

DEPARTMENT BUSINESS AND OFFICE ADMINISTRATION**COURSE OUTLINE –Fall 2026****HR3100 (A2): Employee & Labour Relations – 3 (3-0-0) 45 Hours for 15 Weeks**

Northwestern Polytechnic acknowledges that our campuses are located on Treaty 8 territory, the ancestral and present-day home to many diverse First Nations, Metis, and Inuit people. We are grateful to work, live and learn on the traditional territory of Duncan's First Nation, Horse Lake First Nation and Sturgeon Lake Cree Nation, who are the original caretakers of this land.

We acknowledge the history of this land and we are thankful for the opportunity to walk together in friendship, where we will encourage and promote positive change for present and future generations.

INSTRUCTOR: Mandy Ingraham **PHONE:** (780)539-2846
OFFICE: C416 **E-MAIL:** aingraham@nwpolytech.ca
OFFICE HOURS: Monday 10:00am to 11:20am, Thursday 10:00am to 11:20am or by appointment

CALENDAR DESCRIPTION: This course provides a broad understanding of employee and labour relations in Canada. Topics included are the collective bargaining process, perspectives from employee, management, and union, and the history of unions. This course will also look at the challenges of employee and labour relations and using resources to help resolve these issues.

PREREQUISITES: BA2240 and BA1380

REQUIRED TEXT/RESOURCE MATERIALS: Hebdon, R., Brown, T., & Walsworth, S.. (2026). Industrial Relations in Canada (5th ed.). Additional handouts as required.

Please note this is an E-Text. Should you require assistance with Top Hat at any time please contact their Support Team directly by way of email (support@tophat.com), the in-app support button, or by calling 1-888-663-5491. Their technical support team may require specific user information when troubleshooting issues.

DELIVERY MODE(S): HR3100 consists of three hours of instructional time weekly. The class work will be comprised of lectures, class discussions, group work, presentations, and examinations. The schedule may be adjusted if necessary

LEARNING OUTCOMES:

Upon completion of this course students should be able to:

- Explain the role of human resources in the employee and labour relations process
- Understand the implications of legislation including Alberta Labour Relations Code
- Examine the collective bargaining process and how it applies to organizations

- Understand the structure of unions and the implications it has on employees, management, and the union staff
- Understand how to administer and compile a collective bargaining agreement
- Explain how legal considerations affect employee and labour relations decisions
- Identify and explain employee relations issues and determine solutions
- Examine the conflict resolution process

TRANSFERABILITY:

Please consult the Alberta Transfer Guide for more information. You may check to ensure the transferability of this course at the Alberta Transfer Guide main page

<http://www.transferalberta.alberta.ca>.

** Grade of D or D+ may not be acceptable for transfer to other post-secondary institutions.

Students are cautioned that it is their responsibility to contact the receiving institutions to ensure transferability

EVALUATIONS:

Participation	5%
Collective Bargaining Simulation	20%
Arbitration Simulation	10%
Reflection Assignment	10%
Quizzes (3 @ 5% each)	15%
Mid-Term Exam	20%
Final Exam	20%

You are strongly encouraged to complete all exercises, assignments, quizzes, and exams. A grade of zero (0) will be assigned for any of these that are missed. Late assignments will have a 10% reduction per day (if accepted) up to a maximum of 5 days late. Turnitin plagiarism-detecting software may be used in this course. Unexcused absences for the midterm will earn a grade of zero. For excused absences, the weighting of the test may be transferred to the final exam at the instructor's discretion. No re-writes will be granted for missed exams, quizzes or unsuccessful attempts.

GRADING CRITERIA:

Please note that most universities will not accept your course for transfer credit **IF** your grade is **less than C-**.

Alpha Grade	4-point Equivalent	Percentage Guidelines		Alpha Grade	4-point Equivalent	Percentage Guidelines
A+	4.0	95-100		C+	2.3	67-69
A	4.0	85-94		C	2.0	63-66
A-	3.7	80-84		C-	1.7	60-62
B+	3.3	77-79		D+	1.3	55-59
B	3.0	73-76		D	1.0	50-54
B-	2.7	70-72		F	0.0	00-49

COURSE SCHEDULE/TENTATIVE TIMELINE:

HR3100 A2			
	Monday	Wednesday	Due Dates
02-Sep		Course Introduction	
Sept 7 & 9	No Class - Labour Day	Ch 1: Introduction	
Sept 14 & 16	Ch 2: Labour History	Ch 3: Economic, Political & Legal	
Sept 21 & 23	Quiz #1	Ch 4: The Legal Environment	
Sept 28 & 30	Ch 5: The Union Perspective	No Class - National Day for Truth & Reconciliation	
Oct 5 & 7	Ch 6: The Management Perspective	Midterm	
Oct 12 & 14	No Class - Thanksgiving	Ch: 7 Collective Bargaining	
Oct 19 & 21	Ch 8: CA Administration	Ch 8: CA Administration	
Oct 26 & 28	Ch 9: Conflict Management	Quiz #2	
Nov 2 & 4	Arbitration Preparation	Arbitration Simulation	
Nov 9 & 11	No Classes Fall Break		
Nov 16 & 18	Ch 10: Third Party Dispute Resolution	Ch 11: Impacts of Unionization	
Nov 23 & 25	Ch 12: Public Sector Issues	Conflict Resolution/EE Relations	
Nov 30 & Dec 2	Quiz #3/ CB Prep	Collective Bargaining Sim Day 1	
Dec 7 & 9	Collective Bargaining Sim Day 2	Last Day of Bargaining/Class	Reflection Assignment Due

The above schedule may be revised at the discretion of the instructor based on class requirements.

STUDENT RESPONSIBILITIES:

Attendance: Students are expected to attend all scheduled classes, arrive on time, and remain for the duration of the activities. Arriving late or leaving early is disruptive to the entire class. Frequent tardiness may be treated as absence. Students with absences in excess of 6 classes may be refused permission to write the final exam. For more information, please refer to the Academic Regulations on Debarred from Exams at <https://www.nwpolytech.ca/programs/grading-systems.html>

Time Management: Adopting and adhering to effective learning habits in this course will likely take up a great deal of time so plan your schedule accordingly. It is difficult to catch up once a student falls behind in required readings and exercises.

Cell Phones: The use of cell phones during class time is unprofessional and distracting to the instructor and fellow students. Texting and talking on a cell phone during class is therefore strictly prohibited. Cell phones must be either turned off or set to silent mode and placed out of sight.

Email: Email is the preferred option to communicate with your instructor. Email correspondence to your instructor must be sent from your NWP student email account. Emails should be professionally formatted and include a subject, correct spelling and grammar, and a reference to course material and/or textbook pages, etc. Emails that do not adhere to this format may not be responded to.

Classroom Expectations: To get the most out of class regular attendance and active participation is encouraged. Repeated lateness &/or not remaining for the duration of classroom activities will be recorded as an absence in class. Disruptive behavior will also be viewed as “not professional” and the student will be asked to leave the classroom, resulting in a marked absence.... i.e., excessive/disruptive talking, texting, taking phone calls, etc...

Students are expected to demonstrate professional conduct for the duration of the course. Some aspects of this include the following: attending each class and arriving on time, restricting discussions in class to the current course material, keeping mobile phones in the “off” or “silent” modes, and not placing or answering calls, text messages, or emails during class time. Unprofessional conduct is disruptive to the learning environment and makes mastering the course material more difficult for all students. If behavior is deemed to be disruptive to the classroom environment, the student will be required to leave.

- **The student is responsible for any missed content due to missing a class (excused or unexcused).**
- **Photographing and/or recording course content is strictly prohibited.**

STATEMENT ON ACADEMIC MISCONDUCT:

Academic Misconduct will not be tolerated. For a more precise definition of academic misconduct and its consequences, refer to the Student Rights and Responsibilities policy available at <https://www.nwpolytech.ca/about/administration/policies/index.html>.

****Note:** all Academic and Administrative policies are available on the same page.

ADDITIONAL INFORMATION:

Exams:

Midterm and Final Exams will be in person and closed book.

Students who fail to report for a scheduled examination, and who do not qualify for a deferred examination, will receive a grade of “F” for the missed examination.

Quizzes

There are 3 quizzes throughout the term (dates to be announced in class). Quizzes are to be completed in TopHat during class time. You will have 1 attempt for each quiz.

Rewrites/rescheduled quizzes will not be given. If there is an excusable absence, the weighting of the missed quiz will be added to the final exam weighting. If the absence is not excusable, a grade of 0% will be given.

Simulations:

You must be present in class to participate in simulations/exercises. Please review dates of simulations in course schedule to ensure you are present on those days. If you are absent you will receive a 0. If you have an excused absence, the weighting will be moved to the final exam.

Top Hat:

Students must manage and maintain access to the Top hat platform to complete required coursework by the due dates. See the policy below regarding late or missed assignments. Students should access support for the Top Hat platform at: support@tophat.com

Final Exam

The format utilized will be announced before exam. Final examinations are scheduled by the Registrar's office. Do not plan any activities during the examination period until you know the date of your examinations. Please see the final exam policy for more details at:

<https://www.nwpolytech.ca/aboutpolytechnic-leadership/policies-directory>.

The final exam for HR3100 will be a 2-hour exam.