare and contrast conciliation, arbitration and mediation
 - 5.5 Describe and understand the roles of public agencies and institutions
 - 5.6 Describe and examine the international regulation of employment

- 6. Describe, understand and apply the legal background to employment relations**
 - 6.1 Describe and discuss the contract of employment
 - 6.2 Identify the sources of the contract
 - 6.3 Understand and review the termination of the contract
 - 6.4 Examine and discuss the regulation of discrimination in employment
 - 6.5 Describe and review pay and working time issues
 - 6.6 Describe and critically evaluate other employee rights
 - 6.7 Identify and examine the roles of employment tribunals
 - 6.8. Outline and understand the elements of collective employment law
 - 6.9 Understand the importance of 'good' employment practices

- 7. Identify, describe and explain employment relations frameworks that maximise employee commitment and engagement**
 - 7.1 Describe and critically evaluate the employer's search for productivity, efficiency, commitment, engagement and control
 - 7.2 Identify, discuss and examine different approaches to work organisation
 - 7.3 Understand and examine the concepts of fairness, mutuality and performance at work
 - 7.4 Identify and critically examine high performance work systems
 - 7.5 Describe and examine the links of employment relations with other HR activities

- 8. Describe, analyse and critically evaluate the promotion of employee involvement in organisations**
 - 8.1 Describe and review the aims and objectives of employee involvement practices
 - 8.2 Identify, describe and analyse types of employee participation
 - 8.3 Discuss and review information, communication and consultation
 - 8.4 Identify, describe and analyse autonomous work groups, job enlargement and job enrichment
 - 8.5 Describe and examine problem-solving groups and managing quality

- 9. Describe and understand the management of conflict in organisations**
 - 9.1 Identify, describe and critically evaluate types of conflict at work
 - 9.2 Describe and examine manifestations of employment, workplace and industrial conflict
 - 9.3 Describe and critically evaluate techniques for resolving conflict
 - 9.4 Identify, describe and review employee grievances
 - 9.5 Identify, describe and review collective disputes
 - 9.6 Identify, describe and review disciplinary rules and procedures

- 10. Describe, analyse and review the elements of collective bargaining**
 - 10.1 Describe and analyse the nature and scope of collective bargaining
 - 10.2 Describe, examine and review substantive and procedural agreements
 - 10.3 Describe, examine and review bargaining units, bargaining agents and bargaining outcomes
 - 10.4 Identify and describe bargaining levels
 - 10.5 Identify and critically evaluate theories of collective bargaining

11. Identify and apply the skills of negotiation

- 11.1 Identify and examine the purposes and types of negotiation: individual and collective
- 11.2 Examine and discuss intra-organisational, distributive, integrative bargaining
- 11.3 Describe and analyse preparation for negotiation
- 11.4 Identify, describe and examine the stages in negotiation
- 11.5 Describe and review the techniques used in negotiation
- 11.6 Describe and identify how agreements are concluded and negotiating outcomes evaluated

12. Describe, analyse and critically evaluate current issues in employment relations

- 12.1 Describe and analyse changing sectoral and occupational structures
- 12.2 Describe, analyse and review the size and distribution of the workforce
- 12.3 Describe and analyse labour market segmentation
- 12.4 Critically review developments in work and the organisation of work
- 12.5 Examine and review diversity and equality
- 12.6 Examine and review work-life balance, bullying and harassment
- 12.7 Examine and review job insecurity and work intensification
- 12.8 Critically evaluate the de-institutionalisation of employment relations
- 12.9 Analyse and critically evaluate power, control and legitimacy in the employment relationship

Assessment Criteria:

- Assessment method: written examination
- Length of examination: three hours
- Candidates must answer four questions from a choice of eight, each question carrying equal marks

Recommended Reading

Gennard, J and Judge, G – *Employee Relations* (2006), CIPD
ISBN: 1843980630

Kersley, B, Alpin, C, Forth, J, Bryson, A, Bewley, H, Dix, G, Oxenbridge, S –
*Inside the Workplace: findings from the 2004 Workplace Employment
Relations Survey*, (2006), Routledge
ISBN: 0415378133

Edwards, P (ed) – *Industrial Relations: theory and practice*, (2003), Blackwell
ISBN: 0631222588