

**Centre for Industrial Relations and Human Resources**

**University of Toronto**

# Course Fact Sheets



## 2012 Winter 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

### IRE1126H – Labour Market Economics

LEC 0101 Harry Krashinsky [hkrash@utsc.utoronto.ca](mailto:hkrash@utsc.utoronto.ca)  
LEC 2101 Elizabeth Dhuey [elizabeth.dhuey@utoronto.ca](mailto:elizabeth.dhuey@utoronto.ca)

### Course Description and Objectives

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The course is designed to provide knowledge of one of the key environmental inputs of the industrial relations system -- that being the labour market. Emphasis is placed on how the labour market functions (and malfunctions), its results, and how it affects, and is affected by, the industrial relations system within which it operates. The basic tools of labour economics will be provided, but the emphasis is on applying them to various policy issues such as: the incentive effects of income maintenance programs; labour force participation; volunteering; retirement decisions and the impact of pensions; hours of work, flexitime, overtime, moonlighting and worksharing; the effect of market structures (e.g. monopoly, public-sector employment) on wage and employment; the role of wage structures; the impact of institutional constraints such as gender discrimination, unemployment insurance, wage subsidies and negative income tax plans; special topics such as pay and employment equity, volunteer activity, labour shortages, health and safety, workers' compensation, immigration and the brain drain, Special attention will also be paid to aspects related to the new economics of personnel and human resource management.

### Prerequisite :

IRE 1010 Economic Environment of IR/HR 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.

Benjamin, Dwayne, Morley Gunderson, Thomas Lemieux, and W. Craig Riddell, 2007. Labour Market Economics, sixth edition, (Toronto: McGraw-Hill Ryerson).

### Evaluation

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Midterm Exam	40%
Final Exam	60%



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

### IRE1260H – Labour Arbitration

Stephen Krashinsky [skrashinsky@sgmlaw.com](mailto:skrashinsky@sgmlaw.com)

### Course Description and Objectives

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This course is intended to provide an overview of the labour arbitration process applicable to unionized employees. The course will focus primarily on grievance arbitration and examine both procedural and substantive issues; including the scope of arbitration, pre-arbitration and arbitration processes and substantive issues in arbitration - discipline and discharge, contract interpretation, disability, harassment and discrimination. Mediation and med/arb as alternative dispute resolution mechanisms will also be discussed. Students will participate in mock arbitration hearings.

The format will be a combination of lecture/seminar, class discussion and mock arbitration. A text will be required, as well as weekly readings.

### Prerequisite :

IRE 1270H Law of Labour Relations OR IRE1338H Law in the Workplace OR equivalent. Students who have completed an equivalent course should contact [cirhr.gradcoord@utoronto.ca](mailto:cirhr.gradcoord@utoronto.ca) for permission to enrol. 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 unless they have the Graduate Coordinator's written permission.

### 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.

M. Mitchnick and B. Etherington: Labour Arbitration in Canada. Toronto: Lancaster House, 2006. ISBN 0-920450-29-6.

### Evaluation

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Class Participation	10%	On-going	
Mid-Term Take-Home Assignment (written argument)			30%
Mock Arbitration	60%		



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

### IRE1338H – Law in the Workplace

John Mastoras [John.Mastoras@nortonrose.com](mailto:John.Mastoras@nortonrose.com)

### Course Description and Objectives

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This course is intended to provide an overview of the three legal regimes governing the employment relationship: common law, public statutes and collective bargaining law.

#### 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. Casebook [Available for purchase from the UofT Bookstore (<http://www.uoftbookstore.com/online/index.ihtml>)]
2. R.S. Echlin and C.M. Thomlinson: For Better or For Worse: A Practical Guide to Canadian Employment Law, 3rd ed. (Aurora, Ontario: Canada Law Book, 2011).  
[Available for purchase at the UofT Bookstore (<http://www.uoftbookstore.com/online/index.ihtml>) and also available for short-term loan in the CIRHR Library. Label: ECH]
3. Ontario Labour Relations Act, 1995  
<http://www.canlii.org/on/laws/sta/1995c.1sch.a/20071114/whole.html>
4. Ontario Employment Standards Act, 2000 and Regulations  
[http://www.e-laws.gov.on.ca/html/statutes/english/elaws\\_statutes\\_00e41\\_e.htm](http://www.e-laws.gov.on.ca/html/statutes/english/elaws_statutes_00e41_e.htm)
5. Ontario Human Rights Code  
[http://www.e-laws.gov.on.ca/html/statutes/english/elaws\\_statutes\\_90h19\\_e.htm](http://www.e-laws.gov.on.ca/html/statutes/english/elaws_statutes_90h19_e.htm)
6. Ontario Occupational Health and Safety Act  
[http://www.e-laws.gov.on.ca/html/statutes/english/elaws\\_statutes\\_90o01\\_e.htm](http://www.e-laws.gov.on.ca/html/statutes/english/elaws_statutes_90o01_e.htm)

### Evaluation

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Class participation	10%
Research paper	50%
Open book final examination	40%



## 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

### 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

### IRE1635H – Advanced Negotiations: Theory and Process

Bob Thompson [bob.thompson@utoronto.ca](mailto:bob.thompson@utoronto.ca)

#### Course Description and Objectives

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The primary purpose of this course is to examine the major elements to be considered by unions and management in their preparation for collective bargaining and in the negotiation of labour contracts. It will also deal with the background factors and dynamics of the negotiations process outside of the formal requirements of labour legislation. A secondary purpose of the course is to introduce students to alternative dispute resolution processes and their application within the context of the workplace.

Most class meetings will be organized in a seminar style, to facilitate critical analysis of topics considered. Active discussion is encouraged at all times during the course. Students should ensure that all assigned readings are completed before class so that they may actively participate in class sessions. Much of the learning experience will be based upon the background and experiences of the students. Students should be prepared to openly discuss workplaces with which they are familiar.

#### Prerequisite :

IRE 1630H Negotiation Skills: Theory & Practice 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.

TBA

#### Evaluation

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Mid-term Paper Outline – Due Week 3	10%	
Mid-term Paper - Due Week 7	40%	
Class Participation	10%	
Bargaining Simulations, Incl. Negotiation Plan & Reflection		40%

Mid-term paper 40%

Length: 4,000 words (16 pages). Be sure not to exceed this limit.

Assessment: essays will be judged by five criteria.

- A. Thesis: the development of a coherent argument
- B. Organization: a clear structure
- C. Content: the mastery of the relevant material, including – documents and relevant cases – and its use in substantiating the thesis
- D. Writing: the English, editing and scholarly apparatus
- E. Relevance: the extent to which the paper addresses a significant issue for understanding the process of negotiations

Bargaining Simulations 40%

Students will work together in teams to negotiate a collective agreement using the different styles: distributive and integrative. The preparation for bargaining will constitute a considerable part of the process. Alternatively, Students preferring to focus on a Human Resources negotiation in a non-union setting may perform one of the simulations in that context. In any event, students will be judged upon their preparation, organization and ability to deliver results in each of these two circumstances, as well as their reflective thoughts upon the conclusion



**IRE1720H – Managing Organizational Change**  
**Prof. Ann Armstrong** [armstron@rotman.utoronto.ca](mailto:armstron@rotman.utoronto.ca)

### **Course Description and Objectives**

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The overall goal of this course is to understand the process of implementing change, and the role we can play in making it successful.

There are three primary course objectives:

1. to understand the change process, and the challenges that may be encountered during implementation;
2. to practice using change tools and theories by participating in a web-based simulation; and
3. to learn more about yourself and your personal abilities and challenges in coping with and leading change.

To accomplish these objectives, the course is designed as a workshop, with a strong emphasis on engaging the course materials to learn about change. Using the readings and class time as the setting to build collective understanding, you will engage in three activities to explore the process by which change is accomplished, as well as develop your personal capability to manage or lead change. The format of the course also means that you should come to each class prepared to ask questions and challenge ideas, whether those in the readings, expressed by the course instructor or your class colleagues. The assumption is that this will be done with respect and support for one another. By truly engaging the course material, we will all move towards deeper learning where we go beyond passively accepting others' ideas.

### **Prerequisite :**

IRE 1362H Organizational Behaviour 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.

Please complete all readings before coming to class. While the class readings were selected to help launch our shared learning experience, it is expected that you will further develop our community by regularly posting to the course website material you believe is relevant to the lecture topic and will add to the classroom discussion. In addition, you will periodically be asked to share your insights and answers to questions posted on the website by the course instructor.

### **Evaluation**

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Forcefield Analysis	20%
Organizational Change Project (Team)	40%
Reflection on Simulation	10%
Final Take-home Exam	30%



**IRE2002Y – Research Methods in IR and HR**  
**Hua Wang** [huax.wang@utoronto.ca](mailto:huax.wang@utoronto.ca)

### **Course Description and Objectives**

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This course is designed to teach students to understand, interpret, and conduct research in industrial relations/human resources. The focus is the whole of the research process beginning with how problems and theory are converted into research ideas and questions and ending with a research paper. Students will learn how to develop research questions and hypotheses, design and conduct research using a number of research methods (e.g., survey research, experimental designs), develop measures that are reliable and valid, analyze data using SPSS, and write a research paper. Students will also learn how to critically evaluate research and to become better and more informed consumers of research.

After taking this course, students should be able to:

1. Understand the role of research in IR/HR.
2. Understand the issues, concepts, and techniques associated with research designs, methods, and measurement.
3. Evaluate and critique research.
4. Conduct research, analyze, and interpret data.
5. Write a research proposal and research paper.
6. Give an oral research presentation.

### **Prerequisite :**

This course is restricted to students in the advanced standing (12 month) MIRHR program and students in the second year of the 2-year MIRHR. Completion of IRE1002 Applied Statistics in IR or its equivalent is a prerequisite.

### **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.

Saks, A. M. (2000). Research, Measurement, and Evaluation of Human Resources. Toronto, Ontario: Nelson Thompson Learning.

### **Evaluation**

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Component/Weight/Due Date		
Research Proposal (Group)	20 %	Last class of Fall term
Term Exam (individual)	30 %	Mid-Fall term
SPSS Assignment (Individual)	15% (3 x 5%)	Summer Term: TBA
Research Paper (Group)	30%	Last class of Winter Term
Research Presentation (Group)	5%	Last class of Winter Term



**IRE3620H – Consulting in Compensation**  
Eric Cousineau [ecousineau@ocgroup.ca](mailto:ecousineau@ocgroup.ca)

## **Course Description and Objectives**

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Students will be given an opportunity in this course to apply their compensation knowledge in a real-life work setting with an organization that has agreed to be the “subject” for the course. Students will analyze compensation practices and strategies that effect employee behaviours and firm performance. The course will cover theoretical, research and applied developments in compensation. Topics include the employee value proposition, base pay, incentives, benefits, executive compensation, and compensation strategy among others. The main objective of the course is that students understand the integral role of compensation in organizations and have the opportunity to solidify their in-class learning in a real life work-setting.

This is a course that places a significant weight on the term project. Consequently, everyone must come prepared to each class, since a vast amount of material will be covered in class and will then have to be applied to the project. The reading list is designed to provide everyone with the necessary background knowledge in compensation. In terms of the project it would be beneficial for each team to designate a teammate who will become an expert in one area of compensation, and conduct extensive reading or research in that specific area.

The second paper will be a "think piece" that will focus on an area of compensation that requires further research and will be due during the final class in the course. The student will prepare both a literature review as well as a proposed research methodology.

### **Prerequisite :**

IRE 3635H Compensation OR equivalent. This course is designed to build on the knowledge acquired in IRE 3635. 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 required text.

Readings are on reserve in the CIRHR Library only if they are not available online.

## **Evaluation**

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Report # 1: Base Pay and Incentives	10 %	
Report # 2: Evaluation Report	20 %	
Presentation	20 %	
Paper	20%	
Final Report	20 %	
Participation	10 %	Ongoing



**IRE3650H – Human Resource Planning and Strategy**  
Indira Somwaru [indira.somwaru@utoronto.ca](mailto:indira.somwaru@utoronto.ca)

### **Course Description and Objectives**

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The objective of this course is to provide an understanding of the essential elements of Human Resources Planning (HRP) in organizations. Students will acquire knowledge in analyzing, assessing and planning for human resource requirements with respect to organizational business plans and strategies. Quantitative as well as qualitative concepts, approaches and techniques are emphasized.

Primary course objectives are:

- To examine corporate and business strategies and their impact on HRP.
- To identify the impact of environmental and organizational variables on HRP activities.
- To examine the different types of HR forecasting procedures and their importance in the HR planning process.
- To identify key management development approaches and the importance of succession management.
- To discuss the ethics and human resource implications of downsizing and outsourcing, mergers and acquisitions.
- To review the importance and methods of evaluating HR programs and policies.

### **Prerequisite :**

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Students wishing to take this course must have taken IRE 1609 (Human Resources Management) OR HRM equivalent. 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.

### **Required text:**

***Strategic Human Resources Planning***, by Monica Belcourt and Kenneth McBey. **4th ed.** Toronto : Thomson Nelson, 2010. ISBN 978-0-17-625245-8

### **Evaluation**

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<b>Component</b>	<b>Weight/Value</b>	<b>Due Date</b>
Class participation	5%	Weekly
Pairs presentation on assigned article	10%	Weekly
Discussion Board Cases/Exercises	25%	Weekly
Research Paper	20%	TBA
Final Exam	40%	TBA