
Management and Organizational Studies-The University of Western
Ontario
Fall 2012

Course Information: MOS 3352 G-650-Industrial Relations

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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>

1. Course Description

This course will provide you with a working knowledge of industrial-relations theories and processes, and their implications for workers, for employers, and for society. To that end, this course is designed to encourage you to understand the issues and sources of conflict relevant to the field of industrial-relations. The point of such emphasis is not to gain acquiescence to any one particular view as students are encouraged to challenge any and all views presented. The point, then, is to enable you to better understand the complexities and diversity of the field of industrial-relations in the present day and indeed that of the world around you, by encouraging your thoughtful interrogation of these issues and sources of conflict via careful reading of the texts and posted material, online participation questions/discussion and via the graded assignments. By the end of this course students should be familiar with: labour law that moderates basic aspects of employer-union relations, employment law that moderates certain aspects of employment relationships for all workers (both unionized and non-unionized), various theories of industrial relations as well as what accounts for their similarities and dissimilarities one from the other, and identify various sources of conflict inherent in the wage-relationship. **As this course is designated an essay course, students should be prepared to demonstrate the ability to write a cogent critical essay that utilizes appropriate (written) language skills.**

2. Textbook

- John Godard, Industrial Relations, 4th edition (Concord: Captus Press 2011).

**Texts have been ordered and will be available for purchase in the UWO bookstore*

3. Evaluation

•Participation:

At various intervals throughout the term, discussion questions will be posted. Student participation will be assessed based on a *combination* of the *quality* of the submission (how seriously posts deal with the question, how sophisticated is the insight brought to bear on the question, how well posts respond to the

posts of others, how well-articulated is the post – so yes, spelling and grammar matter) as well as *quantity* (an adequate quantity would be approximately one to two posts per discussion question, bearing in mind that quantity alone will only get you so far). These discussion questions will be based on an assigned reading or current event related to the course matter and will normally have a deadline of one-two weeks by which to respond.

•Critical Essay

Detailed instructions for this assignment will be posted on the course website. As this course is designated an essay course, this assignment will be approx. 8-9 pages and worth a significant portion of your overall mark.

•Mid-Term exam and Final exam

Both exams will be comprised of a combination of definitions, short answers, multiple choice, applied knowledge scenarios and essay questions, based upon the assigned readings.

NB. Exams are written in-person and are not conducted online.

4. Assessment		
Component	Value	Due date
PARTICIPATION	20%	VARIOUS
CRITICAL ESSAY	30%	WED. Oct. 17th
EXAM 1 (mid-term)	25%	(tentatively) SAT. Nov. 10 th at 9:00 AM
EXAM 2 (Final exam period)	25%	TBA

Students are **REQUIRED TO COMPLETE ALL COMPONENTS** of this course. Failure to complete any assignment (including the participation component – for this purpose even one post will count toward the ‘completion’ requirement, but would not earn you much in the way of a mark) will result in a failing grade for the course, regardless of the accumulated marks on other assignments.

Grade descriptors: *The University of Western Ontario* Senate has adopted a set of grade descriptors which explain the meaning of grades assigned in all university courses:

A+	90-100%	One could scarcely expect better from a student at this level
A	80-89%	Superior work which is clearly above average
B	70-79%	Good work, meeting all requirements, and eminently satisfactory
C	60-69%	Competent work, meeting requirements
D	50-59%	Fair work, minimally acceptable
F	below 50%	Fail

Grading criteria

Written work will be evaluated using a four-part grading rubric:

- *Writing style*: Effectiveness of prose (clarity, word choice, avoiding flowery language, etc.) and technical correctness (e.g., spelling, grammar, syntax).
- *Logical organization*: Written structure and quality of argumentation. Extent to which the essay is internally consistent, well-focused, and uses formal essay structure (introduction, body, conclusion). Includes citations/footnotes and bibliography on assignments wherever appropriate.
- *Knowledge and application of relevant material*: Good selection and integration of relevant material. Effective use of evidence in arguments.
- *Judgment*: Selection of appropriate material and line of argument to answer the question; well-supported conclusions; avoidance of tangents; selection of points of comparison (similarities and contrasts); demonstration of careful reading and analysis as opposed to unfounded opinion and generalization.

5. Course Policies

YOU are responsible to ensure that you know and abide by all the requirements contained in this outline. Ignorance of such will not be considered a reasonable ground for any dispensation.

● *Policy on Submission of Written Work:*

In an effort to allow students the flexibility they need to co-ordinate assignments for this class with their other course work, the deadline for the critical essay is subject to a one week 'extension.' This enables **you** to manage your work schedule appropriately, so that you can hand in all your course work on time. Since only you know what assignments you have due and when, you have the opportunity of submitting your work on **either** the day that has been assigned, above, as the deadline, **or** exactly one week later. If you choose to take the 'extension' the instructor does not need to know the reason why. Be advised, however, that after the second 'deadline' has passed students will receive a "zero" for that assignment. Students are still required to hand-in an assignment in order to pass the course (see above). The instructor **may** accept late submissions without penalty subject to the UWO's accommodation policy (below).

NB: All assignments are due by **midnight** on the day in question. Any submission that does not reach me by that time will be considered late. You will receive a confirmation email within 24 hours of emailing your assignment.

● *Expectations with regard to time-spent on this course:*

The in-class version of this course requires 3 hours of lecture a week, approx. 30 pages of reading per week, plus study/assignments. Given that there are no lecture hours (plus no necessary travel time to account for) readings for this course vary from approx. 20 – 50 pages per week, but they are generally on the lighter side. This is to give you an opportunity to read the material **carefully** (rather than to skim it), take good notes, and write down what you don't understand or what you would like elaborated upon in order to ask the instructor. If you do not have any questions, you are probably not taking enough time to truly **think** about the material. It is expected that students should spend approx. 5 hours per week doing assigned readings, answering discussion questions and interacting with the instructor online in order to clarify some aspect of the readings. – note that these latter-type questions will NOT count toward participation marks. Study and assignment preparation might take longer.

● *Policy on Maintaining a Respectful Learning Environment:*

Meaningful discussions will likely result in disagreements between contending parties. Please try to contend with others' opinions in a mature and respectful manner and attempt to understand the comments of others fully before responding. All posts should conform to basic rules of respect by refraining from impugning the intentions of others, and addressing themselves only to the direct content of posts.

6. University Policies

●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.

●University Policy Regarding Make Up Examinations

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 Academic Counseling office.

●University Policy on Cheating and Academic Misconduct

Cheating on exams will not be tolerated; students are referred to the university policy on scholastic offenses (see section 9.0 below). 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.

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.

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.

● **University Policy and Procedures for Appealing Academic Evaluations**

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 BMOS 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.

7. Support Services

Support Services

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/>

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.

8. DAN 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%-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.

9. Academic Concerns.

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

10. Important Dates:

September 6, 2012 Fall Term classes begin.

September 14, 2012 Last day to add a full course or a first-term half course

October 8, 2012 Thanksgiving Holiday

November 5, 2012 Last day to drop a first-term half course without academic penalty

November 30, 2012 Last day to drop a full course without academic penalty

December 5, 2012 Fall Session classes end

December 6, 7, 2012 Study Days

December 8-19 Mid-year examination period

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

11. Schedule of Classes and Readings

NB: The chapters assigned are not necessarily assigned in the order in which they appear in the text. Please ensure that you are doing the correct reading every week.

Supplementary material may be posted. It will be made clear when this material is required reading and when it is optional.

Week 1: Sept. 9-15

Chapters 1 and 2

“Foundations” and “The Broader Debate”

Week 2: Sept. 16-22

Chapter 4

“Work and Industrial Relations in Historical Perspective”

Week 3: Sept. 23-29

Chapters 3 and 6

“Understanding Labour-Management Relations” and
“Understanding and Explaining Management”

Week 4: Sept. 30-Oct. 6

TBA

Week 5: Oct. 7-13

Critical Analysis due on Oct. 17th

Week 6: Oct. 14-20

Chapters 7 and 8

“Labour Unions as Institutions” and “Labour Unions as Organizations”

Week 7: Oct. 21-27

Chapters 9 and 10

“The Role of the State” and “Understanding the State”

Week 8: Oct. 28-Nov. 3

TBA

Week 9: Nov. 4-10

Chapter 11

“Labour Law”

Week 10: Nov. 11-17

Chapter 15

“The Collective Agreement”

Week 11: Nov. 18-24

Chapter 14

“The Grievance and Grievance
Arbitration Process”

Week 12: Nov. 25-Dec. 1

Chapter 13

“Strikes and Dispute Resolution”

Week 13: Dec. 2- 8 (last week of classes)

Chapter 16

“Contemporary Problems, Challenges and
Alternatives”