

# SAULT COLLEGE OF APPLIED ARTS & TECHNOLOGY

Sault Ste. Marie, Ontario

## COURSE OUTLINE

COURSE TITLE: Industrial Relations

CODE NO.

BUS135

SEMESTER:

PROGRAM:

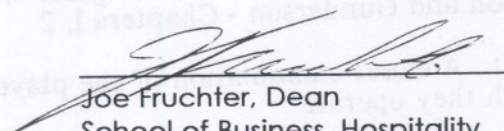
Human Resources Practices

AUTHOR:

DATE:

PREVIOUS OUTLINE DATED:

APPROVED:

  
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School of Business, Hospitality,  
Natural Resources & Computer Studies

DATE:

97 05 23

TOTAL CREDITS:

3

PREREQUISITES:

LENGTH OF COURSE: \_\_\_\_\_

TOTAL CREDITS HOURS: \_\_\_\_\_

COURSE NAME: Labour Relations

CODE NO: BUS135

TOTAL CREDIT HOURS: \_\_\_\_\_

**I. PHILOSOPHY/GOALS:**

This syllabus represents an introductory, survey course in Industrial and Labour Relations. Its intent is to acquaint certificate candidates with the major employers and employees - collective bargaining - and the context in which that bargaining takes place.

**II. STUDENT PERFORMANCE OBJECTIVES:**

The course should enable the student to gain knowledge of:

**III. TOPICS TO BE COVERED:**

**Part A: An Introduction to Industrial Relations and Collective Bargaining**

The first three topics will serve to introduce the student to labour relations in Canada, and the specific institution used in this country to govern those relations -- the collective bargaining process.

Topic 1:

- a) Content: Drawing a portrait of Industrial Relations.
- b) Required Reading: Willes - Chapter 1  
Freeman and Medoff - Chapter 1
- c) Supplemental Reading: Sethi - Chapters 4, 13  
Anderson and Gunderson - Chapters 1, 2

Topic 2:

- a) Content: A closer examination of the players and the context in which they operate.
- b) Required Reading: Willes - Chapter 2  
Freeman and Medoff - Chapter 2
- c) Supplemental Reading: Sethi - Chapter 5  
Anderson and Gunderson - Chapters 6, 7

COURSE NAME: Labour Relations

CODE NO: BUS135

**III. TOPICS TO BE COVERED (CONT'D):**

- Topic 3:
- a) Content: Assessing the effects of collective bargaining on important corporate issues, eg. wages.
  - b) Required Reading: Freeman and Medoff - Chapters 3, 4
  - c) Supplemental Reading: Sethi - Chapter 10  
Anderson and Gunderson - Chapters 4, 11

**Part B: Collective Bargaining - Institution and Processes**

- Topic 4:
- a) Content: Union Practices, Organization and certification
  - b) Required Reading: Willes - Chapter 3
  - c) Supplemental Reading: Sethi - Chapter 3  
Anderson and Gunderson - Chapter 7  
Cornish and Ritchie - entire book  
Sufrin - Chapter 5 through 14

- Topic 5:
- a) Content: Contract negotiation and some possible outcomes - impasse, conciliation, and the legal strike.
  - b) Required Reading: Willes - Chapter 4, 6
  - c) Supplemental Reading: Sethi - Chapters 7, 8, 9  
Lewicki and Litterer - Chapters 1, 3 - 5  
Anderson and Gunderson - Chapter 9

- Topic 6:
- a) Content: Administering the collective agreement.
  - b) Required Reading: Willes - Chapter 7
  - c) Supplemental Reading: Sethi - Chapters 11, 12  
Anderson and Gunderson - Chapters 13, 14

**Part C: Public Sector Collective Bargaining. OWL. Health and Safety**

The public sector in Canada is the most heavily organized sector in Canada. The outcomes of collective bargaining in this sector have a significant impact on private sector bargaining, as well as the legal context of labour relations in a variety of areas. Health and safety, and quality of working life issues are two major examples.

COURSE NAME: Labour Relations

CODE NO: BUS135

**III. TOPICS TO BE COVERED (CONT'D):**

- Topic 7:
- a) Content: Collective bargaining and the public sector.
  - b) Required Reading: Willes - Chapter 5  
Freeman and Medoff - Chapters 7, 9, 10
  - c) Supplemental Reading: Sethi - Chapter 14  
Anderson and Gunderson - Chapters 15, 16, 17
- Topic 8:
- a) Content: Health and safety, quality of working life, and some of the hidden functions unions perform.
  - b) Required Reading: Freeman and Medoff - Chapters 5, 6, 8
  - c) Supplemental Reading: Sethi - Chapter 15  
Anderson and Gunderson - 11, 12, 20, 21  
Sufrin - Chapters 15 - 22
- Part D: **Productivity, Profitability, and the Future**
- The course concludes by asking whether organized labour is a net contributor to corporate productivity and profitability, and the reasons for some surprising answers.
- The texts also engage in some guided speculation on the future of Industrial Relations as Canada moves into a post-liberal era.
- Topic 9:
- a) Productivity and profitability under changing labour circumstances.
  - b) Required Reading: Freeman and Medoff - Chapters 11, 12
  - c) Supplemental Reading: Sethi - Chapter 10 (review)  
Anderson and Gunderson - Chapters 11, 12
- Topic 10:
- a) Content: The condition of organized labour - external political influence and internal dissension. The decline of private sector organized labour, its causes, and managerial implications from a short and long run perspective.
  - b) Required Reading: Willes - Chapter 8  
Freeman and Medoff - Chapters 13, 14, 15, 16
  - c) Supplemental Reading: Anderson and Gunderson - Chapters 7, 8, 18 - 22

IV. REQUIRED STUDENT RESOURCES:

Recommended Texts

Candidates for the Certificate in Human Resources Management who are using this syllabus to prepare for the Challenge Examinations are advised to consult the two main texts:

- (1) Willes, J.A. (Editor), Labour Relations in Canada, 1990, Prentice-Hall
- (2) Freeman, R. and J. Medoff, What Do Unions Do?, 1984, Basic Books

Labour Relations course instructors may wish to supplement the materials in the main texts with readings that are referred to throughout the syllabus. These readings provide more detailed information, as well as alternative points of view on particular topics.

- (3) Sethi, A.S. (Editor), Collective Bargaining in Canada 1989, Nelson Canada
- (4) Lewicki, R. and J. Litterer, Negotiation 1985, Irwin
- (5) Anderson, J. and M. Gunderson, Union-Management Relations in Canada, 1982, Addison-Wesley
- (6) Cornish, M. and L. Ritchie, Getting Organized—Building a Union, 1989, The Women's Press
- (7) Sufrin, E. The Eaton Drive, 1982, Fitzhenry and Whiteside

V. EVALUATION METHODS: (INCLUDES ASSIGNMENTS, ATTENDANCE REQUIREMENTS, ETC.)

Attendance and participation are extremely important.

Method of Assessment:

Quizzes	10%
Mid Term Exam	40%
Final Exam	40%
Assignments & Participatic	10%
Total	100%

COURSE NAME: Labour Relations

CODE NO: BUS135

**V. EVALUATION METHODS (CONT'D):**

Grading:

A+	90 - 100%	Consistently outstanding
A	80 - 89%	Outstanding achievement
B	70 - 79%	Consistently above average achievement
C	60 - 69%	Satisfactory or acceptable achievement
R	less than 60%	The student has not achieved objectives of course and must repeat the course

Note:

Students must meet the minimum grade requirement of a "B" or 70% in every subject area except, Finance and Accounting and HRRIS, in which the minimum grade requirement is a "C" or 60%.

**VI. SPECIAL NOTES:**

Those candidates seeking credit by examination may find it useful to consult relevant chapters in human resource management survey text to help place training and development in context. The human resource administration outline for the course identifies several such volumes.

Examinations will use short essay formats and will emphasize conceptual, program and policy issues.