

**Commerce 4BC3  
Collective Bargaining  
Fall 2023 Course Outline**

**Human Resources & Management Area  
DeGroot School of Business  
McMaster University**

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***COURSE OBJECTIVES***

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Collective bargaining takes place in some shape or form in most parts of the globe. It represents the cornerstone of worker democracy, a counterweight to corporate power and globalization, and is a critical form of workplace regulation. Given the salience of issues like economic inequality, precarious work, stress and anxiety, and digital homeworking during the current pandemic, there is no better time than now to explore the features and functions of collective bargaining. The intent of this course is to provide students with an in-depth understanding of the contexts, institutions, processes, and strategies that shape bargaining dynamics and outcomes. Students are expected to develop foundational knowledge of how collective bargaining operates in theory and practice, as well as a critical understanding of its problems and limitations in the Canadian context.

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***INSTRUCTOR AND CONTACT INFORMATION***

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**Mon 2:30pm – 5:20pm**  
**Dr. Sean O’Brady**

Instructor

[obradys@mcmaster.ca](mailto:obradys@mcmaster.ca)

Office: DSB 406

Office Hours: By appointment

Tel: (905) 905-525-9140 ext. 24250

Class Location: DSB AB102

**Student TA**

Name: Rebecca Chung

Email: [chungr8@mcmaster.ca](mailto:chungr8@mcmaster.ca)

Office Location/Hours: Zoom, by appointment

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***COURSE ELEMENTS***

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Credit Value: 3	Leadership: Yes	IT skills: No	Global view: Yes
A2L: Yes	Ethics: Yes	Numeracy: No	Written skills: Yes
Participation: Yes	Innovation: No	Group work: Yes	Oral skills: Yes
Evidence-based: Yes	Experiential: Yes	Final Exam: Yes	Guest speaker(s): Yes

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## ***COURSE INFORMATION***

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Lectures: every Monday from 2:30 to 5:20, see mosaic for room location  
Tutorials: None  
Course Delivery Mode: In person  
Course Description:

*A survey of the nature, determinants, and impact of collective bargaining in Canada. Both the procedural and substantive aspects of collective bargaining will be studied.*

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## ***IMPORTANT LINKS***

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- [Mosaic](#)
- [Avenue to Learn](#)
- [Student Accessibility Services - Accommodations](#)
- [McMaster University Library](#)

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## ***LEARNING OUTCOMES AND GOALS***

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Upon successful completion of this course, students will have:

- Developed an appreciation for collective bargaining, both as a tool for regulating conflict in the workplace and for its societal outcomes
- Understood core trends in collective bargaining and negotiation in Canada
- Analyzed how environments, structures, processes, and strategies impact bargaining outcomes in a range of settings
- Recognized the importance of values and ethics to the negotiations process
- Practical skills in collective bargaining and negotiation, acquired by participating in a bargaining simulation, group discussions, and observing a guest lecture

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## ***COURSE MATERIALS AND TEXTS***

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Doorey, D., and Braley-Rattai, A. (2020). *Canadian Labour Relations: Law, Policy, and Practice*, 2nd Edition. Toronto: Emond Publishing.

Additional readings will be made available on Avenue to Learn.

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## ***CLASS FORMAT***

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The class will consist of weekly 3-hour in-person meetings. Class time will be dedicated to lectures and exercises. Students will be provided with a short break (approximately 15 minutes) during each session.

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## ***COURSE EVALUATION***

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Missed tests/exams will receive a grade of zero unless the student has submitted and been approved for a Notification of Absence or MSAF. Late assignments will be penalized 10% for each day they are late. Your final grade will be calculated as follows:

### **EVALUATION**

<b>GRADE COMPONENT</b>	<b>WEIGHT</b>	<b>DESCRIPTION</b>
<b>Participation</b>	<b>10%</b>	Class participation in the form of attendance, reading assigned material, and engagement in exercises and class discussions
<b>Midterm</b>	<b>25%</b>	Completion of a midterm exam during class-time
<b>Bargaining Simulation</b>	<b>10%</b>	Participation in mock bargaining simulation and preparation of a bargaining book
<b>Individual Report</b>	<b>25%</b>	Submission of a 10-page report on the bargaining simulation
<b>Final Exam</b>	<b>30%</b>	Completion of a final exam scheduled in the exam period

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## **COURSE OVERVIEW AND ASSESSMENT**

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### **Participation**

Participation is worth **10%** of your final grade. Students are expected to attend class, to have read the assigned material before class, and to come prepared to discuss the material and engage in exercises.

### **Midterm**

The midterm covers material from sessions 1-5 and is worth **25%** of your final grade.

### **Bargaining simulation and book**

There will be a bargaining simulation, including a bargaining book worth **10%** of your final grade. It involves a fictitious case-analysis of collective bargaining in *The County Beer Company* on pages 413-424 in your course book.

The goal of the simulation is to negotiate a new collective agreement. Students in the course will be separated into groups of four to six, depending on the class size. Each group will be assigned a side (management or union) and will be provided with a mandate containing instructions for the negotiation by email (to be received no later than September 18<sup>th</sup>, 2023). The instructions given to each team will differ for the purpose of the exercise - please don't share with your opponent!

Each group will need to submit a bargaining book to the teaching assistant and instructor by October 30<sup>th</sup>, 2023 (bargaining proposals are to be sent to the other team after the teaching assistant instructor have approved). The principal grading component will be the bargaining book. It is worth 10% of your final grade (no grade will be assigned if the student does not participate in the simulation). The simulation will take place during class-time on November 20<sup>th</sup>, 2023. External sources are not required for the bargaining simulation. The bargaining book is to be submitted on A2L. While each team member will normally receive the same grade, the professor reserves the right to deduct points from a team member who has not effectively contributed to the assignment.

### **Individual report**

A final report worth **25%** of your final grade is due on December 11<sup>th</sup>, 2023. This is directly related to the simulation. Students will analyze *The County Beer Company* negotiation from their side's perspective (management or union) and provide a comprehensive analysis of the case and how the new collective agreement was negotiated. This entails conducting analyses akin to that of negotiators in the field.

This analysis is to be separated into two parts. The first part involves analyzing the elements that your team considered when preparing for the negotiation. This includes an analysis of the negotiating environment, bargaining structure, power (both yours and your counterparty's), and your choice of bargaining strategies/tactics (what you chose and why). The second part involves reflecting on the negotiation itself. This will include an analysis of the negotiation process in practice, an assessment of the impacts of your bargaining strategies/tactics and their execution (ensure to consider your counterparty's strategy in this analysis), and the outcomes associated with the new collective agreement for the workers, company, and society. The conclusion should include an overall assessment of the

strengths and limitations associated with the bargaining context and possibilities for strategic decision-making on the part of the actors.

This report will be 10 pages. Texts assigned for this course may be mobilized in this report, with all of the relevant citations in APA format. The final report should adhere to the following standards:

- Times New Roman font
- Double-spaced
- Standard 8.5" x 11" paper
- 1" margins on sides of paper
- Proper referencing in APA format: <https://owl.english.purdue.edu/owl/resource/560/01/>

The strongest reports are those that can speak to the elements demanded above, all the meanwhile maintaining an overarching argument or set of arguments. Time will be provided in-class for questions and answers pertaining to this assignment. This assignment is to be submitted on A2L.

### ***Final Exam***

The final exam covers material from sessions 7-12 and is worth **30%** of your final grade. This exam is not cumulative.

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## ***LATE ASSIGNMENTS***

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Late assignments will not be accepted.

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## ***COMMUNICATION AND FEEDBACK***

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Students who wish to correspond with instructors or TAs directly via email must send messages that originate from their official McMaster University email account. This protects the confidentiality and sensitivity of information as well as confirms the identity of the student. Emails regarding course issues should NOT be sent to the Area Administrative Assistants. All students must receive feedback regarding their progress prior to the final date by which a student may cancel the course without failure by default.

- *For Level 1 and Level 2 courses, this feedback must equal a minimum of 20% of the final grade.*
- *For Level 3 courses and above, this feedback must equal a minimum of 10% of the final grade.*

Instructors may solicit feedback via an informal course review with students by Week #4 to allow time for modifications in curriculum delivery.

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## ***REQUESTING RELIEF FOR MISSED ACADEMIC WORK***

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In the event of an absence for medical or other reasons, students should review and follow the Academic Regulation in the Undergraduate Calendar [“Requests for Relief for Missed Academic Term Work”](#) and the link below;

<http://ug.degroot.mcmaster.ca/forms-and-resources/missed-course-work-policy/>

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## ***COURSE MODIFICATION***

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From time to time there may be a need to remove/add topics or to change the schedule or the delivery format. If these are necessary, you will be given as much advance notice as possible.

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## ***GENERATIVE AI***

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*There are three approved statements on the use of AI in the classroom. Please choose the one that best fits your policy*

### **USE PROHIBITED**

Students are not permitted to use generative AI in this course. In alignment with [McMaster academic integrity policy](#), it “shall be an offence knowingly to ... submit academic work for assessment that was purchased or acquired from another source”. This includes work created by generative AI tools. Also state in the policy is the following, “Contract Cheating is the act of “outsourcing of student work to third parties” (Lancaster & Clarke, 2016, p. 639) with or without payment.” Using Generative AI tools is a form of contract cheating. Charges of academic dishonesty will be brought forward to the Office of Academic Integrity.

### **SOME USE PERMITTED**

#### **Example One**

Students may use generative AI in this course in accordance with the guidelines outlined for each assessment, and so long as the use of generative AI is referenced and cited following citation instructions given in the syllabus. Use of generative AI outside assessment guidelines or without

citation will constitute academic dishonesty. It is the student's responsibility to be clear on the limitations for use for each assessment and to be clear on the expectations for citation and reference and to do so appropriately.

### **Example Two**

Students may use generative AI for [editing/translating/outlining/brainstorming/revising/etc] their work throughout the course so long as the use of generative AI is referenced and cited following citation instructions given in the syllabus. Use of generative AI outside the stated use of [editing/translating/outlining/brainstorming/revising/etc] without citation will constitute academic dishonesty. It is the student's responsibility to be clear on the limitations for use and to be clear on the expectations for citation and reference and to do so appropriately.

### **Example Three**

Students may freely use generative AI in this course so long as the use of generative AI is referenced and cited following citation instructions given in the syllabus. Use of generative AI outside assessment guidelines or without citation will constitute academic dishonesty. It is the student's responsibility to be clear on the expectations for citation and reference and to do so appropriately.

### **UNRESTRICTED USE**

Students may use generative AI throughout this course in whatever way enhances their learning; no special documentation or citation is required.

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## ***ACADEMIC INTEGRITY***

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You are expected to exhibit honesty and use ethical behaviour in all aspects of the learning process. Academic credentials you earn are rooted in principles of honesty and academic integrity. **It is your responsibility to understand what constitutes academic dishonesty.**

Academic dishonesty is to knowingly act or fail to act in a way that results or could result in unearned academic credit or advantage. This behaviour can result in serious consequences, e.g. the grade of zero on an assignment, loss of credit with a notation on the transcript (notation reads: "Grade of F assigned for academic dishonesty"), and/or suspension or expulsion from the university.

For information on the various types of academic dishonesty please refer to the [Academic Integrity Policy](https://secretariat.mcmaster.ca/university-policies-procedures-guidelines/), located at <https://secretariat.mcmaster.ca/university-policies-procedures-guidelines/>

The following illustrates only three forms of academic dishonesty:

- plagiarism, e.g. the submission of work that is not one's own or for which other credit has been obtained.
- improper collaboration in group work.

- copying or using unauthorized aids in tests and examinations.

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### ***AUTHENTICITY/PLAGIARISM DETECTION***

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**Some courses may** use a web-based service (Turnitin.com) to reveal authenticity and ownership of student submitted work. For courses using such software, students will be expected to submit their work electronically either directly to Turnitin.com or via an online learning platform (e.g. A2L, etc.) using plagiarism detection (a service supported by Turnitin.com) so it can be checked for academic dishonesty.

Students who do not wish their work to be submitted through the plagiarism detection software must inform the Instructor before the assignment is due. No penalty will be assigned to a student who does not submit work to the plagiarism detection software.

**All submitted work is subject to normal verification that standards of academic integrity have been upheld** (e.g., on-line search, other software, etc.). For more details about McMaster's use of Turnitin.com please go to [www.mcmaster.ca/academicintegrity](http://www.mcmaster.ca/academicintegrity).

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### ***COURSES WITH AN ON-LINE ELEMENT***

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**Some courses may** use on-line elements (e.g. email, Avenue to Learn (A2L), web pages, TopHat, MS Teams, etc.). Students should be aware that, when they access the electronic components of a course using these elements, private information such as first and last names, user names for the McMaster e-mail accounts, and program affiliation may become apparent to all other students in the same course.

The available information is dependent on the technology used. Continuation in a course that uses on-line elements will be deemed consent to this disclosure. If you have any questions or concerns about such disclosure please discuss this with the course instructor.

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### ***ONLINE PROCTORING***

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**Some courses may** use online proctoring software for tests and exams. This software may require students to turn on their video camera, present identification, monitor and record their computer activities, and/or lock/restrict their browser or other applications/software during tests or exams. This software may be required to be installed before the test/exam begins.



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## **CONDUCT EXPECTATIONS**

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As a McMaster student, you have the right to experience, and the responsibility to demonstrate, respectful and dignified interactions within all of our living, learning and working communities. These expectations are described in the [Code of Student Rights & Responsibilities](#) (the “Code”). All students share the responsibility of maintaining a positive environment for the academic and personal growth of all McMaster community members, **whether in person or online**.

It is essential that students be mindful of their interactions online, as the Code remains in effect in virtual learning environments. The Code applies to any interactions that adversely affect, disrupt, or interfere with reasonable participation in University activities. Student disruptions or behaviours that interfere with university functions on online platforms (e.g. use of Avenue 2 Learn, WebEx or Zoom for delivery), will be taken very seriously and will be investigated. Outcomes may include restriction or removal of the involved students’ access to these platforms.

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## **ACADEMIC ACCOMMODATION OF STUDENTS WITH DISABILITIES**

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Students with disabilities who require academic accommodation must contact [Student Accessibility Services](#) (SAS) at 905-525-9140 ext. 28652 or [sas@mcmaster.ca](mailto:sas@mcmaster.ca) to make arrangements with a Program Coordinator. For further information, consult McMaster University’s [Academic Accommodation of Students with Disabilities](#) policy.

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## **ACADEMIC ACCOMMODATION FOR RELIGIOUS, INDIGENOUS OR SPIRITUAL OBSERVANCES (RISO)**

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Students requiring academic accommodation based on religious, indigenous or spiritual observances should follow the procedures set out in the [RISO](#) policy. Students should submit their request to their Faculty Office **normally within 10 working days** of the beginning of term in which they anticipate a need for accommodation or to the Registrar's Office prior to their examinations. Students should also contact their instructors as soon as possible to make alternative arrangements for classes, assignments, and tests.

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### ***COPYRIGHT AND RECORDING***

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Students are advised that lectures, demonstrations, performances, and any other course material provided by an instructor include copyright protected works. The Copyright Act and copyright law protect every original literary, dramatic, musical and artistic work, **including lectures** by University instructors.

The recording of lectures, tutorials, or other methods of instruction may occur during a course. Recording may be done by either the instructor for the purpose of authorized distribution, or by a student for the purpose of personal study. Students should be aware that their voice and/or image may be recorded by others during the class. Please speak with the instructor if this is a concern for you.

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### ***EXTREME CIRCUMSTANCES***

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The University reserves the right to change the dates and deadlines for any or all courses in extreme circumstances (e.g., severe weather, labour disruptions, etc.). Changes will be communicated through regular McMaster communication channels, such as McMaster Daily News, A2L and/or McMaster email.

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### ***ACKNOWLEDGEMENT OF COURSE POLICIES***

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Your enrolment in Commerce 4BC3 will be considered to be an implicit acknowledgement of the course policies outlined above, or of any other that may be announced during lecture and/or on A2L. **It is your responsibility to read this course outline, to familiarize yourself with the course policies and to act accordingly.**

Lack of awareness of the course policies **cannot be invoked** at any point during this course for failure to meet them. It is your responsibility to ask for clarification on any policies that you do not understand.

**COURSE SCHEDULE**

**Commerce 4BC3  
Collective Bargaining  
Fall 2023 Course Schedule**

WEEK	DATE	ASSIGNMENT
<b>Session 1</b> <i>Introduction to unions and collective bargaining</i>	Mon. Sept. 11	<b>Readings:</b> Doorey, D., and Braley-Rattai, A. (2020). <i>Canadian Labour Relations: Law, Policy, and Practice</i> , 2nd Edition. Toronto: Emond Publishing. (Chapter 7)  Schenk, C. (2014). <i>Unions and democracy</i> . Ottawa: Canadian Centre for Policy Alternatives, National Office. <a href="https://www.policyalternatives.ca/publications/reports/unions-and-democracy">https://www.policyalternatives.ca/publications/reports/unions-and-democracy</a> .
<b>Session 2</b> <i>A brief history of the labour movement</i>	Mon. Sept. 18	<b>Reading:</b> Hebdon, R., Brown, T., and Walsworth, S. (2020). <i>Industrial Relations in Canada</i> , 4 <sup>th</sup> Edition. Toronto: Nelson. (Chapter 2)  Storey, R. (1987). The struggle to organize Stelco and Dofasco. <i>Relations industrielles/Industrial Relations</i> , 42(2), 366-385.  <b>Activity:</b> Assignment of teams for bargaining simulations / overview of instructions
<b>Session 3</b> <i>The formation of unions (in context)</i>	Mon. Sept. 25	<b>Readings:</b> Doorey, D., and Braley-Rattai, A. (2020). <i>Canadian Labour Relations: Law, Policy, and Practice</i> , 2nd Edition. Toronto: Emond Publishing. (Chapters 8, 9 and 18)  Doorey, D. (2022). Why It's So Hard to Unionize Starbucks in Canada. Lawofwork.ca. June 15 <sup>th</sup> . Found at <a href="https://lawofwork.ca/why-its-so-hard-to-unionize-starbucks-in-canada/">https://lawofwork.ca/why-its-so-hard-to-unionize-starbucks-in-canada/</a> .  <b>Debate:</b> Card check vs. mandatory vote
<b>Session 4</b> <i>Bargaining process and structure</i>	Mon. Oct. 2	<b>Readings:</b> Doorey, D., and Braley-Rattai, A. (2020). <i>Canadian Labour Relations: Law, Policy, and Practice</i> , 2nd Edition. Toronto: Emond Publishing. (Chapters 10 and 19)  Slinn, S. J. (2020). Broader-based and sectoral bargaining in collective-bargaining law reform: A historical review. <i>Labour: Journal of Canadian Labour Studies/Le Travail: revue d'Études Ouvrières Canadiennes</i> , 85, 13-51.  Doorey, D. (2023). Models of Broader-Based Sectoral Collective Bargaining. Lawofwork.ca. February 3 <sup>rd</sup> , 2023. Found at <a href="https://lawofwork.ca/broaderbasedbargaining/">https://lawofwork.ca/broaderbasedbargaining/</a> .

		<b>Debate:</b> Is the Wagner Model of Collective Bargaining Good for Canadian Workers?
	Mon. Oct. 9	Mid-term recess
<b>Session 5</b> <i>Negotiation strategy</i>	Mon. Oct. 16	<b>Reading:</b> Carrell, M. R., & Heavrin, C. (2013). <i>Labor relations and collective bargaining</i> (10th ed.). Upper Saddle River: Pearson Prentice Hall. (Chapter 5)  <b>Potential guest lecture:</b> Erin Thorson, Labour Relations Manager, EllisDon
<b>Session 6</b>	Mon. Oct. 23	Midterm (in-class)
<b>Session 7</b> <i>Industrial Conflict and Dispute Resolution</i>	Mon. Oct. 30	<b>Readings:</b> Doorey, D., and Braley-Rattai, A. (2020). <i>Canadian Labour Relations: Law, Policy, and Practice</i> , 2nd Edition. Toronto: Emond Publishing. (Chapters 11 and 22)  <b>Debate:</b> The use of replacement workers  <b>Assignment:</b> Bargaining book is due
<b>Session 8</b> <i>Contract administration and the grievance function</i>	Mon. Nov. 6	<b>Readings:</b> Doorey, D., and Braley-Rattai, A. (2020). <i>Canadian Labour Relations: Law, Policy, and Practice</i> , 2nd Edition. Toronto: Emond Publishing. (Chapters 12 and 13)  <b>Case discussion:</b> The installation of surveillance cameras at County Beer Company
<b>Session 9</b> <i>Public sector bargaining</i>	Mon. Nov. 13	<b>Readings:</b> Doorey, D., and Braley-Rattai, A. (2020). <i>Canadian Labour Relations: Law, Policy, and Practice</i> , 2nd Edition. Toronto: Emond Publishing. (Chapters 15 and 23)  <b>Debate:</b> The right to strike in essential services
<b>Session 10</b>	Mon. Nov. 20	***Bargaining Simulation: The County Beer Company***
<b>Session 11</b> <i>Collective bargaining and the digital</i>	Mon. Nov. 27	<b>Readings:</b> Aleks, R., Maffie, M., and Saksida, T. (2020). "The Role of Collective Bargaining in the Digitized Workplace Reimagining the Governance of Work and Employment." (ed. Pohler, D.). <i>LERA 2020 Research Volume</i> .  Hastie, B. (2021). Platform Work and Labour Law Challenges: A Comment on CUPW v.

<i>economy</i>		<p>Foodora. <i>Canadian Lab. &amp; Emp. LJ</i>, 23, 121.</p> <p>Subramaniam, V. (2022). How Uber got almost everything it wanted in Ontario's Working For Workers Act. <i>The Globe and Mail</i>. May 24<sup>th</sup>. Found at <a href="https://www.theglobeandmail.com/business/article-uber-gets-almost-everything-it-wants-in-doug-fords-working-for-workers/">https://www.theglobeandmail.com/business/article-uber-gets-almost-everything-it-wants-in-doug-fords-working-for-workers/</a>.</p>
<b>Session 12</b>	Mon. Dec. 4	Q&A for final exam / potential make-up class
		Final exam (scheduled in exam period)