
MOS 3352 Industrial and Labour Relations
Course Outline: Section – 001 / Winter

1. Course Information:

Class Location and Time:

UCC 65

Tuesday: 9:30-12:30

Instructor: Dr. Johanna Weststar

Office: SCC 4427

Phone: 661-2111 x86148

Office Hours: Tues & Thurs 12:30-3:00 or by appointment

Email: weststar@uwo.ca

Course Website: <https://owl.uwo.ca/portal/site/88be861c-74bc-4e94-8c0c-e3af1a49b5a8>

DAN Management and Organizational Studies strives at all times to provide accessibility to all faculty, staff, students and visitors in a way that respects the dignity and independence of people with disabilities. Please contact the course instructor if you require material in an alternate format or if you require any other arrangements to make this course more accessible to you. You may also wish to contact Services for Students with Disabilities (SSD) at 519-661-2111 ext 82147 for any specific question regarding an accommodation. More information about "Accessibility at Western" is available at: <http://accessibility.uwo.ca>

2. Calendar Description

The study of industrial relations from an organizational behaviour perspective that provides a broad overview and social understanding of the relations between labour, management and the state in Canada.

Antirequisite(s): [Sociology 4469F/G](#).

Prerequisite(s): One of [MOS 2181A/B](#) or [MOS 2180](#), [MOS 3280F/G](#) or [MOS 2280F/G](#) and enrollment in 3rd or 4th year of BMOS.

3 lecture hours, 0.5 course.

Senate Regulations state, "unless you have either the requisites for this course or written special permission from your Dean to enroll in it, you will be removed from this course and it will be deleted from your record. This decision may not be appealed. You will receive no adjustment to your fees in the event that you are dropped from a course for failing to have the necessary prerequisites."

3. Textbook

- Godard, John. 2011. Industrial Relations, 4th Edition. Concord: Captus Press.
- Custom Courseware: MOS 3352G: Critical Reading & Writing Assignments

4. Course Objectives and Format

4.1. Course objectives

This course is an introduction to the field of industrial relations. We will spend most of our time on how employers and employees manage work under the regime of collective bargaining. That is, this course is primarily about employer-worker interactions where trade unions represent workers. Our focus will be on Canadian examples and legislation, but we will also examine some industrial relations systems around the world. As well, we will include discussions of employee representation and collective action in non-union workplaces. Inherent in the employment relationship is a degree of conflict as employers and employees often have differing interests. As such, the real world of work involves an ongoing process of conflict and accommodation as workers, their managers and their employers negotiate the frontier of workplace power and control.

Trade unions have a large impact upon private and public enterprise in Canada. In 2011, 30% of those employed were covered by collective agreements. The wages and benefits of still more working Canadians are influenced by the collective bargaining done by unions and employers. Everybody at some time or another has been affected by strikes or other industrial conflict. As a result, an understanding of unions is important for those aspiring to be managers, supervisors or human resource practitioners and also for those who may one day find themselves to be union members or aspiring union members.

4.1.1. Learning Outcomes

Upon successful completion of MOS 3352 F/G students will be able to:

- Describe the basic structural framework of industrial relations in Canada including the:
 - external economic, social, technological, political, legal and social forces that impact employment relationships;
 - characteristics and interactions of key actors in the employment relationship (labour, management, government); and
 - governing rules derived from these relationships,and apply this understanding to compare/contrast the Canadian context with other countries and assess and debate the evolution of the industrial relations framework over time
- Summarize the key perspectives of industrial relations regarding the interpretation of conflict and power imbalance between employers and employees and employ these perspectives to:
 - recognize the assumptions and information underlying specific social or political claims/arguments;
 - criticize or justify the actions of key actors in the industrial relations system; and
 - explain, predict, and evaluate IR outcomes
- Assemble, interpret and persuasively communicate information to justify decision-making in the performance of key tasks associated with the industrial relations function in organizations (i.e., collective bargaining, dispute resolution)

4.2. Course format

We will explore the field of industrial relations and the greater realm of work through various media such as the class textbook, popular books, academic journal articles, news and current events, song, and film. I believe in active learning and will make attempts to incorporate your learning needs and your active participation into each class. As such classes will contain mixtures of lecture, informal writing, small group and full class discussion as well as case studies and simulations. For my efforts to be fruitful, you must also commit time and effort in preparation for each class. It is expected and assumed that readings will be completed prior to class and that students will arrive ready for discussion.

4.3. Email policy and course website

Always include MOS 3352G in the subject line of your emails and send your email from your Western email address otherwise my spam filter may delete your emails. I am not responsible for diverted emails if you do not follow this procedure.

I will try to respond to email promptly, however I will not respond to student email over the weekend or late at night. If you have important questions before tests or due dates, you must send them to me in a timely fashion to ensure you will get a timely response.

The course website will contain supplementary readings and lecture material that is critical to your success in this course. Student groups can also use this site as a communication and feedback tool for their work.

The course website includes an announcements page and a discussion board. I will post important class announcements in these spaces throughout the term. **It is your responsibility to check the announcements and discussion board regularly.** If you have questions about course content or course logistics it is preferable that you post your questions or comments on the course discussion board. That way all students can benefit from the reply. This will also save me from answering the same query multiple times.

We will also be using a website for the collective bargaining simulation:

<http://negotiationsimulation.wordpress.com/2007/12/13/welcome-to-the-masons-cottage-negotiation-simulation/>

5. Evaluation

You will be evaluated based on the following:

Knowledge Test #1	20%	Bargaining Simulation	30%
Knowledge Test #2	20%	Critical Reading & Writing Assignments	30%

Content Tests (2 @ 20% = 40%)

There will be two closed book knowledge tests during class time. The first will be held on **February 4** and the second will be held on **March 25**. If you foresee that you will miss the content tests please contact me as soon as possible. The tests will be 1.5 hours each (9:30-11:00) and comprised of short answer questions.

Critical Reading & Writing Assignments (30%)

There will be three assignments that require you to read an article or book chapter and provide a written response that demonstrates critical thinking and analysis. They will get more challenging in terms of the length and depth of the expected response and are therefore worth 3%, 7% and 20% of your grade respectively. Additional details on the critical reading & writing assignments can be found in the custom courseware. Due dates are listed on the course outline that follows.

Bargaining Simulation (30%)

I will assign each of you to a group and each group will be assigned either the union or the management role. Two groups (one union and one management) will pair up to complete the bargaining simulation. Some class time will be provided to work on research and bargaining strategies, however students are required to prepare outside of class time as well. This assignment requires a considerable time commitment and it is recommended that students begin research as soon as possible. The actual bargaining simulation will take place over two classes: **April 1 and April 8**. For more detail see the Bargaining Simulation information sheet posted under the assignments section on the course website.

*Students are **REQUIRED TO COMPLETE ALL COMPONENTS** of this course. There are no exceptions to this. Extra assignments to improve grades will **NOT** be allowed. Grades will **not** be adjusted on the basis of need. It is important to monitor your performance in the course. Remember: You are responsible for your grades in this course.*

6. University Policy Regarding Illness

6.1. Illness

The University recognizes that a student's ability to meet his/her academic responsibilities may, on occasion, be impaired by medical illness. Illness may be acute (short term), or it may be chronic (long term), or chronic with acute episodes. The University further recognizes that medical situations are deeply personal and respects the need for privacy and confidentiality in these matters. However, **in order to ensure fairness and consistency for all students, academic accommodation for work representing 10% or more of the student's overall grade in the course shall be granted only in those cases where there is documentation supplied (see below for process) indicating that the student was seriously affected by illness and could not reasonably be expected to meet his/her academic responsibilities.**

Documentation shall be submitted, as soon as possible, to the appropriate Dean's office (the Office of the Dean of the student's Faculty of registration/home Faculty) together with a request for relief specifying the nature of the accommodation being requested. These documents will be retained in the student's file, and will be held in confidence in accordance with the University's Official Student Record Information Privacy Policy [<http://www.uwo.ca/univsec/handbook/general/privacy.pdf>].

Once the petition and supporting documents have been received and assessed, appropriate academic accommodation shall be determined by the Dean's Office in consultation with the student's instructor(s). Academic accommodation may include extension of deadlines, waiver of attendance requirements for classes/labs/tutorials, arranging Special Exams or Incompletes, re-weighting course requirements, or granting late withdrawals without academic penalty.

Academic accommodation shall be granted only where the documentation indicates that the onset, duration and severity of the illness are such that the student could not reasonably be expected to

complete his/her academic responsibilities. (Note: it will not be sufficient to provide documentation indicating simply that the student was seen for a medical reason or was ill.)

A form to be completed by off-campus physicians is available at:

<http://counselling.ssc.uwo.ca/forms/medicalNote.pdf>

Whenever possible, students who require academic accommodation should provide notification and documentation **in advance of due dates, examinations**, etc. Students must follow up with their professors and their Academic Counselling office in a timely manner.

In the case of a final examination in the course, the student must arrange for a Special Examination or Incomplete through their Dean's office, for which you will be required to provide acceptable documentation.

If you feel that you have a medical or personal problem that is interfering with your work, you should contact your instructor and the Faculty Academic Counselling Office as soon as possible. Problems may then be documented and possible arrangements to assist you can be discussed at the time of occurrence rather than on a retroactive basis. In general, retroactive requests for grade revisions on medical or compassionate grounds will not be considered.

6.2. Make-Up Examinations

6.2.1. The student must write a make-up exam if the regularly scheduled exam is missed for reasons for which adequate documentation is received by the instructor (this documentation must be supplied by the Academic Counseling office).

6.3. Attendance

6.3.1. It is expected that students will attend all classes. The professor does not provide access to lecture notes beyond those posted on the course website. Students are encouraged to obtain missed lecture notes from a fellow student.

7. University Policy on Cheating and Academic Misconduct

7.1.1. Cheating on exams will not be tolerated; students are referred to the university policy on Scholastic Offenses in the Academic Calendar. Looking at the test of another student, allowing another student to view your exam, or obtaining information about a test in advance are all examples of cheating. Students found cheating will receive a zero (0%) on that exam. A number of safeguards will be employed to discourage cheating. For example, examination supervisors (proctors) of the tests may ask students to move to another seat during the exam, cover their paper, avert their eyes from other students' papers, remove baseball caps, etc. This is not meant as a personal affront nor as an accusation of cheating, rather as vigilant attempts at proctoring. A copy of guidelines about how to avoid cheating can be obtained from the office of the Ombudsperson, Room 251 University Community Centre, (519) 661-3573.

7.1.2. Students are responsible for understanding the nature of and avoiding the occurrence of plagiarism and other academic offenses. Students are urged to read the section on Scholastic Offenses in the Academic Calendar. Note that such offenses include plagiarism, cheating on an examination, submitting false or fraudulent assignments or credentials, impersonating a candidate, or submitting for credit in any course without the knowledge and approval of the instructor to whom it is submitted, any academic work for which credit has previously been obtained or is being sought in another course in the University or elsewhere. If you are in doubt about whether what you are doing is inappropriate, consult your instructor. A claim that "you didn't know it was wrong" will not be accepted as an excuse.

7.2. The penalties for a student guilty of a scholastic offense include refusal of a passing grade in the assignment, refusal of a passing grade in the course, suspension from the University, and expulsion from the University.

8. Procedures For Appealing Academic Evaluations

- 8.1. In the first instance, all appeals of a grade must be made to the course instructor (informal consultation). If the student is not satisfied with the decision of the course instructor, a written appeal must be sent to the Assistant Program Director or Designate of the DAN Program. If the response of the Assistant Director is considered unsatisfactory to the student, he/she may then appeal to the Dean of the Faculty in which the course of program was taken. Only after receiving a final decision from the Dean, may a student appeal to the Senate Review Board Academic. A Guide to Appeals is available from the Ombudsperson's Office.

9. Student Responsibilities

- 9.1. Material covered in lectures will not always be the same as material covered in the textbook. Often we will use class time for activities and discussions and to present supplemental material. Moreover there will be material in the lectures that is not covered in the text and vice versa. Therefore, these two sources of information should be viewed as complimentary and not redundant. As such, students who want to do well in this course are **strongly encouraged** to attend lectures on a regular basis. Students are responsible to read and learn the relevant textual material. Please note that the instructor will not be providing copies of lectures notes or overheads beyond what exists on the course website. If you miss a lecture, you should try to obtain this material from another student. Here are some hints for studying and learning material:
- Review the lecture notes. Review the sections of the text that correspond to the lecture notes and use this material to back up and supplement your understanding.
 - Your highest priority should be material that appears in the both the lecture and the text
 - Your second highest priority should be material that appears in the lectures only
 - Your third priority should be material that is found in the text, but not in the lectures
- 9.2. In this class, some students may be unaware that their private discussions are distracting to other people. If you feel that students are distracting your attention from the material, then you should ask them to be quiet. If you feel uncomfortable doing this (or the problem persists), then please see the instructor. In addition, please avoid engaging in private discussions with other students during the lectures.
- 9.3. To avoid unnecessary distractions, please arrive to each class on time.
- 9.4. All cell phones must be OFF during class
- 9.5. Laptops are acceptable, but please limit their use to note-taking only. Students using chat programmes, surfing the internet (unless requested) or watching videos will be asked to leave the class.
- 9.6. **Snow Policy** – If the University is closed, our class is cancelled, otherwise, plan to attend. The University will post weather updates on Western's homepage (www.uwo.ca), the University's official Facebook and Twitter sites, and via local radio stations.

10. Support Services

- 10.1. The Registrar's office can be accessed for Student Support Services at <http://www.registrar.uwo.ca>
Student Support Services (*including the services provided by the USC listed here*) can be reached at: <http://westernusc.ca/services/>
Student Development Services can be reached at: <http://www.sdc.uwo.ca/>
- 10.2. Students who are in emotional/mental distress should refer to Mental Health@Western
<http://www.uwo.ca/uwocom/mentalhealth/> for a complete list of options about how to obtain help.

11. Other Issues

11.1. Grade Policy

The DAN Program has a grade policy which states that for courses in the 3300-4499 range, the class average must fall between 70% and 75% for all sections of a course taught by the same instructor. In very exceptional circumstances only, class averages outside this range may be approved by the Assistant Director or Director. Class averages are not grounds for appeal.

11.2. Short Absences.

If you miss a class due to minor illness or other problems, check your course outlines for information regarding attendance requirements and make sure you are not missing a test or exam. Cover any readings and arrange to borrow the missed lectures notes from a classmate.

11.3. Extended Absences.

If you are absent more than approximately two weeks or if you get too far behind to catch up, you should consider reducing your workload by dropping one or more courses. The Academic Counsellors can help you to consider the alternatives. At your request, they can also keep your instructors informed about your difficulties.

11.4. Academic Concerns.

If you are in academic difficulty, it is strongly recommended that you see your academic counsellor.

11.5. Important Dates:

January 6, 2014 Winter Session classes begin.

January 14, 2014 Last day to add a second-term half course

February 17-21, 2014 Reading Week

March 7, 2014 Last day to drop a second-term half course without academic penalty

April 8, 2014 Winter Session classes end.

April 11-30, 2014 April examination period

12. Other Information

- Bring student identification to the knowledge tests
- Nothing is to be on/at one's desk during a test except a pencil, an eraser, and the individual's student card
- Do not wear baseball caps to tests
- Do not bring music players, cell phones, beepers, or other electronic devices to tests

For The University of Western Ontario Senate Regulations, please see the Handbook of Academic and Scholarship Policy at: <http://www.uwo.ca/univsec/handbook/>

Date	Topic	Text Reference and Readings	Due Dates / In-class Activity Prep
Jan 7 (class 1)	Conflict & Power	Chapter 1 Chapter 3 pg. 48-65 & 71 Video: Westray	
Jan 14 (class 2)	IR Perspectives Economics for Everyone	Chapter 5	Print "Westray Questions" from OWL and bring to class to complete Critical Reading & Writing Assignment 1 Due
Jan 21 (class 3)	Unions as Organizations & Institutions	Chapter 7 & 8 Video: CUPW Outreach	
Jan 28 (class 4)	Labour Law & The Role of the State	Chapter 9 & 11	Critical Reading & Writing Assignment #2 Due
Feb 4 (class 5)	Content Test #1 (1.5 hr) Historical Perspectives	(on chap 1, 3, 5, 7, 8, 9 & 11) Video: Triangle Fire	
Feb 11 (class 6)	Historical & Contemporary Perspectives	Chapter 4 Haiven, 2003 (OWL) Offe & Wisenthal, 1980 (OWL)	
Feb 18	READING WEEK		
Feb 25 (class 7)	Collective Bargaining	Chapter 12 & 15 Video: Collective Bargaining	Print "Collective Bargaining Questions" from OWL and bring to class
Mar 4 (class 8)	Group Work: Bargaining Simulation (3 hr)		Strategy sessions Mgmt: 9:45-10:15 Union: 10:15-10:45
Mar 11 (class 9)	Dispute Resolution - Grievances	Chapter 14 IKO Case (Owl)	Draft Bargaining Book Due (optional)
Mar 18 (class 10)	Dispute Resolution II – Strikes	Chapter 13	
Mar 25 (class 11)	Content Test #2 (1.5 hr) Group Work: Bargaining Simulation (1.5 hr)	(on chap 4, 12, 13, 14, 15, Haiven, Offe & Wisenthal)	
Apr 1 (class 12)	Bargaining Simulation (3 hr)		Final Bargaining Book Due @ start of class
Apr 8 (class 13)	Bargaining Simulation (1.5 hr) Bargaining Debrief Next Steps		

****Bargaining Reflection due April 15 by 5pm****
**** Final Critical Reading & Writing Assignment is due by April 22 at noon****