

# EMPLOYMENT RELATIONS (EMPR)

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## **EMPR 100 Introduction to Employment Relations Units: 3.00**

This is a survey course designed to introduce students to contemporary challenges and the primary academic fields in the study and practice of employment relations: Human Resource Management, Organizational Behaviour, Labour Relations, Negotiations and Conflict Resolution, Labour and Employment Law, and Workplace and Labour Market Policies.

**Learning Hours:** 120 (24 Lecture, 12 Tutorial, 12 Online Activity, 72 Private Study)

**Requirements:** Prerequisite None.

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

### **Course Learning Outcomes:**

1. Identify and describe the core academic fields which study and inform the practice of employment relations.
2. Describe the role of Human Resource Management in organizations.
3. Assess the contributions of organizational behavior to the practice of employment relations.
4. Describe the characteristics of employment relations in unionized workplaces.
5. Identify the sources of labour and employment legislation.
6. Describe the key features of workplace policies and governance in Canada.

## **EMPR 110 Workplace Communication and Interpersonal Skills Units: 3.00**

This first year course introduces students to the critical interpersonal competencies and communication skills required in contemporary workplaces. Students will gain and apply knowledge of foundational theories in communication and organizational behaviour to develop their professional written, oral, and interpersonal skills.

NOTE Also offered online, consult Arts and Science Online (Learning Hours may vary).

**Learning Hours:** 120 (36 Lecture, 12 Group Learning, 12 Online Activity, 60 Private Study)

**Requirements:** Prerequisite None. Exclusion COMM 105/3.0.

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

### **Course Learning Outcomes:**

1. Demonstrate effective and appropriate verbal and written communication skills in professional workplace settings.
2. Identify barriers to effective communication and strategies to overcome those barriers.
3. Apply knowledge of interpersonal behaviours to work effectively in teams.
4. Describe strategies for building and maintaining professional relationships.
5. Explain the role and importance of communication and interpersonal skills to promote inclusion and equity in diverse workplaces.



### **EMPR 200 Unions and Labour Relations Units: 3.00**

This is an introductory course which focuses on the key factors which shape work and employment relations in Canada. Topics covered include aspects of labour and employment law, labour relations, human resources management, human behaviour in organizations, and labour markets and labour policies that govern workplace relations. NOTE Only offered online. Consult Arts and Science Online.

**Learning Hours:** 120 (72 Online Activity, 48 Private Study)

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

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

#### **Course Learning Outcomes:**

1. Discuss the systems framework for studying and analyzing employment relations.
2. Describe the legal framework governing union certification procedures and union-management relations in Canada.
3. Discuss the function and role of unions in contemporary Canadian society.
4. Describe the various management strategies related to unionized workplaces.
5. Discuss the role of the collective agreement in unionized workplaces.
6. Describe the impacts of unionization on employees and firms in Canada.
7. Demonstrate an understanding of the perspectives, theories, and concepts in the field of labour and employment relations.
8. Identify and describe the main developments in the historical evolution of management practices, Canadian labour history, and labour law.
9. Identify and critically interpret the legal principles, employment laws, and workplace regulations which govern employment relations in Canada.
10. Apply the theoretical and practical aspects of human resource management to formulate strategies that will enable organizations to achieve both operational and strategic goals related to the organization's human resources.
11. Explain and evaluate the key assumptions on which human behaviour in organisations is currently managed and assess the effect of these ideas on employee attitudes and actions.
12. Critically analyze and evaluate the key processes of labour relations at the workplace level and their relationships to the institutions governing workplace relations.
13. Identify and explain the main elements of industrial relations policy and apply core theories from labour economics to assess the overall structure and functioning of labour markets.

### **EMPR 210 Employment Law Units: 3.00**

This introductory course will provide students a foundation to understand employment law in Canada. The course will examine the principles of employment law with a primary focus on current provincial and federal legislation affecting human resource management in a non-unionized setting. NOTE Only offered online. Consult Arts and Science Online.

**Learning Hours:** 120 (60 Online Activity, 60 Private Study)

**Requirements:** Prerequisite Level 2 or above. Exclusion LAW 203/3.0; LAW 560/4.0; LAW 567/3.0.

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

#### **Course Learning Outcomes:**

1. Compare the legal obligations and processes for unionized and non-unionized workers.
2. Identify and interpret employment laws and workplace regulations.
3. Critically analyze current and evolving areas of the law (e.g., family status).
4. Develop a sound understanding of the role of human rights in the modern workplace.
5. Explain and evaluate an employment contract.

**EMPR 220 Conflict Management Units: 3.00**

This course provides an overview of conflict, with a focus on developing the analytical, interpersonal, and communication skills necessary to manage conflict in the workplace.

Specifically, it examines the reasons that conflict arises, and how to productively manage conflict across levels (between people, within groups, and between groups).

NOTE Only offered online. Consult Arts and Science Online.

**Learning Hours:** 120 (48 Online Activity, 72 Private Study)

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

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

**Course Learning Outcomes:**

1. Compare and contrast the different types and models of conflict and the implications of these differences for strategies to manage conflict.
2. Apply models of conflict to analyze underlying causes and generate an approach to solving conflict.
3. Collaborate and communicate with peers to produce a joint outcome.
4. Explain specific negotiation styles and strategies, including the context and purpose in which they are used.
5. Identify and explain how the various types of conflict management or dispute resolution mechanisms are used in organizations.
6. Provide constructive feedback to others on areas of strength and opportunities for improvement in skills and strategies related to managing conflict.

**EMPR 230 Human Resource Management Units: 3.00**

This course will provide an overview of the key components of an effective organizational human resource management system, running the spectrum from recruitment and selection practices that ensure that an organization is staffed appropriately, to management approaches aimed at bringing out the best in employees once hired.

NOTE Only offered online, consult Arts and Science Online (Learning Hours may vary).

**Learning Hours:** 120 (72 Online Activity, 48 Private Study)

**Requirements:** Prerequisite Level 2 or above. Exclusion COMM 181/3.0. Note This course is not open to Commerce students.

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

**Course Learning Outcomes:**

1. Carry out a job analysis and develop an understanding of its foundational importance for all human resource management activities.
2. Appraise the effectiveness of recruitment strategies.
3. Critically evaluate the role of employment tests in the selection process.
4. Discuss approaches to orient and train new employees.
5. Identify the components of an effective performance management system.
6. Propose strategies to strengthen employee motivation and morale.



**EMPR 240 Workplace Policies and Governance Units: 3.00**

The accelerating pace of market, economic, and technological change present many challenges to modern Canadian workplaces. This course examines how employers, employees, and governments seek to resolve workplace problems. By enacting workplace policies, it is hoped that workplaces maximize productivity while delivering fairness to its workforce.

NOTE Only offered online, consult Arts and Science Online (Learning Hours may vary).

**Learning Hours:** 120 (72 Online Activity, 48 Private Study)

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

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

**Course Learning Outcomes:**

1. Describe the evolution and roles of labour policy in Canada over the past century.
2. Critically evaluate the main features and elements of contemporary workplace policy in Canada, including the major legislation and government programs that relate to employment relations and work.
3. Interpret the main types of employment legislation and their core elements, and explain how they affect employees, employers, and employment relations.
4. Identify the main types of government labour market and workplace programs and analyze their main features, intended purpose, and expected effects.
5. Apply the key principles of workplace policies and governance that are relevant to employment relations and work.

**EMPR 260 Advancing Equity, Diversity, and Inclusion in the Workplace Units: 3.00**

The course considers the workplace policies, laws, and human resource management and labour relations practices that advance equity and diversity in the workplace. This course examines the nature and extent of diversity in the Canadian labour force and the implications for establishing and supporting equitable, diverse and productive workforces.

NOTE Only offered online, consult Arts and Science Online.

**Learning Hours:** 120 (72 Online Activity, 48 Private Study)

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

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

**Course Learning Outcomes:**

1. Describe the current perspectives/concepts on the relationship between equity, diversity, and inclusion in the workplace.
2. Describe the identify legislation, policies, and core standards of equity and inclusion in human resource management and labour practices in Canadian workplaces.
3. Examine and analyze the concept of identity, relationships across differences and bias, and equity of opportunity in organizations and how they relate to organizational issues or opportunity.
4. Analyze and discuss, with a variety of stakeholders, how privilege, biases, and stereotypes influence opportunities and effectiveness in the workplace and how workplace-based issues are related to attaining fair and equitable workplace outcomes for individuals and employers.
5. Examine the role of leadership in creating and sustaining workplace equity, diversity, and inclusion.
6. Evaluate work cultures and identify practices that support and engage all employees and recognize how human resources management and labour relations policies and practices can affect and determine equity outcomes.
7. Critically evaluate current practices used in companies and propose strategies to enhance workplace equity, diversity, and inclusion.

**EMPR 270 Introduction to Organizational Behaviour Units: 3.00**

This is an introductory survey course of theory and research on individual and group processes (including personality, motivation, communication, and leadership), as well as structural and economic forces (including organizational design, power relations, inter-organizational ties, social norms, and laws) that shape the contemporary workplace. NOTE Also offered online, consult Arts and Science Online (Learning Hours may vary).

**Learning Hours:** 120 (36 Lecture, 84 Private Study)

**Requirements:** Prerequisite Level 2 or above. Exclusion COMM 151/3.0; COMM 251/3.0.

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

**Course Learning Outcomes:**

1. Analyze and explain individual, interpersonal and group behaviour in organizations using key theoretical frameworks.
2. Describe and access the basic elements of organizational structure and evaluate their impact on organizational effectiveness.
3. Describe and access the basic elements of organizational culture and evaluate their impact on organizational effectiveness.
4. Explain how to influence change in organizations.

**EMPR 280 Finance and Accounting for HR Professionals Units: 3.00**

This course focuses on the fundamentals of accounting in the operations of the business, the type of information presented in financial statements, and the importance of accounting in relation to HR and employment relations. The course is designed to provide a foundation for HR professionals and other non-financial managers.

**Learning Hours:** 120 (72 Online Activity, 48 Private Study)

**Requirements:** Prerequisite Level 2 or above. Exclusion COMM 111/3.0; COMM 112/3.0; COMM 211/3.0; COMM 212/3.0; COMM 221/3.0.

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

**Course Learning Outcomes:**

1. Discuss sufficient accounting and financial theory for effective participation and influence within senior management team of an organization.
2. Communicate and collaborate effectively with the professional Financial Managers of an organization.
3. Differentiate between financial accounting and management accounting and apply these two different types of accounting correctly to the financial management of an organization.
4. Record financial events and utilize this data to generate the four main statements within financial accounting.
5. Develop complex employee compensation budgets inclusive of wages, employee benefits, and pensions.
6. Analyze financial statements using common financial ratios.
7. Explain the Present Value of money concept and demonstrate why it is essential for long-term financial planning and pension calculations.

**EMPR 300 Topics in Labour Relations Units: 3.00**

The content of this seminar will vary across term and instructor. Topic areas will address issues central to the nature of unionization and may include one of the following: union organizing, collective agreement administration, and the role of labour within the larger social, political, and environmental context. Through course readings, case studies, group work, and independent exercises, students will learn about the role unions play in shaping work-related policies, legislation, and the nature of work itself.

NOTE This course is repeatable for credit under different topic titles.

NOTE Commerce and Law students should consult their home faculty before registering in this course.

**Learning Hours:** 120 (36 Seminar, 12 Group Learning, 12 Online Activity, 60 Private Study)

**Requirements:** Prerequisite EMPR 200/3.0.

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

**Course Learning Outcomes:**

1. Identify and apply theories and concepts from the field of labour and employment relations to work-related issues.
2. Discuss the role of collective agreements in unionized workplaces.
3. Describe how workers and unions contribute to the design and implementation of work strategies and outcomes, including sustainable work and I-EDIAA.
4. Analyze and interpret collective agreement language and clauses.
5. Interpret employment laws and work regulations that shape employment relations in the Canadian context.

**EMPR 310 Topics in Labour and Employment Law Units: 3.00**

Topics in Labour and Employment law will provide students with insight into contemporary issues relevant to the study and practice of labour and employment law. Topics and content will vary across terms and instructors. Potential subjects to be covered may include human rights and workplace discrimination, legal aspects of occupational health and safety, and legislation around workplace disability and accommodation.

NOTE This course is repeatable for credit under different topic titles.

NOTE Commerce and Law students should consult their home faculty before registering in this course.

**Learning Hours:** 120 (36 Lecture, 12 Group Learning, 12 Online Activity, 60 Private Study)

**Requirements:** Prerequisite EMPR 210/3.0.

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

**Course Learning Outcomes:**

1. Describe key legal principles in labour and employment law.
2. Apply critical thinking to analyze workplace issues and problems from a legal perspective.
3. Describe how organizations address legal obligations in employment relations.
4. Develop legal arguments to support workplace decisions.
5. Apply legal frameworks to analyze workplace equity.

**EMPR 320 Negotiation Skills Units: 3.00**

This course introduces students to fundamental negotiation theories and concepts and provides them with opportunities to apply those theories and concepts through experiential learning activities. The aim of this course is to develop students' negotiation skills and to improve their comfort, confidence, and ability to negotiate successfully.

NOTE Negotiation Exercise Package: estimated cost \$28.

**Learning Hours:** 120 (36 Lecture, 84 Private Study)

**Requirements:** Prerequisite EMPR 200/3.0 or EMPR 220/3.0.

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

**Course Learning Outcomes:**

1. Understand the fundamental theories, concepts, and processes of negotiation.
2. Practice negotiation strategies and tactics to increase confidence and ability to negotiate effectively.
3. Develop reflection and diagnostic skills to critically assess and identify improvements for future negotiation performance and outcomes.

**EMPR 330 Strategic HR Management: Building High Performance Workplaces Units: 3.00**

High performance work systems (HPWS) refer to a series of interrelated practices in the management of human resources. In this course, students will learn how to design, implement, and manage a variety of high performance work practices in accordance with organizational strategy and culture.

**Learning Hours:** 120 (36 Lecture, 84 Private Study)

**Requirements:** Prerequisite EMPR 230/3.0.

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

**Course Learning Outcomes:**

1. Articulate the components of high performance work systems and detail their relationship to individual and firm level performance.
2. Discuss how high performance work systems align with other functional areas of business strategy.
3. Calculate the economic benefits associated with adopting high performance work strategies.
4. Make evidence-based recommendations regarding the development and implementation of human resource policies and practices.

**EMPR 331 Compensation Units: 3.00**

Compensation, including direct wages, indirect payments, and employee benefits, is studied in the context of economic and motivational theory, and from the point of view of practice. Topics include strategic perspectives on pay, pay equity legislation, internal equity and alignment of pay structures, external competitiveness, pay for performance.

**Learning Hours:** 120 (36 Lecture, 84 Private Study)

**Requirements:** Prerequisite EMPR 200/3.0 or EMPR 210/3.0 or EMPR 230/3.0.

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

**Course Learning Outcomes:**

1. Describe the purpose and key characteristics of a compensation system.
2. Describe the implications of behavioural frameworks for designing effective reward systems.
3. Define the major types of pay systems and discuss their advantages, disadvantages, and applicability.
4. Explain the key reasons for pay equity and the general process for compliance with pay equity legislation.
5. Discuss the managerial considerations in designing compensation systems and nonmonetary reward programs.
6. Apply key concepts and techniques to solve workplace problems and develop compensation strategies.



**EMPR 334 Topics in Human Resource Management Units: 3.00**

Human resource (HR) management is an increasingly strategic, evidence-based profession. This topics seminar explores evidence-based HR practice as it relates to functions throughout the HR lifecycle. Subject matter will vary depending on semester and instructor and may include topics such as: workforce planning, employee recruitment, selection, onboarding, training, performance management, and compensation. Students will also have an opportunity to learn about the role human resource management plays in rapidly changing and increasingly diverse workplaces. NOTE This course is repeatable for credit under different topic titles.

NOTE Commerce and Law students should consult their home faculty before registering in this course.

**Learning Hours:** 120 (36 Lecture, 12 Group Learning, 12 Online Activity, 60 Private Study)

**Requirements:** Prerequisite EMPR 230/3.0.

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

**Course Learning Outcomes:**

1. Apply concepts and analyze human resource management issues from an evidence-based perspective.
2. Highlight contemporary theories and practices as related to human resource management.
3. Plan and design talent management strategies that align with organizational objectives.
4. Discuss the strengths and limitations of various human resources practices.
5. Evaluate the contributions human resource management makes to individual and organizational performance.
6. Explain how to develop and support equitable, diverse, and inclusive HR practices and policies.
7. Recognize how legislation, technology, changing economic conditions, labour force dynamics, and other external factors influence human resource management.

**EMPR 335 Leadership and Employee Motivation Units: 3.00**

There is increasing recognition of the critical role of managers in shaping key employee attitudes (job satisfaction, motivation, and engagement), with important effects for organizational performance. Students will explore a range of theories and practices that are demonstrated drivers of employee attitudes and organizational success.

**Learning Hours:** 120 (36 Lecture, 84 Private Study)

**Requirements:** Prerequisite EMPR 200/3.0 or EMPR 230/3.0.

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

**Course Learning Outcomes:**

1. Define and describe key employee attitudes and their relationship to organizational performance.
2. Choose evidence-based tools to assess employee attitudes.
3. Describe the drivers of employee attitudes.
4. Apply knowledge of these drivers to make evidence-based recommendations for enhanced employee attitudes.



**EMPR 350 Managing Workplace Health, Safety, and Wellness Units: 3.00**

This course introduces students to employment relations practices and legislative frameworks related to workplace health and wellness. The course examines roles and responsibilities of employers, employees, and unions in occupational health and safety. Students will explore efforts to address stress and promote wellness, including mental health.

**Learning Hours:** 120 (36 Lecture, 84 Private Study)

**Requirements:** Prerequisite Level 2 or above. Equivalency EMPR 250/3.0\*.

**Course Equivalencies:** EMPR 250/3.0\*, EMPR 350/3.0

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

**Course Learning Outcomes:**

1. Describe the development of modern models of health and safety management.
2. Explain the connections between employment relations systems and practices and workplace health and wellness.
3. Describe the legislative and regulatory framework governing workplace health and safety.
4. Outline the roles and responsibilities of employer, employees, unions, and government agencies under occupational health and safety legislation.
5. Use hazard recognition and assessment tools to identify physical, chemical, and psychosocial hazards in the workplace.
6. Draw on knowledge concerning hazard control, safety training, and employee work behaviours to outline how to implement an effective workplace health and wellness program.

**EMPR 360 Topics in Workplace Equity, Diversity, Inclusion, and Indigeneity Units: 3.00**

This special topics course focuses on issues central to equity, diversity, inclusion and indigeneity (EDI) in the workplace. Students will learn about contemporary demographic trends influencing organizations, evidence-based strategies for promoting EDI goals, and the impact equitable and diverse working conditions have on both individual and organizational outcomes. Course content will vary across terms but may cover such topics as: structural racism and employment relations, disability, accommodations and human rights, Indigenous knowledge, identity, reconciliation and work, and managing identity at work.

**NOTE** This course is repeatable for credit under different topic titles.

**NOTE** Commerce and Law students should consult their home faculty before registering in this course.

**Learning Hours:** 120 (36 Lecture, 12 Group Learning, 12 Online Activity, 60 Private Study)

**Requirements:** Prerequisite EMPR 260/3.0.

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

**Course Learning Outcomes:**

1. Identify systemic barriers encountered by members of equity deserving groups in the workplace.
2. Reflect on the role of personal and social identity in shaping employee experience.
3. Articulate targeted approaches to advancing diversity, equity, and inclusion in the workplace.
4. Develop an understanding of the complexity of identity.
5. Apply tools and methods to challenge stereotyping and discrimination.
6. Propose approaches to benefit inclusion in teams, organizations, and society.

**EMPR 370 Human Resource Analytics Units: 3.00**

This course introduces students to the foundational logic, metrics, analysis, and interpretation needed to link human resource practices to broader indicators of business strategy and organizational performance. Students will learn to gather, analyze, and interpret HR metrics to make better decisions about managing people in organizations.

**Learning Hours:** 120 (24 Lecture, 24 Group Learning, 12 Online Activity, 60 Private Study)

**Requirements:** Prerequisite 3.0 units in EMPR at the 200-level.

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

**Course Learning Outcomes:**

1. Describe how HR analytics supports evidence-based business decisions, aligns to company goals and enhances the HR function in organizations.
2. Identify and interpret critical internal and external human resource metrics.
3. Apply quantitative analysis to understand trends and indicators in human resource data.
4. Identify various approaches to qualitative analyses that are relevant to the field of HR.
5. Communicate critical insights from workforce and organizational data.

**EMPR 375 Topics in Organizational Behaviour Units: 3.00**

Organizational behavior is the study of human behavior in organizational settings, including the interaction between people, the organization, and the environment. Students will learn about the issues that influence people at work, including but not limited to: the theory and practice of leading and managing teams, organizational change and development, drivers of various work attitudes, and employee health and well-being. The specific topic and content of this course will change depending on term and instructor.

**NOTE** This course is repeatable for credit under different topic titles.

**NOTE** Commerce and Law students should consult their home faculty before registering in this course.

**Learning Hours:** 120 (36 Lecture, 12 Group Learning, 12 Online Activity, 60 Private Study)

**Requirements:** Prerequisite EMPR 270/3.0.

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

**Course Learning Outcomes:**

1. Recognize and describe the role organizations have in promoting meaningful work and worker well-being.
2. Assess interpersonal dynamics relevant to team development, decision-making, communication, and conflict management.
3. Apply organizational theories to the practice of workplace management.
4. Discuss drivers of various employee attitudes and performance-related behaviours.
5. Increase self-awareness through personal reflection on career goals and work values.

**EMPR 401 Community Research in Employment Relations Units: 3.00**

In this course, students will work with community-based partners to address real-world organizational problems. Students will be provided with an opportunity to practice their knowledge of Employment Relations and develop career-related skills through applied coursework. Available only to upper-level EMPR students.

**Learning Hours:** 120 (36 Seminar, 12 Group Learning, 12 Online Activity, 12 Off-Campus Activity, 48 Private Study)

**Requirements:** Prerequisite Level 3 or above and registration in an EMPR Plan.

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

**Course Learning Outcomes:**

1. Develop project management skills with regard to defining scope of work, deliverables, and client relations.
2. Identify and work to address contemporary Employment Relations issues facing real organizations.
3. Apply knowledge and skills from Employment Relations coursework to suggest evidence based strategies for workplace interventions.
4. Refine teamwork, conflict management, and interpersonal communication abilities.
5. Gain experience working and collaborating with diverse others in the classroom and community space.

**EMPR 500 Directed Reading in Employment Relations Units: 3.00**

In collaboration with a faculty supervisor, students will select and discuss readings relevant to the field of Employment Relations and complete a cumulative project. Available only to upper-level EMPR students.

**Learning Hours:** 111 (12 Individual Instruction, 24 Online Activity, 75 Private Study)

**Requirements:** Prerequisite Level 3 or above and registration in an EMPR Plan and permission of the Department.

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

**Course Learning Outcomes:**

1. Build an understanding of the various components of the research process.
2. Locate high quality research on a topic of interest.
3. Develop skills related to reading, interpreting, and applying research findings.
4. Understand how published research from a variety of methodological and epistemological perspectives shapes an evidence-based approach to the practice of Employment Relations.
5. Hone skills related to the writing of a research-based review paper.
6. Articulate how their research topic influences the nature of work and how such work may be experienced from a variety of diverse viewpoints.