

SCHOOL OF HUMAN RESOURCE MANAGEMENT
FACULTY OF LIBERAL AND PROFESSIONAL
STUDIES YORK UNIVERSITY

Course Title: INDUSTRIAL RELATIONS
Course Code: HRM 3422, Section N(In class)
Session/Term: W 2026
Instructor: Indira Somwaru
By appointment
Office Hours: (isomwaru@schulich.yorku.ca)
Course Location: Stedman B
Course Method: In class
Class Dates: Tuesdays, Jan. 6 to April 7, 2026
Class Time: 7:00 pm – 10:00 pm

=====

Course description:

There are three regimes of work law/workplace governance – the common law, regulatory standards (statute) law and labour relations/collective bargaining law. While common law and regulatory law govern non-unionized workplace, this course emphasizes the third regime - collective bargaining in Canada. It will introduce students to the complexities of the labour management relationship and explore various techniques for successfully managing this critical area of business.

During the course, we will look at the history and development of industrial relations, including the process and outcomes of industrialization, early struggles, the establishment of post-war institutions and the current collective bargaining regime. We will examine contemporary industrial relations institutions such as unions, collective bargaining, and dispute resolution, in both the private and public sector.

We will learn about the logistics of union organizing and certification, and examine the benefits and challenges they face. As labour relations falls under the purview of provincial jurisdiction, emphasis will be placed on the province of Ontario while we examine these processes.

We will also study public sector labour relations by examining the relationship between the private actions of workers and employers and the role of the state in trying to influence those relationships through legal rules, the dual roles that the government plays – an employer and an unbiased umpire.

Students will be challenged to think critically about how we govern the employment relationship in Canada and whether our policies are ultimately successful.

Learning Objectives:

After completing this course, students will have a strong foundation in the key elements and philosophies that underpin the Canadian approach to the collective model of employment relationship. As well, students will be better equipped to assess and critique how legal regulation interacts with other social and economic tensions in the pursuit of public policy objectives.

Course Format and Expectations:

This course will be conducted in class – in person learning. A combination of lectures, discussions, case studies, videos and news items as well as homework and in-class assignments.

Lectures slides and reading materials for the week will be posted in advance of class time on the eClass website: <https://eclass.yorku.ca/>

Required Textbook

- ***Canadian Labour Relations: Law, Policy, and Practice (2nd ed)*, by David Doorey and Alison Braley-Rattai (www.vitalsource.com) \$84.00**
-

Course Evaluation – Provisional*

(*This is subject to change at the instructor's discretion within the first few weeks of class and students will be notified promptly once a final decision has been made)

Assessment	Due date	Weighting (% of final grade)
Mid-term	Feb. 17, 2026	35%
Group Assignment (details to be announced in second class)	Mar. 24, 2026	25%
Final Exam	Exam period (April 12-29)	40%
Total		100%

Midterm Exam (35% of the course grade)

Date: **Wednesday, Feb 17, 2026, In Class**

Duration: 2 hours.

Location: **On Campus – Room to be announced**

Format and Coverage: The exam is based on content covered in Weeks 1-5 (lectures, readings, in-class discussions). This is a **closed-book, timed in-person exam** (No materials or aids are allowed). Additional exam information TBA.

Missed Midterm Exams:

The midterm examination will take place in class on the scheduled date. Students are expected to write the exam at that time. Any exam conflicts, such as religious accommodations, York University sports team participation, or an overlap with another York University midterm, must be communicated to the Course Director by email no later than fourteen days before the exam date. Students must include full details about the conflict, such as the date, time, location, supporting links if available, and the relevant contact person where applicable. It is the student's responsibility to address the matter proactively and to follow up regarding the outcome of their request.

Make-up midterm examination dates are not provided in the School of HRM. Students who miss the midterm for reasons other than approved conflicts, such as illness, may request accommodation. Requests must be submitted to the Course Director within seven days of the midterm date and must

include a written statement explaining the reason for the request along with appropriate supporting documentation.

Students whose requests are approved will have the midterm weight transferred to the final examination. The final examination for these students will be more comprehensive because it will cover the content from both the midterm and the final assessment periods. Requests that do not include appropriate and verifiable documentation, or that are not approved, will receive a grade of zero for the midterm examination. Students who fail to submit a request, or who submit it after the required deadline, will also receive a grade of zero. **Students should be aware that approval is granted only in exceptional and fully documented circumstances. Submitting a request does not guarantee approval, and decisions remain at the discretion of the Course Director.**

Accessibility Accommodations for the Midterm Exam

If you are registered with Accessibility Services and are seeking alternate exam accommodation (including extra time), please inform your Course Director ASAP, but no later than three (3) weeks (21 days) before the scheduled midterm examination date. Please attach your LOA (Letter of Accommodation) to the request. If the accommodation is provided through the Alternate Exam office, please follow the timeline and procedures of that office in a timely fashion (<https://altexams.students.yorku.ca/request-an-alternate-exam>). Any requests to reschedule an alternate exam must be submitted promptly to the main office (apsas@yorku.ca), cc'ing the Course Director (please do not include picture attachments). In all cases it is the student's responsibility to proactively address a missed or alternate exam situation.

Group Assignment (25% of the Course Grade)

Details about the group assignment, including instructions, expectations, and evaluation criteria, will be explained in class. No further information will be provided in advance.

Because this assignment relies on coordinated group work, all students are expected to contribute actively and equitably to their group's progress. Social loafing, defined as failing to complete agreed-upon tasks, relying on others to carry the workload, or consistently under-participating, is not acceptable and will be treated as a breach of academic responsibility.

Groups must organize themselves, manage timelines, communicate consistently, and ensure that all members contribute in a meaningful way. The instructor may request documentation from the group and may adjust individual grades if there is clear evidence of unequal participation.

Students are responsible for allocating sufficient time to complete their assigned tasks and to support their group members. If extenuating circumstances arise, students must contact the instructor as early as possible. Last-minute notifications will not be accepted unless there is a genuine emergency supported by appropriate documentation.

Final Exam (40% of the course grade)

Date: **During the exam period**

Duration: 2 hours.

Location: **On-campus, in-person, timed exam** (details TBA, see Turnitin notes below)

Format and Coverage: This is expected to be a **non-cumulative exam**, based on content covered **from Week 6 onwards** (after the midterm exam). This is a **closed-book, timed exam** (No materials or aids are allowed). Additional exam information TBA. Note that if you do not write the final exam, you will receive a grade of zero on the exam unless you are approved for a deferred final exam.

Deferred Final Exams

Deferred standing may be granted to students who are unable to write their final examination at the scheduled time or to submit their outstanding course work on the last day of classes. Deferred standing requests for ADMS courses should follow the procedure and registration outlined here:

<https://www.yorku.ca/laps/sas/academic-resources/deferred-exam-requests/> ALL deferral concerns should be addressed to the main office (apsas@yorku.ca). Students who are ill will be required submit

an Attending Physician's Statement (a special York form to be signed by a doctor) in support of a request for deferred standing or petitions.

Final Exam Schedule Conflicts

Please refer to the Registrar's Office website.

<https://w2prod.sis.yorku.ca/Apps/WebObjects/cdm.woa/wa/DirectAction/ExamConflicts>

Accessibility Accommodations for the Final Exam

If you are registered with Accessibility Services and are seeking alternate exam accommodation (including extra time), please inform your Course Director ASAP, but no later than three (3) weeks (21 days) before the scheduled final examination date. Please attach your LOA (Letter of Accommodation) to the request. If the accommodation is provided through the Alternate Exam office, please follow the timeline and procedures of that office in a timely fashion (<https://altexams.students.yorku.ca/request-an-alternate-exam>). Any requests to reschedule an alternate exam must be submitted promptly to the main office (apsas@yorku.ca), cc'ing the Course Director (please do not include picture attachments). In all cases it is the student's responsibility to proactively address a missed or alternate exam situation.

All final grades will be reviewed by the School of Human Resource Management and the School reserves the right to modify them to maintain high standards.

Course Policies

Academic Integrity

The core principles of academic integrity – honesty, trust, fairness, respect and responsibility – should be in the forefront for all you do as a student, employee, and/or manager. Please be reminded of York University's policies with respect to academic integrity. Violations of academic integrity are considered to be very serious and will be investigated in accordance with policy. <https://www.yorku.ca/secretariat/policies/policies/academic-honesty-senate-policy-on/>

Submitting Assignments

Assignments must be submitted electronically via eClass. You must use Word to submit your assignment. A folder will be created to receive the assignments.

Late Policy

Late assignments are penalized by 5% per day. Assignments submitted more than 5 days late will not be accepted, unless you have discussed the situation and received my approval in advance.

Course Schedule

Week	Date	Topic	Chapters
1	Jan. 6	Course Introduction Introduction to Industrial Relations Canadian Law of Work in a nutshell	1
2	Jan. 13	A framework for analyzing the law of work Key Perspectives that shape the law of work	2 3
3	Jan. 20	What is employment? Introductions to the collective bargaining regime and the Canadian labour movement	4 5
4	Jan. 27	A brief history of labour and the law Why do workers join unions and what effects do unions have on businesses?	6 7
5	Feb. 3	The unionization process Review for mid-term exam	8
6	Feb.10	Midterm	Covers chapters 1-8
7	Feb 14-Feb20	BREAK WEEK	

8	Feb. 24	Unfair labour practices and the right to Organize The regulation of unions: legal status, the duty of fair representation, and Decertification	9 14
9	Mar. 3	Collective Bargaining and the making of a Collective Agreement The Collective Agreement	10 12
10	Mar. 10	The law of industrial conflict	11
11	Mar. 27	Grievances, labour arbitration, and “Just Cause” for discipline in the Unionized Workplace Assignment Due	13
12	Mar. 24	Public Sector Labour Relations	15
13	Mar. 31	Should the use of replacement worker be prohibited? Should public sector workers have the right to strike? Final exam review	22 23
		Final Exam Exam period (April 8-24)	On chapters covered after mid-term exam

IMPORTANT SCHOOL AND UNIVERSITY POLICIES &

ACADEMIC HONESTY & INTEGRITY

Academic Honesty: Students are reminded to maintain standards of academic integrity to the highest extent possible. Common examples of breaches of academic honesty and integrity include cheating, plagiarism, falsification, and aiding and abetting others in such activities. **Please familiarize yourself with the meaning of academic integrity at York** by completing the interactive on-line Tutorial for students at: <https://spark.library.yorku.ca/academic-integrity-what-is-academic-integrity/>

Suspected breaches of academic honesty will be investigated and pursued; significant penalties will be applied when a breach has been found to have occurred.

Following these simple rules will help you **avoid** breaches of academic honesty:

- Complete your work well in advance of the deadline
- Write your entire work yourself (each and every word!) from the ground up
- DO NOT: “consult” others or search online for “ideas”
- DO NOT use tutoring or editing services to prepare your work

The Faculty of Liberal Arts and Professional Studies considers breaches of the Senate Policy on Academic Honesty to be serious matters. As per the Policy, “The Senate Policy on Academic Honesty is an affirmation and clarification for members of the University of the general obligation to maintain the highest standards of academic honesty”. Please familiarize yourself with York’s Senate Policy Academic Honesty:

<http://secretariat-policies.info.yorku.ca/policies/academic-honesty-senate-policy-on/>

Turnitin: To promote academic integrity in this course, **students will normally be required to submit their written work through Turnitin** (via the course Moodle) for a review of textual similarity and the detection of possible plagiarism. In so doing, students will allow their material to be included as source documents in the Turnitin.com reference database, where they will be used only for the purpose of detecting plagiarism. The terms that apply to the University’s use of the Turnitin service are described on the Turnitin.com website.

SUPPORT

Getting support when you need it: Following is a selection of resources (academic and non-academic):

- LA&PS Student Resources: <https://going-digital.laps.yorku.ca/student-resources/>
- Learning Skills Services: <http://lss.info.yorku.ca/>
- Learning Commons: <http://learningcommons.yorku.ca/>
- Writing Centre: <http://writing-centre.writ.laps.yorku.ca/>
- ESL Open Learning Centre: <http://eslclc.laps.yorku.ca/>
- Student Accessibility Services: <http://accessibility.students.yorku.ca/>
- Student Counselling & Development: <https://counselling.students.yorku.ca>
- Mental Health and Wellness at York: <http://mhw.info.yorku.ca/>
- Sexual Violence Response & Support: <http://thecentre.yorku.ca/>

- Community Safety: <https://safety.yorku.ca/>
- Office of Student Community Relations: <http://oscr.students.yorku.ca/>
- York International: <https://yorkinternational.yorku.ca/> (see special COVID-19 tab)
- My Online Services: <https://myonlineservices.students.yorku.ca/>
- Manage your Academic Record: <http://myacademicrecord.students.yorku.ca/>
- Additional LA&PS student resources:

<http://laps.yorku.ca/student-resources/> For **important sessional dates**, please refer to: <http://registrar.yorku.ca/enrol/dates/>

Academic Accommodation for Students with Disabilities: Accommodation and support for students with learning, mental health, physical, sensory, or medical disabilities is guided by the principles laid out in [York's Policy on Academic Accommodation for Students with Disabilities](#):

Students who seek such accommodation for their academic studies must be registered with **Student Accessibility Services**. This office arranges for academic accommodations and provides support to students with documented disabilities on the Keele Campus. Registered students will receive a Letter of Accommodation (LOA), outlining the nature and recommendation of their accommodation. To register with Student Accessibility Services, visit <https://accessibility.students.yorku.ca>.

Once registered with Student Accessibility Services, students are responsible to arrange for their accommodation in advance and in a timely fashion, based on the accommodations suggested in their letter of accommodation. Accommodations provided shall be consistent with the guidelines established in York's policy, preserving the academic integrity of the curriculum and the academic standards of courses and programs.

- **Exams, when relevant:** Refer to the midterm and final examination section on this outline for specific Fall 2025 information.
- **Other components and aspects, when relevant:** Please inform the Course Director of your accommodation letter immediately upon the start of the course. Please note that this notice is needed so that reasonable steps for accommodation can be made.

Accommodations provided shall be consistent with and supportive of the integrity of the curriculum and of the academic standards of programs or courses.

Religious Accommodation: York University is committed to respecting the religious beliefs and practices of all members of the community and making accommodations for observances of special significance to adherents. **Students seeking religious accommodation should pursue their request in timely fashion.** For deadlines and additional information on religious accommodation, please visit: <https://w2prod.sis.yorku.ca/Apps/WebObjects/cdm.woa/wa/regobs>

Missed Work Course Policy: Policy allows for students to Self-Report Absences (covering TWO 7-day "consideration periods" each 12-week academic term) for which an APS is not required when requesting accommodation for missed course work. One self-reported absence request is permitted per 6-week term without needing an APS.

The policy does not apply to requests pertaining to:

- Missed assessments held during the term worth more than 20% of the overall course grade,

OR

- Missed exams held during the formal examination period

The following extenuating circumstances qualify for consideration:

- A short-term health condition,
- Bereavement of an immediate family member, or
- An unforeseen/unavoidable incident beyond the student's control

The following circumstances do not qualify:

- Personal social obligations,
- Travel unrelated to a student's program,
- Technological issues,
- Non-medical family/employment obligations

Please visit: <https://www.yorku.ca/secretariat/policies/policies/academic-consideration-for-missed-course-work-policy-on/>

Grading Scheme and Feedback Policy: For more information on the Grading Scheme and Feedback Policy, please visit: <http://secretariat-policies.info.yorku.ca/policies/grading-scheme-and-feedback-policy/>

Reappraisals: After course grades have been released, students may, with sufficient academic grounds, request that a final grade in a course be reappraised (which may mean the review of specific pieces of tangible work).

Non-academic grounds are not relevant for grade reappraisals; in such cases, students are advised to petition to their home Faculty. Reappraisals of final course grades (including final exams viewing) should be done through the main office of the School of Administrative Studies, 282 Atkinson). Tangible work may include written, graphic, digitized, modeled, video recording or audio recording formats, but not oral work.

Students need to be aware that a request for a grade reappraisal may result in the original grade being raised, lowered or confirmed.

Services for Mature and Part-time Students: The Atkinson Centre for Mature and Part-time Students (ACMAPS) maintains and strengthens York University's ongoing commitment to welcome and to serve the needs of mature and part-time students. For further information and assistance visit: <http://acmaps.info.yorku.ca/>