



COURSE OUTLINE

SCHOOL OF BUSINESS

COURSE NAME: Labour Relations and Collective Agreements
COURSE CODE: HRM 4010
CREDIT HOURS: 42
PREREQUISITES: HRM 4003
COREQUISITES: None
PLAR ELIGIBLE: YES (X) NO ()
EFFECTIVE DATE: January 2009
PROFESSOR: **OFFICE #:**
PHONE: 416-415-5000 **EMAIL:**

NOTE TO STUDENTS: Academic Departments at George Brown College will NOT retain historical copies of Course Outlines. We urge you to retain this Course Outline for your future reference.

| FOR OFFICE USE ONLY | | |
|--------------------------------|------------------|-------------|
| ORIGINATOR: _____ | SIGNATURE | DATE |
| CHAIR: _____ | SIGNATURE | DATE |
| DATE OF REVISION: _____ | | |

EQUITY STATEMENT: George Brown College values the talents and contributions of its students, staff and community partners and seeks to create a welcoming environment where equity, diversity and safety of all groups are fundamental. Language or activities which are inconsistent with this philosophy violate the College policy on the Prevention of Discrimination and Harassment and will not be tolerated. The commitment and cooperation of all students and staff are required to maintain this environment. Information and assistance are available through your Chair, Student Affairs, the Student Association or the Human Rights Advisor.

George Brown College is dedicated to providing equal access to students with disabilities. If you require academic accommodations visit the Disability Services Office or the Deaf and Hard of Hearing Services Office on your campus.

STUDENT RESPONSIBILITIES: Students should obtain a copy of the *Student Handbook* and refer to it for additional information regarding the grading system, withdrawals, exemptions, class assignments, missed tests and exams, supplemental privileges, and academic dishonesty. Students are required to apply themselves diligently to the course of study, and to prepare class and homework assignments as given. Past student performance shows a strong relationship between regular attendance and success.

COURSE DESCRIPTION:

This course provides students with a comprehensive overview of the evolution, structure and operations of the Canadian industrial relations system. It examines the institutions and processes that govern the relationship between the employee and employer in unionized workplaces, and sets them within the context and realities the changing Canadian environment. The course provides students with the practical application of concepts needed by today's human resources professionals to address the issues and challenges faced in unionized workplaces. The areas covered include the evolution of the industrial relations system, the various factors that impact collective bargaining, the nature of the labour management relationship, the processes of certification and collective bargaining, the collective agreement itself and its administration, and strikes and dispute resolution mechanisms.

ESSENTIAL EMPLOYABILITY SKILLS:

As mandated by the Ministry of Training, Colleges and Universities essential employability skills (EES) will be addressed throughout all programs of study. Students will have the opportunity to **learn (L)** specific skills, to **practice (P)** these skills, and/or **be evaluated (E)** on the EES outcomes in a variety of courses. The EES include communication, numeracy, critical thinking & problem solving, information management, interpersonal and personal skills. The faculty for this course has indicated which of the EES are either Learned (L), Practiced (P) or Evaluated (E) in this course:

| Skill | L | P | E | Skill | L | P | E |
|--|---|---|---|--|---|---|---|
| to communicate clearly, concisely and correctly in the written, spoken and visual form that fulfills the purpose and meets the needs of the audience | | X | X | to locate, select, organize and document information using appropriate technology and information sources | | X | X |
| to respond to written, spoken or visual messages in a manner that ensures effective communication | | X | X | to show respect for the diverse opinions, values, belief systems, and contributions of others | | X | X |
| to execute mathematical operations accurately | | | | to interact with others in groups or teams in ways that contribute to effective working relationships and the achievement of goals | | X | X |
| to apply a systematic approach to solve problems | | X | X | to manage the use of time and other resources to complete projects | | X | X |
| to use a variety of thinking skills to anticipate and solve problems. | | X | X | to take responsibility for my actions, decisions and consequences | | X | X |
| to analyze, evaluate, and apply relevant information from a variety of sources | X | X | X | | | | |

COURSE OUTCOMES:

Upon successful completion of this course the students will have reliably demonstrated the ability to:

1. Explain the nature of the labour-management relationship and how it is impacted by environmental factors.

- Discuss the interdisciplinary nature of industrial relations and the different perspectives regarding the nature of the employment relationship.
- Examine theoretical models of industrial relations and the development of management practices.
- Assess the environmental context within which the industrial relations system operates.
- Identify the impact of the economy, globalization and the various forces for change on union formation.
- Examine management strategies to union organizing activity.
- Explore the history of the Canadian labour movement up to its current challenges.
- Outline union membership, structure, actions and impacts.
- Explain the differences in union density between Canada and the U.S.
- Discuss safeguards and limitations to union democracy.

2. Apply the principles of common law, employment law and labour relations legislation to workplace situations.

- Discuss how the employment contract impacts on both employees and employers.
- Contrast the protections offered to employees in a unionized versus non-unionized environment.
- Differentiate among the rights and responsibilities of workers, unions and management.
- Describe key provisions of human rights, employment standards, equity, occupational health and safety, and workers compensation legislation.
- Examine the functions and key features of labour relations legislation.
- Discuss the mechanisms in place to resolve labour disputes.
- Apply relevant clauses and provisions within collective agreements to particular employment situations and scenarios.
- Examine the issues involved with the administration of a collective agreement.
- Explain the importance and distinctive features of public sector bargaining.
- Compare public and private sector bargaining.
- Discuss the issues and challenges of public sector bargaining.

3. Integrate labour relations concepts, strategies and skills in the negotiation of a collective agreement.

- Identify bargaining structures and their impacts on collective bargaining.
- Outline industry bargaining patterns and union decision-making processes.
- Explain the different types of bargaining models.
- Discuss how both the union and management prepare for bargaining and how they set their bargaining goals.
- Explain the factors that affect bargaining power.
- Illustrate the rights and responsibilities of management and labour during the process of negotiations.
- Develop different negotiation and collective bargaining strategies.
- Discuss possible outcomes of contract negotiation, such as impasse, conciliation and legal strike.
- Examine recent developments that impact on the labour relations system and recommendations for their resolution.

4. Assess key collective agreement provisions and methods for resolving work disruptions and collective bargaining disputes.

- Explain the reasons behind the increasing length and complexity of collective agreements.
- Identify common collective agreement provisions.

- Identify the significance and causes of strikes.
- Examine when strikes or lockouts are considered legal.
- Discuss the applicable dispute resolution mechanisms for work stoppages.
- Analyze collective bargaining disputes.
- Apply relevant legislation, regulations and third party procedures to case scenarios.

5. Develop strategies and arguments to resolve workplace disputes.

- Explain the significance of grievances and the typical steps in the grievance procedure.
- Outline the arbitration process.
- Discuss criticisms and alternatives to conventional arbitration.
- Identify those issues and situations that require referral to arbitration.
- Assess grievances and make recommendations for their resolution.
- Identify emerging issues and policy options.

DELIVERY METHODS / LEARNING ACTIVITIES

Lecture, collaborative work, videos, experiential exercises, case studies, independent study.

LIST OF TEXTBOOKS AND OTHER TEACHING AIDS:

Required:

Pierce, Jon and Karen Bentham, (2007) Canadian Industrial Relations. Third Edition. Pearson/Prentice Hall Canada Inc. ISBN 0-13-127793-6

Information on any possible additional readings, including cases, will be posted on WebCT.

TESTING POLICY:

Exemption or deferral of a term exam or final examination is not permitted except for a medical or personal emergency. The professor must be notified by e-mail prior to the test. Appropriate documentation, as determined by the professor, must be submitted.

Any student who either misses the midterm exam or does not hand in an assignment and who provides acceptable documentation of illness or other serious problem will have the missed percentage of the course mark added to the weighting of the final exam. There will be no make-up exams or assignments.

Absence from final exam:

- Professor must be notified by e-mail **before** the examination
- Documentation must be presented to the professor **within three working days**.
- If the majority of the course work has been completed with a passing performance, and the documentation is acceptable, an "Incomplete" grade (INC) will be entered by the instructor. **An INC grade will not be granted if term work was missed or failed.**
- The final examination must be written **within 60 days of the submission of the incomplete grade. Failure to do this will result in an F grade.**

ASSIGNMENT POLICY:

Students unable to submit an assignment on the due date should discuss the matter in advance with the professor. At the professor’s discretion, late assignments may not be accepted. Where late assignments *are* accepted, the professor will apply a late penalty. Assignments are due at the start of class.

EVALUATION SYSTEM:

| Assessment Tool: | *Description: | Outcome(s) assessed: | EES assessed: | *Date / Week: | % of Final Grade: |
|-------------------------|--|-----------------------------|----------------------|----------------------|--------------------------|
| Quizzes (2) | Multiple Choice/True/False | 1, 2, 3,4,5 | 5, 6 | 5, 11 | 10% |
| Mid-term Exam | Multiple Choice/True False, Definitions, Short Answers, Case | 1,2,3 | 1,4,5,6 | 7 | 25% |
| In-class | Exercises, case studies, homework | 1,2,3,4,5 | 1,4,8,9,10,11 | 1-14 | 15% |
| Bargaining Simulation | Negotiation of a collective agreement | 3, 4 | 1,4.6.8,9,10 | 12, 13 | 20% |
| Final Exam | Multiple Choice/ True/False, Short Answers, Case | 1,2,3,4,5 | 1.4.5.6 | 15 | 30% |
| | | | | TOTAL: | 100% |

***Subject to change according to circumstances.**

GRADING SYSTEM

The passing grade for this course is D. (A minimum of 65% is needed for HRP AO requirements.)

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|----|--------|-----|----|-------|-----|----|-------|-----|----|-------|-----|----------|---|-----|
| A+ | 90-100 | 4.0 | B+ | 77-79 | 3.3 | C+ | 67-69 | 2.3 | D+ | 57-59 | 1.3 | Below 50 | F | 0.0 |
| A | 86-89 | 4.0 | B | 73-76 | 3.0 | C | 63-66 | 2.0 | D | 50-56 | 1.0 | | | |
| A- | 80-85 | 3.7 | B- | 70-72 | 2.7 | C- | 60-62 | 1.7 | | | | | | |

Excerpt from the College Policy on Academic Dishonesty:

The *minimal* consequence for submitting a plagiarized, purchased, contracted, or in any manner inappropriately negotiated or falsified assignment, test, essay, project, or any evaluated material will be a grade of zero on that material. To view George Brown College policies please go to www.georgebrown.ca/policies

TOPICAL OUTLINE:

| Week | Topic/Task | Outcome(s) | Content/Activities | Resources |
|-----------------------------------|---|---|---|--|
| Week 1 | <ul style="list-style-type: none"> ▪ Introduction to Labour Relations | <ul style="list-style-type: none"> ▪ 1 | <ul style="list-style-type: none"> ▪ The Changing World of Work ▪ Defining Industrial Relations ▪ Theories of Industrial Relations ▪ Perspectives on Industrial Relations | <ul style="list-style-type: none"> ▪ Chapter 1 |
| Week 2 | <ul style="list-style-type: none"> ▪ The Environment and Management of Industrial Relations | <ul style="list-style-type: none"> ▪ 1 | <ul style="list-style-type: none"> ▪ The Political, Social and Economic Context of Industrial Relations ▪ The Impact of the Economic Environment ▪ Evolution of IR Practice ▪ Current IR Strategies | <ul style="list-style-type: none"> ▪ Chapter 2 |
| Week 3 | <ul style="list-style-type: none"> ▪ History of the Canadian Labour Movement | <ul style="list-style-type: none"> ▪ 1 | <ul style="list-style-type: none"> ▪ Overview of the Development of Canadian Unions | <ul style="list-style-type: none"> ▪ Chapter 3 |
| Week 4 | <ul style="list-style-type: none"> ▪ Union Membership and Structure ▪ Union Actions and Impacts | <ul style="list-style-type: none"> ▪ 1,2 | <ul style="list-style-type: none"> ▪ Union Membership ▪ Union Structure ▪ Union Democracy ▪ Union Actions to Achieve Objectives ▪ Union Impacts | <ul style="list-style-type: none"> ▪ Chapters 4 & 5 |
| Week 5 | <ul style="list-style-type: none"> ▪ Employment Legislation | <ul style="list-style-type: none"> ▪ 2 | <ul style="list-style-type: none"> ▪ Individual Employment Contracts ▪ Overview of Statutory Regulations | <ul style="list-style-type: none"> ▪ Chapter 6 |
| Week 6 | <ul style="list-style-type: none"> ▪ Collective Bargaining Legislation (CBL) | <ul style="list-style-type: none"> ▪ 2, 3 | <ul style="list-style-type: none"> ▪ Evolution, Features and Major Functions of Canadian CBL ▪ Canadian Versus American Legislation | <ul style="list-style-type: none"> ▪ Chapters 7 |
| Week 7 | <ul style="list-style-type: none"> ▪ Mid-Term Exam | | | |
| <i>Week 8 - INTERSESSION WEEK</i> | | | | |
| Week 9 | <ul style="list-style-type: none"> ▪ Collective Bargaining Structures and Processes | <ul style="list-style-type: none"> ▪ 2, 3, 4 | <ul style="list-style-type: none"> ▪ Bargaining Structure ▪ The Negotiation Process ▪ Preparation for Bargaining ▪ Strategic Negotiations | <ul style="list-style-type: none"> ▪ Chapter 9 |

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|---------|---|---|--|---|
| Week 10 | <ul style="list-style-type: none"> ▪ The Collective Agreement | <ul style="list-style-type: none"> ▪ 2, 3, 4 | <ul style="list-style-type: none"> ▪ Main Types of Collective Agreement Provisions ▪ Current Issues | <ul style="list-style-type: none"> ▪ Chapter 10 |
| Week 11 | <ul style="list-style-type: none"> ▪ Strikes, Lockouts and Dispute Resolution ▪ Grievances: Function, Resolution and Prevention | <ul style="list-style-type: none"> ▪ 4, 5 | <ul style="list-style-type: none"> ▪ Definition, Causes and Measuring Strikes ▪ Dispute Resolution Methods ▪ Definition and Significance of Grievances ▪ Grievance Procedures Arbitration Process, Outcomes and Alternatives | <ul style="list-style-type: none"> ▪ Chapter 11 |
| Week 12 | <ul style="list-style-type: none"> ▪ Grievances: Function, Resolution and Prevention ▪ Bargaining Simulation | <ul style="list-style-type: none"> ▪ 4, 5 ▪ 2, 3, 4 | <ul style="list-style-type: none"> ▪ Arbitration Process, Outcomes and Alternatives | <ul style="list-style-type: none"> ▪ Chapter 12 |
| Week 13 | <ul style="list-style-type: none"> ▪ Bargaining Simulation | <ul style="list-style-type: none"> ▪ 2, 3, 4 | | |
| Week 14 | <ul style="list-style-type: none"> ▪ Labour Relations and Collective Bargaining in the Public Sector ▪ Key Themes and Issues | <ul style="list-style-type: none"> ▪ 2, 4, 5 | <ul style="list-style-type: none"> ▪ Importance of the Public Sector ▪ Development of Public Sector Unionism ▪ Distinctions Between Public and Private Sector Bargaining | <ul style="list-style-type: none"> ▪ Chapter 8, 14 |
| Week 15 | <ul style="list-style-type: none"> ▪ Final Exam | | | |

Please note: this schedule may change as resources and circumstances require.

For information on withdrawing from this course without academic penalty, please refer to the College Academic Calendar: <http://www.georgebrown.ca/Admin/Registr/PSCal.aspx>