

# INDUSTRIAL RELATIONS

Website: <https://www.queensu.ca/emprpgms/>

## Purpose and Philosophy

Queen's University offers a set of Master of Industrial Relations (MIR) degree program aimed at developing the human resource management and labour relations knowledge and competencies that employment relations professionals need to fulfill their professional roles. The philosophical orientation of the program is multi-disciplinary, stressing the application of knowledge and analysis to the employment relationship and workplace.

The MIR degree provides students with:

- a thorough grounding in labour relations and human resource practice;
- an understanding of the fundamentals of the laws governing the individual employment and collective bargaining relationship;
- the capacity to collect and analyze data on current workplace issues and interpret research in the field;
- an understanding of evolving employment relationships and of organizational dynamics;
- essential skill sets for HR/LR professionals (e.g., consulting, facilitation, leadership, coaching, team building and communication).

## Degree Programs

The MIR degree programs include: 1) a full-time **Master of Industrial Relations (MIR)** program, designed for new graduates and normally delivered over one academic year; 2) the part-time **Professional Master of Industrial Relations (PMIR)** program, aimed at experienced professionals working in labour relations or human resources management who wish to significantly enhance and upgrade their academic qualifications, normally delivered over a three-year period; and the 3) **Juris Doctor/Master of Industrial Relations (JD/MIR)** that merges graduate training in human resources management and labour policy with a professional degree in law, with the MIR degree requirements normally fulfilled during the 2<sup>nd</sup> year.

## Admission and Residence Requirements

### Master of Industrial Relations (MIR) Program

This twelve-month Master of Industrial Relations Program requires three terms of full-time study on campus. Admission requirements are a four-year bachelor's degree with upper

second-class standing from a recognized university and demonstrated evidence of strong academic potential. Applicants whose native languages do not include English must obtain a passing score in one of the accepted tests of English language proficiency (information can be found in the General Regulations of the School of Graduate Studies and Postdoctoral Affairs here: International Students (<https://www.queensu.ca/academic-calendar/graduate-studies/admission-registration/>)). **Applicants who have completed their undergraduate degree from a post-secondary institution outside of Canada are required to submit GRE scores with their application.** We are unable to comment on the competitiveness of scores as this depends on the annual pool of applicants.

### Professional Master of Industrial Relations (PMIR) Program

This Professional Master of Industrial Relations Program is a part-time program of study where the course load is normally distributed over three years. Admission requirements are a four-year bachelor's degree with upper second class standing from a recognized university and demonstrated evidence of strong academic potential, as well as three years of full-time employment experience in the employment relations field (or equivalent). Applicants with a strong history of relevant employment experience with a bachelor's degree of less than four years in duration will be considered on a case by case basis. Applicants whose native languages do not include English must obtain a passing score in one of the accepted tests of English language proficiency (information can be found in the General Regulations of the School of Graduate Studies and Postdoctoral Affairs here: International Students (<https://www.queensu.ca/academic-calendar/graduate-studies/admission-registration/>)).

### JD/MIR Program

The Juris Doctor/Master of Industrial Relations (JD/MIR) is a three-and-a-half-year combined degree program. In partnership with Queen's Faculty of Law, the JD/MIR was established in response to strong demand from the law profession for graduates with expertise in employment and labour law. The JD/MIR is the only dual degree of its kind in Canada, merging graduate training in human resources management, employment and labour policy with a professional degree in law.

A limited number of students may be admitted to this combined program. Applications must be made for JD admission through OLSAS and concurrently for admission to the graduate degree through the School of Graduate Studies



and Postdoctoral Affairs. Admission requirements specifically for the MIR are as above, including those for international students.

## Financial Assistance

Special awards available include the Clarence J. Hicks Fellowship in Industrial Relations, Don Wood Fellowships, Cameron-Wood Prize, the Goldenberg Scholar's Award, the Robert Grant Fellowship, the Lia Dower Memorial Award, and The MIR Class of 1985 Bursary.

## Facilities

The Master of Industrial Relations program is located on the second floor of Robert Sutherland Hall, in close proximity to the Mackintosh-Corry Social Science Complex, the Faculty of Law, Goodes Hall, the School of Business, the Law Library, the main Arts and Humanities Library, Stauffer Library, and the Industrial Relations Centre.

## Faculty

### Director, MIR and PMIR Programs

Hickey, R.S.

### Professor

Chaykowski, R.P.

### Associate Professor

Fisk, G.M., Hickey, R.S., Lilius, J.M.

### Assistant Professor

Samosh, D., Weinberg, B.

### Professor Emeritus

Kumar, P.

## Programs

- Industrial Relations - Master of Industrial Relations and Professional Master of Industrial Relations (<https://queensu-ca-public.courseleaf.com/archive/2022-2023/graduate-studies/programs-study/industrial-relations/industrial-relations-mir/>)
- Industrial Relations - JD/MIR Program (<https://law.queensu.ca/programs/combined-degrees/mir/>)

## Courses

In the full-time MIR program, core courses (MIR 810, 823, 824, 830, 840, 897) are offered each year. All other courses are electives, and course offerings vary year-to-year. Please check directly with the department for current offerings. In the PMIR program, core courses and electives are offered a multi-year period. Please check directly with the department for current offerings.

Courses weighted 3.0 credits may be offered in a blended learning format that includes in-class lectures (in-person lecture hours may vary from 24 to 36 hours), and on-line lectures and learning activities (which may vary from 0 to 12 hours), to total 36 learning hours.

Courses weighted 1.0 credit may be offered in a blended learning format that includes in-class lectures (in-person lecture hours may vary from 8 to 12 hours), and on-line lectures and learning activities (which may vary from 0 to 4 hours), to total 12 learning hours.

All MIR/PMIR courses adopting a blended learning format will clearly indicate the proportion of hours in-class, and the course segments with lectures and/or learning activities delivered on-line, approximately four (4) weeks in advance of the beginning of the course.

### MIR 802-809, 811-819 Workplace Skills Seminars

These seminars are designed to provide students with critical analytical, research, and interpersonal skills required of Human Resources and Labour Relations professionals in the workplace. Each seminar normally meets over a four-week period, and students are required to take three seminars which together will be considered a half-course. Students also have the option of taking three additional seminars, which may be counted as an elective credit. Students will not be permitted to take more than six seminars. Students who wish to drop a seminar must do so before the second scheduled class or with the permission of the instructor. The seminars are:

#### MIR 802 Seminars in Training and Development

Seminars on key employment topics such as team building, stress management, dealing with difficult people, etc. Specific topics may vary from year to year, as issues change and different instructors are involved. (Seminar; 1.0 credit units.)

#### MIR 803 Seminars in Analytics and Metrics Skills

Seminars on key employment topics such as quantitative and qualitative analytical methods and tools: design and use of metrics. Specific topics may vary from year to year, as issues change and different instructors are involved. (Seminar; 1.0 credit units.)

#### MIR 805 Seminars in Labour Relations

Seminars on key employment topics such as costing agreements, grievance handling, etc. Specific topics may vary from year to year, as issues change and different instructors are involved. (Seminar; 1.0 credit units.)

#### MIR 806 Seminars in Human Resource Management

Seminar on key employment topics such as recruitment, selection, interviews, opinions, surveys. Specific topics may vary from year to year as issues change and different instructors are involved. (Seminar; 1.0 credit units.)

**MIR 807 Seminars in Negotiation and Collective Bargaining**

Seminars on key employment topics negotiation skills and strategies, and collective bargaining that focuses on long term and sustained results. Specific topics may vary from year to year, as issues change and different instructors are involved. (Seminar; 1.0 credit units.)

**MIR 808 Seminars in Work Teams**

Seminars relevant to building and managing effective work teams. Specific topics may vary from year to year, as Issues change and different instructors are involved. (Seminar; 1.0 credit units.)

**MIR 809 Mediation Skills**

This course is designed to introduce students to the basic principles of conducting a mediation in the context of a labour and employment dispute. Students will have an opportunity to co-mediate in a mock mediation. Experienced mediators will observe and coach students through the exercise. (Seminar; 1.0 credit units)

**MIR 810 Unions and Collective Bargaining**

The purpose of the course is to develop a critical understanding of the institutions of unionism and collective bargaining, their rationale, policies and procedures, and their effects on workers, organizations, and the society. The course is experiential and practical, building on the key conceptual principles of industrial relations. (3.0 credit units.)

**MIR 811 Seminars in Health, Safety and Wellness**

Seminars on key employment topics that support positive Individual and organizational outcomes with respect to workplace health and safety, individual wellness, and employee mental health. Specific topics may vary from year to year as issues change and different instructors are involved. (Seminar; 1.0 credit units.)

**MIR 812 Seminars in Employment Ethics and Legal Issues**

Seminars on key employment topics such as legal considerations and consequences of workplace misconduct, unethical behaviour, human rights violation. Specific topics may vary from year to year, as issues change and different instructors are involved. (Seminar; 1.0 credit units.)

**MIR 813 Seminars in Performance Management**

Seminars on key employment topics such as performance appraisal, effective feedback and coaching. Specific topics may vary from year to year, as issues change and different instructors are involved. (Seminar; 1.0 credit units.)

**MIR 815 Seminars in Diversity, Equity and Inclusion**

Seminars on key employment topics regarding workplace management practices and programs that support employee inclusivity, equity and diversity. Specific topics may vary from

year to year, as issues change and different instructors are involved. (Seminar; 1.0 credit units.)

**MIR 816 Seminars in Employment Relations Problems and Projects**

Students typically either do a project or case exercise in employment relations, on either an individual or small-group basis. Group cases or exercises may involve presentations of a report or findings. Specific requirements may vary from year to year depending upon the specific topic (Seminar; 1.0 credit units.)

**MIR 817 Seminars in Contract Administration**

Seminars on contract language interpretation, grievance and arbitration processes, and legal responsibilities and requirements. Specific topics may vary from year to year, as issues change and different instructors are involved. (Seminar; 1.0 credit units.)

**MIR 818 Seminars in Leadership**

Seminars on developing skills to effectively manage and lead others. Specific topics may vary from year to year, as issues change and different instructors are involved. (Seminar; 1.0 credit units.)

**MIR 819 Labour Arbitration Skills**

The labour arbitration skills seminar typically takes the form of a Moot Competition, based on a fictional case in a formal setting that simulates a real arbitration, which supports the development of formal presentation and advocacy skills in the practice of arbitration in employment relations. Although typically centered on a Moot Competition, the seminar may provide alternative approaches to learning and developing skills related to the practice of labour arbitration (1.0 credit units.)

**MIR 820 IR and Labour Law (two terms)**

This course addresses the fundamentals of the law governing the individual employment relationship and the collective bargaining relationship; rights of the employee and employer at common law, and their modification by minimum standards statutes and human rights legislation; the development of contemporary collective bargaining legislation; the certification process; unfair labour practices; the duty to bargain; the collective agreement and its administration through arbitration. The arbitration and adjudication process will also be studied, including such topics as powers of arbitrators and adjudicators and evidentiary issues. Students will have an opportunity to perform in mock arbitrations and adjudications.(3.0 credit units.)

EXCLUSIONS: MIR 823 and MIR 824.

**MIR 823 IR and Labour Law I**



This course addresses the fundamentals of the law governing the individual employment relationship and the collective bargaining relationship; rights of the employee and employer at common law, and their modification by minimum standards statutes and human rights legislation; the development of contemporary collective bargaining legislation; the certification process; unfair labour practices and the duty to bargain. (3.0 credit units)

EXCLUSION: MIR 820

#### **MIR 824 IR and Labour Law II**

This course addresses the fundamentals of the collective agreement and its administration through arbitration. The arbitration and adjudication process will also be studied, including such topics as powers of arbitrators and adjudicators and evidentiary issues. Students will have an opportunity to perform in a mock arbitration and adjudications. . Note: Learning materials \$20 (3.0 credit units)

EXCLUSION: MIR 820

#### **MIR 825 Human Rights Law in the Workplace**

The focus of this course is to provide students with the tools required to create and maintain a culture of human rights in the workplace. Through the use of case studies, students will learn how to apply legal principles and law to develop practical solutions to the challenges they are sure to face. (3.0 credit units)

#### **MIR 826 Advanced Topics in Labour Law**

This course is an advanced topics seminar providing contemporary perspectives on labour law. The course is intended to explore specific aspects of labour law that are relevant to industrial relations in depth. Specific topics may vary from year to year, as issues change and different instructors are involved. (3.0 credit units.)

#### **MIR 830 Human Resource Management**

This course will familiarize students with the basic responsibilities of the human resources function in organizations. The course covers topics such as strategic planning, job analysis, recruitment, selection, training and development, career planning, performance appraisal, compensation and international HRM. Students will learn about the various tools and techniques available to human resource professionals through the use of lectures, case analyses, student presentations, and the text book with supplemental readings. (3.0 credit units.)

#### **MIR 840 Labour Economics and Industrial Relations**

This course examines contemporary labour market behaviour and processes and considers some of the emerging labour market issues and policies that are relevant to the study of industrial relations. The approach is to relate theory and empirical research from labour economics to industrial

relations and institutional analyses. A selection of major topics that are typically covered include: the demand and supply for labour; human capital investments; contracts and compensation; unions and their impacts; and labour market discrimination and related public policy; and NAFTA related implications. (3.0 credit units)

#### **MIR 841 Contemporary Labour Policies**

This course provides a basic overview of the major purposes and elements of current Canadian labour policy and emerging challenges in the context of changing external and internal environments. The three major areas of labour policy studied include regulations related to labour relations, labour standards, and labour markets in both the public and the private sectors. Among key areas studied include legislation and programs related to labour relations, pay equity, occupational health and safety, employment standards, worker compensation, unemployment insurance, as well as broader policy programs such as the federal sectoral councils program for skills development and adjustment. Although the main focus of the course is on Canada, aspects of North American or global developments relevant to Canadian labour policy will also be reviewed. (3.0 credit units)

#### **MIR 850 Organizational Behavior**

This course applies theories and methods from the behavioral sciences to the analysis of organizations. Students are introduced to classical and contemporary theories of organizational behavior at the individual, interpersonal, and organizational levels, with a particular emphasis on identifying evidence-based solutions to organizational problems in the context of employment relations. (3.0 credit units)

#### **MIR 851 Relationships in Organizations**

The purpose of this course is to create better understanding of the importance of relationships in organizations. Using a socio-psychological approach, the course will focus on topics central to relationship formation including social perception and cognition, attitudes and persuasion as well as interpersonal attraction and influence. Among the topics to be covered include attachment theory, social identity, social networks, organizational compassion, emotions, politics and influence tactics, diversity, harassment. (3.0 credit units).

#### **MIR 852 Leadership in Organizations**

This course examines theories and research findings from the behavioral sciences that are relevant to leadership and the influence process in groups and organizations. Topics may include personality, situational factors, intergroup processes, interpersonal perception as well as the motivation to both lead and follow. The course also explores the implications

of leadership training, organization development, and action research. (3.0 credit units)

**MIR 853 Advancing Equity, Diversity, and Inclusion in the Workplace**

The course considers the range of human resource management and labour relations practices, laws and policies that influence equity, diversity, and inclusion in the modern workplace, and helps students develop their critical thinking on topics such as implicit and systemic bias, and how they relate to organizational issues of power, privilege, opportunity, inclusion, creativity and innovation, and effectiveness. (3.0 credit units)

**MIR 860 Advanced Topics in Employment**

This course is an advanced topics seminar providing contemporary perspectives on employment relations, personnel management and organizational behaviour. The course is intended to explore selected topics in these areas in depth. Private and public sector industrial relations issues may be explored. Topics and instructors will vary from year to year. (3.0 credit units.)

**MIR 870 Contract Administration**

An advanced topics course that explores the management and application of the collective agreement post—negotiation. This course examines the link between contract administration, the bargaining environment, and issues brought forward for collective bargaining. Duty of fair representation, successor rights, bargaining history, and language—building, among other topics, will be considered. (3.0 credit units)

**MIR 875 Finance and Accounting for HR/LR**

This course provides an introduction to the basic principles and skills in accounting and finance that are relevant to employment relations specialists. Topic areas may vary from year to year but typically include financial concepts, statements and tools, principles of accounting, budgeting processes, financial forecasting, costing and reporting and the regulatory regime. (Offered online or on-campus). (3.0 credit units)

**MIR 877 Technology and Work**

The seminar course examines technological change in the workplace and the relationship between technological change and employment relations outcomes. Examples of aspects of technological change examined include effects on employee skills and education, work organization and methods, employment arrangements and levels, and union management relations. (3.0 credit units)

**MIR 880 Compensation**

This course examines the basic components of compensation systems (i.e., compensation objectives, job hierarchies,

forms of pay, salary survey, etc.). A Canadian text is used that combines economic, sociological and psychological approaches to the study and design of pay systems. The course uses a detailed description of a hypothetical organization and a problem-oriented teaching method to explore topics such as the relationship between compensation systems and firm performance, and the tradeoffs between internal and external equity in the design of compensation systems. (3.0 credit units.)

**MIR 885 Industrial Relations in the Global Economy**

This course develops a critical appreciation of the role of industrial relations in a global economic environment. The emphasis is on providing an understanding of the nature and scope of adjustments and adaptations in labour-management institutions and relationships required to deal with international competitive pressures, focusing on strategic links between HR/LR and competitiveness, the Japanese challenge, evolving management approaches and strategies, union responses and the labour agenda, and restructuring experience in key Canadian industries. (3.0 credit units.)

**MIR 886 Negotiations, Conflict Resolution and Workplace Behaviour**

The object of this course is to develop industrial relations and human resource expertise including negotiation, conflict resolution and facilitation skills for those who will be employed in line, staff, or union positions in the public or private sectors. The course deals specifically with negotiation strategy and behaviour, labour and management attitudes and relationships, conflict and cooperation, methods of conflict resolution and facilitation, workplace innovations, strategic choice in IR/HR policy, new directions in IR/HR, and in the new roles of staff and line management in the high performance workplace. Note: Learning Materials \$32.25 (3.0 credit units.)

**MIR 888 Advanced Topics in Labour Relations**

The course is an advanced topics seminar providing contemporary perspectives on labour relations. The course is intended to explore specific aspects of labour relations in depth. Private and public sector labour relations issues may be explored. Specific topics may vary from year to year, as issues change and different instructors are involved. (3.0 credit units.)

**MIR 889 Advanced Topics in Human Resources Management**

The course is an advanced topics seminar providing contemporary perspectives on human resources management. The course is intended to explore specific aspects of human resources management in depth. Private and public sector human resource issues may be explored.



Specific topics may vary from year to year, as issues change and different instructors are involved. (3.0 credit units).

#### **MIR 891, 892 Directed Special Studies**

The purpose of the directed special studies/reading course is to provide additional flexibility in the MIR program to enable students to pursue in-depth study of a topic/subject relating to industrial relations and human resources management that is not covered by existing course offerings. The scope of this course will be arranged by the student in consultation with the instructor. Although the exact course format and requirements will depend on the nature of the subject area and on the discretion of the instructor, the following guidelines may be helpful: the minimum workload for the course is the same as required for a normal course; the student is normally required to undertake a review of the literature, including an annotated bibliography of the subject covered by the course; the student is normally required to write at least one major paper (minimum 20 typed pages or 5000 words in length) as a requirement for the course. The course is available only under special circumstances and with the permission of the Director. This course may be taken in any one of the three terms, but it can only be taken once during the MIR program.(3.0 credit units)

#### **MIR 897 Analytical Methods in Industrial Relations**

This course introduces students to research methods and tools used in the study of industrial relations. The course includes selected topics related to the application of labour economics, human resources management, organizational behaviour, and labour law approaches to the analysis of industrial relations. Specific topics and emphasis vary according to the instructor. (3.0 credit units)

#### **MIR 898 Research Project**

Written under the direction of a faculty supervisor and normally about 50 pages in length, the research essay provides students with the opportunity to undertake independent research of an IR/HR issue or a case study of an organization and to develop the ability to express their ideas in an organized and literate form. Preliminary work is normally completed in the winter term and research and writing conducted during the spring/summer term. Counselling for the research essay (choice of an appropriate topic, selection of a supervisor, etc.) is provided by the School. Every effort is made to inform students about the research interests and activities of faculty members and associates and to encourage them to undertake topics related to these. The written essay will be examined by a committee composed of the supervisor, and one other member of the faculty of the School or a related department. (offered based on supervisory availability).(6.0 credit units)