

B796
Research Issues (HR and IR), PhD Seminar
Fall 2019 Course Outline
Human Resources and Management Area
DeGroote School of Business
McMaster University

COURSE OBJECTIVE

The second six-weeks of this seminar course are on industrial relations. The course provides an exposure to empirical research on core readings and emerging issues in industrial relations. Focus is on the discipline-specific and interdisciplinary topics in industrial relations. The objective of this course is to assist students in applying dominant and emerging theories and methods in examining fundamental questions and emerging issues in industrial relations. Critical review and in-depth analysis of current studies in industrial relations will enable students to develop knowledge on the application of fundamental topics and emerging research issues in the field, giving a foundation understanding on selected research issues in the field.

INSTRUCTOR AND CONTACT INFORMATION

Section 1: Thurs 10:00 am – 1:00 pm
Dr. Joseph B. Rose
Instructor
rosejb@mcmaster.ca
Office: DSB 407
Office Hours: after class
Tel: (905) 525-9140 x23951
Class Location: DSB 227 (DSB A102 for Dec. 5th class)

COURSE DESCRIPTION

This seminar focuses on current research issues in human resources (HR) and industrial relations (IR). It will require students to apply the knowledge gained in the HR/IR Field Survey seminar in examining the emerging research issues in the field. Students will perform in-depth and critical analyses of relevant journal articles and book chapters, and develop their ability to assess research design, methodology, interpretation, and overall contributions to the field. The objective of this seminar is to enable students to gain a rich and deep understanding of the pressing issues and topics that pre-dominate the current HR and IR literatures from which they might build their own program of research.

Prerequisite: *B792

COURSE FORMAT

This course is designed in a seminar format. Each meeting will have a specified focus for discussion and will require a selected student to take the responsibility for leading the discussion. The selected student will specify the issues for discussion based on a thorough review of the assigned readings and will keep the discussion focused on the selected topic.

EVALUATION

Class participation	30%
Two “lead” discussion summaries	20% (10%each)
Paper	50%

Class presentation and participation: All students are expected to read the required material on time and be prepared to discuss with minimum facilitation. Participation will be assessed in terms of your preparation for, and discussion within, each class. You are to decide among yourselves who is to be responsible for leading the discussion of the four required readings assigned each week. Each student will serve as the “lead” for two classes. As the “lead” on the articles, you are to provide a one page summary of each reading in which you: (1) identify the purpose of the article, (2) indicate what you agree with and disagree with, (3) provide an overall evaluation and (4) offer a few questions to stimulate discussion. The “lead” discussion summaries are to be submitted to me via email no later than the day before our class, according to the order of the class schedule. Late assignments will not be accepted.

Paper: There will be a paper on research issues in industrial relations. The paper shall consist of a literature review of a topic covered in class or any other topic of interest and review a minimum of ten articles or book chapters. Your paper should clearly explain: (1) the basis for your topic selection, (2) compare and contrast the approaches taken in the sample studies, (3) evaluate the strengths and weaknesses of the studies, (4) consider whether the major findings contribute to the field and (5) make suggestions for future research. Times New Roman 12pt font. Up to 2 additional pages can be used for models, figures, tables or any other visual explanation. References are excluded from the page limit. The paper will be a maximum of 20 pages, typed, double-spaced, 1 inch margins all around. The paper is due two weeks following the last class (December 12, 2019). No extensions are available except under extraordinary circumstances.

Conversion

At the end of the course your overall percentage grade will be converted to your letter grade in accordance with the following conversion scheme.

Grade	Points	Equivalent Percentages
A+	12	90 – 100
A	11	85 – 89
A-	10	80 – 84
B+	9	77 – 79
B	8	73 – 76
B-	7	70 – 72
F	0	69 and under

ACADEMIC INTEGRITY

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.

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.

It is your responsibility to understand what constitutes academic dishonesty. For information on the various types of academic dishonesty please refer to the *Academic Integrity Policy*, located at:

www.mcmaster.ca/academicintegrity

The following illustrates only three forms of academic dishonesty:

1. Plagiarism, e.g. the submission of work that is not one’s own or for which other credit has been obtained.
2. Improper collaboration in group work.
3. Copying or using unauthorized aids in tests and examinations

MISSED ACADEMIC WORK

Late assignments will not be accepted. No extensions are available except under extraordinary circumstances. Please discuss any extenuating situation with your instructor at the earliest possible opportunity.

STUDENT ACCESSIBILITY SERVICES

Students who require academic accommodation must contact Student Accessibility Services (SAS) to make arrangements with a Program Coordinator. Academic accommodations must be arranged for each term of study. Student Accessibility Services can be contacted by phone 905-525-9140 ext. 28652 or e-mail sas@mcmaster.ca.

For further information, consult McMaster University's Policy for Academic Accommodation of Students with Disabilities:

<http://www.mcmaster.ca/policy/Students-AcademicStudies/AcademicAccommodation-StudentsWithDisabilities.pdf>

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

Students requiring academic accommodation based on religious, indigenous or spiritual observances should follow the procedures set out in the RISO policy. Students requiring a RISO accommodation should submit their request, including the dates/times needing to be accommodated and the courses which will be impacted, to their Faculty Office normally within 10 days of the beginning of term 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.

POTENTIAL MODIFICATION TO THE COURSE

The instructor reserves the right to modify elements of the course during the term. There may be changes to the dates and deadlines for any or all courses in extreme circumstances. If either type of modification becomes necessary, reasonable notice and communication with the students will be given with explanation and the opportunity to comment on changes. It is the responsibility of the student to check their McMaster email and course websites weekly during the term and to note any changes.

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.

COURSE SCHEDULE

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Fall 2019 Course Schedule

WEEK	DATE	ASSIGNMENT
<p>1 Canadian IR: Context/Institutions</p>	<p>Oct. 24th, 2019</p>	<p>*DENOTES HANDOUTS; ALL OTHER READINGS ARE AVAILABLE ONLINE.</p> <p>*Taras, Daphne G. and Morley Gunderson, "Canadian Labour and Employment Relations," in Morley Gunderson and Daphne Taras, eds. (2009), Canadian Labour and Employment Relations, Sixth edition. Toronto: Pearson Addison Wesley, pp. 1-22.</p> <p>*Taras, Daphne G. and Scott Walsworth. 2016. "Employment Relations in Canada." In Greg J. Bamber, Russell D. Lansbury, Nick Wailes and Chris F. Wright (Eds). International and Comparative Employment Relations, Sixth edition. Sydney: Allen & Unwin, Chapter 4.</p> <p>Thompson, Mark and Sara Slinn, "Public Sector Industrial Relations in Canada: Does it Threaten or Sustain Democracy?" Comparative Labor Law and Policy Journal, v. 34 (2013), pp. 393-414.</p> <p>*Thompson, Mark, Joseph B. Rose and Anthony E. Smith, eds., 2003. Beyond the National Divide:</p>

		<p>Regional Dimensions of Industrial Relations (Kingston: Queen’s University, Ch. 1 (pp. 1-18) and Ch. 10 (pp. 307-324).</p> <p><u>Recommended Readings</u></p> <p>The following readings appear in Morley Gunderson and Daphne Taras, eds. (2009), Canadian Labour and Employment Relations, Sixth edition. Toronto: Pearson Addison Wesley.</p> <p>Murray, Gregor, “Unions: Membership, Structure, Actions and Challenges,” pp. 74-105.</p> <p>Thompson, Mark, “The Management of Industrial Relations,” pp. 106-124.</p> <p>Slinn, Sara, “Collective Bargaining Legislation in Canada,” pp. 191-222.</p> <p>Gunderson, Morley and Douglas Hyatt, “Union Impact on Compensation, Productivity, and Management of the Organization,” pp. 383-402.</p>
<p>2 Transformation of IR in the U.S.</p>	<p>Oct. 31st, 2019</p>	<p>Strauss, George, 1986. “Industrial Relations: Time of Change,” Industrial Relations, 23(1), pp. 1 -15.</p> <p>Kochan, Thomas A., Robert B. McKersie and Peter Cappelli, 1986. “Strategic Choice and Industrial Relations Theory,” Industrial Relations, 23(1), pp. 16-39.</p> <p>Review Symposium: “The Transformation of American Industrial Relations,” Introduction by John F. Burton Jr., Comments by Stanley Aronowitz, George H. Hildebrand, Seymour Martin Lipset, George Strauss and Reply by authors, Industrial and Labor Relations Review, v. 41(3), (April 1988), pp. 439-455.</p> <p>Book Review: Introduction to the Symposium on the 30th Anniversary of The Transformation of American Industrial Relations, with an introduction by Colvin, and contributions from Kochan, et al, Frost, Lansbury and Dyer, Industrial and Labor Relations Review, 69(5), pp. 1280-1299.</p>

		<p><u>Recommended Readings</u></p> <p>Cutcher-Gershefeld, Joel and Thomas Kochan, 2004. "Taking Stock: Collective Bargaining at the Turn of the Century," <i>Industrial and Labor Relations Review</i>, 58(1), pp. 3-26.</p> <p>Katz, Harry C., 2013. "Is U.S. Public Sector Labor Relations in the Midst of a Transformation?," <i>Industrial and Labor Relations Review</i>, 66(5), pp. 1033-1046.</p> <p>Weil, David, 2014. <i>The Fissured Workplace: Why Work Became So Bad for So Many and What Can Be Done to Improve It</i>. Cambridge: Harvard University Press.</p> <p>Fine, Janice, et al, eds., 2018. <i>No One Size Fits All: Worker Organization, Policy and Movement in a New Economic Age</i>. Champaign, Illinois: Labor and Employment Relations Association.</p>
<p>3 Evolution of IR in Canada</p>	<p>Nov. 7th, 2019</p>	<p>*Chaykowski, Richard P. and Anil Verma, 1992. "Adjustment and Restructuring in Canadian Industrial Relations," Richard P. Chaykowski and Anil Verma, eds., <i>Industrial Relations in Canadian Industry</i> (Toronto: Holt, Rinehart and Winston of Canada Limited), pp. 1-7 and 448-472.</p> <p>Rose, Joseph B. and Gary N. Chaison, 1996. "Linking Union Density and Union Effectiveness: The North American Experience," <i>Industrial Relations</i>, 35(1), pp. 78-105.</p> <p>*Rose, Joseph B., 2017. "Private and Public Sector Bargaining: 1980-2015" (forthcoming in the <i>International Journal of Employment Studies</i>).</p> <p>MacDonald, Ian Thomas, 2014, "Towards Neoliberal Trade Unionism: Decline, Renewal and Transformation in North American Labour Movements," <i>British Journal of Industrial Relations</i>, 52(4), pp. 725-752.</p> <p><u>Recommended Readings</u></p> <p>Swimmer, Gene (Ed.). 2001. <i>Public-Sector Labour Relations in an Era of Restraint and Restructuring</i>. Toronto: Oxford University Press.</p>

		<p>Reshef, Yonatan and Sandra Rastin, 2003. Unions in a Time of Revolution. Toronto, University of Toronto Press.</p> <p>Rose, Joseph B., 2016. "Constraints on Public Sector Bargaining," <i>Journal of Industrial Relations</i>, 58(1), pp. 93-110.</p> <p>Kumar, Pradeep and Chris Schenk (Eds.). 2006. Paths to Union Renewal: Canadian Experiences. Toronto: Broadview Press.</p> <p>Bartkiw, Timothy J. 2016. "Collective Bargaining, Strikes and Lockouts under the Labour Relations Act, 1995," Report prepared for the Ontario Ministry of Labour as part of the Changing Workplaces Review of 2015. Toronto: Queen's Printer for Ontario.</p>
<p>4 Employee Voice</p>	<p>Nov. 14th, 2019</p>	<p>Budd, John, 2004, <i>Employment with a Human Face: Balancing Efficiency, Equity and Voice</i> (Ithaca: NY: ILR Press), pp. 13-31.</p> <p>Batt, Rosemary, Alexander J. S. Colvin and Jeffrey Keefe, 2002. "Employee Voice, Human Resource Practices, and Quit Rates: Evidence from the Telecommunications Industry," <i>Industrial and Labor Relations Review</i>, 55(4), pp. 579-593.</p> <p>Godard, John and John T. Delaney, 2000. "Reflections on the 'High Performance' Paradigm's Implications for Industrial Relations as a Field," <i>Industrial and Labor Relations Review</i>, 53(3), pp.482-501 (and the Comment on this article by Kochan, Thomas A., 2000 in <i>Industrial and Labor Relations Review</i>, 53(4), pp. 704-711.</p> <p>Kochan, Thomas A, et al 2019. "Worker Voice in America: Is There a Gap Between What Workers Expect and What They Experience?," <i>Industrial and Labor Relations Review</i>, 72(1), pp. 3-38.</p> <p><u>Recommended Readings</u></p> <p>Frost, Ann C. and Daphne G. Taras, "Understanding the Unionization Decision," in Morley Gunderson and Daphne Taras, eds. (2009), <i>Canadian Labour and</i></p>

		<p>Employment Relations, Sixth edition. Toronto: Pearson Addison Wesley, pp. 23-55.</p> <p>Freeman, Richard and James Medoff, 1984. What Do Unions Do? (New York: Basic Books), pp. 3-25.</p> <p>Alexander J.S. Colvin, 2010, "Participation versus Procedures in Non-Union Dispute Resolution," Industrial Relations, 52(S1), pp. 259-283.</p> <p>Campolieti, Michele, Rafael Gomez and Morley Gunderson, 2010, "Does Non-Union Representation Act as a Complement or a Substitute for Voice? Evidence from Canada and the United States," Industrial Relations, 52(S1), pp. 378-396.</p> <p>John W. Budd, Paul J. Gollan and Adrian Wilkinson, 2010, "New Approaches to Employee Voice and Participation in Organizations," Human Relations, 63(3), pp. 301-310.</p> <p>Cregan, Christina and Michelle Brown, 2010. "The Influence of Union Membership Status on Workers' Willingness to Participate in Joint Consultation," Human Relations, 63(3), pp. 331-348.</p> <p>(NOTE: Additional readings on employee voice can be found in the Human Relations 63(3) symposium cited immediately above and in the Industrial Relations 52(S1) symposium cited above.)</p>
<p style="text-align: center;">5 Union Organizing</p>	<p style="text-align: center;">Nov. 21st, 2019</p>	<p>Ferguson, John-Paul, 2008. "The Eyes of the Needle: A Sequential Model of Union Organizing Drives 1994-2004," Industrial and Labor Relations Review, 62(1), pp. 3-21.</p> <p>Godard, John (2003). "Do Labor Laws Matter? The Density Decline and Convergence Thesis Revisited," Industrial Relations, 42(3), pp. 458-492.</p> <p>Bentham, Karen, 2002. "Employer Resistance to Union Certification: A Study of Eight Canadian Jurisdictions," Relations Industrielles, 57(1), pp. 159-185.</p> <p>Slinn, Sara, 2008. "No Right (To Organize) Without a Remedy: Evidence and Consequences of Failure to Provide Compensatory Remedies for Unfair Labour</p>

		<p>Practices in British Columbia,” 53 McGill Law Journal, pp. 687-737.</p> <p><u>Recommended Readings</u></p> <p>Johnson, Susan, 2004. “The Impact of Mandatory Votes on the Canada-U.S. Density Gap: A Note,” <i>Industrial Relations</i>, 43(2), pp. 356-363.</p> <p>Slinn, Sara and Richard Hurd, 2009, “Fairness and Opportunity for Choice: The Employee Free Choice Act & the Canadian Model,” <i>Just Labour: A Canadian Journal of Work and Society</i>, 15 (Special edition, Nov. ‘09), pp. 104-115.</p> <p>Eaton Adrienne E. and Jill Kriesky, 2001. “Union Organizing Under Neutrality and Card Check Agreements,” <i>Industrial and Labor Relations Review</i>, 35:1 (October), pp. 42-59/</p> <p>Cooke, William, 1985. “The Failure to Negotiate First Contracts: Determinants and Policy Considerations,” <i>Industrial and Labor Relations Review</i>, 38(2), 163-178.</p> <p>Johnson, Susan J. T., 2010. “First Contract Arbitration: Effects on Bargaining and Work Stoppages,” <i>Industrial and Labor Relations Review</i>, 63(4), pp. 585-605.</p> <p>Riddell, Chris, 2013. “Labor Law and Reaching a First Collective Agreement: Evidence From a Quasi-Experimental Set of Reforms in Ontario,” <i>Industrial Relations</i>, 52(1), pp. 702-736.</p>
<p>6 Interest Arbitration</p>	<p>Nov. 28th, 2019</p>	<p>Stevens, Carl, 1966. “Is Compulsory Arbitration Incompatible with Collective Bargaining?” <i>Industrial Relations</i>, 5(2), pp. 38-52.</p> <p>Feuille, Peter, 1979. “Selected Benefits and Costs of Compulsory Arbitration,” <i>Industrial and Labor Relations Review</i>, 33(1), pp. 64-76.</p> <p>Hebdon, Robert and Robert Stern, 1998. “Tradeoffs Among Expressions of Industrial Conflict: Public Sector Strike Bans and Grievance Arbitrations,” <i>Industrial and Labor Relations Review</i>, 51(2), pp. 204-221.</p>

		<p>Campolieti, Michele, Robert Hebdon and Benjamin Dachis. 2016. "Collective Bargaining in the Canadian Public Sector, 1978-2008: The Consequences of Restraint and Structural Change," <i>British Journal of Industrial Relations</i>, 54 (1), pp. 192-213.</p> <p><u>Recommended Readings</u></p> <p>Weiler, Paul. <i>Reconcilable Differences</i> (Toronto: Carswell, 1980), pp. 209-214.</p> <p>Hebdon, Robert and Maurice Mazerolle, 2003. "Regulating Conflict in Public Sector Labour Relations: The Ontario Experience (1984-1993)," <i>Relations Industrielles</i>, 58(4), pp. 667-686.</p> <p>Hebdon, Robert and Robert Stern, 2003. "Do Public Sector Strike Bans Really Prevent Conflict?," <i>Industrial Relations</i>, 42(1), pp. 493-512.</p> <p>Kochan, Thomas, David B. Lipsky, Mary Newhart and Alan Benson, 2010. "The Long Haul Effects of Interest Arbitration: The Case of New York State's Taylor Law," <i>Industrial and Labor Relations Review</i>, 63(4), pp. 565-584.</p> <p>Rose, Joseph B., 2016. "Budgetary Restraints and Arbitration in Ontario," <i>Dispute Resolution Journal</i>, 71(4), pp. 91-109.</p> <p>Adell, Bernard, 2013. "Regulating Strikes in Essential (and Other) Services after the 'New Trilogy'", <i>Canadian Labour and Employment Law Journal</i>, 17(2), pp. 413-426.</p>
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