

Course Outline
Department of Management
School of Business and Economics

HRMN 3840-3
Employee and Labour Relations

Calendar Description

Students examine the different aspects of union–management relations focusing on the Canadian experience. Topics include an introduction to industrial relations; theories of industrial relations; the history and structure of unions in Canada; union organizing; collective bargaining; strikes and lockouts; third-party interventions including conciliation, mediation and arbitration; grievance arbitration; changes to the union or employer; and future issues in Canadian unionism.

Educational Objectives/Outcomes

Upon successful completion of this course, students are able to:

1. Differentiate between labour and employee relations.
2. Discuss the origins, functions and future of unions.
3. Describe the history and structure of unions in Canada.
4. Identify the reasons for unionism.
5. Explain the steps in the union organizing process and the role of labour relations boards.
6. Formulate collective agreement language that reflects the preferred positions of employers and unions in relation to key contractual terms.
7. Critique the different models for negotiating a collective agreement.
8. Apply methods for resolving contractual disputes including strikes and lockouts and third-party intervention techniques.
9. Demonstrate the administration of a collective agreement through the grievance and arbitration process.
10. Summarize successorship, the decertification process and the effect union mergers, workplace restructuring, and technology change have on the union-employer relationship.

Prerequisites

HRMN 2820 or HRMN 3830

Co-requisites

None

Texts/Materials

McQuarrie, Fiona A. E. (2015). Industrial Relations in Canada, 4th Edition, Wiley. ISBN 978-1-118-87839-2

Student Evaluation

Participation	10%
Negotiation research paper or project	30%
Midterm	20%
Final exam	40%

Students must pass the final exam to pass the course.

Course Topics

1. Introduction to Industrial Relations
 - Defining labour relations and industrial relations
 - Labour relations legislation relative to other Canadian employment laws
 - Understanding unionized work in the Canadian context
2. Theories of Industrial Relations
 - The origins of unions
 - The functions of unions
 - The future of unions
3. History and Structure of Unions in Canada
4. Union Organizing and Recognition
 - Why people form unions
 - Steps in union organizing
 - Labour relations board consideration for bargaining unit determination
5. Collective Bargaining
 - Preparing for negotiations
 - Contract negotiation
 - Models of negotiation
6. Strikes and Lockouts
 - Causes of strikes
 - Actions during strikes
 - Ending strikes
7. Third-party Interventions
 - Conciliation

- Mediation
 - Arbitration
 - Other forms of intervention
8. Grievance Arbitration
- Types of grievances
 - Steps in the pre-arbitration grievance process
 - Duty of fair representation
 - Arbitration process
 - Problems with the grievance arbitration process
 - Alternative processes
9. Changes to the Union or the Employer
- Successorship
 - Decertification
 - Union mergers
 - Technological change
10. Future Issues in Canadian Unionization
- Demographics
 - Work arrangements and practices
 - Changes in organization structures
 - Globalization
 - Other

Methods for Prior Learning Assessment and Recognition

As per TRU policy

Attendance Requirements

As per TRU policy

Use of Technology – Optional