



Institute of
Business Administration
Karachi

Leadership and Ideas for Tomorrow



IBA CEE

Center for Executive Education
Institute of Business Administration

Prospectus For The DIPLOMA In Employment Laws And Industrial Relations (Basic & Advance)



Participants And Faculty Members of the First Batch of Basic Diploma



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A View of the Launching Ceremony of the Diploma Program

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Director CEE - IBA Message



**A message by
Dr. Izhar Hussain**

Director CEE - IBA

Dear Reader,

Welcome!

Someone rightly said, “Good industrial relations form the backbone of our modern industrial society”.

How right it may be but without sufficient knowledge of employment laws and adequate skills for their appropriate interpretation, good industrial relations would be a piped dream!

Understanding of employment laws and best practices for conducive industrial relationship is crucial for the management, particularly for the middle management, who normally facilitates between the top management and workers. For this critical role, they should have a good command and correct interpretation of the laws and regulations. Moreover, they should have good communication skills and have the ability to maintain desirable relationships at all levels.

On the basis of discussions with different key stakeholders, it emerged that no structured program, though imperative, is available for those managers who have been engaged for managing industrial relations (IR). Although Industrial Relations has a connection with the Sustainable Development Goals (SDGs) at one hand and with the

growth of national export at other, no efforts are rendered to provide the proper place to employment laws and industrial relations in the academic and non-academic endeavors.

To fill the gap, the Center for Executive Education (CEE) of Institute of Business Administration (IBA), Karachi has planned to launch the Diplomas in the "Employment Laws and Industrial Relations" in collaboration with the Employers' Federation of Pakistan (EFP). Like other programs being offered by the Center, these Diplomas are made relevant, applicable, and employable in local public and private perspectives along with global prospects. Juxtaposing above, the Diplomas are developed with the following objectives:

1. To make the executives proficient in managing industrial relations that can create an atmosphere of trust, promote participation and encourage consensus in decision-making.
2. To create an understanding of the methods for improving the productivity of enterprises and protecting workers and rewarding them for their contributions.
3. To strengthen the participants' comprehension of the Body of Knowledge (BoK) and requisite skills for the betterment of industrial relations.

4. To provide a practical guide on managing industrial relations at the workplace for middle management.

We would like to extend our deep appreciation to the Employers' Federation of Pakistan, particularly current President and Secretary General, who has worked very hard to develop the Diplomas with administrative staff and faculty members of the Center of Executive Education, IBA-Karachi. We also extend our gratitude to the members of the International Labor Organization (ILO) for appreciating and supporting this initiative for creating harmonious, dynamic and fair industrial relations.

We are confident that these diplomas in Employment Laws and Industrial Relations would be of lasting usefulness to its participants and their employers for managing industrial relations at their workplaces.

I wish you good luck and Godspeed. Thank you!

EFP President's Message

Dear Reader,

Welcome!

The EFP Growth Strategy 2017-19 identified strengthening Training services. The Members of the EFP Board also visited Employers' Federation of Ceylon on a study tour and were exposed to various training programmes EFC conducts on a regular basis, particularly the EFC labour law and industrial relations certificate programme.

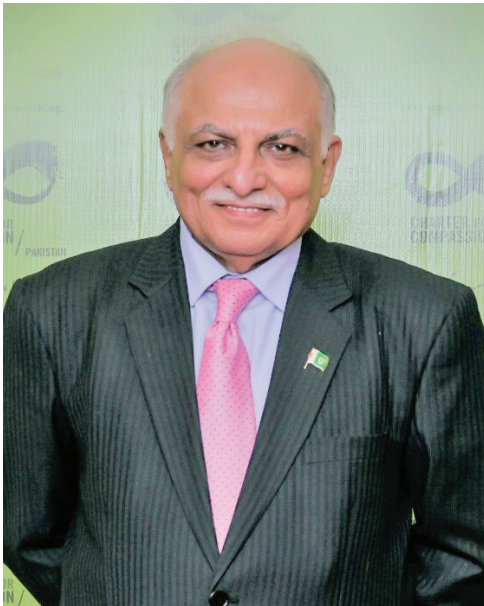
Training and development have been well sought-after service from EFP by employers in Pakistan. With the enactment of the new labour laws and decentralisation of labour administration to the Provinces there is all the more need to develop expertise in labour laws and employee relations.

One of the key drawbacks of many of the MBA programmes which focus on Human Resource Management is its lack of focus on employment, labour law and employee relations.

To fill this glaring gap the EFP proposed a Post Graduate Diploma Programme on Employment Laws and Industrial Relations and we are happy to find that the Institute of Business Administration agreed to come forward to collaborate with us to launch this programme with the technical assistance of International Labour Organization (ILO).

I am sanguine that this programme will receive good response from the business community as it will provide them knowledgeable, well equipped and well-trained managers to take up responsibilities of Industrial Relation Management in Business Enterprises.

I wish the Programme a Grand Success.



A message by Majyd Aziz

President

Employers' Federation of Pakistan

EFP Vice President's Message

Dear Reader,

Welcome!



**A message by
Zaki Ahmed Khan**

Vice President

Employers' Federation of Pakistan

I take this opportunity to congratulate Institute of Business Administration Karachi (IBA) and particularly its Director of Centre of Executive Education for a grand collaboration in launching one of the most needed programme in management in which there is high shortage of resource in the labour market and there was a need to improve the quality of IR Professionals by equipping them with necessary tools and skills for managing the challenges of HR/ IR in the organization.

The idea of introducing this academic programme was conceived 2 years back and we are thankful that with the technical assistance of International Labour Organization (ILO) particularly Mr. Ravindra Peiris, ILO ACTEMP Specialist based in New Delhi and Ms. Ingrid Christensen, Country Director ILO, Islamabad, it has been possible for this dream to come true in this Semester.

I wish to congratulate HR Managers, IR Professionals and business managers who have registered themselves for this programme and I look forward that with the turnout of the first batch of graduates in this Diploma Programme, both EFP and IBA will be able to carry forward this collaborative mission to further heights of success.

I wish the organizers, faculty and participants the best of success in their endeavours to make our initiative really effective and useful for the business community.

EFP Secretary General's Message

Dear Reader,

Welcome!

One of the Principles of Responsible Management Education developed in the framework of United Nations Global Compact reflects academia's global commitment to develop the capacities of students to be future generators of sustainable value for business and society at large and to work for an inclusive and sustainable global economy.

On the other end, many researches have raised concerns about the growing divide between academia and practice. One such visible example is the fact that business schools' curriculum for MBA Program in Human Resource Management does not include a focused study of labor laws and industrial relations. As MBA graduates in HR enter their professional life, they soon find it very difficult to handle industrial relations' issues in the organizations which are largely linked with a comprehensive knowledge of applicable labor laws and its implementation in the enterprise.

Realizing this major gap between academia and practice, Employers' Federation of Pakistan came up with the idea to introduce the academic program which could meet this visible gap and also turn out Industrial Relations Managers fully equipped with knowledge and skill of understanding and applying labor laws and promoting industrial relations suiting the environment of business enterprise. This has been made possible by EFP's partnership with IBA which besides its academic program is known for a number of bold initiatives through launching of practical programs to strengthen the academia and business practice linkages.

Now that the Basic/ Advanced Post Graduate Diploma program in Employment Laws and Industrial Relations has already been launched, we are confident that the pipeline of leadership in Industrial Relations Management generated through this program will not only meet the demands of the labor market but will also contribute in raising the professional level of IR Managers in general.

EFP and IBA look forward that our business enterprises will respond to this program enthusiastically in order to optimize its benefits to the industry.



**A message by
Fasihul Karim Siddiqui**

Secretary General
Employers' Federation of Pakistan

Program Overview

Understanding the company's policies, country's employment laws, labor issues, international best practices, avoiding liabilities are all part of a manager's job responsibilities. A specific focus on industrial relations and employment laws can help HR Managers to have a more in-depth and insightful knowledge of these areas and to equip them with tools that can help them to further develop themselves as a qualified HR practitioner. This diploma will train managers in all areas of HR starting from hiring, on-job issues, employee benefits, job performance, termination, retirements, etc.

This Six-months Basic Diploma & Six-months Advance Diploma in Employment Laws and Industrial Relations

will equip HR/ IR managers, operational managers and HR/ IR professionals and practitioners with all the necessary tools and techniques for developing a better understanding of industrial relations, learn employment laws of Pakistan, its applicability at the work place, its need, and implications.

Students will get the lifetime opportunity to interact with and learn from the best faculty and industry practitioners both from the public and the private sectors.

This program is designed with the technical assistance of the International Labor Organization (ILO) which adds more relevance in the concept and design of this diploma.



Program Objectives

- To study the employment laws, examine and evaluate its compliance in Pakistan
- To review the laws and regulations related to IR and look for areas to make more relevance to current conditions.
- To learn to identify gaps in compliance with the labor laws and help prepare them for labor inspection,
- To help integrate the elements, both IR & HR into the corporate culture and practice from an employer and employee perspective.
- To ensure a legislative and institutional framework for an effective industrial relations system,
- To help better manage and monitor policy issues,
- To develop understanding in conducting collective bargaining negotiations between employers and trade unions,
- To help adopt mandatory tools made available for in the law for maintaining good industrial relations.





Curriculum For The
Six Months Modules in
DIPLOMA

**In Employment Laws
And Industrial Relations
(Basic & Advance)**



Diploma (Basic Module)

Trimester 1:

Course 1: Employment Concepts, Evolution of Employment and Industrial Relations

Focus

- Origins and historical background to the development and evolution of Industrial Relations
- Important concepts in Industrial Relations such as bipartism, tripartism, social dialogue, decent work, social protection and role of stakeholders in IR
- Defining human relations, employment relations and industrial relations
- Understanding how employment relations and industrial relations relate to human resource management
- ILO and ILO Conventions, International labour standards setting process
- Core Labour Standards: fundamental principles and rights at work
- ILO Conventions and Core ILS ratified by Pakistan and their implementations
- Ten Principles of UNGC and their implications in Pakistan



Course 2: Conditions of Employment; Law and Practices in Pakistan

Focus

- Evolution of employment laws in the Indian sub-continent
- The pre-partition laws regulating conditions of employment in establishments.
- The Employment condition laws inherited at the time of partition.
- THE amendments made in Industrial and Commercial Employment (Standing Orders) Act from 1947 to 1968
- conditions of Employment laws after devolution of Labour to Provinces
- The Sindh Terms and Conditions of Employment (Standing Orders) Act
- The Sindh Shops and Establishment Act 2015
- Comparative analysis of conditions of employment laws in provinces after devolution
- Impact of conditions of employment laws on enterprise productivity and employee performance

Course 3: Law and Practice of Industrial Relations in Pakistan

Focus

- History of trade union movement in Indian subcontinent
- Trade Union and Industrial Dispute Law in Pre-Partition India
- History of Labor Policies in Pakistan and resulting labor legislation.
- Trade Union and Industrial Dispute Legislation in Pakistan from 1947-69
- Industrial Relations Ordinance 1969, 2002, 2008, 2010
- Impact of 18th Constitutional Amendment on Industrial Relations Laws in Pakistan
- Industrial Relations Laws after Devolution: IRA 2012, SIRA, PIRA, KIRA, BIRA
- ILO CONVENTION 87& 98: Issues and Challenges in implementation

Course 4: Managerial Communications

Focus

- Effective Communication
- Importance of Body Language
- Traditional & Contemporary C's of Communication
- Managerial Communication
- Channels/ Modes of Managerial communication
- Barriers to Communication/ Miscommunication
- Miscommunication in Product Evolvment
- Key Strategies to Effective Managerial Communication
- Inter-cultural Differences
- Modern Technology and Contemporary Trends in Managerial Communication
- The Silent Killer of Big Companies
- Conflict and Conflict Management
- Self-Control
- Negotiation and Negotiating Styles
- The \$1000 Game
- Mountain Rescue Exercise
- Communicating Change
- Crisis Communication

Trimester 2

Course 5: Working Conditions and Wages; Law and practices in Pakistan

Focus

A) Working Conditions

- History of working conditions Law in the subcontinent
- Factories Act 1934 and amendments therein from
- Factories Act after 18th Amendment
- Sindh Factories Act 2015
- Sindh Occupational Safety and Health Act 2017.
- Workmen's Compensation Act 1923 with amendments to date.
- Protection of Women from Harassment at the Workplace Act 2010
- Employment of Children Act
- Bonded Labour Prohibition Act

b) Wages

- Concept of Wages; Criteria and Mechanism for determination of Wages
- Equal Pay for Equal Work (ILC 100 & 111), Issues and Challenges in Implementation
- Wage Law from partition till Devolution of Labor
- Minimum Wages Ordinance 1961
- Minimum Wages for Unskilled Workers Ordinance 1968.
- Payment of Wages Act 1934
- Wage Laws in Provinces after Devolution
- Issues and Challenges of Working Conditions and Wage Laws and its implementation
- Linking wages with productivity and performance; Issues and Challenges

Course 6: Employee Welfare and HRD Law and Practices in Pakistan

Focus

a Employee Welfare

- History of Welfare Law in the Subcontinent.
- Major Welfare Law in Pakistan since Partition
- Provincial Employees Social Security Act 1965
- Employees Old Age Benefit Act 1968
- Companies Workers Profit Participation Act 1968
- Workers Welfare Fund Act 1968
- Workers Children Education CESS Act 1968
- Workers Welfare Law after 18th Amendment and application to trans Provincial companies

b HRD

- Apprenticeship Law in retrospect
- National Training Ordinance in retrospect.
- National & Vocational Training & Education Commission (NAVTEC)
- Skill Development through Provincial TEVTAS
- Issues and challenges of Employee Welfare and HRD Laws and its implementation
- Impact of Employee Welfare and HRD Laws on enterprise productivity and employee performance



Course 7: Managing Employee and Industrial Relations

Focus

- Employee Engagement and Employee Relations as essential components of Industrial Relations
- Parties of industrial relations; practices, procedures, tools and techniques in industrial relations
- Issues and Challenges of managing employee relations at the work place
- Identifying and handling difficult people and difficult situations in Industrial Relations
- Importance of trust deficit and trust dividend in Industrial Relations
- Unitary and pluralistic approach in industrial relations
- Invoking workplace cooperation through social dialogue
- Developing an industrial relations policy for the enterprises



Course 8: Accounting and Finance

Focus

- Course introduction
- Importance of accounting
- Learning Outcome
- Role of CFO and importance of this function
- Use of accounting for Other Professionals for business decision making
- Forms of Business Organization and their features
- Basic review of accounting - debit credit rules, accounting equation
- Financial accounting vs management accounting and financial management
- Accounting assumptions, concepts and terminologies
- Regulatory Regime
- Audit
- Analysis of Cash Flow Statement analysis
- Free Cash Flow
- Analysis of Financial Statements
- Techniques to Analyze
- Du pont analysis, Z Score theory and EVA
- Six years analysis published in annual reports
- Industry comparative studies for various industries
- Sales /Debtors Management
- Corporate Reporting
- Capital Budgeting
- Case Studies for various business decisions by using accounting know how
- Concept Review Tests – to refresh concepts



Advanced Module

Trimester 1:

Course 1: Labour Economics and Labour Market Analysis

Focus

- Basic Concept of Labour Economics
- Analysis of Current Economic and Social environment
- Factors effecting labour market
- National Demography; characteristics of country's population in the labour market
- Unemployment as a macro economic problem and its impact on socio-economic environment
- Labour market information system and its usages
- Dynamics of labour market analysis and its role in decision making at the enterprise and national level
- Issues and challenges of labour market analysis and its implementation
- Impact of labour market analysis on manpower planning and decision making and employee performance

Course 2: Comparative Study of Industrial Relations System/ Laws in Asia, UK & USA; Role of Employer Organizations and their Current Challenges

Focus

- Comparative study of Industrial Relations System/ Laws on Employment and working conditions in India, Bangladesh, Sri Lanka, Malaysia, Pakistan, Japan, China, UK & USA
- Concept of fixed term employment and emerging forms of contingent labour issues and challenges in the future of work
- Laws on termination and dismissal; a comparative study of regional and global practices
- Role of Judiciary; Judicial Decisions and their impact on labour legislation
- Comparative study of labour administration and inspection system; combating issues and challenges
- Current challenges of employers and business members' organizations; facing and identifying what they can offer to their members

Course 3: Work Place Safety and Health

Focus

- Importance of Work Place Safety and Health for Enterprise Productivity and Employee performance
- Mandated provisions in International Labour Standards regarding OSH
- Provisions of Health and Safety in Provincial and National Labour Laws e.g. Factories Act 1934, Sindh Health and Safety Act 2017 and Federal Occupational and Health and Safety Bill 2018
- Competencies required for the promotion and maintenance of workplace safety and Health
- Capacity Building of enterprises to plan and evaluate activities to promote and maintain Health, Safety and Welfare of Workers
- Issues and Challenges in implementation of Health and Safety Laws and the inspection mechanism
- Health and Safety needs for the future of work

Course 4: Labour Laws Compliance: Requirements and Challenges

Focus

- Application of Labour Laws and consequences of non-compliance for the establishment
- Legal obligation of employers for compliance and maintenance of records and documentations in respect of following labour laws:
 - ◆ Laws on Employment
 - ◆ Laws relating to working conditions
 - ◆ Laws relating to wages
 - ◆ Laws relating to Industrial Relations
 - ◆ Laws on employee welfare
 - ◆ Laws on Training and HRD
- Good practices of compliance in labour laws
- Conducting labour laws audit of your organization
- Defining parameters of labour law audit
- Methods and tools for conducting labour law audit
- Identifying gaps in labour law compliance and its impact on the organization
- Analysis of information gathered during the Audit
- Audit Report Writing

Advanced Module

Trimester 2

Course 5: Social Dialogue, Collective Bargaining and Dispute Resolution

Focus

- Meaning and concept of Social Dialogue and its importance in Industrial Relations
- Enabling conditions for effective Social Dialogue and Industrial Relations
- Process of collective bargaining defined in Industrial Relations Law in Pakistan Issues and Challenges
- Latest trends and development at National and International Level regarding Collective Bargaining and Dispute Resolution System
- Good practices of Social Dialogues and Industrial Relations among National Business Enterprises and from different Region/ Countries
- Alternate Dispute Resolution as a tool for dispute resolution
- Impact of Collective Bargaining and Dispute Resolution Mechanism on Discipline and productive of Organizations and employee performance

Course 6: Managing Talent, Diversity and Performance

Focus

- Employee talent management process; importance and impact on the organization
- Latest employee talent management approaches, techniques and practices and their relevance to the organization
- Importance of Gender and diversity issues at workplace
- Best Practices of adopting diversity at workplace
- Employee performance management process; its importance and impact for the organization
- Up-to-date employee performance management approaches and practices
- Why Wages matter for Workers and Enterprises?
- Equal Pay for Equal Work; ILO Convention 100
- Issues and Challenges in determining Minimum Wage; Enterprise, Provincial, National and Global Practices

Course 7: Managerial Skills for IR Practitioners

Focus

- Definition of Leadership and application of Leadership skills at the workplace
- Leadership Styles and Leadership Roles in Industrial Relations
- Interpersonal communication process; identifying and combating communication barriers
- Integrating different communication channels in the organization for effective workplace cooperation
- Identifying Negotiation Skills and its importance in Industrial Relations
- Conflict Management and Resolution Strategy and its application in Industrial Relations
- Impact of Managerial and Soft Skills in creating enabling environment in Industrial Relations

Course 8: Conducting IR Research and Writing Case Study

Focus

- Introduction to research – The role of research, research process overview
- Thinking like a researcher – Understanding Concepts, Constructs, Variables, and Definitions
- Problems and Hypotheses – Defining the research problem, Formulation of the research hypotheses, The importance of problems and hypotheses
- Methods of data collection – Secondary data collection methods, qualitative methods of data collection, and Survey methods of data collection
- Attitude measurement and scaling – Types of measurement scales; Questionnaire designing
- Sampling techniques
- Processing and analysis of data
- Report generation, report writing – Title page, Abstract, Introduction, Methodology, Results, Discussion, References, and Appendices
- Methods and techniques of writing case studies

Schedule for Basic / Advance Module

- Six-Months diploma program with Two Trimesters
- Classes will be held on weekend from Saturday to Sunday.
- Four classes a week, Two classes on each day.
- Class Timings:
 - Saturday: 2:00pm – 5:00pm
 - Saturday: 6:00pm – 9:00pm
 - Sunday: 10:00am – 1:00pm
 - Sunday: 02:00pm – 5:00pm



Faculty

- Seasoned faculty will be drawn from IBA, ITC/ILO Trained Experts, Senior Executives from the top-notch companies.



Testing and Teaching Methods

Awarding of the diploma is subjected to frequent assessments, assignments, quizzes, projects, presentations and 80% attendance in class.

Field visits will be organized depending on the need of the subject to acclimatize student with best practices in the use of tools and techniques related to Employment Laws and Industrial Relations as per National and International Standards.



Eligibility

Applicants must have:

- A Bachelor's degree from HEC recognized educational institution in any area of study.
- An adequate post qualification work experience.
- Admission will be based on panel interview and Aptitude Test
- Each application will be thoroughly screened, and will only be accepted if deemed suitable for the program.



Admission Procedure

1. The intending students may obtain the application forms for the admission in Diploma Program in Employment Laws and Industrial Relations, from following website or offices:
<https://sdp.iba.edu.pk/> or Skills Development Program | Center for Executive Education | Institute of Business
<https://efp.org.pk/> or EFP Secretariat, State Life Building No. 2, I. I. Chundrigar Road, Karachi.
Administration, City Campus Off. Garden Road, Karachi-74400.
2. The companies may also nominate their employees for this Diploma program and submit the application form with relevant details.
3. Interested candidates may obtain application form against payment of Rs.1000/- as a processing fee through cheque (nonrefundable) in favor of Institute of Business Administration, Karachi and submit it at IBA City Campus office.
4. Selection of candidates will be made through entry assessments conducted by IBA.



Diploma Investment

PKR 90,000/ = For Basic Diploma for year 2019

PKR 100,000/ = For Advance Diploma

through Pay-order in favor of the Institute of Business Administration, Karachi

Fee Includes: Processing fees, Test and Exam Fees, Diploma and Transcript. Fees do not include course material, books and stationery. Admission fees PKR 1,000/

Online Admissions

Apply Online Now;

<http://sdp.iba.edu.pk/diploma-employment-laws-industrial-relations.php>



Payment Method

Payment is due upon receipt of the acceptance of participants to the program along with the invoice.

Please ensure that the payment reaches the CEE Office before commencement of the program as seat in the class will only be reserved once the fee is received.

Payment can be made via cheque / bank draft payable to the “Institute of Business Administration, Karachi” at the following address:

Center for Executive Education (CEE)

IBA, City Campus, Garden/Kayani Shaheed Road,

Karachi.





Experience
EXECUTIVE

EDUCATION

Center for Executive Education, IBA, Karachi

Center for Executive Education (CEE)
Institute of Business Administration City Campus,
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For Further Information

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