

**Centre for Industrial Relations and Human Resources**

**University of Toronto**

# Course Fact Sheets



## 2011 Fall Session

This information is accurate at the time of printing but is subject to change without notice.



## CENTRE FOR INDUSTRIAL RELATIONS AND HUMAN RESOURCES University of Toronto

IRE1002H – Applied Statistics for Industrial Relations  
Hua Wang [huax.wang@utoronto.ca](mailto:huax.wang@utoronto.ca)

### Course Description and Objectives

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Designed to provide you a familiarity with the scope and application of statistical analysis. Topics include the following basic statistical techniques: descriptive measures, elementary probability, sampling, estimation and testing and regression. Examples are drawn from business and economics. The course will enable you to read statistical studies intelligently and critically. You will learn to use Micro Microsoft Excel© and a particular statistical add-in package MegaStat to perform data analyses. The emphasis is on business applications rather than rigorous mathematics

**Prerequisite :** No prerequisite required.

### Textbook/Required Course Materials

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The textbook for the course (listed below) is available for purchase at the UofT Bookstore (<http://www.uoftbookstore.com/online/index.ihml>) and is also on short-term loan in the CIRHR Library.

Amir D. Aczel and Jayavel Sounderpandian, 2009. Complete Business Statistics, 7<sup>th</sup> Ed., McGraw-Hill. (including CD)

### Evaluation

Component	Weight/Value	Due Date
Assignment 1	5 %	Sept. 27th
Assignment 2	5 %	Oct. 18th
Midterm	30 %	Nov. 1 <sup>st</sup> .
Assignment 3	5 %	Nov. 8th
Assignment 4	5 %	Nov. 22nd
Final Exam	50 %	TBA



## CENTRE FOR INDUSTRIAL RELATIONS AND HUMAN RESOURCES University of Toronto

IRE1010H – Economic Environment for IR/HR  
Frank Reid [frank.reid@utoronto.ca](mailto:frank.reid@utoronto.ca)

### Course Description and Objectives

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The economic environment is analysed at an intermediate level, using both theory and evidence, and applied to issues in Industrial Relations and Human Resources. The range of issues mainly relates to microeconomic analysis of individual organizations and labour markets, with some focus on the impact of the macroeconomic environment on IR and HR outcomes. A course in introductory economics is recommended as a prerequisite, but not required. For this reason, no previous knowledge of economics will be assumed, but the course will proceed fairly quickly to an intermediate level. Students without a background in introductory economics should expect to do correspondingly more work in the course.

**Prerequisite :** No prerequisite is required.

### Textbook/Required Course Materials

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The textbook for the course (listed below) is available for purchase at the UofT Bookstore (<http://www.uoftbookstore.com/online/index.ihml>) and is also on short-term loan in the CIRHR Library.

Benjamin, Dwayne, Morley Gunderson, Thomas Lemieux and W. Craig Riddell. Labour Market Economics : Theory, Evidence, and Policy in Canada. 6th ed. Toronto : McGraw-Hill Ryerson, 2007. 636 p. ISBN 0-07-094922-0

This text will also be used in IRE1126H in the winter semester, but different sections of the text will be covered. Students without an introductory economics course may wish to consult an introductory economics text, e.g. Economics by Richard Lipsey et al.

### Evaluation

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Midterm Test	Week 7	40%
Final Exam	Week 14	60%

Test Coverage: The Midterm Test covers Weeks 1 to 5 of the Reading List and the Final Exam covers the whole course, with emphasis on material since the Midterm. .



## CENTRE FOR INDUSTRIAL RELATIONS AND HUMAN RESOURCES University of Toronto

### IRE1270H – Law of Labour Relations

Brian Burkett [bburkett@heenan.ca](mailto:bburkett@heenan.ca)

Rhonda Shirreff [rhonda.shirreff@utoronto.ca](mailto:rhonda.shirreff@utoronto.ca)

### Course Description and Objectives

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This is an introductory course in Canadian labour relations law. Although the course will focus on substantive legal issues, it is intended for non-law students and will be largely “overview” in nature. The course is intended to prepare students to identify and address labour relations law issues that they may encounter in the field. To this end, we will be reading decisions of labour boards, grievance arbitrators, and the courts. We will also be reading commentaries by some of Canada’s leading labour law academics. This will assist students in understanding the factual contexts in which legal issues arise, and how decision-makers resolve these issues.

In the first part of the course, we will begin with an overview of the basics of employment law, with a focus on the individual contract of employment for non-union employees. We will then consider the labour relations system under the Ontario Labour Relations Act and specifically issues such as: acquisition of bargaining rights by a trade union; defining an appropriate bargaining unit; and determining the employees to be included in a bargaining unit.

In the second part of the course, we will examine topics including: unfair labour practices; the collective bargaining process; the duty to bargain in good faith; and the regulation of strikes, lockouts and picketing. The third part of the course will address the grievance arbitration process. We will consider how grievance arbitrations work in practice, and will look at specific issues including discipline and discharge grievances, policy grievances respecting the interpretation of the collective agreement, and grievances challenging management prerogative.

#### Prerequisite :

IRE 1610 Industrial Relations OR equivalent. Students who have completed an equivalent course should contact [cirhr.gradcoord@utoronto.ca](mailto:cirhr.gradcoord@utoronto.ca). Students who do not have the stated prerequisite will require the Graduate Coordinator's written permission to enrol or they will be removed from the course.

#### Textbook/Required Course Materials

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The textbook for the course (listed below) is available for purchase at the UofT Bookstore (<http://www.uoftbookstore.com/online/index.html>) and is also on short-term loan in the CIRHR Library.

Ontario Labour Relations Act (“LRA”), and the current Ontario Employment Standards Act, 2000 (“ESA”). Both may be downloaded from <http://www.e-laws.gov.on.ca>.

#### Recommended Materials:

- Required readings that are NOT available online are on reserve in the CIRHR Library as separate articles.
- Linked readings are available online.

#### Recommend:

- Adams, Canadian Labour Law, 2nd ed. (1999: Canada Law Book) (“Adams Text”) [required readings from this text are on reserve as separate articles]
- Brown and Beatty, Canadian Labour Arbitration, 4th ed. (2006-: Canada Law Book) – loose-leaf continually updated (“Brown and Beatty Text”).

Also in hard copy in the CIRHR library – non-circulating.

- Carter, et al., Labour Law in Canada, 5th ed. (2001: Kluwer/Butterworths) (“Carter Text”) [required readings from this text are on reserve as separate articles]



## CENTRE FOR INDUSTRIAL RELATIONS AND HUMAN RESOURCES University of Toronto

IRE1270H – Law of Labour Relations, Continued

- Gilbert, et al., Canadian Labour and Employment Law for the U.S. Practitioner, 2nd ed. (2006, BNA Books) (“Gilbert Text”) [required readings from this text are on reserve as separate articles]
- Labour Law Casebook Group, Labour and Employment Law: Cases, Materials and Commentary, 8th ed. (2011: Irwin Law) (“Labour Law Casebook”) [required readings from this text are on reserve as separate articles]

### **Evaluation**

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1. Each student must prepare a written answer to a mid-term problem question handed out during the term. The mid-term problem represents 40% of the final mark. Answers should not exceed 3,500 words (i.e. 15 pages). The mid-term problem question will be handed out in class.
2. There will be a take-home final exam, counting for the remaining 60% of the mark in the course. Students will be examined on the materials we are able to cover in the course.

Please note that the problem paper and the take-home final exam are NOT to be treated as a group projects. Each student's written answers should reflect an appropriate degree of original analysis, content, and style.



## CENTRE FOR INDUSTRIAL RELATIONS AND HUMAN RESOURCES University of Toronto

IRE1362H – Organizational Behaviour  
Beatrice Moos [moos.beatrice@gmail.com](mailto:moos.beatrice@gmail.com)

### Course Description and Objectives

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The purpose of this course is to familiarize you with fundamental Organizational Behaviour (OB) theories and principles. In this course, you will develop an understanding of individual, group, and organizational processes that shape how people behave and interact with others at work. This will involve examining the literature on topics such as personality, motivation, leadership, group dynamics/teams, organizational culture, and change. The weekly readings will provide an overview of theory and research about the topics covered. The course assignments will challenge you to apply OB research to solve organizational challenges.

The major learning objectives are:

- (i) to develop a familiarity with current literature in Organizational Behaviour.
- (ii) to strengthen critical analysis skills through weekly assignments on the readings.
- (iii) to learn how to effectively translate OB theory and research into practice.

**Prerequisite:** No pre-requisite required.

### Textbook/Required Course Materials

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The textbook for the course (listed below) is available for purchase at the UofT Bookstore (<http://www.uoftbookstore.com/online/index.ihtml>) and is also on short-term loan in the CIRHR Library.

TBA

### Evaluation

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TBA



**IRE1609H – Human Resource Management**  
**Alex Gallacher** [alex@engagehr.com](mailto:alex@engagehr.com)

## **Course Description and Objectives**

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This is an overview Human Resource Management (HRM) course intended to give the modern business leader, in any organization, a broad understanding of how and what is involved in delivering competitive advantage through effective HRM. The key theme for the course is the creation of alignment between business strategy and objectives, structure and what it is that people are actually doing to create value, personally and professionally. In short, the alignment of: strategy, structure and people. Value creation by employees, for customers and on behalf of shareholders, will also be a key theme of the course.

Effective human capital alignment is a key differentiator in delivering sustainable business and organizational performance. Human capital management is very much about creating an effective alignment of organizational resources at all levels of organizations. In order to do so, one must first have a clear understanding of organizational strategy, which is where the course begins, leading to subsequent sections on: workforce planning and role clarity; attraction, recruitment, selection and integration; reward and recognition; performance management and appraisal; training and development; people change management; employment legislation & health and safety; industrial and labour relations; talent and career management; and, organizational culture.

Students will have the opportunity to consult with an organization of their choosing, subject to instructor approval, in a group setting, and present their analysis, recommendations and action plans as part of the final project assignment in the final two sessions of the course.

**Prerequisite :** There is no prerequisite required. (Exclusion MGT 2609).

## **Textbook/Required Course Materials**

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Readings will be available either online or in the CIRHR Library for short term loan.

## **Evaluation**

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Grades are a measure of the performance of a student in individual courses. Each student shall be judged on the basis of how well he or she has command of the course materials.

Class Participation	20%
Case Analysis	35%
Project Presentation	15%
Project Report	30%



## CENTRE FOR INDUSTRIAL RELATIONS AND HUMAN RESOURCES University of Toronto

**IRE1611H – Sociology of Industrial Relations**  
Chris Schenk [chris.schenk@chrisschenk.ca](mailto:chris.schenk@chrisschenk.ca)

### Course Description and Objectives

This course introduces students to sociological approaches to work and industrial relations. It briefly explores the history of industrial relations leading to contemporary issues and events through the lens of key sociological thinkers such as Marx, Durkheim, Weber and Michels. Students are therefore introduced to classical theories and then these perspectives are applied to analyze current labour market and employment relationships.

The objective of this course is first to demonstrate how an understanding of industrial relations can be informed and enriched by classical and contemporary sociological perspectives and research. Second, it is to enable students to familiarise themselves with sociological perspectives so that they can compare and contrast, support or oppose, distinct approaches to industrial relations and the nature of work. This new familiarity will facilitate a critical view of the theories that will be explored and applied in the course.

**Prerequisite :** No prerequisite is required.

### Textbook/Required Course Materials

The textbook for the course (listed below) is available for purchase at the UofT Bookstore (<http://www.uoftbookstore.com/online/index.ihml>) and is also on short-term loan in the CIRHR Library.

Godard, John. 2011. Industrial Relations, the Economy and Society, 4th ed., Captus Press.

Krahn, Harvey, Graham Lowe & Karen Hughes. 2011. Work, Industry and Canadian Society, 6th ed., Thompson Nelson

### Evaluation

#### Mid-Term Test

The test will be based on course material and structured on short answer questions and essays 30%

#### Research Paper Outline and Sources (3-4 pages)

This is important as a well thought out outline leads to a well researched and logically ordered paper. You will need topic approval from your instructor. 15%

#### Group Seminar Presentations

This course is structured on a seminar format with short lectures and group presentations to encourage debate. Students will be asked to pair up and make 10-12 minute presentations each and hand in a short written précis of their presentation. Such presentations will largely be based on the recommended readings. Presentations should take the form of a synthesis of key ideas, questions, issues and controversies, rather than merely a summary of the reading. 25%

#### Research Paper (12-15 pages)

Students are expected to produce as 12-15 page paper which explores a topic related to course material utilizing a sociological perspective. 30%



## CENTRE FOR INDUSTRIAL RELATIONS AND HUMAN RESOURCES University of Toronto

### IRE1615H – Labour and Globalization

Mikael Swayze [mikael.swayze@utoronto.ca](mailto:mikael.swayze@utoronto.ca)

#### Course Description and Objectives

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For the past half century, industrial relations scholars have generally assumed that labour and employment law, terms and conditions of work and labour-management decisions are “local” matters, determined within the confines of nation-states and national systems of regulation.

However, the twenty years since the signing of the Canada-United States Free Trade Agreement, have seen some significant challenges to this fundamental assumption. In particular, three forces have combined to undermine this assumption: 1) increasing economic globalization, (2) the spread of precarious employment, and (3) the movement to the post-welfare state.

These three forces are interconnected and raise many important challenges to national systems of regulation, workers’ rights, stability of firms and the communities that depend on those firms for employment and so on.

The recent economic crisis has revealed the interconnectivity of the contemporary world. Financial crises that began on Wall Street spread to government takeovers of automobile companies that included imposed concessionary bargaining on both sides of the Canada-US border. Countries around the world – both developed and developing --, their business sectors, citizens and workers have all been coping simultaneously with this crisis.

This course focuses on a number of themes that globalization and the new economy raise for workers, unions and the state. Through seminar discussions, presentations and the completion of a research essay, students will have the opportunity to explore these themes in greater depth and come to an appreciation of the increasing complexity of industrial relations in a globalizing world.

#### Prerequisite :

IRE 1610 Industrial Relations OR equivalent. Students who have completed an equivalent course should contact [cirhr.gradcoord@utoronto.ca](mailto:cirhr.gradcoord@utoronto.ca). Students who do not have the stated prerequisite will require the Graduate Coordinator's written permission to enrol or they will be removed from the course.

#### Textbook/Required Course Materials

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The textbook for the course (listed below) is available for purchase at the UofT Bookstore (<http://www.uoftbookstore.com/online/index.ihtml>) and is also on short-term loan in the CIRHR Library.

There is no textbook for this course. Readings are on reserve in the CIRHR Library only if they are not available online.

#### Evaluation

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Outline of Term Paper	15%	
Designated commentary	20%	(throughout)
Participation	10%	(throughout)
Term Paper	55%	



**IRE1620H – Labour Relations Problems in Historical Perspective**  
Prof. Laurel MacDowell [laurel.macdowell@utoronto.ca](mailto:laurel.macdowell@utoronto.ca)

### **Course Description and Objectives**

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This graduate course in industrial relations is conducted as a seminar, which examines current issues in labour relations, and investigates their historical background as a way of placing them in historical perspective. The approach is interdisciplinary, and the readings and discussions relate the present to the past and vice versa. Historical methodology and historiography are not covered, as the course is intended to supplement the study of industrial relations with a selection of readings pertinent to current themes. Topics covered include: Hours of Work, Occupational Health and Safety, Technological Change, Unions Globalization and the Environment, Immigrant Workers Experience, Whistle-blowers, Gender in the Workplace, The Employee Representation Debate, The Unorganized Employee, Canadian/American Labour Relations Divergence, and Work in a Warming World.

**Prerequisite :**

No pre-requisite required.

### **Textbook/Required Course Materials**

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There is no textbook for the course but readings are available on short-term loan in the CIRHR Library or are on-line.

### **Evaluation**

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**Component:**

Seminar participation	10%
Seminar presentation and report	20%

*Research Paper*

Research paper outline	15%
Research paper oral presentation	20%
Research paper written assignment (15 pages)	35%

### **Description of Assignments**

SEMINAR PRESENTATION and REPORT (worth 20%) – Each week one student will make a brief presentation on the major themes in that week’s readings, and will frame **questions** for the class to discuss. You are expected to read FIVE readings for this seminar presentation and report.

One week after doing their seminar presentation, each student will write a five page report on FIVE readings you have read and should discuss how they relate to the topic.



## **CENTRE FOR INDUSTRIAL RELATIONS AND HUMAN RESOURCES University of Toronto**

### **IRE1620H-F – Contd.**

RESEARCH PAPER OUTLINE (worth 15% and due Oct. 11) – The outline should have a title, a brief description of the thesis and structure of your paper and an annotated bibliography of at least SIX readings, noting what the book or article is about and how you plan to use it in your paper. Each student should have a discussion with the instructor about the subject of the paper.

RESEARCH PAPER (worth 35% and due Nov. 29) Students are expected to produce an essay of 10 to 12 pages, which explores their subject analytically. The paper should be a good balance of fact and argument to prove your thesis, and you should follow your outline once you have completed your research so that your paper is well organized, logically structured and well written. The paper will be evaluated for its content, organization, analysis and writing.

RESEARCH ORAL PRESENTATION (worth 20% and due Nov. 29) Each student will present the subject and argument in their research paper and the results of their research to the class in a 15 minute presentation.



## CENTRE FOR INDUSTRIAL RELATIONS AND HUMAN RESOURCES University of Toronto

### IRE1630H – Negotiation Skills: Theory and Practice

Raj Uttamchandani [rajesh.uttamchandani@sympatico.ca](mailto:rajesh.uttamchandani@sympatico.ca)

#### Course Description and Objectives

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We all negotiate numerous times each day without even realizing it. To a certain extent, the skill we possess is innate, and we begin using it as babies before we can speak. Our ability to negotiate becomes increasingly important as we get older, in all of our relationships as well as in our careers. As human resources and labour relations professionals, our ability to negotiate effectively is paramount to our performance as the majority of our workday is spent influencing colleagues, vendors, clients and other stakeholders.

This course is about becoming a better negotiator through the understanding of theory, practice, and self-reflection. As this course is highly interactive, students are expected to prepare by completing the course readings and applying that knowledge directly in class every week. Periodically, we will also be joined by human resources and labour relations professionals who will discuss the types of negotiations they face in the course of their work, and how they handle these situations to achieve a desired outcome.

#### Prerequisite :

IRE 1610 Industrial Relations OR equivalent. Students who have completed an equivalent course should contact [cirhr.gradcoord@utoronto.ca](mailto:cirhr.gradcoord@utoronto.ca). Students who do not have the stated prerequisite will require the Graduate Coordinator's written permission to enrol or they will be removed from the course.

#### Textbook/Required Course Materials

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The textbook for the course (listed below) is available for purchase at the UofT Bookstore (<http://www.uoftbookstore.com/online/index.ihtml>) and is also on short-term loan in the CIRHR Library.

1. Authors: Roy J Lewicki, Bruce Barry & David M Saunders. Title: Essentials of Negotiation. Publisher: McGraw-Hill; 5th edition (February 17, 2010).
2. Authors: Douglas Stone, Bruce Patton, Sheila Heen & Roger Fisher. Title: Difficult Conversations: How to Discuss What Matters Most. Publisher: Penguin; 1st edition (April 15, 2000).

#### Evaluation

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##### Participation (10%)

As this is a highly interactive course, class attendance is counted as part of the participation grade.

##### Weekly Journal (20%)

You are required to write 8 short journal entries over the course of the semester. Each entry should reflect on a negotiation held in class and should be approximately 1 page in length.

##### Negotiation Assignment TBA (20%)

The details of this assignment will be provided to you in class.

##### Difficult Conversations Assignment (20%)

Using insights from the book, *Difficult Conversations: How to Discuss What Matters Most*, you will be required to prepare a written assignment evaluating a personal difficult conversation.

##### Take Home Final Exam (30%)

The take home final exam will encompass all readings, concepts and theories discussed in class, as well as the knowledge and experience gained during in-class negotiation simulations.



## CENTRE FOR INDUSTRIAL RELATIONS AND HUMAN RESOURCES University of Toronto

### IRE1645H – Alternative Dispute Resolution in the Workplace

Blaine Donais [donais@workplacefairness.ca](mailto:donais@workplacefairness.ca)

#### Course Description and Objectives

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This course addresses various intervention methods in the workplace, including theoretical models and applications relevant to managing conflict in workplace settings. Student presentations, readings, simulations, case studies and research projects will acquaint students with various Conflict Management and Dispute Resolution options. Students will gain a firm understanding of the options used to resolve workplace conflict in both union and non-union work environments.

The focus of this course will be on learning mediation and interventions skills and studying the theory related to these disciplines. Students will also be introduced to conflict management systems analysis and design.

#### Prerequisite :

IRE 1610 Industrial Relations OR equivalent. Students who have completed an equivalent course should contact [cirhr.gradcoord@utoronto.ca](mailto:cirhr.gradcoord@utoronto.ca). Students who do not have the stated prerequisite will require the Graduate Coordinator's written permission to enrol or they will be removed from the course.

#### Textbook/Required Course Materials

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The textbook for the course (listed below) is available for purchase at the UofT Bookstore (<http://www.uoftbookstore.com/online/index.ihml>) and is also on short-term loan in the CIRHR Library.

Blaine Donais, *Workplaces That Work: A Guide to Conflict Management in Union and Non-Union Work Environments*, (Aurora: Canada Law Book, 2006) (includes CD)

*Engaging Unionized Employees: Employee Morale and Productivity* (Aurora: Canada Law Book, 2010)

*The WFI White Paper Concerning Workplace Conflict Management in Canada* (Toronto, WFI Press, 2010)

Readings from the following text are also required; however, they are on reserve in the CIRHR Library: Julie Macfarlane, ed., *Dispute Resolution: Readings and Case Studies*. 2nd ed. (Toronto: Emond Montgomery, 2003).

#### Evaluation

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Mid-term paper (Day 5)	35%
Class Presentations (Days 2 - 10)	20%
Written Analysis of Workplace Case Study	45%

##### Mid-term paper 35%

This paper will be due October 19th . The Mid-term will be comprised of a topic of the student's choice relevant to Interventions in the workplace. It is expected to be 15-20 pages in length. Some suggested topics will be available on the first day of classes. To avoid overlap, students should meet with the instructor after class to choose a topic. Topics should be chosen within the first three weeks.

##### Class Presentation 20%

Students will work together in groups of two or more to lead a learning exercise for each of the class subject areas. Grades will be based on demonstrated understanding of the materials and the ability of the group leaders to engender meaningful academic discussion.

##### Written analysis of workplace case study 45%

A written paper of approximately 20 pages in length in addition to filled out forms will be due on the last day of classes. The paper will introduce the workplace, discuss the options in place and make recommendations for change.



## CENTRE FOR INDUSTRIAL RELATIONS AND HUMAN RESOURCES University of Toronto

IRE2001H – Foundations and Current Issues in IR/HR

Rafael Gomez [ralph.gomez@utoronto.ca](mailto:ralph.gomez@utoronto.ca)

### Course Description and Objectives

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This course is designed to provide students of industrial relations with a sound theoretical foundation for understanding and managing the employment relationship. Students are expected to have taken at least one introductory course to industrial relations that would have familiarized them with the problems and issues relating to the employment relationship. Four broad principles anchor the course:

1. The employment relationship is characterized by complex socio-economic exchange among the parties.
2. The goal of employment relations theory is not only to better understand people at work in employment situations but also to facilitate better policy-making. Thus, the study of the employment relationship is motivated by the need to solve labour “problems” as well as by the need to develop a knowledge-base through research and practice.
3. Employment relationships can be viewed at different levels, i.e., at the level of the individual, workplace, organization, industry, nation-state, and supra-national levels. Our preoccupation will not be with a single theory of the employment relationship but with a collection of theories that explain the employment relationship at different levels.
4. Shifts in the global economy have created new pressures on employment relationships. To solve these emerging problems we need to draw on theories developed during the formative years of modern industry in the 20th century; we also need to modify these theories where ever they prove inadequate in explaining/understanding emerging issues and problems in employment relationships.

### Prerequisite :

IRE 1611H Sociology of Industrial Relations OR equivalent. Students who have completed an equivalent course should contact [cirhr.gradcoord@utoronto.ca](mailto:cirhr.gradcoord@utoronto.ca). Students who do not have the stated prerequisite will require the Graduate Coordinator's written permission to enrol or they will be removed from the course.

### Textbook/Required Course Materials

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The textbook for the course (listed below) is available for purchase at the UofT Bookstore (<http://www.uoftbookstore.com/online/index.ihtml>) and is also on short-term loan in the CIRHR Library.

Readings are available either online (RO) or on the Reserve in the Libarary (RR) or posted on BLACKBOARD (BB), the online portal for this course. There is no text book for this course.

### Evaluation

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Class presentation	20%
Essay	30%
Final Examination	50%

Class participation and presentations are considered to be an important part of learning in the course. A mark of 20% of the grade will be awarded on the basis of a (2 person-group) class presentation. There will be an essay worth 30% of the grade and a final examination worth 50% of the grade.





## CENTRE FOR INDUSTRIAL RELATIONS AND HUMAN RESOURCES University of Toronto

**IRE3635H – Compensation**  
**Margaret Yap – myap@ryerson.ca**

### Course Description and Objectives

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In some organizations, compensation is the single largest budget component. The design of compensation systems also affects organizations' attractiveness to job seekers and the behaviour of current employees. This course provides students with an understanding of the principles, processes, issues and techniques involved in establishing compensation and reward programs in organizations within a framework of fairness and equity. Compensation will be looked at from the perspective of base pay, benefits and incentive pay. As well, students will be introduced to the relationship between motivation theories and effective remuneration and reward programs. The course will focus on the major components in developing an effective compensation and rewards program such as legislation, principles of equity and fairness, job evaluation, compensation surveys, benefits and incentives. Current events in relation to compensation and rewards will be explored.

#### Objectives:

On completion of the course, students will be able to:

- ❑ Describe various components of financial and non-financial compensation and the manner in which compensation systems are related to business strategies, human resources systems and other organization processes.
- ❑ Develop a compensation strategy that fits the organizational strategy and a compensation system that supports the strategic objectives of the company while simultaneously maintaining internal and external equity.
- ❑ Determine the value of jobs within an organization through integrating job evaluation data, market survey data, and organizational strategy.
- ❑ Analyze current compensation issues and controversies.

#### Prerequisite :

IRE 1609 or RSM/MGT2609 Human Resources Management, OR equivalent. Students who have completed an equivalent course should contact [cirhr.gradcoord@utoronto.ca](mailto:cirhr.gradcoord@utoronto.ca). Students who do not have the stated prerequisite will require the Graduate Coordinator's written permission to enrol or they will be removed from the course

#### Textbook/Required Course Materials

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The textbook for the course (listed below) is available for purchase at the UofT Bookstore (<http://www.uoftbookstore.com/online/index.ihtml>) and is also on short-term loan in the CIRHR Library.

Milkovich, Newman & Cole (2010). Compensation, Third Canadian Edition, McGraw-Hill Ryerson.

#### Evaluation

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Participation	10%
Midterm	20%
Group Project	30%
Final Exam	40%