



MOS3352G 570
Industrial Relations and Labor Studies
Winter 2026

Instructor: Dr. Atiqa Marium
Email: amarium@uwo.ca

Course Information

Mode of Instruction: In Person

Calendar Description:

This course examines the economic, social, legal and political relationships among labour, management and the state with emphasis on organized labour and unionized workplaces in Canada.

Pre-requisite(s): Enrollment in 3rd or 4th year of BMOS.

Extra Information: 3 lecture hours.

Course Weight: 0.50

Breadth: CATEGORY A

Subject Code: MOS

Notice: Unless you have either the requisites for this course (fulfilment of pre-requisites, no anti-requisite conflicts), or special permission from your Dean to enrol in it, you may be removed from this course and it will be deleted from your record. This decision may not be appealed. You will receive no adjustment to your fees in the event that you are dropped from a course for failing to have the necessary prerequisites.

King's University College
Industrial Relations and Labor Studies
MOS 3352G Section 570
Winter 2026

Course information:

Course Name, Number, Section: Industrial Relations & Labor Studies, MOS 3352G (570)

Instructor(s): Atiqah Mariam

Contact Information: amariam@uwo.ca

Office hours: Fridays, 11:30 am to 12:30 pm (EST) via Zoom

Course description:

This course examines the economic, social, legal, and political relationships among labour, management, and the state with emphasis on organized labour and unionized workplaces in Canada.

Mode of Instruction:

This is an online synchronous course with classes held via Zoom every Friday from 8:30 am to 11:30 am (EST).

Course learning outcomes:

By the end of this course, students will be able to:

1. Discuss how the history of unions in Canada has impacted present day industrial relations challenges and opportunities.
2. Discuss external and internal environmental factors that are influencing individual unions and the Canadian labor movement.
3. Compare and contrast union and management perspectives on relevant industrial relations topics.
4. Identify effective techniques used in dispute resolution and collective bargaining negotiations.
5. Describe the process of collective bargaining and the various approaches to collective bargaining.
6. Understand the impact of labor and employment legislation on collective bargaining and union/management relationships.

Prerequisite(s): Enrolment in third or fourth year of King's BMOS

Course textbooks/materials:

Text: Robert Hebdon, Trevor Brown & Scott Walsworth, "Industrial Relations in Canada", 4th Edition, Top Hat Publishers

It is strongly recommended that you purchase the textbook as it will be used extensively. Via UWO bookstore or from the publisher at

<https://tophat.com/catalog/business/management/full-course/industrial-relations-in-canada-4th-edition/4207/>

The cost of etext is \$98. Other non-copyright materials, readings, and reference materials may be provided by the instructor on OWL as the course progresses.

Technical requirements for the course: You need a stable internet connection, a computer with working microphone and webcam and a quiet space to take part in synchronous learning activities.

Method of evaluation:

Your evaluation will be based on the components listed below. Reweighting of the evaluation components is not allowed.

Class Participation	10%
Mid-Term Examination	30%
Collective Bargaining Simulation & Assignment	30%
Final-Term Examination	30%
Total	100%

Students are responsible for material covered in the lectures as well as the assigned chapters/sections in the text. Exams will not be returned to students but may be reviewed in the instructor’s office.

All assignments must be written by you and will be subject to review by Turnitin. Note that I am required to report any suspicion of plagiarism. See the detailed schedule at the end of this document for tentative assignment deadlines. **Also watch our course OWL site and OWL Announcements for updates.**

All the required evaluations must be completed for students to pass the course. There are no exceptions to this. Extra assignments to improve grades will NOT be allowed. I encourage you to email or meet with me whenever you have questions or concerns about the assigned coursework, your progress in the course, assignments and exams. All meetings will be conducted during scheduled office hours or by contacting me via email (amarium@uwo.ca) to arrange another time.

Class Participation = 10%

Students are expected to actively participate in the class. **To ensure active learning and engagement, students are expected to attend all scheduled online classes, join classes with their cameras on, come prepared by reading pre-assigned course materials, participate during the classes by asking questions and sharing their opinions and arguments in the light of course materials.** Along with voluntary participation, I reserve the right to call on you for your ideas and opinions at any time. Moreover, students are expected to treat everyone with respect and patience during synchronous and asynchronous sessions/tasks.

Note that attendance is a prerequisite to participating (you must be in class to participate) but does not equate to participation. Your participation grade will reflect the quality of your contributions to the classroom learning environment.

Preparation. Please read assigned material in advance—text, readings and cases (when applicable)—to be fully prepared for class discussion. Concepts and how they apply in organizations may appear simple on the surface, but typically, they are subtle, complex, and more difficult to apply. To understand the material covered in this course it is **critical** that you read the assigned material **BEFORE class** so that you can contribute thoughtfully to the class discussions and exercises. Readings will not be fully reviewed—it is assumed that you have read the assigned material prior to coming to class. You may be called upon to contribute at any time.

Contribution. You are expected to effectively participate and contribute to the class. This includes providing analysis, arguments, examples, material questions, presenting relevant outside materials, facilitating the learning of others—in short, anything that will enrich the learning experience. Class participation provides you with an opportunity to develop skills in oral communication, in presenting a point of view, in listening, and in helping your peers learn and to learn from them. Note, contributions should enhance classroom discussion. Minimal contribution and erratic attendance will be reflected in a minimal participation grade. The general marking rubric is below.

Quality of Contribution		Examples
None or <u>Negative</u>	--	<ul style="list-style-type: none">• Absent• Disrupting class• Domineering and/or abusive to others
Attending	0	<ul style="list-style-type: none">• Present• No contribution

Attending, Prepared, Little Contribution	6.5 to 7.0	<ul style="list-style-type: none"> • Present • Little contribution – typically a fact or opinion in response to a question directed their way • Anecdotal evidence
Facts	7.5	<ul style="list-style-type: none"> • Some participation in class • Contributed facts in response to questions • Seeks or offers clarification of points raised by others
Analysis	8	<ul style="list-style-type: none"> • Well-supported challenge to, or defence of, views expressed by self or others • Questions and re-orient direction of discussion • Sharing of relevant experience and/or perspectives from elsewhere
Synthesis	9-10	<ul style="list-style-type: none"> • Relates theoretical concepts to the analysis and discussion • Ties viewpoints together and suggests management implications of the discussion • Introduces original ideas and supports them with theoretical concepts

Mid-Term Examination = 30%, On Friday, February 27, at 8:30 am.

Exams cover all course materials, textbook chapters and lecture notes. Exams are non-cumulative and cover the material preceding the date the exams fall upon. **Exams are closed-book and proctored held synchronously during class. You all need to have a computer with a web camera to write your examination.** In addition, no calculators or dictionaries are allowed into the examinations. The midterm exam will be scheduled for 2 hours. The mid-term examination will consist of 40 multiple-choice questions and 4 short Q&As from chapters 1 to 6. The total marks of the Mid-term Examination will be 60, worth 30% of the total marks.

Academic consideration for the Mid-Term Examination requires submission of formal supporting documentation. Please note that there **are no deferred examinations** during the semester in this course. If, for any reason, a student must miss an examination, the value of that examination will be applied to the final examination (i.e., a missed mid-term exam will result in the final exam being valued at 60% of the final grade). However, students **MUST** provide a valid reason for missing an exam.

Collective Bargaining Simulation & Assignment = 30%

For this assignment, you are required to negotiate a new collective agreement that is satisfactory for the people you will be representing – either the firms’ shareholders or the union members. Each one of you will be assigned to either a management or a union team. You will be negotiating against the opposing team to which you are

assigned. Each team will read the case materials and develop their bargaining goals and strategies in preparation for the negotiation of the collective agreement with the opposing team.

Prior to the negotiation, you are required to prepare a list of proposals for each article that you are planning to revise. You should share your proposals with the other team at least 2 days before your planned bargaining simulation date. During the negotiation you will negotiate on those articles presented in the current collective agreement to reach a new agreement. **Collective bargaining should take place in an atmosphere of confidentiality.**

After the negotiation, your team will submit a report of the results of the negotiation including:

- a) A Memorandum of Settlement signed by all members of both teams.
- b) A Reflection report on the Bargaining simulation that addresses and answers the questions (#1 and #2 presented on pages 410 and 411 of your textbook)

Use a report style format with headings rather than essay style. The final report will be a maximum of 10 pages, double-spaced (not including references, appendices, and table of contents).

Note: Teams will negotiate in class on March 20. The schedule for the bargaining simulation will be shared on OWL before the study break. Each team's report is due on March 27, at 4 pm. More details will be available on OWL's course site.

Final-Term Examination = 30% On Friday, April 10, at 8:30 am

Exams cover all course materials, textbook chapters and lecture notes. Exams are non-cumulative and cover the material preceding the date the exams fall upon. **Exams are closed-book and proctored held synchronously during class. You all need to have a computer with a web camera to write your examination.** In addition, no calculators or dictionaries are allowed into the examinations. The final term exam will be scheduled for 2 hours. It will consist of 40 multiple-choice questions and 4 short Q&As from chapters 7 to 12. The total marks for the Final-term Examination will be 60, worth 30% of the total marks.

Policy Regarding Regrading of Coursework:

In the event that you feel something was missed in the grading of your work (be it a mathematical error or other issue), please provide a brief written summary of what you feel needs further attention. This submission must be made within ONE (1) week of receiving your grade. **If you request that an exam be regraded, it will be regraded in its entirety. Therefore, your grade may increase OR decrease as a result of the second grading.** If no written request is provided within one week after it is returned, the grade is considered to be final and will be no longer open for regrading. I do not accept personal lobbying efforts on behalf of grades unless the aforementioned procedure is

followed. I am happy to discuss your work with you for educational purposes, but I will not discuss specific grade changes in this format.

Academic Integrity / Remote Proctoring:

Scholastic offences are taken seriously and students are directed to read the appropriate policy, specifically, the definition of what constitutes a Scholastic Offence, at the following website:

http://www.uwo.ca/univsec/pdf/academic_policies/appeals/scholastic_discipline_and_ergrad.pdf

Class-specific policy on generative AI:

Within this course, generative AI tools such as ChatGPT are permitted exclusively for: information-gathering and preliminary research purposes. If AI tools are used, students must acknowledge use and state how the tool was used. Unauthorized use of AI will be subject to academic discipline.

Notice of Turnitin Analysis:

All required papers may be subject to submission for textual similarity review to the commercial plagiarism detection software under license to the University for the detection of plagiarism. All papers submitted for such checking will be included as source documents in the reference database for the purpose of detecting plagiarism of papers subsequently submitted to the system. Use of the service is subject to the licensing agreement, currently between The University of Western Ontario and Turnitin.com (<http://www.turnitin.com>).

Notification on Remote Proctoring:

Examination in this course will be conducted using ProctorTrack remote proctoring service. By taking this course, you are consenting to the use of this software and acknowledge that you will be required to provide personal information (including some biometric data) and the session will be recorded. Completion of this course will require you to have a reliable internet connection and a device that meets the technical requirements for this service. More information about this remote proctoring service, including technical requirements, is available on Western's Remote Proctoring website at: <https://remoteproctoring.uwo.ca>.

MOS3352 Session Winter 2026
(Watch OWL Weekly Assignments for any changes)

Classes	Dates	Topic/Textbook Chapter	Weekly Tasks
1	Jan 09	Course Introduction Chapter 1: Introduction	<ul style="list-style-type: none"> Read Chapter 1 and the associated power-point slides Review course layout & requirements and assignments.
2	Jan 16	Chapter 2: Labour History	<ul style="list-style-type: none"> Read Chapter 2 and the associated power-point slides We will watch and discuss the NFB documentary Westray in class https://www.nfb.ca/film/westray/
3	Jan 23	Chapter 3: Economic, Social & Political Environments	<ul style="list-style-type: none"> Read Chapter 3 and the associated power-point slides We will watch and discuss videos about the Triangle Factory Fire and Modern sweatshops https://www.youtube.com/watch?v=FguWSsW21CQ https://www.youtube.com/watch?v=mXS6Ch00868
4	Jan 30	Chapter 4: The Legal Environment	<ul style="list-style-type: none"> Read Chapter 4 and the associated power-point slides Read Case Study 1 (from textbook) and come prepare for the Class Discussion
5	Feb 06	Chapter 5: The Union Perspective	<ul style="list-style-type: none"> Read Chapter 5 and the associated power-point slides We will work on a case study of Township of Rain Lake (available on OWL) during class
6	Feb 13	Chapter 6: The Management Perspective	<ul style="list-style-type: none"> Read Chapter 6 and the associated power-point slides We will work on a case study of Walmart and UFCW (available on OWL) during class
February 14-22, 2026 – READING WEEK			
7	Feb 27	Mid-term Examination (Chapters 1 to 6)	<ul style="list-style-type: none"> Mid-term Exam will comprise of Multiple-Choice Questions and Short Q&As. Further details to be announced on course site We will watch the Waldenville Negotiations video during class https://www.youtube.com/watch?v=Px86OwXcVAI We will discuss requirements for Collective Bargaining Assignment
8	Mar 6	Chapter 7: Collective Bargaining	<ul style="list-style-type: none"> Read Chapter 7 and the associated power-point slides We will do the Friendly Tires Case Study (available on OWL) during class (read in advance!)

9	Mar 13	Chapter 8: Collective Agreement Administration Chapter 9: Conflict Resolution: Grievances and Strikes	Read Chapters 8 & 9 and the associated power-point slides We will do the Coastal Forest Products (available on OWL) during class (read in advance!)
10	Mar 20	Chapter 10: Third-Party Dispute Resolution Procedures Collective Bargaining Simulations	Read Chapter 10 and the associated power-point slides <u>Come prepared for the Collective bargaining simulations in class</u> <u>All Teams will negotiate.</u> <u>Collective Bargaining Assignment Due by Friday, March 27 at 4 pm</u>
12	Mar 27	Chapter 11: Impact of Unionization Chapter 12: Public-Sector Issues	Read Chapters 11 & 12 and the associated power-point slides
	April 10	Final-Term Examination (Chapters 7 to 12)	Final-Term Exam will comprise of Multiple-Choice Questions and Short Q &As.

KING'S UNIVERSITY COLLEGE

GENERAL COURSE POLICIES

2025-2026

1. Academic Accommodations, Consideration for Absences

Academic Accommodation (Accessibility)

Accessibility Services works to ensure that academic programs are accessible to all students, and supports students who may have a condition related to, but not limited to, vision, hearing, mobility, different ways of learning, mental health, chronic illnesses, chronic pain, autism spectrum disorder, ADD/ADHD, and temporary conditions (beyond short-term academic consideration). Accessibility Services provides recommendations for accommodation based on medical documentation or psychological and cognitive assessment. The accommodation policy can be found here [Academic Accommodation for Students with Disabilities](#). Information on Accessibility Services at King's can be found [here](#).

Academic Consideration for Student Absence

If a student is unable to meet a course requirement due to substantial but temporary extenuating circumstances (medical or compassionate), they should follow the procedures below.

In some cases, where instructors have built flexibility into their assessments, this flexibility will already address consideration needs.

Requests for academic consideration should be directed to the Academic Advising Office of your faculty/college of registration. Requests must be made as soon as possible and no later than 48 hours after the missed assessment.

As a rule, documentation is required for academic consideration. For academic consideration requests on medical grounds, the Student Medical Certificate is available at https://www.kings.uwo.ca/kings/assets/File/currentStudents/courses_enrollment/exams_and_tests/SMC-Feb-2025.pdf.

Students are permitted one academic consideration request without supporting documentation per term per course.

Instructors may designate one assessment per half-course weight as requiring formal supporting documentation. Please refer to the course outline for each course.

For further information, please see:

https://uwo.ca/univsec/pdf/academic_policies/appeals/academic_consideration_Sep24.pdf

Absences from Final Examinations

If you miss the Final Exam, contact the Academic Advising Office of your faculty/college of registration as soon as you are able to do so. They will assess your eligibility to write the Special Examination (the name given by the University to a makeup Final Exam).

You may also be eligible to write the Special Exam if you are in a “Multiple Exam Situation” (e.g., more than 2 exams in 23-hour period, or more than 3 exams in a 47-hour period).

If a student fails to write a scheduled Special Examination, the date of the next Special Examination (if granted) normally will be the scheduled date for the final exam the next time this course is offered. The maximum course load for that term will be reduced by the credit of the course(s) for which the final examination has been deferred. See the Academic Calendar for details (under [Special Examinations](#)).

Religious Accommodation

Students should consult the University's list of recognized religious holidays, and should give notice in writing to the instructor and Academic Advising Office if a course requirement will be affected by a religious holiday/observance. Notice must be given as early as possible, and no later than two weeks prior to an examination, and one week prior to a midterm test date. It is the responsibility of such students to inform themselves concerning the work done in classes from which they are absent and to take appropriate action.

2. Support Services

Accessibility, Counselling and Student Development at King’s University College:

<https://www.kings.uwo.ca/current-students/student-services/>

Students experiencing emotional or mental health distress can access services at King’s University College: <http://www.kings.uwo.ca/current-students/campus-services/student-support-services/personal-counselling/>

Good2talk is a good online and phone 24/7 resource for students and is available in English, Mandarin, and French: <https://good2talk.ca>, 1-866-925-5454

MentalHealth@Western provides a complete list of options about how to obtain help:

https://www.uwo.ca/health/mental_wellbeing/

Academic Support Services at King’s University College:

<https://www.kings.uwo.ca/current-students/academic-resources/>

GBSV Support:

King’s is committed to reducing incidents of gender-based and sexual violence and providing compassionate support to anyone who has gone through these traumatic events. If you have experienced sexual or gender-based violence (either recently or in the past), you will find information about support services for survivors, including emergency contacts at:

<https://www.kings.uwo.ca/about-kings/safe-campus/gender-and-sexual-violence/>

You can reach someone supports at Kings by emailing Care@kings.uwo.ca or calling 519-930-4640 to reach a social worker who can offer help.

You can also reach Western’s Gender-Based Violence & Survivor Support Case Manager by [email](#) or by calling 519-661-3568.

Further supports can be found on this website: <https://www.kings.uwo.ca/about-kings/safe-campus/gender-and-sexual-violence/>

See also https://www.uwo.ca/health/student_support/survivor_support/get-help.html

University Students' Council offers many valuable support services for students, including the health insurance plan: <http://westernusc.ca/services/>

3. Statement on Use of Electronic Devices

Use of Electronic Devices: Unless explicitly stated otherwise, you are not allowed to have a cell phone, or any other electronic device, with you during tests or examinations. Unauthorized possession of such a device during a test or examination constitutes an academic offence.

Use of Laptops, Tablets, and Smartphones in the Classroom: King's University College at Western University acknowledges the integration of new technologies and learning methods into the curriculum. The use of electronic devices such as laptop computers, tablets, or smartphones can contribute to student engagement and effective learning. At the same time, King's recognizes that instructors and students share jointly the responsibility to establish and maintain a respectful classroom environment conducive to learning.

The use of electronic devices by students during lectures, seminars, labs, etc., shall be for matters related to the course at hand only. Students found to be using electronic devices for purposes not directly related to the class may be subject to sanctions under the Student Code of Conduct; see <https://www.kings.uwo.ca/current-students/student-affairs/code-of-student-conduct1/>

Inappropriate use of electronics (e.g., laptops, tablets, smartphones) during lectures, seminars, labs, etc., creates a significant disruption. As a consequence, instructors may choose to limit the use of electronic devices in these settings. In addition, in order to provide a safe classroom environment, students attending in-person class sessions are strongly advised to operate laptops with batteries rather than power cords.

4. Statement on Academic Offences

King's is committed to academic integrity. Scholastic offences are taken seriously and students are directed to read the appropriate policy, specifically, the definition of what constitutes a Scholastic Offence, is posted at

http://www.uwo.ca/univsec/pdf/academic_policies/appeals/scholastic_discipline_undergrad.pdf

It is expected that students will submit work that is truly their own, completed without external assistance (human or artificial) except as explicitly permitted by the course instructor. Check with your instructor on what tools, including generative AI (ChatGPT, translation tools, grammar-checking tools) are permitted in the course. Because a tool is permitted in one course, that does not mean it is permitted in other courses.

All required papers may be subject to submission for textual similarity review to the commercial plagiarism detection software under license to the University for the detection of plagiarism. All papers submitted for such checking will be included as source documents in the reference database for the purpose of detecting plagiarism of papers subsequently submitted to the system; see <https://elearningtoolkit.uwo.ca/tools/Originality Reports - TurnItIn.html>.

Computer-marked multiple-choice tests and/or exams may be subject to submission for similarity review by software that will check for unusual coincidences in answer patterns that may indicate cheating.

5. Copyright of Course Material

Lectures and course materials, including PowerPoint presentations, tests, outlines, and similar materials are protected by copyright. Faculty members are the exclusive owner of copyright in those materials they create. Students may take notes and make copies for their own use. Students may not allow others to reproduce or distribute lecture notes and course materials publicly (whether or not a fee is charged) without the express written consent of a faculty member. Unauthorized sharing of class content is subject to academic discipline.

Similarly, students own copyright in their own original papers and exam essays. If a faculty member wishes to post a student's answers or papers on the course website, they should ask for the student's written permission.

6. Use of Recordings

Participants in this course are not permitted to record the sessions, except where recording is an approved accommodation and/or the participant has the prior written permission of the instructor. Unauthorized recording and/or sharing of class content is subject to academic discipline.

7. Policy on Attendance

Any student who, in the opinion of the instructor, is absent too frequently from class or laboratory periods in any course, will be reported to the Dean of the Faculty offering the course, after due warning has been given. On the recommendation of the department concerned, and with the permission of the Dean of that Faculty, the student will be debarred from taking the regular examination in the course.