



## COURSE OUTLINE: HRM405 - LABOUR RELATIONS

Prepared: School of Business

Approved: Bob Chapman - Dean

<b>Course Code: Title</b>	HRM405: LABOUR RELATIONS
<b>Program Number: Name</b>	2041: BUSINESS - H.R.
<b>Department:</b>	BUSINESS/ACCOUNTING PROGRAMS
<b>Academic Year:</b>	2025-2026
<b>Course Description:</b>	This course provides students with a working knowledge of the institutions and processes (both regulatory and non-regulatory) that govern the relationship between employers and employees in Ontario. Students will comprehensively explore the human resources implications of the labour relations system by examining the factors in labour relations, the environmental factors impacting the parties, the establishment and maintenance of bargaining rights, contract negotiations, and the administration of the collective agreement.
<b>Total Credits:</b>	3
<b>Hours/Week:</b>	3
<b>Total Hours:</b>	42
<b>Prerequisites:</b>	There are no pre-requisites for this course.
<b>Corequisites:</b>	There are no co-requisites for this course.
<b>Vocational Learning Outcomes (VLO's) addressed in this course:</b>	<b>2041 - BUSINESS - H.R.</b> VLO 4 contribute to an organization's success through effective employee relations VLO 9 communicate human resources information accurately and credibly in oral, written, and graphic form VLO 10 plan and act on personal professional development plans to achieve ongoing competence in human resources professional practice VLO 12 assist in the collection and analysis of human resources data
<b>Essential Employability Skills (EES) addressed in this course:</b>	EES 1 Communicate clearly, concisely and correctly in the written, spoken, and visual form that fulfills the purpose and meets the needs of the audience. EES 2 Respond to written, spoken, or visual messages in a manner that ensures effective communication. EES 4 Apply a systematic approach to solve problems. EES 6 Locate, select, organize, and document information using appropriate technology and information systems. EES 8 Show respect for the diverse opinions, values, belief systems, and contributions of others. EES 10 Manage the use of time and other resources to complete projects.
<b>Course Evaluation:</b>	Passing Grade: 50%,



A minimum program GPA of 2.0 or higher where program specific standards exist is required for graduation.

**Books and Required Resources:**

Industrial Relations in Canada by Fiona McQuarrie  
 Publisher: Wiley Edition: 4th Edition  
 ISBN: 9781118878392 (print)  
 ebook (9781119050599)

**Course Outcomes and Learning Objectives:**

<b>Course Outcome 1</b>	<b>Learning Objectives for Course Outcome 1</b>
1. Define key labour relation terms, examine the historical development of Canadian unions, outline models illustrating labour relations` interactions with society and the economy, and differentiate between union and non-union work settings.	1.1 Clarify the strategic goals of unions. 1.2 Provide an overview of union membership. 1.3 Describe the different types of unions. 1.4 Analyze the objectives and processes of unions.
<b>Course Outcome 2</b>	<b>Learning Objectives for Course Outcome 2</b>
2. Define key labour relations terms, examine the historical development of Canadian unions, outline models illustrating labour relations` interaction with society and the economy, and differentiate between union and non-union work settings.	2.1 Define labour relations and explain the importance of labour relations in today` s organizations. 2.2 Describe the differences among labour relations, industrial relations and employee relations. 2.3 Analyze the key elements of the major perspectives on industrial relations. 2.4 Explain the main differences between unionized and non-unionized organizations. 2.5 Describe the historical development of unions and the implications of these events.
<b>Course Outcome 3</b>	<b>Learning Objectives for Course Outcome 3</b>
3. Explore the impact of economic, technological, demographic, social, political, and legal factors on labour relations and understand the role of unions in advocating for workers` rights and influencing social norms and legislation.	3.1 Analyze recent trends in the Canadian labour force. 3.2 Identify the environmental factors that affect labour relations. 3.3 Outline the possible effects of economic variables on employer and union objectives and power. 3.4 Discuss how demographics may cause employers and unions to adjust their respective goals and strategies over time. 3.5 Explain the implications of the social and political environment for labour relations processes. 3.6 Describe the legal requirements that impact employers and unions.
<b>Course Outcome 4</b>	<b>Learning Objectives for Course Outcome 4</b>
4. Evaluate employer labour relations strategies, particularly in non-union organizations, understand the significance of unions as	4.1 Explain organizational strategies and the processes or methods used to achieve those objectives. 4.2 Describe alternative labour relations strategies. 4.3 Identify the factors that influence an employer`s labour relations strategy.



essential business partners and community members in Canada, and analyze the role of the government in labour relations, including its objectives, processes, and the functions of labor relations boards.	<p>4.4 Explain the key aspects of human resources management strategies and how they affect labour relations.</p> <p>4.5 Examine the government's role in labor relations, focusing on its objectives, processes, and the functions of labour relations boards.</p> <p>4.6 Describe the composition, roles, and significance of labour relations boards.</p>
<b>Course Outcome 5</b>	<b>Learning Objectives for Course Outcome 5</b>
5. Discuss the reasons employees join unions, the rules for measuring union support, the legal framework for unfair labour practices and remedies, and the implications for union representation when an employer sells a business.	<p>5.1 Describe why employees may or may not wish to join a union.</p> <p>5.2 List the steps in a union organizing campaign and application for certification.</p> <p>5.3 Explain the factors that determine the composition and significance of the bargaining unit.</p> <p>5.4 Describe the process for addressing unfair labour practices during certification and the remedies available.</p> <p>5.5 Discuss the grounds and procedures for terminating a union's bargaining rights.</p> <p>5.6 Explain successor rights and the effect of a sale of a business on a union's bargaining rights.</p>
<b>Course Outcome 6</b>	<b>Learning Objectives for Course Outcome 6</b>
6. Analyze the structure, terms, and concepts of collective agreements, understand the transformation of employment relationships with union representation, and evaluate the impact of collective agreements on human resource management functions.	<p>6.1 Summarize the importance of collective agreements.</p> <p>6.2 Identify and explain the significant provisions commonly found in collective agreements, such as wage scales, benefits, working conditions, employee involvement, discipline and grievance procedures.</p> <p>6.3 Discuss which collective agreement terms are mandatory and required by legislation as well as the voluntary terms which are commonly included.</p> <p>6.4 Describe language that is prohibited in collective agreements.</p> <p>6.5 Compare and contrast the provisions of different collective agreements, identifying best practices and innovative approaches that can be applied in various bargaining contexts.</p>
<b>Course Outcome 7</b>	<b>Learning Objectives for Course Outcome 7</b>
7. Examine the practices, procedures, and tactics of traditional adversarial collective bargaining, understand the interest-based approach, and evaluate the impact of the negotiation process on employer costs, employee compensation, job security, and public services	<p>7.1 Identify the factors and significance of the bargaining structure.</p> <p>7.2 Outline the sub-processes of negotiation.</p> <p>7.3 Describe the importance of the union-management relationship.</p> <p>7.4 Explain practices and procedures in traditional adversarial bargaining.</p> <p>7.5 Outline the implications of labour relations legislation for negotiation.</p> <p>7.6 Identify strategy and tactics used in positional or distributive bargaining.</p> <p>7.7 Describe the principles of interest-based bargaining.</p>
<b>Course Outcome 8</b>	<b>Learning Objectives for Course Outcome 8</b>



	<p>8. Evaluate the strategies of strikes and lockouts used in collective bargaining, and understand various forms of third-party interventions, including government actions, to resolve impasses and conclude the collective bargaining process.</p>	<p>8.1 Describe the purpose of strikes and lockouts.  8.2 Outline the prerequisites for a strike or lockout.  8.3 Identify factors affecting strikes and lockout activity.  8.4 Explain the role of government intervention in contract disputes as well as other methods to resolve contract disputes.</p>
	<p><b>Course Outcome 9</b></p>	<p><b>Learning Objectives for Course Outcome 9</b></p>
	<p>9. Apply key concepts and processes in the day-to-day administration of collective agreements, including management rights, the role of seniority, disciplinary issues, the union's representative role, the significance of the grievance procedure, and the procedures for rights arbitration.</p>	<p>9.1 Identify and discuss limitations on management rights and the implications of human rights legislation for collective agreement administration.  9.2 Explain the impact of seniority on employee placement, layoff, recall, and the administration of disciplinary measures in compliance with collective agreements and the law.  9.3 Describe the significance, functions, and procedural aspects of the grievance and arbitration process, including both formal and informal steps.  9.4 Outline the union's duty of fair representation and explore potential problems with grievance arbitration along with alternative approaches.  9.5 Explain the disciplinary measures available to employers and how these can be applied in accordance with legal and collective agreement requirements.</p>

**Evaluation Process and Grading System:**

Evaluation Type	Evaluation Weight
Assignments	25%
Discussions - Participation and Reflection	15%
Final Case Study	20%
Group Simulation	15%
Quizzes	25%

**Date:** December 19, 2025

**Addendum:** Please refer to the course outline addendum on the Learning Management System for further information.