

## Subject Description Form

<b>Subject Code</b>	MM4111
<b>Subject Title</b>	Employee Relations
<b>Credit Value</b>	3
<b>Level</b>	4
<b>Normal Duration</b>	1-semester
<b>Pre-requisite/ Co-requisite/ Exclusion</b>	<b>Pre-requisite:</b> Human Resource Management (MM3111) or equivalent
<b>Role and Purposes</b>	This subject contributes to the achievement of the BBA (Hons) Programme Outcomes by enabling students to identify and resolve ethical issues arising from employment relations in organizations and to develop students with professional-specific skills and knowledge in management and human resource management (HRM). This is a specialized course to enable students to analyse, evaluate, and apply those learned skills and principles in managing employment relations in organisations.
<b>Subject Learning Outcomes</b>	Upon completion of the subject, students will be able to: <ol style="list-style-type: none"><li>a. explain the main theoretical approaches to the study of employee relations and analyse the institutions, actors, and characteristics of employee relations in Hong Kong with respect to political, economic, social and legal contexts (<b>BBA Outcome 10</b>);</li><li>b. analyse and evaluate various skills, processes and outcomes of employee relations including handling disciplines, grievances, labour disputes, negotiation, and employee communication and involvement, with an ethical and effective manners (<b>BBA Outcome 9</b>);</li><li>c. integrate the learned principles so as to make recommendations to organisations to develop effective and ethical employee relations policies and practices (<b>BBA Outcome 4</b>).</li></ol>

<p><b>Subject Synopsis/ Indicative Syllabus</b></p>	<p><b>Approaches to the study of employee relations</b> Theoretical approaches to the study of employee relations including Unitary, Pluralistic Marxist, and systems approaches, etc. Importance of employee relations in HRM.</p> <p><b>Context of employee relations</b> Impact of contextual factors, such as political, economic, social, cultural, labour market and legislation, etc., on employee relations in Hong Kong.</p> <p><b>Main actors in employee relations</b> Roles and activities of main actors in employee relations: workers and trade unions, pressure groups, employers, management and their associations, the government and governmental agencies. Interactions of actors and outcomes in Hong Kong.</p> <p><b>Forms of employee communication, employee involvement and engagement</b> Employee communication and various forms of employee involvement and participation. Task-oriented teams, joint consultative committee, union recognition, collective bargaining, works council and worker director. Principles and practices of employee engagement.</p> <p><b>Management of employee relations in organisations</b> Impact of management controls and management styles on the processes of employee</p>
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	<p>relations. Development of effective policies and procedures in handling employee grievances, discipline, dismissal, and redundancy. The importance of ethical decision making in handling termination, redundancy and union's role in organisations. Industrial conflict, labour disputes and useful negotiation skills in workplace relations.</p>
<p><b>Teaching/Learning Methodology</b></p>	<p>The weekly lectures will be structured to guide and promote students' understanding of relevant theoretical concepts and perspectives in employee relations, trade unions, government and management styles and to stimulate students to evaluate and apply key principles of employee relations in organisations. The tutorial sessions use student-centre approach to emphasis review and two-way discussion of relevant lecture materials, case studies, real-life issues problems and let students give presentations on their group projects. Feedback is given to each presentation immediately and all students will join the discussion. Students are expected to learn and apply the relevant approaches, skills, and principles in employee relations in organizations of Hong Kong.</p>

Assessment Methods in Alignment with Intended Learning Outcomes	Specific assessment methods/tasks	% weighting	Intended subject learning outcomes to be assessed (Please tick as appropriate)			
			a	b	c	d
	<b>Continuous Assessment</b>	<b>50%</b>				
	1. Test	13%	✓	✓	✓	
	2. Group Presentation & Written Report	16%	✓	✓	✓	✓
	4. Individual Essay	15%	✓	✓	✓	✓
	3. Class Participation	6%	✓	✓	✓	✓
	<b>Examination</b>	<b>50%</b>	✓	✓	✓	✓
	Total	100 %				

*\*Weighting of assessment methods/tasks in continuous assessment may be different, subject to each subject lecturer.*

To pass this subject, students are required to obtain Grade D or above in **BOTH** the Continuous Assessment and Examination components.

**Explanation of the appropriateness of the assessment methods in assessing the intended learning outcomes:**

The above assessment methods are designed to ensure that all students – 1.

1. Read the main text and other recommended readings and materials
2. To actively participate in a group project and to discuss with others how to analyse the project topic and to apply the learned principles.
3. To take a test to demonstrate their understanding, analytical and evaluation abilities on those learned topics in a greater depth.
4. To write an individual essay to analyse and evaluate the key issues in employee relations.
5. To take a closed-book examination to demonstrate their conceptual, evaluative and integrative essential principles including employee relations approaches, trade unions, management styles, employee involvement practices, managing disciplines, grievances, and labour disputes.

<b>Student Study Effort Expected</b>	Class contact:	
	▪ Lectures	26 Hrs.
	▪ Tutorials / Seminars	13 Hrs.
	Other student study effort:	
	▪ Reading materials and discussion with classmates	28 Hrs.

	<ul style="list-style-type: none"> <li>▪ Preparation for group project, mid-term test and examination</li> </ul>	56 Hrs.
	Total student study effort	123 Hrs.
<b>Reading List and References</b>	<p><b>Recommended Textbook</b> Rose, Ed (2008) <i>Employment Relations</i>, 3rd edition, Prentice Hall.</p> <p><b>Useful References</b></p> <p>Benson, J. and Zhu, Y. (eds) (2008) <i>Trade Unions in Asia: An Economic and Sociological Analysis</i>. London and New York: Routledge.</p> <p>Blyton, P &amp; Turnbull, P (2004) <i>The Dynamics of Employee Relations</i>, Macmillan Press.</p> <p>Chiu S. &amp; Lui T.L. (eds.) (2000) <i>The Dynamics of Social Movement in Hong Kong</i>. HKU Press.</p> <p>Dibben, P., Klerck, G. &amp; Wood, G. (2011) <i>Employment Relations</i>. CIPD.</p> <p>Dundon, T &amp; Rollinson, D (2011) <i>Understanding Employment Relations</i>, McGraw –Hill.</p> <p>Hollinshead, G, Nicholls, P &amp; Tailby, S (eds) (2003) <i>Employee Relations</i>, Prentice Hall.</p> <p><b>Salamon, M. (2000) <i>Industrial Relations: Theory and Practice</i>. Prentice Hall.</b></p> <p>England, J. (1989), <i>Industrial Relations and Law in Hong Kong</i>. Oxford University Press.</p> <p>Fosh, P., Chan, A., Chow, W. Snape E. &amp; Westwood, R. (eds) (1999) <i>Hong Kong Management and Labour</i>. Routledge.</p> <p>Srivastava, D.K. (2012) <i>Business Law in Hong Kong</i>, 3/e., Sweet &amp; Maxwell.</p> <p>Tsui, A.P.Y. &amp; Lai K.T. (ed.) (2009) <i>Professional Practices of Human Resource Management in Hong Kong</i>. Hong Kong University Press.</p> <p><b>Indicative Readings</b></p> <p>Chan, Andy W. (2008) <i>Trade Unions in Hong Kong: Worker Representation or Political Agent?</i> In Benson, J. and Zhu, Y. (eds).</p> <p>Chiu, S. &amp; Levin, D. (1999) ‘The Organization of Industrial Relations in Hong Kong: Economic, Political and Sociological Perspectives’, <i>Organization Studies</i>, 20: 293-321.</p> <p>Chiu, Stephen &amp; Levin, David (2000) ‘<i>Contestatory Unionism: Trade Unions in the Private Sector</i>’, in Chiu Stephen &amp; Lui T.L. (eds.).</p> <p>Labour Department (2016) <i>A Concise Guide to Employment Ordinance</i>. Hong Kong.</p> <p>Ng, S.H. &amp; Ip, O. (2011) <i>Labour markets in Hong Kong: Changes and advances</i></p>	

after the 1997 unification with China. In Benson J. & Zhu Y (eds.) *The Dynamics of Asian Labour Markets* (pp 107-133). Routledge.

Ng S.H. & Lee G.O.M. (2010) Workers' industrial militancy and dependency upon the state: The paradox of industrial relations in Hong Kong. *Journal of Industrial Relations*, 52: 507-22.

Wimalasiri, J.S. & Kouzmin, A. (2000) 'A Comparative Study of Employee Involvement Initiatives in Hong Kong and the USA', *International Journal of Manpower*, 21(8).

\*Also, materials from various newspapers, magazines, journal articles and websites will also be used.

### **Academic Journals**

British Journal of Industrial Relations

Employee Relations

Industrial Relations Journal

International Journal of Human Resource Management

International Journal of Manpower

Journal of Industrial Relations