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**Greetings from Professor Rafael Gomez, Director, Centre for Industrial Relations and Human Resources (CIRHR)**

I would like to welcome new and returning CHRM program students to the 2022-23 academic year.

The year ahead is looking more promising than it has in a long time. With the University of Toronto planning for a return to in-person attendance in Fall 2022, everyone can look forward to seeing their friends and colleagues again. We at the Centre will be ensuring that everyone has a safe and healthy return. The CHRM program will also be ready to deal with the most challenging of times in the world of work. Our courses have always been relevant, but never more so than now.

But university is more than just attending classes, which is why this year we will be encouraging our students to enjoy extracurricular events such as attending our annual lectures and seminars and participating in student life.

Whether online or in person, the real learning will, as always, occur in your courses and through your interactions with fellow students, teaching assistants, and professors. I also encourage you to create a sense of community by getting involved in your student association, IRHRSA, and its activities throughout the semester.

I wish you all the best in the 2022-2023 academic year.

**Professor Rafael Gomez**  
**Director**

**Centre for Industrial Relations and Human Resources**

### **History**

The CHRM program enjoys a long history within the university. It consistently attracts students who are interested in learning the theory, policy and legal frameworks behind the employment relationship, and how these can be applied should they choose to work in the field. Students in the program benefit from the resources of the University of Toronto's Centre for Industrial Relations and Human Resources. The Centre, which is located adjacent to Woodsworth College, was founded in 1965 and has become a leading centre for graduate research in the field. The first Master of Industrial Relations (MIR) program at an English language university in Canada was established at the Centre in 1975, and was followed by a Ph.D. program in 1986.

The faculty at the Centre are known internationally for their research, and have written major textbooks in Canada in the areas of labour economics, human resource management, union-management relations, industrial relations and research methods. The faculty have also been involved in many significant policy initiatives in industrial relations in Canada and are active in major international organizations. This involvement in research and in national and international activities is reflected in their teaching for all CIRHR sponsored program. On July 1, 2013 the CHRM program was integrated with the Centre for Industrial Relations and Human Resources, while remaining affiliated with Woodsworth College.

### **Curriculum**

The overarching goal of the undergraduate CHRM program is to offer an interdisciplinary learning opportunity in which to study the employment relationship in a Canadian and global context from the perspectives of economics, history, law, management, political science and sociology. The introductory IRE courses provide an overview of the areas of practice, theory and research and introduce students to the two avenues of study and inquiry within CHRM: Industrial Relations and Human

Resources. The 300+ level courses build on material covered in the foundational courses by delving into the topics in more depth and breadth. Upper level courses are also designed to pursue core topics such as Compensation and Recruitment and Selection since these are areas required for students interested in becoming a professional in either labour relations or human resources. The 400-level courses require much more active participation from students whether in terms of class discussion, field research and writing assignments. These courses are designed to stretch and further build students' core competencies, such as their strategic thinking and negotiating skills.

### **Careers**

The program provides students with a theoretical background and knowledge of current developments in the labour field that will serve as a basis for careers in employment relations and human resources, such as a Human Resources Generalist, Recruitment Specialist, Employment Equity Officer, Training and Development Consultant, Corporate Trainer, and Labour Relations Specialist. Some careers may require additional education and experience beyond the CHRM program. People with backgrounds in CHRM are found working in the following settings:

- Consulting
- Government departments
- Ministry of Economic Development & Trade
- Ontario Ministry of Finance
- Telecommunication
- Toronto District School Boards
- University of Toronto
- Health

### **How to get experience**

Start early by seeking relevant summer, part-time and volunteer opportunities that will help you gain experience and develop the skills that employers want.

Networking at job fairs and doing volunteer work are an invaluable asset. To access summer, part-time, temporary and volunteer postings, register with the [Career Exploration and Education Centre](#). Among its many services the Career Centre maintains a Career Resource Library and operates the Graduating Students Employment Service. The Centre offers workshops on Discovering Your Skills and Options, Successful Strategies for Finding Work, Interview Techniques and Resume and Cover Letter Writing. Make sure to visit other job boards as well such as HRP, LinkedIn, Eluta and Talent Egg. Join [HRPA](#) and become certified as a Certified Human Resources Professional (CHRP).

### **Rules and Regulations**

#### **Faculty of Arts and Science & CHRM**

The University has several policies that are approved by the Governing Council and which apply to all students. Each student must become familiar with the policies. The University will assume that he or she has done so. The rules and regulations of the faculty are listed in the CHRM Calendar. Students taking courses in the faculty assume certain responsibilities to the University and shall be subject to all rules, regulations and policies cited in the calendar, as amended from time to time. For a complete set of guidelines including important deadlines review the information and CHRM calendar on the [CHRM website](#).

### **Intellectual Property**

Lectures and course materials (this includes online lectures, tests, outlines – anything prepared by the instructor) are considered to be an instructor's intellectual property covered by the Canadian Copyright Act. Students wishing to record lecture or other course material in any way MUST obtain the instructor's explicit permission, and may not do so unless permission is granted. This includes tape recording, filming, photographing PowerPoint slides, Quercus materials, etc. Such permission is only for that individual student's own study purposes and does not include permission to "publish" them in any way. It is absolutely forbidden for a student to publish an instructor's material to a website or sell them in any form or share them with peers without formal written permission.

### Academic Writing Resources

- The *Writing at U of T* website contains a wealth of information on aspects of academic writing, including quoting, paraphrasing, and using research sources. <http://www.writing.utoronto.ca/>
- The [Woodsworth College Writing Centre](#) provides individualized instruction to undergraduate students who are writing papers in all subjects. U of T's Academic Success Centre offers workshops on time management, coping with stress as a university student, and more. <http://asc.utoronto.ca/index.htm>

### Other Resources

- [Accessibility Services](#) supports you through academic accommodations to achieve academic and co-curricular success.
- [Specialized U of T Student Life programs and services](#) provide professional support for students in a variety of areas.
- [Academic Resources](#): libraries and subject-specific aid centres, including individual college writing centres.
- [Personal Resources](#): assistance for students in areas of disability accommodation, health & wellness, and individual guidance.
- [Academic Integrity Resources](#): videos, posters, links and other resources for promoting a culture of academic integrity and the University's regulations.
- [Safety Information for Students, Staff and Faculty](#): a website that acts as the first door to other resources and services, both on and off-campus. The site provides student, staff and faculty with information on a number of tri-campus resources relating to safety programs and services, as well as emergency resources for those requiring immediate assistance.

### Academic Advising & Support

You are expected to manage your studies and this includes asking for help, advice and support as soon as possible.

- Your instructor is your first step for advice regarding issues that relate to your studies in a particular course.
- The CHRM Program Office provides advice on issues that relate to or affect your CHRM program studies.

### Planning to graduate in November 2022 or June 2023?

Please check to ensure you will have met your program requirements by the end of the Program session, and be sure to Request Graduation on ACORN by the published deadlines (you can find them on our website, or email us if you're not sure). If you have any questions about your [CHRM completion requirements](#) please email us.

### IRHRSA

The Industrial Relations and Human Resources Students' Association (IRHRSA) is an organization of undergraduate IRHR students at U of T. It is an official member of the Arts and Science Students' Union (ASSU). Its purpose is to enhance the experience of IRHR students beyond the classroom by organizing social and career-related events. IRHRSA sponsors events to help students prepare resumes and prepare their interview skills, and organizes a very successful networking event, which enables students to meet professionals from various organizations in Toronto.

Office Location: No set office hours are in place at this time. Please [e-mail](#) IRHRSA if you wish to contact the association or join their [Facebook](#) page.

Fall 2022 & Winter 2023 Registration Details are posted on the CHRM website. Students are responsible for reviewing the information posted here:

- [Fall & Winter](#)
- [Important Dates](#)
- [Timetable](#)
- [Timetable Codes](#)
- [Course Descriptions](#)
- [Waiting Lists](#)
- [ACORN](#)
- [Payment Instructions](#)
- [Adding/Cancelling Courses](#)
- [Exams](#)
- [Assistance](#)

### Course Selection

Students may only register in courses that are part of the CHRM program. Students must also observe prerequisites and exclusions. Registration records will not be checked until well into the term. Students who have enrolled in non-CHRM courses or courses without having completed the prerequisites will be automatically withdrawn without warning from the courses and charged the appropriate fees according to the Fees Schedule for the date on which they were withdrawn. Check the timetable information for details and contact the Program Office if you have any questions.

### Registration dates:

**July 11, 2022, starting at 9:00 am: Course enrolment begins for both IRE (Group A) and Group B courses**

Note: You are expected to enrol in Fall and Winter courses as soon as the registration window opens. We are unable to accommodate requests for enrolment in courses that are full. Timetable updates will be reflected on the online timetable only (and your course timetable on ACORN).

#### Group A

Activity			Time	Instructor(s)
IRE240H1-F Introduction to Employment Relations	F	LEC0101	Tuesday 13:00 — 16:00	Myers, J.
IRE242H1-F HRM for Industrial Relations and HR Professionals	F	LEC0101	Thursday 16:00 — 19:00	Campero, S.
IRE244H1-F Labour Relations	F	LEC5101	Wednesday 18:00 — 21:00	Gomez, R.
IRE260H1-F Organizational Behaviour	F	LEC5101	Monday 18:00 — 21:00 Online SYNC delivery*	Wang, H.
IRE260H1-F Organizational Behaviour	F	LEC5102	Monday 18:00 — 21:00	Fong, A.
IRE260H1-S Organizational Behaviour	S	LEC0101	Online ASYNC delivery, 3 hrs/wk**	Eads, A.
IRE339H1-F Labour Markets and Public Policy	F	LEC0101	Wednesday 14:00 — 17:00	Reid, F.
IRE342H1-F Essentials of Finance and Accounting	F	LEC5101	Monday 18:00 — 21:00	Khesroof, R.

IRE346H1-S	HR Planning & Strategy	S	LEC0101	Thursday 16:00 — 19:00	Campero, S.
IRE347H1-S	Training & Development	S	LEC5101	Monday 18:00 — 21:00	Fong, A.
IRE348H1-S	Recruitment & Selection	S	LEC5101	Tuesday 18:00 — 21:00	TBA
IRE367H1-F	Compensation	F	LEC5101	Tuesday 18:00 — 21:00	TBA
IRE378H1-S	Employment Health	S	LEC5101	Wednesday 18:00 — 21:00	Tompa, E.
IRE379H1-S	Research and Data Analytics	S	LEC0101	Wednesday 10:00 — 13:00	TBA
IRE430H1-F	Canadian Employment Law & the Non-Union Workplace	F	LEC0101	Monday 15:00 — 17:00	Fitzgibbon, M.
IRE431H1-S	Canadian Labour Law & the Unionized Workplace	S	LEC0101	Monday 10:00 — 12:00	Fitzgibbon, M.
IRE472H1-F	Negotiations	F	LEC0101	Thursday 15:00 — 17:00	Thompson, B.

This information was updated as of mid-June 2022.

Please check the Timetable on the CHRM [website](#) for any changes or updates (for example, room locations will be added closer to the start of classes).

**\*SYNC = Online Synchronous:** This meeting section is online and requires online participation at a specific time for class activities. There are no in-person activities or assessments (e.g., exams).

**\*\*ASync = Online Asynchronous:** This meeting section is online and does not require attendance at a specific time for class activities. There are no in-person activities or assessments (e.g., exams).

## Group B

Economics - Group B Courses		
ECO101H1	F/S	Principles of Microeconomics
ECO102H1	F/S	Principles of Macroeconomics
ECO105Y	Y	Principles of Eco for Non-Specialists
Sociology - Group B Courses*		
SOC100H1	F/S	Intro to Soc I: Sociological Perspectives
SOC150H1	S	Intro to Soc II: Sociological Inquiries
SOC207H1	F	Sociology of Work & Occupations
Statistics - Group B Courses		
STA220H1	F/S	The Practice of Statistics I
STA221H1	S	The Practice of Statistics II

\*for **SOC** courses, students cannot enrol until **August 5** (space permitting).

**Note:** this information was updated as of mid-June 2022. Please check the Timetable on the CHRM [website](#) for updates, including times and room locations.



## **IRE Course Descriptions**

The information listed in the following course descriptions is preliminary and may change by the time classes begin.

Definition of pre and corequisites, exclusions and symbols:

- Prerequisite: A course required as preparation for entry to another course.
- Corequisite: A requirement to be undertaken concurrently with another course.
- Exclusion: Students may not enrol in a course if that course lists as an exclusion a course they are currently taking or a course they have already passed.
- The comma (,) the semi-colon(;) the ampersand (&) and the plus sign (+) all mean "AND". The slash (/) means "OR".

Note:

CHRM students are responsible for fulfilling prerequisites, corequisites and observing exclusions. Students enrolled in courses for which they do not have the published prerequisites will have their registration in those courses cancelled at any time without warning and charged the appropriate fees according to the fees refund schedule.

### **IRE240H1 Intro Employment Relations [36 Lecture hours]**

**Instructor: Jenna Myers**

An introduction to the study of the world of work and employment, the history and development of employment relations, its central theories and concepts; the behaviours, outcomes, practices and institutions that emerge from or affect the employment relationship; contemporary issues and comparative employment relations systems.

#### **Overview**

Employment relations is unique in the social sciences as the only truly interdisciplinary field where all aspects of work and employment are studied and practiced. The goal of this course is to allow students to reflect on some of the "big issues" related to employment relations, which will complement the knowledge needed to be a competent human resources or labour relations professional. The general framework for approaching the issues in this course is to assess the balance between efficiency, equity and employee "voice" (i.e. a say in the workplace). Some of the themes that may be pursued include:

- Exploring the meaning of work and the changing nature of work;
- Understanding the causes and consequences of rising unemployment and income inequality in developed economies, and the role of labour and employment policy and employment relations systems in contributing to the solutions; and
- Examining the impact of globalization on the employment relationship

#### **Learning Outcomes**

- Students will learn how to apply these theories and frameworks to better understand and provide insights into real-world employment/labour problems and related policy issues.
- Students will develop a deeper understanding of key foundational theories in industrial relations and human resources.

**A detailed course outline with information about course requirements, textbooks, etc. will be made available by the first day of class.**

**IRE242H1 HRM for Industrial Relations and HR Professionals** [12 Lecture hours/24 Practical course work]

**Instructor:** Santiago Campero

This course explores the relationship between human resource management, employment relations, and industrial relations. Extensive practical course work will expose students to the functions human resource professionals execute to recruit, select, compensate, train, and evaluate the performance of employees. The course prepares students for advanced HR topics in upper level IRE courses.

**Exclusion:** RSM361H1

**Overview**

This course is designed to introduce you to the study of Human Resources in the Canadian private, public, and non-profit sectors. The practices, policies and systems that influence the behaviours, attitudes and performance of employees are collectively referred to as Human Resources Management (HRM). The course will emphasize the many important HRM practices that support the organization's business strategy: Strategic HR Planning, Recruitment, Selection, Health & Safety, Training & Development, Performance Management, Total Rewards, and Employee & Labour Relations. Legal, economic, global and other environmental factors will be discussed in an interdisciplinary manner so that the student can gain a good understanding of the subject matter of HRM. Additionally, we will examine the development of technology and its impact on HR metrics and measures, which in turn can inform better organizational design decision making and streamline several HR processes.

**Learning Outcomes**

Knowledge:

1. Understand the dynamic nature of HRM and the strategic role of HRM in organizations.
2. Discuss the various topics in HR functions and how they impact each other.
3. Understand how organizations prepare for and acquire human resources.
4. Distinguish between the various ways to manage talent and develop employees.
5. Identify approaches for improving the performance of employees.
6. Differentiate the diverse ways to compensate and reward human resources.
7. Examine employee and labour relations and the impact of union management relationships in organizations.

Skills:

8. Apply concepts and frameworks to the real world of organizations through case analysis and exercises.
9. Evaluate and make recommendations on HRM practices in organizations.
10. Build teamwork skills by working collaboratively in the classroom and on out-of-class assignments.

Attitudes:

11. Enhance understanding of the competencies required for practising HRM.
12. Appreciate the proactive practices and agile thinking required for strategic HR partnership.
13. Develop a realistic awareness of HRM for those interested in other areas of management about HRM and the management of work and people.
14. Understand how HR collaborates with business areas to jointly address shared business problems.

**A detailed course outline with information about course requirements, textbooks, etc. will be made available by the first day of class.**



**IRE244H1 Labour Relations** [36 Lecture hours]**Instructor: Rafael Gomez**

Introduction to the institutions, issues and legislation affecting the employment relationship in the public and private sectors in Canada, with emphasis on collective bargaining. The economic and political environment, history of the labour movement, union organization, certification, contract negotiation, strikes, dispute resolution, contract administration and grievances.

**Overview**

Although the main topic of this course in Labour Relations is the employment relationship in a unionized environment, it is useful to begin with a brief overview of the nature of the employment relationship in a nonunion environment in order to highlight the effect of unions. This includes an examination of the fundamental economic determinants of wages and working conditions as well as the common law of employment, which specifies the legal remedies available to an employee who is wrongfully dismissed. The overview also includes various statutes which cover workplace discrimination on the basis of gender, race, religion and age (such as the Ontario Human Rights Code and the Employment Equity Act). Following the overview of nonunion employment, the course examines reasons why some employees want to join unions and the way that unions are certified as the bargaining agent under the Ontario Labour Relations Act. This includes a discussion of how the Freedom of Association provision in the Canadian Charter of Rights and Freedoms affects union security clauses (requiring all employees to join or pay dues to a union). The format of the course is primarily lectures and class discussion which may be supplemented by a video on a topic such as alternatives to traditional bargaining. Students also do an arbitration assignment in which they are given a case study of an employee who has been dismissed and are required to write an arbitration brief based on precedents of similar cases.

**Learning Outcomes**

Students will learn:

- What motivates employees to join a union;
- The process by which unions become certified and what employer practices are prohibited during a certification drive;
- The process of collective bargaining and alternatives to the traditional adversarial approach through interest-based bargaining;
- Determinants of the incidence and duration of strikes and the consequences of strikes for the organization and the economy;
- The way in which arbitration is used to resolve grievances in cases of employee discipline or discharge;
- How bargaining in the public sector differs from that in the private sector and the range of alternatives to the strike used to resolve disputes in the public sector.

**A detailed course outline with information about course requirements, textbooks, etc. will be made available by the first day of class.**

**IRE260H1 Organizational Behaviour** [36 Lecture hours]

**Instructor:** Hua Wang (Fall term online SYNC\* section); Anna Fong (Fall term in-person section); Alicia Eads (Winter term online ASYNC\*\* section)

Introduction to the nature of organizations and the behaviour of individuals and groups within organizations, including topics such as culture and diversity, reward systems, motivation, leadership, politics, communication, decision-making, conflict and group processes.

**Exclusion:** RSM260H1

**Overview**

The purpose of this core course is to introduce students to organizational behaviour - a discipline that studies organizations and the individuals and groups within them. Furthermore, the course stresses the importance of developing an international perspective and cross-cultural sensitivity to organizational behaviour issues. Interpersonal and group skills and new ways of dealing with issues ranging from ethical use of organizationally based power to technological change to work-force diversity are introduced. Through cases, exercises, and experiential activities, skills in stress management, conflict, leadership, motivation, and other work-related issues will be introduced. The central objective of the course is to create a knowledge base from which students can develop organizational competence. The course is grounded in an assessment that the changing demands on managers imply a need for intellectual flexibility and an increasingly broad range of managerial skills.

**Learning Outcomes**

- Introduce key concepts, theories, and models related to human behaviour in an organizational environment and apply these to current business situations and issues;
- Gain an understanding of how individuals and groups influence organizational performance, culture and effectiveness;
- Understanding how culture value differences will influence individual behaviour and decision making process;
- Explore how ethics, character, integrity affect personal leadership style and organizational functionality;
- Gain an understanding of the group formation process;
- Explore how individual motivation, and attitudes towards work influence teamwork and group effectiveness;
- Provide a framework to establish group roles and responsibilities, facilitate decision-making, maintain tasks, and manage ongoing group communication.

**A detailed course outline with information about course requirements, textbooks, etc. will be made available by the first day of class.**

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**\*\*ASYNC = Online Asynchronous:** This meeting section is online and does not require attendance at a specific time for class activities. There are no in-person activities or assessments (e.g., exams).

**IRE339H1 Labour Markets & Public Policy** [36 Lecture hours]**Instructor:** Frank Reid

This course is designed to provide students in the IRHR program with knowledge of how the labour market affects the employment relationship. The basic tools of labour economics are developed and applied to various issues of organizational and government policy such as: the incentive effects of compensation arrangements, government income support programs, and minimum wage policy; the determinants of preferences for hours of work including job-sharing, overtime and retirement; the impacts of unions on compensation and productivity; public-sector employment and alternatives to the right to strike; discrimination in employment on the basis of gender and race as well as related government policies such as pay and employment equity.

**Prerequisite:** (ECO101H1 + ECO102H1) or ECO105Y1**Exclusion:** ECO339H1**Overview**

The focus of the course is developing the economic theories of the labour market, examining the relevant empirical evidence that supports or contradicts the theories, and utilizing these tools to assess a wide variety of employment policies of individual organizations and governments.

Some themes of the course are illustrated by the following questions that will be addressed: How is the number of hours an employee wants to work affected by a wage increase or a reduction in income tax rates? Who ends up actually bearing the burden of payroll taxes – the employer, the employees, or the consumers of the products being produced? Why did employers traditionally have policies requiring employees to retire at age 65 and what are the consequences of legislation banning such policies? What impact does an increase in the minimum wage have on employment of minimum wage workers and on the extent of poverty? To what extent does higher education make a student a more productive employee and to what extent is it just a signal to employers that the student will be an intelligent and motivated worker? What are the implications of this distinction for the number of students pursuing university education and the recruitment practices of organizations? Paying a woman less than an equally productive man is not only illegal, it is also unprofitable, so why does it still occur? Why is the current generation of immigrants doing more poorly in the labour market, relative to native-born Canadians, than previous generations of immigrants and what are the implications of this for the recruitment policies of organizations and Canadian immigration policy? The format of the course is lectures, class discussions and exercises applying the tools acquired to the questions outlined above.

**Learning Outcomes**

- The student will learn how to use the analytical tools of labour economics to improve decision making concerning human resources and labour relations issues in organizations.
- The analytical tools will be used to assess government labour market policies from the perspective of an individual organization or union as well as the economy as a whole.

**A detailed course outline with information about course requirements, textbooks, etc. will be made available by the first day of class.**

**IRE342H1 Essentials of Finance and Accounting** [24 Lecture hours/12 Tutorial hours]

**Instructor:** Reena Khesroof

This course introduces students to accounting and finance procedures and concepts used by organizational leaders and professionals. The course covers both managerial and financial accounting topics with applications to organizational decision-making. Note: Course will not count towards Rotman Commerce program requirements.

**Prerequisite:** 1.0 FCE from IRE240H1/IRE242H1/IRE244H1/IRE260H1

**Exclusion:** MGT201H1, RSM222H

**Overview**

This course introduces students to financial and managerial accounting and finance from both a qualitative and quantitative perspective. The overall goals of this course are to provide students with an understanding of the importance of financial information in making business decisions, and an awareness of your role as an Industrial Relations and Human Resource Professional and how to best integrate both fields together. The course has been specifically designed with Industrial Relations and HR professionals in mind. While a manager in the finance or accounting department of an organization will require the detailed knowledge, you will require core knowledge as an HR business partner to make sound business decisions.

**Learning Outcomes**

Knowledge:

- Read and explain the purpose of each financial statement
- Explain the different types of costs and distinguish between relevant and irrelevant information
- Identify the budget process and how to contribute to financial projections from the HR function
- Use financial statements in performing ratio calculations
- Analyze capital budgeting decisions in order to make sound business decisions

Skills:

- Use the Accounting and Finance knowledge gained through mandatory text and apply the knowledge to business scenarios
- Collaborate with classmates and develop teamwork skills through team case assignment, as well as in-class group discussions
- Develop critical thinking when taking on HR role in case analysis

Attitudes:

- Pose critical questions as an HR partner and collaborate with other business leaders
- Understand and gain appreciation for the significant role that HR professionals play in driving organizational goals
- Develop and/or enhance your voice as a business partner with the core financial skills

**A detailed course outline with information about course requirements, textbooks, etc. will be made available by the first day of class.**

**IRE346H1 Human Resource Planning & Strategy** [36 Lecture hours]**Instructor: Santiago Campero**

An understanding is developed of how essential elements of the human resource planning process support organizational goals and strategies. Topics such as environmental influences, job analysis, forecasting human resource needs and ascertaining supply, succession planning, downsizing and restructuring, mergers and acquisitions, outsourcing, and strategic international issues are examined.

**Prerequisite:** IRE240H1 or IRE244H1 or IRE260H1**Overview**

The over-arching theme of this course is strategy. Students will learn to identify various organizational strategies and the types of HR policies and programs that can support the achievement of these strategies. Organizations are faced with constant external and internal forces that require them to change and adapt. A key role of strategic planners and HR Planners is to anticipate and plan for change by constantly scanning the horizon to identify issues that may affect the organization and therefore affect its human resources requirements. Students will learn to scan for changes arising from the economy, globalization, the market place, technology legislation and more. One of the group projects is a scanning exercise where students choose a real Canadian company and scan for current issues that will ultimately have HR Planning implications for that firm. The format of the course consists of lectures with a strong class discussion orientation.

**Learning Outcomes**

By the end of the course, students will understand:

- the functional elements and key processes of HR planning
- how HR planning is enabled and constrained by environmental and organizational factors
- why consideration of employee behaviour is critical to effective HR planning and implementation
- the strategic options, HR tools, and techniques associated with the implementation of strategic plans

**A detailed course outline with information about course requirements, textbooks, etc. will be made available by the first day of class.**

**IRE347H1 Training and Development [36 Lecture hours]****Instructor: Anny Fong**

The role of training and development initiatives in organizations. Students acquire the knowledge and skills to conduct a training needs assessment, identify training objectives, explore strategies to increase the transfer of training, design and deliver a training activity using various training methodologies, and evaluate its effectiveness.

**Prerequisite:** IRE260H1**Overview**

This course is designed to teach students the process and methods of the training and development function in organizations through the use of lectures, cases, and exercises. Training and development involves planned activities directed at enhancing the learning of job-relevant knowledge, skills, abilities, and attitudes by employees in order to improve on-the-job performance and job behaviour, and to enhance the overall effectiveness of organizations. Students will gain a perspective on how the training and development function fits within the larger organization and environmental context, as well as more specific issues such as needs analysis, training design, methods, delivery, transfer, and the evaluation and costing of training programs. Students will learn about the theory and research as well as the application of training and development. The overall goal is to provide a well-rounded understanding of the training and development process that is applicable to students seeking to focus their careers in human resources management as well as those seeking careers in other areas of management.

**Learning Outcomes**

By the end of the course, students will be able to understand the role of training and development in organizations, how to conduct training needs analysis, and how to design, deliver and evaluate training and development programs.

**A detailed course outline with information about course requirements, textbooks, etc. will be made available by the first day of class.**

**IRE348H1 Recruitment and Selection** [36 Lecture hours]**Instructor:** TBA

The principles, legal issues, and emerging trends affecting the recruitment process and selection of staff in organizations. Development of recruitment strategies, assessment of applications for employment, interviewing candidates, and the role of testing and measurement of competencies in making hiring decisions.

**Prerequisite:** IRE240H1 or IRE244H1 or IRE260H1**Themes and Format**

Effective recruitment and selection practices contribute significantly to an organization's ability to attract and retain the human resources required to meet both strategic and operational goals. This course will assist students in gaining a solid understanding of the integral relationship that recruitment and selection plays within the human resources management system as well as how its success impacts overall organizational performance. Key areas that will be addressed include recruitment strategies, applicant screening and section job analysis and competencies, job performance, as well as the legal and scientific foundations which underlie recruitment and selection practices. Other types of interviews will be included to give students the opportunity to compare similarities. By the completion of this course, students will have acquired the necessary skills and knowledge to develop and implement effective and legally defensible recruitment and selection practices. The course has been designed to ensure that students obtain a balance between theory and application. Each class will consist of a lecture, discussion and, in most cases, applied exercises. As such, it is important to have both read and prepared all assigned readings prior to coming to class. It is expected that you will be able to participate actively in all discussions and exercises and to apply course concepts and theories.

**A detailed course outline with information about course requirements, textbooks, etc. will be made available by the first day of class.**

**IRE367H1 Compensation** [36 Lecture hours]**Instructor:** TBA

The theory and process of developing and administering compensation systems. Through the core compensation principles of efficiency, equity, consistency and competitiveness we consider such topics as: job analysis, job evaluation, pay levels and structures, pay for performance, benefits, and compensating special groups of workers.

**Prerequisite:** IRE260H1 or RSM260H1**Overview**

Everyone is interested in pay. This course provides theoretical and practical understanding in the development and administration of compensation systems. It examines the concepts and processes of paying employees and focuses on major items of the compensation program such as job evaluation, compensation surveys, benefits and pensions, incentives and performance appraisal. Under the umbrella of a total compensation design, this course will discuss how to leverage pay programs to attract new hires to an organization, encourage performance that will meet business objectives and retain the top talent needed for on-going success. The course will also discuss some of the topical issues of compensation management such as executive, managerial and professional employees, government guidelines and regulations and compensation information systems.

**A detailed course outline with information about course requirements, textbooks, etc. will be made available by the first day of class.**



**IRE378H1 Employment Health** [36 Lecture hours]**Instructor:** Emile Tompa

The influence of legislation, the labour market and collective bargaining on health policies and programs in the workplace. The rights and responsibilities of employers, employees, unions and governments for the regulation and promotion of workplace health and safety; and the implications of evolving demographic, economic, and social factors.

**Prerequisite:** IRE244H1 or IRE260H1**Overview**

Workers' compensation, a program that provides income support for workers hurt in the course of their employment, is the oldest social insurance program in Canada, predating Employment Insurance, the Canada Pension Plan, public health care, and other more widely known (and perhaps celebrated) programs by many decades. Indeed, employment health issues have been at the forefront of workplace, social and government policy since the industrial revolution. This course is a broad review of the impact and influence of legislation, the labour market and collective bargaining on health policies and programs in the workplace. The course also raises issues of how a focus on health and wellness can impact workplace outcomes such as productivity and performance.

**Learning Outcomes**

At the end of this course, the successful student will be familiar with the elements of workplace health and safety regime in Ontario as well as the major issues and policies that pertain to employee safety and wellbeing in the 21<sup>st</sup> century.

**A detailed course outline with information about course requirements, textbooks, etc. will be made available by the first day of class.**

**IRE379H1 Research and Data Analytics** [24 Lecture hours / 12 Tutorial hours]**Instructor:** TBA

Data science is changing the way organizations make decisions and the way work is done. This course introduces basic data analytics concepts for understanding the measurement of performance, analysis of organizational policies, and effective communication and visualization of data. Students will develop basic data skills in the R statistical computing environment.

**Prerequisite:** IRE240H1 or IRE244H1 or IRE260H1**Overview**

The course is designed to provide students with the knowledge, skills and ability to evaluate and to perform empirical analyses related to employment relations and human resources management. The course will present an introduction to the research process. It will focus on basic concepts and practical techniques for data analysis. A statistical software package will be used in the course.

**Learning Outcomes**

The students at the end of the course will be able to explain key concepts, critically evaluate published research papers and use statistical software to perform analyses, interpret output and report results.

**A detailed course outline with information about course requirements, textbooks, etc. will be made available by the first day of class.**

### **IRE430H1 Canadian Employment Law & the Non-Union Workplace** [24 Lecture hours]

**Instructor:** Mike P. Fitzgibbon

The course will focus on the law governing employment in a non-unionized workplace. Specifically, it will cover every phase of the employment relationship from hiring to termination and beyond and the rights and obligations of employers and employees as developed by the Courts and under employment-related statutes (namely the Employment Standards Act, 2000 and the Human Rights Code.) The course will also cover provisions from the Occupational Health and Safety Act.

**Prerequisite:** IRE260H1 and 0.5 IRE/IRW credit at the 300-level

### **IRE431H1 Canadian Labour Law & the Unionized Workplace** [24 Lecture hours]

**Instructor:** Mike P. Fitzgibbon

The course will focus on the laws impacting unionized workplaces. It will cover every phase of the Ontario Labour Relations Act, 1995 (the "LRA") from union organizing, certification, negotiation and bargaining, collective agreement arbitration, retention of bargaining rights and decertification and termination of bargaining rights.

**Prerequisite:** IRE430H1

#### **Overview of IRE430H1 and 431H1**

IRE430H1 will focus on the law governing employment in a non-unionized workplace. Specifically, it will cover every phase of the employment relationship from hiring to termination and beyond, and the rights and obligations of employers and employees as developed by the Courts and under employment-related statutes (namely the Employment Standards Act, 2000 and the Human Rights Code.) The course will also cover provisions from the Occupational Health and Safety Act.

IRE431H1 will focus exclusively on the laws impacting unionized workplaces. We will cover, in detail, every phase of the *Ontario Labour Relations Act, 1995* (the "LRA") from union organizing, certification, negotiation and bargaining, collective agreement arbitration, retention of bargaining rights, union obligations and decertification and termination of bargaining rights. We will also review a number of key provisions and principles from the *Occupational Health and Safety Act* including those dealing with workplace harassment and violence.

#### **Learning Outcomes for IRE430H1 and IRE431H1**

By the end of this course you should be able to:

1. Understand the most important provisions of key employment statutes (i.e., *Employment Standards Act, 2000* and the *Ontario Human Rights Code*).
2. Understand the common law as it relates to employment contracts.
3. Be knowledgeable of Constitutional Statutes and the distinction between federal and provincial employment law in the workplace.
4. Be aware of aspects of the Employment Standards Act and the Common law of Employment Termination.
5. Apply these concepts to day-to-day employment experiences in a manner that complies with the law but is also practical and achieves the desired business outcome.
6. Recognize and explain the policy considerations behind the current state of the law.
7. Critique the state of the law as it exists, and propose improvements.
8. Advocate a position in writing in a thoughtful and persuasive way.

**A detailed course outline with information about course requirements, textbooks, etc. will be made available by the first day of class.**

**IRE472H1 Negotiations** [24 Seminar hours]**Instructor: Bob Thompson**

Resolving conflicts constructively is a challenge faced by all organizations and most individuals. This course will cover fundamentals of the negotiation process and conflict resolution. This course will apply multiple cases and simulations providing students with several opportunities to build their skills.

**Prerequisite:** IRE260H1 and 0.5 IRE/IRW credit at the 300+ level

**Overview**

Much of our discourse and discussions with others at work and in life are a form of negotiation. Confidence and preparedness are essential characteristics for negotiations whether they relate to professional or personal life. The purpose of this course is to equip students with an understanding of the process and practice of negotiation and to assess when there is a need for competitiveness or when there is a need for collaboration. The course draws on theory, concepts, and research from a variety of disciplines and provides alternative frameworks for understanding negotiation with a view to improving skills and perspective in a variety of situations. Along with demonstrating knowledge of the relevant theory, students will be given the opportunity to put their negotiation skills into practice with in-class exercises.

**Learning Outcomes**

By the end of this course you should be able to:

- Appreciate the difference between distributive and integrative bargaining and develop skills for both approaches.
- Create a plan for a negotiation scenario based on the value climate.
- Understand and assess the stages of negotiation.
- Improve communication techniques in sharing information important to negotiation outcomes.
- Engage other parties in meaningful value creation.
- Develop an appreciation for the inputs of negotiation, including power, culture, gender and ethics.
- Influence negotiation outcomes.
- Reflect on one's personal skills attained and required for negotiating successfully.

**A detailed course outline with information about course requirements, textbooks, etc. will be made available by the first day of class.**

## Instructors

**Santiago Campero** is Assistant Professor at the CIRHR. Before coming to the CIRHR, Santiago Campero was an Assistant Professor of Human Resource Management at HEC Montreal. Santiago received a BSc in Engineering from the Universidad Iberoamericana in Mexico City, an MBA from the Haas School of Business at UC Berkeley and a PhD in Management from MIT. Prior to beginning his academic career, he worked as a management consultant at McKinsey and Company. Trained as an economic sociologist, Santiago's research explores the origins of various forms of inequality in the labor markets and organizations. His research has a particular focus on examining these issues in the context of high-tech startups, a sector that is both an important driver of job creation as well as one where certain groups of workers (e.g., women, certain ethnic groups) are persistently under-represented.

**Alicia Eads** is an Assistant Professor at the University of Toronto's Centre for Industrial Relations and Human Resources and the Department of Sociology. The motivation for her research, which spans several substantive areas, is to provide insight into the causes and consequences of economic inequality. In recent work, she has focused on the policy response to the housing market collapse in the United States. In ongoing work, she examines the process of financialization of various aspects of people's lives and considers the promise of economic advancement as well as the potential for exploitation. One current project focuses on worker compensation and another on housing finance. She received a BA in Sociology and Psychology from the University of Iowa and a PhD in Sociology from Cornell University.

**Michael P. Fitzgibbon** has taught employment law and labour law at the University of Toronto Centre for Industrial Relations and Human Resources since 1997. He has practiced exclusively in the area of labour and employment law since his call to the Ontario Bar in 1993 and, more recently, as a mediator of workplace disputes. He graduated from the Faculty of Law at Queen's University in 1991 and from McGill University in 1988 where he obtained a Bachelor of Arts degree, with a major in Industrial Relations. Mr. Fitzgibbon has co-authored two books: *Recent Developments in Union Certification and Decertification* (Carswell, 2001) and *Understanding Ontario's Employment Standards Act, 2000* (Carswell, 2002), and contributed to a number of others. He has written on a wide range of labour and employment law topics, and speaks regularly at various conferences including at the Canadian Bar Association, Quebec Bar Association, Law Society of Upper Canada, Human Resources Professional Association of Ontario among others. He has been interviewed by, among others, MacLean's, Canadian Lawyer, Globe and Mail, National Post, the CBA National, National Post, Toronto Star, Lawyer's Weekly, Law Times, Canadian Lawyer and the CBA National Magazine and numerous other publications on a range of labour and employment law issues. He is also the author of one of the first Canadian legal weblogs.

**Rafael Gomez** is Associate Professor in Employment Relations and Director, Centre for Industrial Relations and Human Resources, University of Toronto. He has served as the Director of the Centre for Industrial Relations and Human Resources from 2015-2020, and will be returning as Director July 1, 2021. He received a BA in economics and political science from Glendon College (York University) and an MA in economics and a PhD in industrial relations from the University of Toronto. His previous appointments include the London School of Economics as a senior lecturer in management and industrial relations. He has been invited to conduct research and lecture at universities around the world, including Madrid, Moscow, Munich, Beijing and Zurich. In 2005 he was awarded the Labor and Employment Relations Association's John T. Dunlop Outstanding Scholar Award for exceptional contributions to international and comparative labour and employment research. In 2013-14 his book *The Little Black Book for Managers* was a UK business book business bestseller and in 2015 his book *Small Business and the City* was published by U of T/Rotman press. His current research examines the role of unions and other labour market institutions in the provision of employee voice and what this means for workers and broader democratic engagement.

**Jenna Myers** is Assistant Professor at the Centre for Industrial Relations and Human Resources. She currently has two streams of research combining organization theory, industrial and employment relations, and technology/innovation management. In the first stream, she examines the occupational dynamics surrounding worker voice and situated learning during the introduction and use of new technologies in the workplace. In the second stream, she studies interorganizational relationships among education and labor market institutions, with a particular focus on educator-employer partnerships. Her research appears in peer-reviewed journals of management and industrial relations, including *Organization Science* and *ILR Review*. She received a B.S. in Business Process Management from the University of Illinois and a Ph.D. in Management from the MIT Sloan School of Management.

**Frank Reid** has taught for many years at the Centre for Industrial Relations and Human Resources at the University of Toronto in both the graduate Master of Industrial Relations and Human Resources program and the undergraduate IR&HR program. He served as the Director of the CIRHR for two terms and now serves as the Associate Director and Graduate Coordinator (MIRHR program). In addition to authoring and coauthoring various books and chapters in books, Professor Reid's research has been published in highly regarded Canadian and American academic journals in economics and in the industrial relations and human resources area, such as the *American Economic Review*, the *Industrial and Labor Relations Review*, the *Canadian Journal of Economics*, and *Industrial Relations/Relations Industrielles*. His research has a strong policy focus and two of his main research interests have been worksharing / jobsharing and the impacts of changing laws on mandatory retirement. Professor Reid received his B.A. from the University of British Columbia, an M.Sc. from the London School of Economics and his Ph.D. from Queen's University.

**Brad Seward** is an assistant professor at the Centre for Industrial Relations and Human Resources and director of the Research Initiative, Education + Skills (RIES). At its core, Brad's research aims to improve economic efficiency by identifying and addressing systemic inequality. His work covers a range of topics including education, skills, school to work transitions and labour market outcomes, human capital, and workplace diversity and inclusion. Prior to joining the CIRHR Brad has worked with non-profits including the Mowat Centre and the Conference Board of Canada. Brad received his Ph.D. in Sociology from the University of Guelph and a Postdoctoral Research Fellowship at Nipissing University. Brad's specialty is producing accessible, public-facing research, and his work has been shared on CBC Radio, the Globe and Mail, 570 News Radio, and TVO's The Agenda.

**Bob Thompson** has been teaching ADR, IR and law courses at UofT's Centre for Industrial Relations and Human Resources since 2007. He has also been teaching at other institutions, most notably Negotiations for Lawyers for several years at Osgoode Hall Law School at York University, and an array of courses in HR and Business at Seneca College. Prior to joining academia, Bob was Senior Employment Law Counsel at Canada's largest financial institution, Manager of Labour Relations at Canada's largest grocery retailer, and spent his formative years in HR and Engineering at Canada's largest automotive manufacturer. Bob received his engineering degree at Kettering University in Flint, Michigan, his law degree and an MBA at the University of Ottawa, an MBA at the University of Kent at Canterbury, England and his Master of Laws degree in ADR at Osgoode Hall Law School at York University. Bob was a member of the Board of Directors for the HRPD for nine years, and the Chair of that Board for two. In 2021 he was granted an ICD.D designation by the Institute of Corporate Directors after completing the ICD-Rotman Directors Education Program.

**Emile Tompa** is a senior scientist at the Institute for Work & Health. He holds appointments as associate professor in the Department of Economics at McMaster University, assistant professor at the Dalla Lana School of Public Health at the University of Toronto, and mentor with the CIHR Strategic Training Program in Work Disability Prevention, also at the University of Toronto. He is co-director of the Centre for Research on Work Disability Policy (CRWDP), an initiative funded by the Social Sciences and Humanities Research Council for a period of seven years. Tompa is on the editorial board of the Journal of Occupational Rehabilitation. He has an MBA from the University of British Columbia, an MA in economics from the University of Toronto, and a PhD in economics from McMaster University.

**Hua Wang** is the assistant professor-teaching stream at the Centre of Industrial Relations and Human Resources. She has been teaching at the University of Toronto since 2008. She received her Ph.D. in Human Resources and Industrial Relations from the University of Minnesota-Twin Cities in 2006 and worked at the University of Wisconsin-Whitewater as an assistant professor in business management before she joined the University of Toronto. She has extensive teaching experience in most topics of Human Resource Management area. Currently her focus of teaching is statistics and organizational behavior. Her research interest is in the influence of human resources management practice on firm performance.