

## Generic Elective Course- 8.3 (GE-8.3 ): Collective Bargaining and Negotiation Skills

### CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
Collective Bargaining and Negotiation Skills: GE-8.3	4	3	1	0	Pass in Class XII	NIL

#### Collective Bargaining & Negotiation Skills

#### BCH: GE- 8.3

#### Learning Objectives:

The course aims to promote an understanding of theories and practical issues related to collective bargaining and to build awareness of managerial skills required for effectively negotiating with people.

**Learning Outcomes:** After completion of the course, learners will be able to:

1. Illustrate different theories of collective bargaining.
2. Analyse the practical aspects of collective bargaining process.
3. Evaluate types of negotiation and manage a negotiation process.
4. Demonstrate the vital skills during a negotiation process.
5. Recognise the importance of post negotiation process.

#### Course Contents:

##### Unit 1: Collective Bargaining (9 hours)

Concept and Characteristics of Collective Bargaining; Collective Bargaining and Stakeholders; Theories of Collective Bargaining: Hicks' Analysis of Wage Setting under Collective Bargaining, Conflict-choice model of negotiation, A Behavioural Theory of Labor Negotiation.

##### Unit 2: Collective Bargaining in India (9 hours)

Legal Framework of Collective Bargaining; Units and Levels of Collective Bargaining, Coverage and Duration of Agreements, International Collective Bargaining; Factors Influencing Bargaining Units and Levels; Subject Matters of Collective Bargaining; Hurdles in the Bargaining Process; Lobbying- Concept, Importance and relationship with collective bargaining.

### **Unit 3: Negotiation (18 hours)**

#### **Part A: Negotiating a Contract**

Meaning of Negotiations; Features and Elements of Negotiation; Types of Negotiations: Distributive, Integrative; Steps in Pre-negotiation phase of collective bargaining – Preparing the Charter of Demand(s), Creating the Bargaining Team, Submission of COD, Costing of Labor Contracts. Negotiation process: Preparing, Opening, Bargaining, Closing, PRAM Model.

#### **Part B: Negotiation Skills**

Negotiation process; Effective negotiation – Preparing for negotiation, Negotiating Integrative agreements; Negotiation and Collective Bargaining - Approaches and Phases in Collective Bargaining, Coalition and Fractional Bargaining, Impasse Resolution, Contract Ratification.

### **Unit 4: Post Negotiation Process (9 hours)**

Post-negotiation – Administration of the Agreement, Grievance Management, Binding up the Wounds. Distributive vs. Integrative Bargaining; Coalition and Fractional Bargaining; Post-negotiation - Grievance management. Emerging scenario in collective bargaining; Phases in collective bargaining.

#### **Exercises:**

The learners are required to:

1. Participate in an exercise wherein they will be divided into groups comprising of two teams i.e., trade union and management. Simulation exercise to be conducted in classroom on collective bargaining between both the teams (trade union and management).
2. Interpret and analyse case study on collective bargaining at nokia india; cummins india limited; honda motorcycle & scooter (india) private limited and similar organisations.
3. Participate in stimulation exercise in groups (created in previous unit) on preparation of charter of demands.
4. Conduct role play in the classroom to exhibit negotiation skills by learners in resolving conflicts between management and trade unions.
5. Participate in simulation exercise on preparing draft of grievance handling policy.
6. Interpret and analyse case study on grievance handling at Tata Steel Ltd. and similar organisations.

**Suggested Readings:**

- Kapoor, P. (2011). Counselling and Negotiation Skills for Managers. Delhi: Dreamtech Press.
- Lewicki, R., Barry, B., & Saunders, D. (2019). Negotiation. 7<sup>th</sup> Edition. New York: McGraw-Hill Education.
- Sinha, P. R. N., Sinha, I. B., & Shekhar, S. S. (2017). Industrial Relations, Trade Unions and Labour Legislation. 3<sup>rd</sup> Edition. Delhi: Pearson Education.
- Venkataratnam, C. S., & Dhal, M. (2017). Industrial Relations. 2<sup>nd</sup> Edition. Delhi: OUP India.

**Note: Suggested readings will be updated by the Department of Commerce and uploaded on Department's website.**