## EMPLOYMENT RELATIONS

### 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 (36L;12O;72P).

**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 (36L;12G;12O;60P).

**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 (72O;48P).

**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 (60O;60P).

**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 (48O;72P).

**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 (72O;48P).

**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 (72O;48P).

**Requirements:** Prerequisite Level 2 or above.

**Offering Faculty:** Faculty of Arts and Science

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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 (36L;84P).
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 (72O;48P).
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 (36L;84P).
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 (36L;84P).
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 (36L;84P).
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 (36L;84P).
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 (36L;84P).
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 (36L;84P).
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 (24L;24G;12O;60P).
Requirements: Prerequisite 3.0 units in EMPR at the 200-level.
Offering Faculty: Faculty of Arts and Science

MIR 802  Seminars in Training and Development  Units: 1.00
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.)
Offering Faculty: Faculty of Arts and Science

MIR 803  Seminars in Analytics and Metrics Skills  Units: 1.00
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.)
Offering Faculty: Faculty of Arts and Science

MIR 805  Seminars in Labour Relations  Units: 1.00
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.)
Offering Faculty: Faculty of Arts and Science

MIR 806  Seminars in Human Resource Management  Units: 1.00
Seminars 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.)
Offering Faculty: Faculty of Arts and Science

MIR 807  Seminars in Negotiation and Collective Bargaining  Units: 1.00
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.)
Offering Faculty: Faculty of Arts and Science

MIR 808  Seminars in Work Teams  Units: 1.00
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.)
Offering Faculty: Faculty of Arts and Science

MIR 809  Mediation Skills  Units: 1.00
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. (1.0 credit units)
Offering Faculty: Faculty of Arts and Science

MIR 810  Unions & Collective Bargaining  Units: 3.00
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.
Offering Faculty: Faculty of Arts and Science

MIR 811  Seminars in Health, Safety and Wellness  Units: 1.00
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.)
Offering Faculty: Faculty of Arts and Science

MIR 812  Seminars in Employment Ethics and Legal Issues  Units: 1.00
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.)
Offering Faculty: Faculty of Arts and Science

MIR 813  Seminars in Performance Management  Units: 1.00
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.)
Offering Faculty: Faculty of Arts and Science

MIR 814  Seminar  Units: 1.00
Offering Faculty: Faculty of Arts and Science
MIR 815 Seminars in Diversity, Equity and Inclusion Units: 1.00
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.)
Offering Faculty: Faculty of Arts and Science

MIR 816 Seminars in Employment Relations Problems and Projects Units: 1.00
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.)
Offering Faculty: Faculty of Arts and Science

MIR 817 Seminars in Contract Administration Units: 1.00
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.)
Offering Faculty: Faculty of Arts and Science

MIR 818 Seminars in Leadership Units: 1.00
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.)
Offering Faculty: Faculty of Arts and Science

MIR 819 Labour Arbitration Skills Units: 1.00
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 (Seminar; 1.0 credit units.)
Requirements: MIR Programs
Offering Faculty: Faculty of Arts and Science

MIR 820 IR And Labour Law Units: 6.00
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.
Offering Faculty: Faculty of Arts and Science

MIR 823 IR And Labour Law I Units: 3.00
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 certification process; unfair labour practices.
Requirements: Exclusion: MIR 820
Offering Faculty: Faculty of Arts and Science

MIR 824 IR And Labour Law II Units: 3.00
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 mock arbitrations and adjudications.
Offering Faculty: Faculty of Arts and Science

MIR 825 Human Rights Law Units: 3.00
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.
Requirements: MIR Programs
Offering Faculty: Faculty of Arts and Science

MIR 826 Advanced Topics in Labour Law Units: 3.00
The 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.
Offering Faculty: Faculty of Arts and Science
MIR 830 Human Resource Management Units: 3.00
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.
Offering Faculty: Faculty of Arts and Science

MIR 840 Labour Economics And Ir Units: 3.00
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.
Offering Faculty: Faculty of Arts and Science

MIR 841 Contemporary Labour Policies Units: 3.00
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.
Offering Faculty: Faculty of Arts and Science

MIR 850 Organizational Behavior Units: 3.00
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.
Offering Faculty: Faculty of Arts and Science

MIR 851 Relationships In Organizations Units: 3.00
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.
Offering Faculty: Faculty of Arts and Science

MIR 852 Leadership In Organizations Units: 3.00
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.
Requirements: MIR Programs
Offering Faculty: Faculty of Arts and Science

MIR 853 Advancing Equity, Diversity, and Inclusion in the Workplace Units: 3.00
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.
Offering Faculty: School of Graduate Studies

MIR 860 Advanced Topics in Employment Relations Units: 3.00
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.
Offering Faculty: Faculty of Arts and Science
MIR 870 Contract Administration Units: 3.00
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.
Requirements: MIR Programs
Offering Faculty: Faculty of Arts and Science

MIR 875 Finance and Accounting for HR/LR Units: 3.00
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).
Requirements: MIR Programs
Offering Faculty: Faculty of Arts and Science

MIR 877 Technology and Work Units: 3.00
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.
Offering Faculty: School of Graduate Studies

MIR 880 Compensation Units: 3.00
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.
Offering Faculty: Faculty of Arts and Science

MIR 885 Ir In The Global Economy Units: 3.00
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.
Requirements: MIR Programs
Offering Faculty: Faculty of Arts and Science

MIR 886 Negotiations Conflict Resol. Units: 3.00
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.
Offering Faculty: Faculty of Arts and Science

MIR 888 Adv Topics In Labour Relations Units: 3.00
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.
Offering Faculty: Faculty of Arts and Science

MIR 889 Adv. Topics In H.R. Management Units: 3.00
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.
Offering Faculty: Faculty of Arts and Science
MIR 891 Directed Special Studies Units: 3.00
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.
Offering Faculty: Faculty of Arts and Science

MIR 892 Directed Special Studies Units: 3.00
Offering Faculty: Faculty of Arts and Science

MIR 897 Analytical Methods In Ir Units: 3.00
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.
Offering Faculty: Faculty of Arts and Science

MIR 898 Research Project Units: 6.00
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.
Offering Faculty: Faculty of Arts and Science