

EMPLOYMENT RELATIONS

Departmental Notes

Subject Code for Employment Relations: **EMPR**

Subject Code for Industrial Relations: **MIR**

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Overview

The study of employment relations has a long tradition at Queen's, with several programs at both the graduate and undergraduate levels providing a broad foundation in the field, including labour-management relations, labour and employment law, conflict management and negotiations, economics, human resources management, organizational behaviour, and labour policy.

There are two undergraduate level programs in Employment Relations: a Certificate in Employment Relations (<https://queensu-ca-public.courseleaf.com/archive/2022-2023/arts-science/schools-departments-programs/employment-relations/employment-relations-certificate/>) and the Employment Relations BA General (<https://queensu-ca-public.courseleaf.com/archive/2022-2023/arts-science/schools-departments-programs/employment-relations/employment-relations-general-arts-ba/>)/Minor (<https://queensu-ca-public.courseleaf.com/archive/2022-2023/arts-science/schools-departments-programs/employment-relations/employment-relations-minor-arts/>). The two programs differ primarily in the number of credits required, the resulting credential, and who is eligible.

The Certificate in Employment Relations (<https://queensu-ca-public.courseleaf.com/archive/2022-2023/arts-science/schools-departments-programs/employment-relations/employment-relations-certificate/>) requires completing 15.00 units and can be completed fully online (by completing five (5) online courses) or through a combination of online and in-class courses (to total five (5) courses). It is open to current

undergraduate degree students at Queen's University as well as to current and new part-time students.

The BA General (<https://queensu-ca-public.courseleaf.com/archive/2022-2023/arts-science/schools-departments-programs/employment-relations/employment-relations-general-arts-ba/>)/Minor (<https://queensu-ca-public.courseleaf.com/archive/2022-2023/arts-science/schools-departments-programs/employment-relations/employment-relations-minor-arts/>) in Employment Relations requires completing 30.00 units and is open to current undergraduate degree students at Queen's University. The Minor Plan in Employment Relations, in combination with a Major Plan in another subject, and with sufficient electives, will lead to an Honours Bachelor Degree. The Employment Relations General Plan, with sufficient electives to total 90.00 units will lead to a Bachelor of Arts degree.

Advice for Students

The Certificate and the BA General/Minor in Employment Relations are both excellent choices that will open up a number of possible career paths in both the public and private sectors in areas such as human resources management and labour relations, and complements a wide range of careers in other disciplines such as business, private and public sector management, and labour law. Below are some considerations when choosing which program to pursue.

The Certificate in Employment Relations (<https://queensu-ca-public.courseleaf.com/archive/2022-2023/arts-science/schools-departments-programs/employment-relations/employment-relations-certificate/>) program can be taken either in conjunction with a degree program, in which case the Arts and Science regulations concerning limited double counting of courses apply; or the Certificate can be earned as a stand-alone credential. New part-time students for the Certificate need to meet existing admission criteria for certificates. New part-time student applicants can also enter the Faculty of Arts and Science as non-degree students and, if they meet Arts and Science eligibility criteria for progression to a degree program, can enrol in the Certificate program at a later date. All students enrolled in the Certificate in Employment Relations program need to meet the Faculty of Arts and Science progression criteria.

Whether the BA General (<https://queensu-ca-public.courseleaf.com/archive/2022-2023/arts-science/schools-departments-programs/employment-relations/employment-relations-general-arts-ba/>)/Minor ([\[queensu.ca/academic-calendar\]\(https://queensu.ca/academic-calendar\)](https://queensu-ca-public.courseleaf.com/archive/2022-2023/</p></div><div data-bbox=)



arts-science/schools-departments-programs/employment-relations/employment-relations-minor-arts/) in Employment Relations is taken in conjunction with a Major degree program or the General plan, the appropriate Arts and Science regulations concerning completion of degree plans apply. The B.A. in EMPR will normally be completed in three years of full-time study. All students enrolled in the *BA General/Minor* in Employment Relations program need to meet the Faculty of Arts and Science progression criteria.

Note: Students wishing to take a course at the 200- or 300-level, for which they lack the stated prerequisites, may appeal to the Course Instructor to have the prerequisites waived.

Faculty

- Richard Chaykowski (<https://www.queensu.ca/emprpgms/faculty-research/faculty-profiles/richard-p-chaykowski/#:~:text=Chaykowski%20is%20currently%20a%20faculty,Dr>)
- Glenda Fisk (<https://www.queensu.ca/emprpgms/faculty-research/faculty-profiles/glenda-m-fisk/>)
- Robert Hickey (<https://www.queensu.ca/emprpgms/faculty-research/faculty-profiles/robert-hickey/#:~:text=Professor%20Hickeys%20research%20interests%20focus,the%20manufacturing%20and%20transportation%20sectors>)
- Deborah Leighton (<https://www.queensu.ca/emprpgms/faculty-research/faculty-profiles/deborah-leighton/>)
- Jacoba M. Lilius (<https://www.queensu.ca/emprpgms/faculty-research/faculty-profiles/deborah-leighton/>)
- Dan Samosh (<https://www.queensu.ca/emprpgms/faculty-research/faculty-profiles/>)
- Bradley Weinberg (<https://www.queensu.ca/emprpgms/faculty-research/faculty-profiles/bradley-weinberg/>)

General/Minor

- Employment Relations – General (Arts) – Bachelor of Arts (<https://queensu-ca-public.courseleaf.com/archive/2022-2023/arts-science/schools-departments-programs/employment-relations/employment-relations-general-arts-ba/>)
- Employment Relations – Minor (Arts) (<https://queensu-ca-public.courseleaf.com/archive/2022-2023/arts-science/schools-departments-programs/employment-relations/employment-relations-minor-arts/>)

Certificate

- Employment Relations Certificate (<https://queensu-ca-public.courseleaf.com/archive/2022-2023/arts-science/>)

schools-departments-programs/employment-relations/employment-relations-certificate/)

Courses

EMPR 100 Introduction to Employment Relations Units: 3.00

This is a survey course designed to introduce students to contemporary challenges and the primary academic fields in the study and practice of employment relations: Human Resource Management, Organizational Behaviour, Labour Relations, Negotiations and Conflict Resolution, Labour and Employment Law, and Workplace and Labour Market Policies.

Learning Hours: 120 (24 Lecture, 12 Tutorial, 12 Online Activity, 72 Private Study)

Requirements: Prerequisite None.

Offering Faculty: Faculty of Arts and Science

EMPR 110 Workplace Communication and Interpersonal Skills Units: 3.00

This first year course introduces students to the critical interpersonal competencies and communication skills required in contemporary workplaces. Students will gain and apply knowledge of foundational theories in communication and organizational behaviour to develop their professional written, oral, and interpersonal skills.

Learning Hours: 120 (36 Lecture, 12 Group Learning, 12 Online Activity, 60 Private Study)

Requirements: Prerequisite None. Exclusion COMM 105.

Offering Faculty: Faculty of Arts and Science

EMPR 200 Unions and Labour Relations Units: 3.00

This is an introductory course which focuses on the key factors which shape work and employment relations in Canada. Topics covered include aspects of labour and employment law, labour relations, human resources management, human behaviour in organizations, and labour markets and labour policies that govern workplace relations. NOTE Only offered online. Consult Arts and Science Online.

Learning Hours: 120 (72 Online Activity, 48 Private Study)

Requirements: Prerequisite Level 2 or above.

Offering Faculty: Faculty of Arts and Science

EMPR 210 Employment Law Units: 3.00

This introductory course will provide students a foundation to understand employment law in Canada. The course will examine the principles of employment law with a primary focus on current provincial and federal legislation affecting human resource management in a non-unionized setting. NOTE Only offered online. Consult Arts and Science Online.

Learning Hours: 120 (60 Online Activity, 60 Private Study)

Requirements: Prerequisite Level 2 or above. Exclusion LAW 203; LAW 560; LAW 567.

Offering Faculty: Faculty of Arts and Science

EMPR 220 Conflict Management Units: 3.00

This course provides an overview of conflict, with a focus on developing the analytical, interpersonal, and communication skills necessary to manage conflict in the workplace.

Specifically, it examines the reasons that conflict arises, and how to productively manage conflict across levels (between people, within groups, and between groups).

NOTE Only offered online. Consult Arts and Science Online.

Learning Hours: 120 (48 Online Activity, 72 Private Study)

Requirements: Prerequisite Level 2 or above.

Offering Faculty: Faculty of Arts and Science

EMPR 230 Human Resource Management Units: 3.00

This course will provide an overview of the key components of an effective organizational human resource management system, running the spectrum from recruitment and selection practices that ensure that an organization is staffed appropriately, to management approaches aimed at bringing out the best in employees once hired.

NOTE Only offered online, consult Arts and Science Online (Learning Hours may vary).

Learning Hours: 120 (72 Online Activity, 48 Private Study)

Requirements: Prerequisite Level 2 or above. Exclusion COMM 181. Note This course is not open to Commerce students.

Offering Faculty: Faculty of Arts and Science

EMPR 240 Workplace Policies and Governance Units: 3.00

The accelerating pace of market, economic, and technological change present many challenges to modern Canadian workplaces. This course examines how employers, employees, and governments seek to resolve workplace problems. By enacting workplace policies, it is hoped that workplaces maximize productivity while delivering fairness to its workforce.

NOTE Only offered online, consult Arts and Science Online (Learning Hours may vary).

Learning Hours: 120 (72 Online Activity, 48 Private Study)

Requirements: Prerequisite Level 2 or above.

Offering Faculty: Faculty of Arts and Science

EMPR 250 Managing Workplace Health, Safety, and Wellness Units: 3.00

This course introduces students to employment relations practices and legislative frameworks related to workplace health and wellness. The course examines roles and responsibilities of employers, employees, and unions in occupational health and safety. Students will explore efforts to address stress and promote wellness, including mental health.

Learning Hours: 120 (36 Lecture, 84 Private Study)

Requirements: Prerequisite Level 2 or above.

Offering Faculty: Faculty of Arts and Science

EMPR 260 Advancing Equity, Diversity, and Inclusion in the Workplace Units: 3.00

The course considers the workplace policies, laws, and human resource management and labour relations practices that advance equity and diversity in the workplace. This course examines the nature and extent of diversity in the Canadian labour force and the implications for establishing and supporting equitable, diverse and productive workforces.

Learning Hours: 120 (72 Online Activity, 48 Private Study)

Requirements: Prerequisite Level 2 or above.

Offering Faculty: Faculty of Arts and Science

EMPR 270 Introduction to Organizational Behaviour Units: 3.00

This is an introductory survey course of theory and research on individual and group processes (including personality, motivation, communication, and leadership), as well as structural and economic forces (including organizational design, power relations, inter-organizational ties, social norms, and laws) that shape the contemporary workplace.

Learning Hours: 120 (36 Lecture, 84 Private Study)

Requirements: Prerequisite Level 2 or above. Exclusion COMM 151; COMM 251.

Offering Faculty: Faculty of Arts and Science

EMPR 280 Finance and Accounting for HR Professionals Units: 3.00

This course focuses on the fundamentals of accounting in the operations of the business, the type of information presented in financial statements, and the importance of accounting in relation to HR and employment relations. The course is designed to provide a foundation for HR professionals and other non-financial managers.

Learning Hours: 120 (72 Online Activity, 48 Private Study)

Requirements: Prerequisite Level 2 or above. Exclusion COMM 111; COMM 112; COMM 211; COMM 212.

Offering Faculty: Faculty of Arts and Science

EMPR 320 Workplace Mediation and Alternative Dispute Resolution Units: 3.00

This course introduces students to the various models of mediation used in the modern workplace to resolve conflicts as well as a variety of other emerging alternative dispute resolution (ADR) processes. Students are introduced to the theory, process, and practice of workplace mediation.

Learning Hours: 120 (36 Lecture, 84 Private Study)

Requirements: Prerequisite EMPR 200 or EMPR 220.

Offering Faculty: Faculty of Arts and Science



EMPR 330 Strategic HR Management: Building High Performance Workplaces Units: 3.00

High performance work systems (HPWS) refer to a series of interrelated practices in the management of human resources. In this course, students will learn how to design, implement, and manage a variety of high performance work practices in accordance with organizational strategy and culture.

Learning Hours: 120 (36 Lecture, 84 Private Study)

Requirements: Prerequisite EMPR 230.

Offering Faculty: Faculty of Arts and Science

EMPR 331 Compensation Units: 3.00

Compensation, including direct wages, indirect payments, and employee benefits, is studied in the context of economic and motivational theory, and from the point of view of practice. Topics include strategic perspectives on pay, pay equity legislation, internal equity and alignment of pay structures, external competitiveness, pay for performance.

Learning Hours: 120 (36 Lecture, 84 Private Study)

Requirements: Prerequisite EMPR 200 or EMPR 210 or EMPR 230.

Offering Faculty: Faculty of Arts and Science

EMPR 335 Managing Employee Attitudes for Organizational Success Units: 3.00

There is increasing recognition of the critical role of managers in shaping key employee attitudes (job satisfaction, motivation, and engagement), with important effects for organizational performance. Students will explore a range of theories and practices that are demonstrated drivers of employee attitudes and organizational success.

Learning Hours: 120 (36 Lecture, 84 Private Study)

Requirements: Prerequisite EMPR 200 or EMPR 230.

Offering Faculty: Faculty of Arts and Science

EMPR 370 Human Resource Analytics Units: 3.00

This course introduces students to the foundational logic, metrics, analysis, and interpretation needed to link human resource practices to broader indicators of business strategy and organizational performance. Students will learn to gather, analyze, and interpret HR metrics to make better decisions about managing people in organizations.

Learning Hours: 120 (24 Lecture, 24 Group Learning, 12 Online Activity, 60 Private Study)

Requirements: Prerequisite 3.0 units in EMPR at the 200-level.

Offering Faculty: Faculty of Arts and Science