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Sault College
of Applied Arts and Technology
sault ste. marie

Course Outline

INDUSTRIAL RELATIONS

BUS 306-4

revised January 1975

Industrial Relations

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AIM: To provide the student with a brief history of the labour movement, the philosophies, and the collective bargaining process. Special emphasis will be placed on current trends in labour relations with respect to management, union, and their relationships to the political, social, and economic climate as well as the future of the collective bargaining process.

OBJECTIVES: Students will be expected to know the following:

- a) the reasons for, and the significant steps in the development of unionism in Canada.
- b) how to set up a model to explain an Industrial Relations system.
- c) the legal implications of the collective bargaining process in Canada including a knowledge of the Ontario Labour Relations Act.
- d) the different views of collective bargaining e.g. is it obsolete?
- e) how the bargaining relationship is established including the bargaining unit.
- f) the processes of negotiation and the principle of bargaining power.
- g) how to prepare and negotiate the main clauses of a contract such as management rights, security etc.
- h) how to administer and interpret contracts with particular reference to grievances.
- i) the pro's and con's of collective bargaining as it is practised in Canada as compared to other systems e.g. compulsory arbitration.
- j) the Public Policy Aspects of Collective Bargaining.

METHOD: It should be noted that this course will require a considerable amount of reading which is available only in the college library. A minimum of two hours per week should be scheduled to accomplish this end.

Discussion of assigned readings, role playing of case material and simulated negotiations will be the main methods of instruction supported by lectures on key subjects.

TEXT: Contract Negotiations, Players Manual - The Macmillan Co.

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<u>WEEK</u>	<u>TOPIC</u>	<u>READINGS & ASSIGNMENTS</u>
1	<u>Framework for Industrial Relations</u> -the beginning and why -development in Canada -Canadian power structure	Read: S. Jamieson, <u>Industrial Relations in Canada</u> , Chap. 1, 2, 3. Bakke, Kerr, and Anrod, <u>Union Management and the Public</u> : Selig Perlman, "The Principles of Collective Bargaining" Sydney & Beatrice Webb, "The Higgling of the Market" Clark Kerr, "The Nature of Industrial Conflict" Assignment: Consider the discussion questions (handout) and be prepared to answer No. 4 in class next week
2	<u>Views of the Bargaining Relationship</u> -Marketing concept -Legislative concept -Co Management concept -Continual negotiation -a model for analysis	Read: Vernon Jensen, <u>"The Process of Collective Bargaining and the Question of its Obsolescence"</u> Instructor's copy. P. Henle, "Organized Labour and the New Militants" - Instructor copy. Assignment: Find an article in current literature, i.e. Time, Fortune, Harvard Business Review, dealing with the bargaining relationship and be prepared to discuss in class for week 3.
3	<u>The Legal Basis of Collective Bargaining in Canada</u> -the BNA Act -Ontario Labour Relations Act -current problems	Read: The Labour Relations Act of Province of Ontario. A.W.R. Carrothers, <u>Collective Bargaining Law in Canada</u> pp 10 Assignment: For discussion in Week 5 - White Front Stores Inc. (handout) To be submitted in writing at the end of Week 5 - assume that you asked to rule on the Board decision in Trim Manufacturing (handout). Give your decision and show your reasoning. Assume Trim Mfg. is located in Ontario. Relevant sections of the O.L.R.A. pertain. (HINT: preliminary work in preparation test in week 4).

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<u>WEEK</u>	<u>TOPIC</u>	<u>READINGS & ASSIGNMENTS</u>
4	<u>Establishing the Bargaining Relationship and the Bargaining Unit</u> -types of units -definition of -factors in determining the bargaining unit <u>TEST #1</u>	Read: Carrothers, Chap. 8, Chap. 10-17
5	<u>Negotiation</u> -tactics -settlement	Read: Donald Callen, " <u>Negotiating Labour Contract</u> " in F. Isbes <u>Industrial and Labour Relati</u> Assignment: Bellated Plastics A & union or management, details to b announced.
6	<u>Negotiations</u> continued -Bellated Plastics case negotiations and discussion	Assignment: Define bargaining powe and be prepared to explain your definition in class. For Week 7, be prepared to discus Isaak Co. (handout)
7	<u>Management Rights</u> -approaches to -clauses -significance of,	Read: Text, pp. 321-323 Max Way, "Unions are Worth th Price" in Isbester, <u>Industrial Relations</u> . <u>Bakke, Kerr and Anrod, Unions Management and the Public,</u> "Management Rights" pp. 230- Read essay by Arthur Goldber with special care. Assignment: For week 8 be prepared discuss Precision Tool and Machin Co. A handout
8	<u>Worker & Union Security</u> TEST	Read: Carrothers, Chap. 22, pp.349 Slichter, Healy and Livernas The Impact of Collective Bargaining on Management - Chapters 5, 11, 12, 16 Assignment: For week 9, Case #27, Omaha Division, Fisher Meat Packi Co. Assume that a new contract is about to be negotiated. Managemer wants to secure formal ratificati of its job evaluation system. cor

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<u>WEEK</u>	<u>TOPIC</u>	<u>READINGS & ASSIGNMENTS</u>
8	<u>Worker & Union Security</u> continued	The union is still uncertain. Management (A-H) Union (I-Z)
9	<u>Wages</u> -job evaluation -incentives	Read: handout cases 24 and 25 for two examples of incentive systems and the problems which they can generate.
10, 11, 12	<u>Contract Negotiations Simulation</u>	
13	<u>Grievances</u> -what is -procedures -arbitration -enforcement	Read: Slichter, Healey & Livernash The Impact of Collective Bargaining in Management, Chapter 23-24 Carrothers, Collective Bargaining Law in Canada pp. 349-375) Assignment: Case No. 22, Smith Mor Meat Packing Co. (A). Principals to be announced.
14	<u>Mock Arbitration of a Grievance</u>	
15	<u>Negotiations in the Public Sector</u> -contemporary issues -professionals (?)	Read: to be announced Assignment: to be announced
15	<u>FINAL TEST</u>	Read: Royal Commissions on Industrial Relations in Ontario (Rand Commission). Read the recommendations and as much of the report as seems necessary. Tank Force on Labour Relations Report (Woods Commission) Read pp. 137-214 and additional parts as may seem necessary

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METHOD OF EVALUATION:

Students will be evaluated on the following basis:

3 tests	60%(i.e. 20% each)
Participation	40%
	<u>100%</u>

Participation is defined as proper preparation for case assignments and simulated contract negotiations, grievance procedures etc. in the classroom. It should be noted that attendance will be mandatory where cases are being discussed and especially for the contract negotiation simulation. All of these require prior preparation utilizing the labour relations act and other source material as noted in this outline as well as materials introduced in class.

One opportunity will be provided for the re-writing of tests which were incomplete at the time will be other than normal classroom periods. If a student is still incomplete on the re-write he or she will be required to attend the make-up period to overcome that mark unless he or she has an above average in the remainder of the course including the three tests and participation.

It should be especially noted that their here to participate in the simulated contract negotiations, and that includes preparation, as well as physical presence will result in an automatic 'R' as there will be no opportunity to repeat this exercise.