



WOODSWORTH COLLEGE

UNIVERSITY OF TORONTO



Employment Relations

2012/13 Undergraduate Handbook

**TABLE OF CONTENTS**

Introduction	2
Curriculum	2
Careers	3
Certified Human Resources Professional (CHRP) designation	4
Admission Information:	6
- Arts and Science (STG) Students	6
- UTM/UTSC Transfer Students	7
- Transfer Students (other universities)	8
Important Notes	9
Program Requirements	10
2012-2013 WDW Course Offerings and Course Descriptions	14
Instructor Profiles	30
Employment Relations Students' Association (ERSA)	32
Awards and Bursaries	32
Rules and Regulations	32
Frequently Asked Questions:	34
- What secondary school background do I need?	
- What courses should I take in first year?	
- Is there a graduate program in Employment Relations at U of T?	
- What are my career options?	
- Can the Employment Relations program lead to a professional qualification?	
Contact Information	35

Changes to Information Published in this Brochure

The information contained in this brochure was compiled in July 2012 and is subject to change. In case of any changes or discrepancy, the online information posted on the Woodsworth College's Employment Relations website shall apply.

Introduction

The Employment Relations 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 in the Employment Relations program.

Curriculum

The overarching goal of the undergraduate program in Employment Relations 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.

Students are required to take a 100-level course in Sociology (or a combination of a 100-level course in Sociology and Psychology) and either ECO100Y1 Introduction to Economics or ECO105Y1 Principles of Economics for Non-Specialists.

The 200-level courses in Employment Relations provide an overview of the areas of practice, theory, research and introduce students to the two avenues of study and inquiry within Employment Relations: 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. 400-level courses require much more active participation from students whether in terms of class discussion, field research and writing assignments. Senior 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 undergraduate level. People with backgrounds in Employment Relations are found working in the following settings:

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

How to get experience & help

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 Centre. Among its many services the Career Centre maintains a Career Resource Library, operates the Graduating Students Employment Service and organizes the volunteer Extern Program which offers students a chance to explore a career in the actual workplace. 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, Eluta and Talent Egg.

The Certified Human Resources Professional (CHRP) designation

The courses taken in the Employment Relations program are also applicable to the program of studies leading to the designation of Certified Human Resources Professional (CHRP) awarded by the Human Resources Professionals Association (HRPA).

The Human Resources Professionals Association (HRPA) is Canada's HR thought leader and the largest HR association in the country. In Ontario, HRPA regulates the HR profession and issues the Certified Human Resources Professional (CHRP) designation, the national standard for excellence in human resources management. HRPA has more than 19,000 members in 28 chapters and hosts the largest annual HR conference in Canada.

Completion of HRPA's certification process confers the right to use the title Certified Human Resources Professional and the right to use the initials C.H.R.P. or CHRP after one's name. Certification is a "warrant of competence" or "warrant of expertise". The overarching objective of HRPA's certification process is to ensure that those HR professionals who are certified by HRPA possess the knowledge and skills in sufficient degree to competently perform important occupational activities and to protect the public interest.

Certification establishes common professional standards for human resources management across Canada. Employers value such standards which seek, among other things, to address multijurisdictional considerations and facilitate the efficient practice of human resources. The CHRP designation positions the practitioner at the leading edge of the profession in Canada.

Certification Requirements

The following has been copied from HRPA's website. For up-to-date information and assistance contact HRPA directly. You may also attend an information session sponsored by ERSA in the early part of the Fall Session.

HRPA's certification process has five components:

- Membership Requirement
- Coursework Requirement
- Exam Requirement
- Degree Requirement
- Experience Requirement

HRPA's Coursework Requirement

(NOTE: The following requirements relate to HRPAs coursework requirements only. These requirements are not related in way, shape or form to the program requirements in the Employment Relations' major or specialist programs.)

The coursework requirement is established to ensure that certified human resources professionals have a solid foundation in the Human Resources discipline. There are two routes to meeting the coursework requirement: (1) by completing the requisite coursework or (2) by demonstrating equivalent preparation in Human Resources. The requisite coursework is described on page 5. If you have questions about the second route please contact HRPA directly.



The coursework requirement consists of successful completion of nine courses. Successful completion means obtaining a grade of 70% or better over all nine courses with no single course below 65%.

The nine courses are:

- Human Resources Management
- Organizational Behaviour
- Finance and Accounting
- Human Resources Planning
- Occupational Health and Safety
- Training and Development
- Labour Relations
- Recruitment and Selection
- Compensation

**Approved HRP courses* offered in the Employment Relations program,
Woodsworth College**

WDW 244H Labour Relations
Subject: Labour Relations
Approved: June 03

WDW378H Employment Health
Subject: Occupational Health & Safety
Approved: Sept '04

WDW260H Organizational Behaviour
Subject: Organizational Behaviour
Approved: Mar. '93

WDW 367H Compensation
Subject: Compensation
Approved: June 03

WDW347H Training and Development
Subject: Training and Development
Approved: June 03

MGT201H + RSM222H
Introduction to Financial Accounting +
Management Accounting 1
Subject: Finance and Accounting
Approved: Jan ' 09

WDW346H HR Planning
Subject: Human Resources Planning
Approved: June 03

MGT460H/RSM460H Human Resource
Management

WDW348H Recruitment and Selection
Subject: Recruitment and Selection
Approved: Jan '07

Subject: Human Resources Management
Approved: Mar. '97

Books:

- Careers in Human Resources - WetFeet, Inc.
- Careers in Specialized Consulting: Health Care, Human Resources, & Information Technology - WetFeet, Inc.
- HR Guide - HR Canadian Reporter

Links:

- Human Resources Professionals Association - www.hrpa.ca
- Canadian Council of Human Resources Associations - www.cchra.ca

Information for Current Students (Arts and Science, STG Campus)

2012 Admission Information & Application Deadlines

1. Employment Relations Major (Arts program)- Program Code: ASMAJ1535

Requests for admission in 2012 will be considered in the first subject POST request period only. This is a limited enrolment program that can accommodate only a limited number of students. Eligibility will be based on a student's mark in the required courses listed below. The precise mark thresholds outlined below are an estimate of what will be required in the 2012 subject POST admission cycle. Achieving the minimum mark thresholds does not guarantee admission to the Employment Relations major in any given year.

Applying after first year: Admission will be determined by a student's mark in ECO100Y1 (or ECO105Y1) and SOC101Y1 (or 1 FCE from: SOC102H1/SOC103H1/PSY100H1). It is expected that a combined average of 65% will be required for admission in the 2012 cycle.

Applying after second year: Admission will be determined by a student's mark in ECO100Y1 (or ECO105Y1) and 1 FCE SOC200+ level course. It is expected that a combined average of 70% will be required for admission in the 2012 cycle.

2. Employment Relations Specialist (Arts program) – Program Code: ASSPE1535

Applying after first year: ECO100Y1(67%)/ECO105Y1(80%) and SOC101Y1(70%)/ 1.0 FCE (70% average) from SOC102H1/SOC103H1/ PSY100H1.

Applying after second year: ECO100Y1(67%)/ECO105Y1(80%) and 1.0 FCE (73% average) SOC200+ level course.

3. Application Deadlines

Employment Relations is a Type 3 subject POST. Type 3 subject POSTs require completion of specific course(s) and have a finite number of spaces. Admission to Employment Relations will be based on the above requirements only. NO additional information will be required or used to determine eligibility. For more information select the "Subject Post Enrolment" link on the Faculty of Arts and Science website:

<http://www.artsci.utoronto.ca/current/undergraduate>.

Request period: April 2 to May 15



Information for UTM/UTSC Transfer Students

Students interested in transferring from UTM/UTSC must first apply for admission to the Faculty of Arts and Science (St. George Campus, Social Sciences stream) and identify Employment Relations as their preferred program of study.

Employment Relations enrolment request will be assessed by the Program Office in June 2012 provided the following minimum admission requirements are met:

Employment Relations Major

Applying after first year: Admission will be determined by a student's mark in ECO100Y1 (or ECO105Y1) and SOC101Y1 (or 1 FCE from: SOC102H1/SOC103H1/ PSY100H1). It is expected that a combined average of 65% will be required for admission in the 2012 cycle.

Applying after second year: Admission will be determined by a student's mark in ECO100Y1 (or ECO105Y1) and 1 FCE SOC200+ level course. It is expected that a combined average of 70% will be required for admission in the 2012 cycle.

Employment Relations Specialist

Applying after first year: ECO100Y1(67%)/ECO105Y1(80%) and SOC101Y1(70%)/ 1.0 FCE (70% average) from SOC102H1/SOC103H1/ PSY100H1.

Applying after second year: ECO100Y1(67%)/ECO105Y1(80%) and 1.0 FCE (73% average) SOC200+ level course.

Note: Employment Relations is a limited enrolment program that can accommodate only a limited number of students. Eligibility will be based on a student's mark in the required courses listed above. The precise mark thresholds outlined above are an estimate of what will be required in the 2012 subject POST admission cycle. Achieving the minimum mark thresholds does not guarantee admission to the Employment Relations major or specialist in any given year.

Request deadline:

Transfer students who have not identified Employment Relations on the Arts and Science application form must provide a copy of their transfer credit assessment to the Program Office by May 30th.

Information for Transfer Students (excluding UTM/UTSC)

1. Admission to the Employment Relations Program

Students interested in transferring from another university must first apply for admission to the Faculty of Arts and Science (St. George Campus, Social Sciences stream) and identify Employment Relations as their preferred program of study. Admission to a specific program, such as Employment Relations, is processed as part of the transfer student's application to the Faculty of Arts and Science.

For admission to the Employment Relations major program, transfer students require an overall cumulative grade point average of 2.5. Transfer students must also have been granted a minimum of four full transfer credits including an introductory economics course (micro and macro economics) and a full credit introductory course in sociology (or 2 introductory half credits in sociology and psychology).

For admission to the Employment Relations specialist program, transfer students require an overall cumulative grade point average of 2.8. Transfer students must also have been granted a minimum of four full transfer credits including an introductory economics course (ECO100Y equivalent with a minimum 67% or 80% in the ECO105Y equivalent) and a full credit introductory course in sociology (or 2 introductory half credits in sociology and psychology).

2. Transfer Credits

Transfer credits are assessed by the Faculty of Arts and Science. Instructions about the transfer credit assessment will be included with the offer of admission.

3. Contact Information

The Employment Relations Program Office does not administer the transfer credit process of university transfer students. For information and assistance please visit the following links:

Enrolment Services: www.adm.utoronto.ca

Transfer Credits: www.artsci.utoronto.ca/current/undergraduate/tc



IMPORTANT NOTES

CR/NCR

A course taken on a CR/NCR basis may not be used to satisfy major or specialist program requirements.

Electives (non-WDW courses)

Some electives may be available only to students who have completed specified prerequisites or who are enrolled in a subject POST sponsored by the department offering the course. Not all courses are offered every year. For detailed information please check the enrolment controls and timetable on the Arts and Science website. Prerequisites, corequisites and exclusions are published in the Calendar.

WDW Courses

Not all courses are offered every year. Please check the Faculty of Arts and Science's timetable for the list of courses offered in 2012-13. Almost all WDW courses have prerequisites. Enrolment in WDW Employment Relations courses is restricted to students in the Employment Relations subject POST. Students without course prerequisites will be removed at any time they are discovered.

Part-time Study

It is possible to complete the major program on a part-time basis but course options are limited.

Changing Programs after Year 2

It takes at least two years to complete the Employment Relations major program and three years to complete the specialist program. Students are advised to carefully weigh the impact a program change may have on their studies. Exemptions or prerequisite waivers in order to 'fast track' the program requirements will not be granted.

College Sponsored Programs

Employment Relations is a program sponsored by Woodsworth College and the Faculty of Arts and Science. It is not necessary to be registered at Woodsworth College but it is necessary to be registered at one of the seven colleges on the St. George Campus.

Subject post combinations & double counting courses

Once you have completed 4.0 full-course equivalents, you will not be able to enrol in further courses until you have enrolled in the minimum appropriate combination of programs. While you are waiting for the result of your Employment Relations subject POST request you should enrol in interim backup program.

Any program combination (2 majors or 1 major and 2 minors) must include at least 12 different courses. Please review the Degree and Program Requirements listed in the Calendar. Please contact your college registrar's office for assistance.

Program Requirements

The following requirements apply to students admitted to the Employment Relations programs in 2012. A course taken on a CR/NCR basis may not be used to satisfy major or specialist program requirements.

Major

7 full course equivalents (FCEs) including at least 2.0 FCEs at the 300+ level, 0.5 of which must be at the 400-level.

First year: ECO100Y1 (or ECO105Y1) and SOC101Y (or 1 FCE from: SOC102H1/SOC103H1/PSY100H1)

Higher years:

1. Required:

- WDW240H1 Introduction to Employment Relations
- WDW244H1 Labour Relations
- WDW260H1 Organizational Behaviour
- WDW430Y1 Employment Law

2. 0.5 FCE from:

- WDW346H1 Human Resource Planning
- WDW347H1 Training and Development
- WDW348H1 Recruitment and Selection
- WDW367H1 Compensation
- WDW372H1 Negotiations
- WDW378H1 Employment Health
- WDW379H1 Employment Relations Research and Human Resource Analytics

3. At least 2.0 FCEs from this list or additional courses from #2:

- ECO220Y1 Quantitative Methods in Economics
- GGR221H1 New Economic Spaces
- HIS313H1 Canadian Labour and the Left (formerly HIS313Y1)
- INI300H1 Strategic Writing in Business and the Professions: Theory and Practice
- JGI216H1 Urbanization & Global Change
- MGT201H1 Introduction to Financial Accounting (formerly MGT120H1)
- PSY201H1 Statistics I
- PSY202H1 Statistics II
- RSM222H1 Management Accounting I (formerly MGT223H1)
- RSM360H1 Organization Theory and Design (formerly MGT363H1)
- RSM361H1 Human Resource Management (formerly RSM460H1)
- RSM461H1 Managerial Negotiations (formerly MGT461H1)
- SOC200H1 Logic of Social Inquiry (formerly SOC200Y1)



SOC202H1 Quantitative Analysis in Social Science Research (formerly SOC300Y1)
SOC207H1 Sociology of Work & Occupations (formerly SOC207Y1)
SOC317Y1 Industrial Sociology (formerly SOC316Y1)
SOC366H1 Sociology of Women and Work
SOC367H1 Race, Class, and Gender
SOC439H1 Immigration and Employment (formerly SOC339H1)
WDW332Y0 Topics in Employment Relations Abroad
WDW344H1, 345H1, 349H1 Topics in Employment Relations
WDW395H1 Independent Study
WDW396H1, 397Y1 Research Participation
WDW432Y0 Advanced Topics in Employment Relations/Labour Relations Abroad
WDW444H1 Seminar in Employment Relations
WDW446H1 Working as an Internal Organizational Consultant
WDW447H1 Contemporary Challenges Facing Today's Organizations
WDW493H1, 494H1 Advanced Topics: Employment Relations

Specialist

The program requirements published in this brochure apply to students admitted to the subject POST in 2012.

10 full course equivalents (FCEs) including at least 4.0 FCEs at the 300+ level of which 1.0 FCE must be a WDW Employment Relations course and 1.0 FCE must be a 400-level course.

Note: A course taken on a CR/NCR basis may not be used to satisfy major or specialist program requirements.

First year: ECO100Y1/ECO105Y1 and SOC101Y1 (or 1 FCE from: SOC102H1/SOC103H1/PSY100H1)

Higher years:**1. Required Courses:**

WDW240H1 Introduction to Employment Relations
WDW244H1 Labour Relations
WDW260H1 Organizational Behaviour
WDW379H1 Employment Relations Research and Human Resource Analytics
WDW430Y1 Employment Law

2. 1 FCE from:

ECO239Y1 Labour Markets and Policies
ECO339Y1 Economics of Labour

3. 1 FCE from:

ECO321Y1 Canadian Economic History since 1500
HIS263Y1 Introduction to Canadian History
POL214Y1 Canadian Government and Politics

4. 1 FCE from:

ECO220Y1 Quantitative Methods in Economics
PSY201H1 Statistics I
PSY202H1 Statistics II
SOC200H1 Logic of Social Inquiry (formerly SOC200Y1)
SOC202H1 Quantitative Analysis in Social Science Research (formerly SOC300Y1)

5. At least 1.5 FCEs from:

GGR221H1 New Economic Spaces
HIS313H1 Canadian Labour and the Left (formerly HIS313Y1)
INI300H1 Strategic Writing in Business and the Professions: Theory and Practice
JGI216H1 Urbanization & Global Change
MGT201H1 Introduction to Financial Accounting (formerly MGT120H1)



RSM222H1 Management Accounting I (formerly MGT223H1)
RSM360H1 Organization Theory and Design (formerly MGT363H1)
RSM361H1 Human Resource Management (formerly RSM460H1)
RSM392H1 Strategic Management (formerly MGT492H1)
RSM461H1 Managerial Negotiations (formerly MGT461H1)
SOC207H1 Sociology of Work & Occupations (formerly SOC207Y1)
SOC317Y1 Industrial Sociology (formerly SOC316Y1)
SOC366H1 Sociology of Women and Work
SOC367H1 Race, Class, and Gender
SOC439H1 Immigration and Employment (formerly SOC339H1)
WDW332Y0 Topics in Employment Relations Abroad
WDW344H1 Topics in Employment Relations
WDW345H1 Topics in Employment Relations
WDW346H1 Human Resource Planning
WDW347H1 Training and Development
WDW348H1 Recruitment and Selection
WDW349H1 Topics in Employment Relations
WDW367H1 Compensation
WDW372H1 Negotiations
WDW378H1 Employment Health
WDW395H1 Independent Study
WDW396H1, 397Y1 Research Participation
WDW379H1 Employment Relations Research and Human Resource Analytics
WDW432Y0 Advanced Topics in Employment Relations/Labour Relations Abroad
WDW493H1, 494H1 Advanced Topics: Employment Relations

6. 0.5 FCE from:

WDW444H1 Seminar in Employment Relations
WDW446H1 Working as an Internal Organizational Consultant
WDW447H1 Contemporary Challenges Facing Today's Organizations

2012 – 2013 WDW COURSE OFFERINGS & OUTLINES

This information was published in June 2012 and is subject to change. For scheduling information and updates please check the timetable on the Faculty of Arts and Science's website. Do not purchase books until after the start of classes.

Students are responsible for fulfilling prerequisites and corequisites; students enrolled in courses for which they do not have the published prerequisites may have their registration in those courses cancelled at any time without warning. Students must also observe exclusions.

The comma (,) the semi-colon(;) the ampersand (&) and the plus sign (+) all mean "AND". The slash (/) means "OR".

Summer

WDW244H1 Labour Relations

WDW260H1 Organizational Behaviour

Fall

WDW244H1 Labour Relations

WDW260H1 Org Behaviour

WDW346H1 HR Planning

WDW347H1 Training & Development

WDW348H1 Recruitment & Selection

WDW379H1 Research & HR Analytics

WDW430Y1 Employment Law

Winter

WDW240H1 Introduction to Employment Relations

WDW347H1 Training & Development

WDW367H1 Compensation

WDW372H1 Negotiations

WDW378H1 Employment Health

WDW446H1 Working as an Internal Organizational Consultant

WDW430Y1 Employment Law

Note: If you are planning to graduate in 2013, you are advised to request an Employment Relations program check well before the start of classes.



2012 Summer

WDW244H1 Labour Relations

Professor 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, union organization, certification, contract negotiation, strikes, dispute resolution, contract administration and grievances.

Prerequisites: Four full course equivalents and a CGPA of at least 2.0

Exclusion: ECO244Y, WDW244Y

Distribution Requirement Status: Social Science

Breadth Requirement: Society and its Institutions (3)

Themes and Format

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). The course then examines the reasons why some employees want to join unions and the way the 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). It also includes a discussion of controversial union organizing drives at particular organizations such as Walmart, which resulted in the so-called "Walmart amendment" to the Ontario Labour Relations Act.

The impacts of collective bargaining under the Ontario Labour Relations Act are studied, including the causes and consequences of strikes and lockouts. Bargaining under various public sector statutes is also examined, including various alternatives to striking, such as the controlled (or partial) strike, conventional interest arbitration and final-offer selection arbitration. An important topic is the grievance arbitration procedure, which enables employees who have been unjustly disciplined and/or dismissed to be recompensed and/or reinstated. The impact of unions on wages, benefits, and productivity will also be examined. Finally, alternatives to the traditional adversarial bargaining method are studied, including interest-based (or principled) bargaining. The format of the course is primarily lectures and class discussion as well as a video on alternatives to traditional bargaining.

Requirements

Mid-term test 25%; Arbitration assignment (25%) and Final exam worth (50%).

Text

M. Gunderson and D. Taras (eds.), *Canadian Labour and Employment Relations*, Sixth Edition, Toronto: Pearson-Addison-Wesley, 2009.

WDW260H1 Organizational Behaviour*Dr. Amanda Shantz*

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. Not recommended for students in Commerce programs.

Prerequisites: Four full course equivalents and a CGPA of at least 2.0

Exclusion: MGT262H1, RSM260H1

Distribution Requirement Status: Social Science

Breadth Requirement: Society and its Institutions (3)

Themes and Format

Each of us lives and works in organizations. Whether the organization is our community of faith, a club where we volunteer or the place where we work, we are members of many different organizations, each of which has one thing in common: people. The focus of this course is the organizations in which we work, and the people who work in them.

This course has several objectives that fall into three broad categories:

Knowledge:

- To examine some of the profound changes taking place in organizations and those theories that help us better understand this new organizational reality
- To understand what people think, feel and do in organizations, especially in terms of those individual differences that make us unique
- To appreciate the powerful role leaders play in motivating and recognizing people, and in building the kind of organization in which we want to work
- To understand the importance of teams and to become familiar with the core skills necessary for team members to be effective

Skills:

- To build teamwork skills by working collaboratively in the classroom and on out of class assignments
- To develop critical thinking skills that will help you organize a personal set of beliefs and assumptions about people and how they work together in organizations
- To learn to effectively communicate your point of view in a compelling manner

Attitudes:

- To understand your personal experiences in organizations by applying the concepts and theories of organizational behaviour
- To build self awareness of those beliefs, values, attitudes and skills that drive your behaviour in an organizational setting

Requirements

Participation (10%); Mid-term test (25%); Learning blog (40%); Final examination (25%).

Text

Canadian Organizational Behaviour (2009, Seventh Edition), written by Steven McShane and published by McGraw-Hill Ryerson.



2012-13 Fall-Winter

WDW240H1 Introduction to Employment Relations

Professor Rafael Gomez

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.

Distribution Requirement Status: Social Science

Breadth Requirement: Society and its Institutions (3)

Themes and Format

The objective of this course is to introduce students to the basic subject matter that constitutes the field of employment relations, which is unique in the social sciences as the only field where 'all aspects of employment' are both studied and practiced. This includes answers to such questions as why people work and how they feel about their work, how managers attempt to motivate and direct employees, how the law regulates work and the workplace, where and how these laws develop, how different actors (i.e., unions, employers, and the state) in the employment relations system compete to fulfill different functions and the ways in which workers attempt to improve the conditions of their working lives and strive for more voice. For purposes of comparison, attention will be paid to employment relations and human resource management arrangements in other countries, what is termed the study of 'comparative employment relations'.

The format of the course is primarily lectures with active class participation. Multi-media, film documentaries and other e-resources will periodically be used to illustrate important themes from the course. Guest lecturers in the field of Employment Relations will be invited to speak to students on topics of relevance to the field.

At the end of this class, students will be familiar with: the history and development of employment relations as a field of study, the central questions and theories covered by the discipline, the actors in the employment relations system and their roles, determine why people work, how people feel about their work, where the laws which regulate the workplace are derived from, the ways in which employers assemble, compensate and evaluate workers, the structure and function of trade unions, the operation of collective bargaining and the nature of employment relations in several other high income and low income economies. Students will be able to evaluate critically media reports about these issues and will be familiar with data sources and other sources of information which relate to work and employment and will be able to access those sources and to find information. They will also be able to describe the relationships among different aspects of the employment relationship and discuss potential policy changes in an informed fashion.

Requirements

Presentation (10%); Mid-term test (20%); Essay (20%); Final examination (50%)

Text

Details will be announced in class.

WDW244H1 Labour Relations*Professor Frank Reid*

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.

Prerequisites: Four full course equivalents and a CGPA of at least 2.0

Exclusion: ECO244Y1, WDW244Y1

Distribution Requirement Status: Social Science

Breadth Requirement: Society and its Institutions (3)

Themes and Format

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).

The course then examines the reasons why some employees want to join unions and the way the 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). It also includes a discussion of controversial union organizing drives at particular organizations such as Walmart, which resulted in the so-called "Walmart amendment" to the Ontario Labour Relations Act.

The impacts of collective bargaining under the Ontario Labour Relations Act are studied, including the causes and consequences of strikes and lockouts. Bargaining under various public sector statutes is also examined, including various alternatives to the strike, such as the controlled (or partial) strike, conventional interest arbitration and final-offer selection arbitration. An important topic is the grievance arbitration procedure, which enables employees who have been unjustly disciplined or dismissed to be reinstated. The impact of unions on wages, benefits, and productivity is also examined. Finally, alternatives to the traditional adversarial bargaining method are studied, including interest-based (or principled) bargaining.

The format of the course is primarily lectures and class discussion as well as a video on 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 decision based on precedents of similar cases.

Requirements

Mid-term test (25%); Arbitration assignment (25%); Final exam (50%).

Text

M. Gunderson and D. Taras (eds.), *Canadian Labour and Employment Relations*, Sixth Edition, Toronto: Pearson-Addison-Wesley, 2009.



WDW260H1 Organizational Behaviour

Dr. Lori Riznek

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. Not recommended for students in Commerce programs.

Prerequisites: Four full course equivalents and a CGPA of at least 2.0

Exclusion: MGT262H1, RSM260H1

Distribution Requirement Status: Social Science

Breadth Requirement: Society and its Institutions (3)

Themes and Format

Each of us lives and works in organizations. Whether the organization is our community of faith, a club where we volunteer or the place where we work, we are members of many different organizations, each of which has one thing in common: people. The focus of this course is the organizations in which we work, and the people who work in them.

This course has several objectives that fall into three broad categories:

Knowledge:

- To examine some of the profound changes taking place in organizations and those theories that help us better understand this new organizational reality
- To understand what people think, feel and do in organizations, especially in terms of those individual differences that make us unique
- To appreciate the powerful role leaders play in motivating and recognizing people, and in building the kind of organization in which we want to work
- To understand the importance of teams and to become familiar with the core skills necessary for team members to be effective

Skills:

- To build teamwork skills by working collaboratively in the classroom and on out of class assignments
- To develop critical thinking skills that will help you organize a personal set of beliefs and assumptions about people and how they work together in organizations
- To learn to effectively communicate your point of view in a compelling manner

Attitudes:

- To understand your personal experiences in organizations by applying the concepts and theories of organizational behaviour
- To build self awareness of those beliefs, values, attitudes and skills that drive your behaviour in an organizational setting

Requirements

Participation (10%); Mid-term test (25%); Learning blog (40%); Final examination (25%)

Text

Canadian Organizational Behaviour (2009, Seventh Edition), written by Steven McShane and published by McGraw-Hill Ryerson.

WDW346H1 Human Resource Planning*Dr. Edward Mock*

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.

Distribution Requirement Status: Social Science

Breadth Requirement: Society and its Institutions (3)

Themes and Format

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.

Requirements

Midterm (30%); Class Contribution (10%); Group Projects (10%); Individual Projects (20%); Final Exam (30%)

Text

Belcourt, Monica and McBey, Kenneth (2007). Strategic Human Resources Planning. (Third edition). Nelson Series in HRM, Thomson Nelson.



WDW347H1 Training and Development

Dr. Lori Riznek

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: WDW260H1

Distribution Requirement Status: Social Science

Breadth Requirement: Society and its Institutions (3)

Themes and Format

This course will introduce you to the challenges human resource professionals encounter as they identify, design and evaluate training and development initiatives in their organizations. Organizations regard their employees as valued and important contributors to their success. As such, and given the changing environment in which they operate, it is critical that employers invest in the skills and competencies of all employees. However, with the equally rapid evolution of training methodologies, and communication capability, deciding what training to offer, how to offer it, and how to evaluate its effectiveness can be tricky. During this course, you will have an opportunity to experience first hand what it feels like to be a human resource professional in this situation.

By the end of the course, you will:

- Recall and explain key concepts, frameworks and approaches to training and development
- Design key components of a training program using concepts, frameworks and a variety of training methods
- Analyze and critique components of training programs, or organizations' approaches to training
- Communicate your point of view verbally and in writing; work collaboratively in a team environment; effectively give and receive feedback; set and self-assess your ability to achieve learning goals; and exhibit strong project management and organizational skills
- Appreciate the value of shared learning by participating in a learning team
- Understand better how you and others learn, and the importance of matching learning to learning styles

Requirements

Team project: design and deliver a learning activity module (30%)

Discussion Board Learning Community (20%)

Reflection Journal (30%)

Class Participation (20%)

Text

A set of readings prepared by the instructor.

WDW348H1 Recruitment and Selection*Dr. Edward Mock*

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.

Distribution Requirement Status: Social Science

Breadth Requirement: Society and its Institutions (3)

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.

Requirements

Midterm Test (30%)

Group Projects (30%)

Participation (10%)

Final examination (30%)

Text

Required: Catano, Wiesner, Hackett and Methot. (2005). *Recruitment and Selection in Canada*, Third Edition. Nelson.

Reference: Lori Davila & Louise Kursmark (2005) *How to Choose the Right Person for the Right Job Every Time*. McGraw-Hill. Barone, Switzer (1995) *Interviewing - Art & Skill*, Pearson



WDW367H1 Compensation

Professor Rafael Gomez

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: WDW260H1/MGT262H1/RSM260H1

Distribution Requirement Status: Social Science

Breadth Requirement: Society and its Institutions (3)

Themes and Format

The central topic of this course deals with the determinants and consequences of compensation setting within firms and organizations. However, it will be useful to begin with a brief discussion of what is meant by the terms 'organization' and 'firm'. We will address the central question of why firms exist and what purpose(s) they serve in an economy. A brief recap of the nature of the employment relationship and issues surrounding how it has come to be that owners hire workers (and not the other way around) will also be discussed. This includes an examination of principal-agent theory, which specifies the emergence of contracts and wages in an economic setting in which employees, managers and owners may not have the same goals and/or information.

The course then moves to a discussion on the fundamental elements of compensation. This will include an examination of compensation in settings where bargaining power differs across individuals and groups, and where firms have either a great deal or limited discretion in pay setting. This section of the course will focus on ensuring students understand the essential building blocks of a compensation system. Students will also get an opportunity to test this knowledge by applying the principles learned in an analytical assignment.

With the fundamentals established, the course will shift to focus on using compensation as a strategic weapon in the fight for talent and success against competitors. The differences in compensation techniques and strategies across firms are studied including the reasons why some firms choose to pay above market wages as a substitute for closer monitoring and why some firms prefer to trade-off higher-turnover in return for a low-cost wage strategy. The question of why we work and what compensation means in the non-profit sector will be discussed. The format of the course is primarily lectures with active class participation. Multi-media, film documentaries and other e-resources will periodically be used to illustrate important themes from the course.

Requirements

Mid-term test (25%)

Assignment (25%)

Final examination (50%)

Text

Long, Richard J. *Strategic Compensation in Canada*, 4th ed., Scarborough, Ont.: Thomson Nelson, 2010. ISBN 978-0-17-650013-9

Please Note: Depending on the student's level of financial acumen they may also find the following text helpful: Berman, Karen and Knight, Joe, *Financial Intelligence for HR Professionals*, Harvard Business Press, 2008. ISBN 978-1-4221-1913-6.

WDW372H1 Negotiations*Dr. Kelly Pike*

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.

Prerequisites: WDW244H1, WDW260H1

Distribution Requirement Status: Social Science

Breadth Requirement: Society and its Institutions (3)

Themes and Format

People in the world of work negotiate every day. People negotiate with managers, employees, clients, suppliers, trade union officials, fellow students, families, and perhaps we even negotiate with our professors! Despite the prevalence and importance of this activity in both work and non-work spheres of life, most people are not trained to negotiate, and must learn by trial and error.

This course is designed to provide you with a framework for effectively negotiating with others. To do so, you will examine game theoretic, decision analytic, and cognitive psychological perspectives to negotiating. These approaches will draw your attention to the importance of interests, strategy and power in determining the outcomes of negotiations. Findings from research in negotiations will also be discussed throughout the course to further your understanding of this important topic.

The course is also designed to give you many opportunities to practice negotiating, get feedback on your style, and reflect on your strengths and weaknesses, so that you can manage negotiations effectively in the future. There is a strong emphasis on practice in this course. Therefore, class attendance and participation are paramount.

Requirements

Participation: 10%

3 Negotiations Simulations: 15% each

Mid-term exam: 20%

Final exam: 25%

Text

L. Thompson, 2009, *The Mind and Heart of the Negotiator*, Prentice Hall (4th edition).



WDW378H1 Employment Health

Professor Rafael Gomez

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.

Prerequisites: WDW244H1, WDW260H1

Distribution Requirement Status: Social Science

Breadth Requirement: Society and its Institutions (3)

Themes and Format

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, pre-dating 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. Broadly speaking, the course falls into three sections:

- System Mechanics - legislation, government regulation, stakeholders (e.g. managers, workers, employers, public), rights, responsibilities, and responsibilities regarding workplace health and safety.
- Scope and Scale - identification and understanding of the types of hazards, associated risks and potential implications to individuals, firms, shareholder value, and society.
- Strategy - the role health and safety can play in building relationships with employees, labour movements, and other stakeholder groups. Building a foundation and argument tool box for building traction and commitment for health and safety investments within the competitive firm.

Requirements

Mid-term test (25%)

Case study (25%)

Final examination (50%)

Text

Montgomery, James, and Kevin Kelloway, *Management of Occupational Health and Safety*, Latest Edition (Toronto: Nelson Thomson Learning, 2005). Please wait until after the first class to purchase the text. Custom Course Package WDW 378H (Available at the bookstore).

WDW379H1 Employment Relations Research and Human Resource Analytics*Dr. Arthur Younger*

An introduction to fundamental quantitative and qualitative research methods to enable students to critically evaluate and conduct research in the labour field. The class will explore data-driven, analytical approaches to managing human resources using basic metrics, analysis, and interpretation of information that link human resource initiatives to various indicators of organizational performance.

Prerequisites: WDW244H1, WDW260H1

Distribution Requirement Status: Social Science

Breadth Requirement: Society and its Institutions (3)

Themes and Format

This course provides students with the basic theoretical knowledge and practical techniques required to design, execute, report and evaluate quantitative research for labour market studies, employment relations and human resource management. The course introduces the scientific research process with a focus on methods for the collection of high quality, objective data, standard statistical analysis methods and an appreciation of the key concepts of probabilistic reasoning. In keeping with the applied focus of the course, students will learn SPSS, a standard statistical software package, as part of the coursework and use it for their major research project. The course also examines the use of human capital metrics for ongoing organizational performance improvement.

Requirements

Literature synopses (20%)

Research proposal (15%)

Data analysis research project (35%)

Problem sets (20%)

Participation (10%)

Text

To be announced in class.



WDW430Y1 Employment Law

Michael Fitzgibbon

The major legal structures which regulate the employment relationship in the public and private sectors: the common law of contract (master/servant law), legislation governing collective bargaining, the primary statutes (Employment Standards Act, Labour Relations Act, Occupational Health and Safety Act, and the Human Rights Code).

Prerequisites: 13 FCEs including WDW244H1 and WDW260H1

Distribution Requirement Status: Social Science

Breadth Requirement: Society and its Institutions (3)

Themes and Format

The first half of the course is designed to provide an understanding of the main features of the law governing employment in a non-union workplace. In this regard, the rights and obligations of employers and employees will be explored, as developed by the Courts and under employment-related statutes effecting the employment relationship. The second half of the course is designed to provide an understanding of the main features of the laws concerning the acquisition of bargaining rights and the administration of collective agreements in a union environment. In this regard, statutory and contractual rights and obligations of employers and employees as interpreted by the Ontario Labour Relations Board and arbitrators will be examined.

The following primary statutes will be covered:

- Employment Standards Act, 2000
- Human Rights Code, 1990
- Labour Relations Act, 1995
- Occupational Health and Safety Act, 1990

The course will be taught through a series of class lectures, student participation and practice exercises.

Requirements

Short case brief (10%)

Short mediation brief (10%)

Mid-term test (25%)

Longer assignment (20%)

Final examination (35%)

Text

A case book prepared by the instructor is required

WDW446H1 Working as an Internal Organizational Consultant*Dr. Lori Riznek*

This course examines the various elements of the consulting process and the interpersonal skills required to build trust, influence others, contract with clients, and establish and maintain strong working relationships.

Prerequisite: WDW244H1, WDW260H1, 1.0 WDW3** level FCE in Employment Relations

Distribution Requirement Status: This is a Social Science course

Breadth Requirement: Society and its Institutions (3)

Format

Students will be expected to actively participate in class discussions, presentations and complete a variety of written assignments. Details will be made available on the first day of class.

This seminar includes a compulsory learning format component using a service learning placement with a community-based agency or organization where students contribute a number of hours per week (usually 2 to 3 hours) to an agency or organization that she/he has been matched to.

Themes

- What it means to be an "internal organizational consultant"
- Developing a consulting mindset
- Exploration of various Consulting Models/Theories
- How to contract for success
- Diagnosing the need
- Providing meaningful feedback to the client
- Understanding the dynamics of organizational change
- Engaging the client
- Implementing an assignment

Requirements

Mid-term consulting assignment progress report (20%)

3 short papers (40%)

Lessons Learned Poster presentation (20%)

One on One interview with professor (20%)



WDW395H1/Y1 Independent Study

Independent study under the direction of an Employment Relations faculty member. Approval of the Undergraduate Coordinator is required. It is the responsibility of the student to propose an independent study topic, and obtain the agreement of an instructor who is willing to supervise the project.

Prerequisites: WDW244H1, WDW260H1 and two 300+ level "WDW" Employment Relations half-credit courses (1.0 FCE).

Distribution Requirement Status: Social Science

Breadth Requirement: Society and its Institutions (3)

WDW396H1/397Y1 Research Participation

Credit course for supervised participation in a faculty research project. Offered only when a faculty member is willing and available to supervise. Available to students only upon invitation by a faculty member. Open only to third and fourth year students enrolled in an Employment Relations program.

Prerequisites: Completion of at least nine full courses. A CGPA of at least 3.0 is recommended. Approval of the Undergraduate Coordinator is required.

Distribution Requirement Status: Social Science

Breadth Requirement: Society and its Institutions (3)

Where to obtain Research and Independent Study Forms:

Application forms are available on the Employment Relations website at www.wdw.utoronto.ca. The Undergraduate Coordinator will review the proposal and if necessary consult with faculty before the result is communicated to the student via email (utor account). For this reason, students are advised to submit proposals in a timely manner.

Deadline to Apply:

At least one week before the start of term.

Instructor Profiles

Michael P. Fitzgibbon is a founding partner in Watershed LLP a law firm specializing in labour and employment law. Prior to that, he practiced management-side labour and employment law for nearly 20 years at one of Canada's largest national law firms. Mr. Fitzgibbon was called to the Ontario Bar in 1993 after graduating from the Faculty of Law at Queen's University. Prior to that, he attended McGill University where he obtained a Bachelor of Arts degree, majoring 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 others, has written on a wide range of labour and employment law topics, and speaks regularly at various conferences including, most recently, the Canadian Bar Association, Quebec Bar Association, Law Society of Upper Canada, Human Resources Professional Association of Ontario Annual Conference. He has been interviewed by, among others, MacLean's, Report on Business, Canadian Lawyer, the CBA National, National Post, Toronto Star, Lawyer's Weekly, Law Times, Canadian Lawyer and the CBA National Magazine and numerous other magazines, print publications and on television and radio on a range of labour and employment law issues. He is also the author of one of the first Canadian legal weblogs (<http://labourlawblog.typepad.com/>). Mr. Fitzgibbon is listed in Lawday.ca top 100 leading lawyers in Canada in the practice area of Employment Law for the year 2009 and in Canadian HR Reporter's 2008 Employment Lawyers Directory (a Comprehensive Directory of the Top Employment Law and Immigration Law Practitioners in Canada).

Rafael Gomez received his B.A. from York University, and M.A., M.I.R. and Ph.D. from the University of Toronto. He is Associate Professor of Industrial Relations and Human Resources, University of Toronto. His current research areas focus on: the wage and pay structure impacts of unions on CEO and executive pay; union and non-union voice at work; demographic issues related to the workplace and cross country growth; and local employment and economic development. Recent publications include "Labour Adjustment Implications of Offshoring of Business Services," in *Offshore Outsourcing: Capitalizing on Lessons Learned* (edited by Daniel Treffler), forthcoming with Morley Gunderson; "Are Young People's Voices Changing? Youth Preferences for Voice in the Workplace in Canada," in *Young Workers in the Global Economy* (edited by Gregory DeFritas) with M. Campolieti and M. Gunderson (2008); "Demographic Age Structure and Economic Performance Across Countries" *Review of Income and Wealth*, with Pablo Hernandez de Cos (2008); and "The Importance of Being Mature: The Effect of Demographic Ageing on Global Per-Capita GDP," *Journal of Population Economics*, with Pablo Hernandez de Cos (2008).

Edward Mock received undergraduate degrees from the University of Waterloo and Ryerson Polytechnic University. After a successful career in the human resources field, he returned to university, and completed his M.I.R. and Ph.D. at the Centre for Industrial Relations and Human Resources, University of Toronto. Dr. Mock has taught at York University, Queen's University, Ryerson University, UofT Scarborough and Seneca College. He has been teaching in the undergraduate program in Employment Relations at the University of Toronto since 2006. His research interests include collective agreement wage settlements, interest-based bargaining, and new models for mentoring within organizations.



Kelly Pike received her BSc, MS, and PhD from the School of Industrial and Labor Relations at Cornell University. Kelly's research interests include labour standards enforcement, global supply chains, negotiations, dispute resolution, and qualitative methods. She has worked as an independent contractor for the International Labour Organization, and has contributed to the research agenda of Capturing the Gains, an NGO dedicated to social and economic upgrading in global value chains. Before her graduate degree, Kelly worked for the American Federation of Teachers in Washington DC.

Frank Reid received his B.A. from the University of British Columbia, a M.Sc. from the London School of Economics and his Ph.D. from Queen's University. Professor Reid served as the Director of the Centre for Industrial Relations and Human Resources for twelve years and is currently the Graduate Coordinator at the Centre. He has also served as President of the Canadian Industrial Relations Association. He teaches in the Department of Economics and in the Employment Relations program at Woodsworth College in the University of Toronto. His current research involves an assessment of the impacts of essential service designation as an alternative to the unfettered right to strike as well as continuing his established interest in the labour market and organizational impacts of bans on mandatory retirement in both Canada and Australia.

Lori Riznek is a Senior Lecturer at the University of Toronto, Woodsworth College and the Centre for Industrial Relations and Human Resources. Dr. Riznek holds an M.A. and Ph.D. from York University. After completing her Ph.D., Dr. Riznek spent many years working in both the private and public sector, as a line manager and a consultant working in the areas of business strategy, leadership and organizational development. Over that period, she worked continuously as a Sessional Lecturer in the Employment Relations program. In 2007, Dr. Riznek became a full-time member of the faculty, bringing with her considerable industry experience that informs her teaching and research. Dr. Riznek is particularly curious about developing tools to enhance adult learning, and is currently collaborating on three research and writing projects related to trust in the classroom setting, building concept mapping tools to support andragogy and a book on the relationship between strategy implementation and leadership. Dr. Riznek regularly is a guest speaker to various international trade and professional development organizations.

Amanda Shantz received her BA from McGill University, her MSc from the London School of Economics, and her PhD from the University of Toronto. Amanda's research interests include motivation, employee engagement, alienation, and identity at work. She has published in a variety of academic and practitioner journals, including *Organizational Behavior and Human Decision Making Processes*, *Human Resource Management*, and *Equality, Diversity and Inclusion: An International Journal*.

Arthur Younger received his BA from the University of Toronto. He also holds Masters degrees from the University of Toronto and from the University of Paris 1 (Panthéon-Sorbonne) where he earned his Doctorate in social and political thought. He has served as Special Advisor to the Deputy Minister of Industry and Trade, Government of Ontario and as Senior Researcher for the Royal Commission on the Pharmaceutical Industry. He teaches economic theory, quantitative methods, public policy and financial economics. His research interests include the impact of technological change on labour markets, the impact of multinational investment on local labour markets, theories of rationality and applied statistical decision theory.

Employment Relations Students' Association (ERSA)

ERSA is an organization of undergraduate Employment Relations students at the University of Toronto. It is an official member of the Arts and Science Students' Union (ASSU). Its purpose is to enhance the experience of Employment Relations students beyond the classroom by organizing social and career-related events.

ERSA sponsors events to help students prepare resumes and prepare their interview skills; attends the HRPA Conference as a group; and organizes a very successful networking event, which enables students to meet professionals from various organizations in Toronto. Contact: Visit the ERSA link on the Employment Relations website (www.wdw.utoronto.ca).

Awards and Bursaries

There are a number awards or bursaries available to students in the Employment Relations program. Eligibility is based on either academic performance or financial need. Please visit the Employment Relations website for more information (www.wdw.utoronto.ca).

Rules and Regulations of the Faculty of Arts and Science

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 of Arts and Science are listed in the 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.

Some of the rules and regulations are listed below. For a complete set of guidelines including important deadlines visit the Faculty of Arts and Science website.

Your instructor is your first step for advice regarding issues that relate to your studies in a particular course. The Employment Relations Program Office can provide you with advice on academic issues and problems that relate to or affect your studies in Employment Relations. Your Registrar's office can help you with advice on your degree studies and/or personal problems that affect your performance in your studies. You are expected to manage your studies and this includes asking for help and advice!



Academic Integrity

The University of Toronto treats cases of academic misconduct very seriously. Academic integrity is a fundamental value of learning and scholarship at the UofT. Participating honestly, respectfully, responsibly, and fairly in this academic community ensures that your UofT degree is valued and respected as a true signifier of your individual academic achievement.

The University of Toronto's Code of Behaviour on Academic Matters outlines the behaviours that constitute academic misconduct, the processes for addressing academic offences, and the penalties that may be imposed. You are expected to be familiar with the contents of this document. Potential offences include, but are not limited to:

In papers and assignments:

- Using someone else's ideas or words without appropriate acknowledgement.
- Submitting your own work in more than one course without the permission of the instructor.
- Making up sources or facts.
- Obtaining or providing unauthorized assistance on any assignment (this includes working in groups on assignments that are supposed to be individual work).

On tests and exams:

- Using or possessing any unauthorized aid, including a cell phone.
- Looking at someone else's answers.
- Letting someone else look at your answers.
- Misrepresenting your identity.
- Submitting an altered test for re-grading.

Misrepresentation:

- Falsifying or altering any documentation required by the University, including (but not limited to) doctor's notes.
- Falsifying institutional documents or grades.

All suspected cases of academic dishonesty will be investigated following the procedures outlined in the Code of Behaviour on Academic Matters.

If you have questions about appropriate research and citation methods, you are expected to seek out additional information from your instructor or other available campus resources like the College Writing Centers, the Academic Success Centre, or the U of T Writing Website.

Links:

Code of Behaviour on Academic Matters:

<http://www.governingcouncil.utoronto.ca/policies/behaveac.htm>

U of T Writing Website: <http://www.writing.utoronto.ca/>

Academic Success Centre: <http://www.asc.utoronto.ca/>

Frequently Asked Questions

What secondary school background do I need for Employment Relations?

There are no specific secondary school courses required as prerequisites for first year courses leading to the Employment Relations program. However, the recommended preparation for ECO100Y is MCB4U, and MGA4U or MDM4U or equivalent secondary school mathematics credits. Students may also take ECO105Y which does not have recommended or required preparation.

Students must meet the admission requirements for the Faculty of Arts and Science. Information about admissions is available from:

Enrolment Services
172 St George Street
416.978.2190
www.adm.utoronto.ca

What courses should I take in first year?

Faculty of Arts and Science students do not choose their program of study until the end of their first four credits. If you wish to study Employment Relations, you should enroll in a minimum of 4 full course equivalents (FCE) including ECO100Y1 (or ECO105Y1) and SOC101Y1 (or 1 FCE from: SOC102H1/SOC103H1/PSY100H1). Students should also consider taking an introductory course in Canadian politics. This background will be useful since many of the issues dealt with in Employment Relations are looked at from a Canadian perspective.

Is there a graduate program in Employment Relations at U of T?

The Centre for Industrial Relations and Human Resources offers both a Masters degree and a Ph.D. degree in Industrial Relations and Human Resources. For more information please visit chass.utoronto.ca/cir/.

What are my career options?

See page 3.

Can the Employment Relations program lead to a professional qualification?

See page 4.



Contact Information

Employment Relations Program Office
Woodsworth College, Room 236
University of Toronto
119 St. George Street Toronto, ON M5S 1A9

t: 416.978.5783
e: er@utoronto.ca
w: www.wdw.utoronto.ca

Reception & Telephone Hours

Monday – Wednesday 10:00 a.m. – 5:00 p.m. (4:30 p.m. in July and August)

Undergraduate Coordinator

Monday – Wednesday 10:00 a.m. – 5:00 p.m. (4:00 p.m. in July and August)
Thursday and Friday by appointment

Other Contacts

Faculty of Arts and Science
www.artsci.utoronto.ca/current/undergraduate

Academic Resources & Services for Students
www.students.utoronto.ca
ulife.utoronto.ca

Career Centre
www.careers.utoronto.ca

Summer Abroad Program:
www.summerabroad.utoronto.ca/



WOODSWORTH COLLEGE

UNIVERSITY OF TORONTO

Woodsworth College
119 St. George Street
Toronto, Ontario M5S 1A9
Website: www.wdw.utoronto.ca