University of Regina

BUS 250: Introduction to Human Resource Management & Industrial Relations

Fall 2017

**Administration**

<table>
<thead>
<tr>
<th>Instructor</th>
<th>Dr. Andrew Stevens, PhD</th>
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</thead>
<tbody>
<tr>
<td>Email</td>
<td><a href="mailto:andrew.stevens@uregina.ca">andrew.stevens@uregina.ca</a></td>
</tr>
<tr>
<td>Office location</td>
<td>ED 565.11</td>
</tr>
<tr>
<td>Office hours</td>
<td>By appointment (...or whenever you see me around the office. Drop-ins are fine.)</td>
</tr>
<tr>
<td>Office phone</td>
<td>306-585-4711</td>
</tr>
<tr>
<td>Class times and location</td>
<td>Tuesday, 7:00 PM – 9:45 PM – ED 616</td>
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**Course Information**

| Course objectives | BUS 250 provides you with an understanding of the human resource management function and industrial relations in Canada, focusing on the strategic importance of labour relations and managing people in organizations. The course is designed to illustrate the importance of HRM and IR for managers and employees in an organization, not just those who work in the functional area of human resources and labour relations. |

**Resources/Readings**

<table>
<thead>
<tr>
<th>Lectures</th>
<th>Lectures will address concepts, issues, and debates that are not necessarily included in the readings.</th>
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<tbody>
<tr>
<td>Readings</td>
<td>Readings for this course have been made available on UR Courses free of charge.</td>
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<tr>
<td>Arbitration case</td>
<td>Each student will be charged approximately $5.00 for the group arbitration case. Cases will be distributed in January.</td>
</tr>
<tr>
<td>UR Courses</td>
<td>UR Courses will be used to post additional course reading materials, assignments, and lecture slides.</td>
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### Course Requirements, Description & Deadlines

<table>
<thead>
<tr>
<th>Assignment</th>
<th>Percentage</th>
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<tbody>
<tr>
<td>Individual arbitration essay – October 17</td>
<td>10%</td>
</tr>
<tr>
<td>Mid-term exam 1 – October 24</td>
<td>30%</td>
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<tr>
<td>Mid-term exam 2 – November 21</td>
<td>30%</td>
</tr>
<tr>
<td>Group arbitration exercise – November 28 &amp; December 5</td>
<td>15%</td>
</tr>
<tr>
<td>Group arbitration written submission – November 28</td>
<td>15%</td>
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<tr>
<td><strong>BONUS:</strong> Class contribution</td>
<td>5%</td>
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### Arbitration exercise

This group exercise gives students the opportunity to argue, both verbally and in written form, labour relation issues (usually precipitated by the discipline or discharge of an employee) on behalf of either an employer or employee in the context of a labour-management relationship and a collective agreement.

Half of the groups will be assigned the role of Union and half the role of Management. Each Union group will be matched up with a Management group, and each such pair of teams will be required to analyze, research, prepare, and then argue their case in front of an arbitrator. Groups will be graded both on their oral and written abilities.

The arbitration exercise must be completed by your group, and your group alone. There is to be no collaboration with other groups, students, professors, parents, lawyers, or anyone else with knowledge of the arbitral process without prior written permission of the instructor. Any collaboration outside of these guidelines will be investigated as a possible breach of academic integrity. **Students who fail to attend all hearings will receive a 10% penalty on their arbitration hearing grade.**

Cases will be prepared following the midterm break and the arbitration hearings will be held during class time near the end of the semester. Students will be charged approximately $5.00 per case.

### Contribution bonus marks

You are expected to contribute through critical analysis of the concepts presented in the readings and in the lectures. Valuable contribution includes diligent application of your skills and knowledge to the concepts being discussed; your relevant personal experiences can also make for meaningful additions to in-class discussions.

Students who make a meaningful contribution to the class throughout the term can earn up to 3% on their final grade. **The use of smart phones / personal communication devises (for non-course related business) in class exempts you from achieving any bonus marks for the course.**

### Mid-term exams

A comprehensive exam of the readings, lectures, and other materials covered in class up to the mid-term date. **Students are required pass at least one of the midterms in order to pass the course.**

### Arbitration essay

Please read your assigned arbitration case, the Reliable Insurance case, and the course readings related to grievance arbitration. In no more than 4 pages (double-spaced), provide a summary and analysis of each case (i.e., your assigned arbitration case and the Reliable Insurance case). Be sure that the essay is written in accordance with the BUS 250 "Writing Guide" available on UR courses. Your grade will be based on the quality of your summary, analysis, and written communications skills.

**A common criticism of this assignment is that not enough written instructions are provided. This is a deliberate. It is your responsibilities to do the readings and identify the issues required to properly complete the paper.**
## Class Protocol

<table>
<thead>
<tr>
<th>Academic integrity</th>
<th>The core principles of academic integrity – honesty, trust, fairness, respect and responsibility – should be at the forefront for all of the activities you do as a student and as a professional.</th>
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<tbody>
<tr>
<td></td>
<td>It is in your responsibility to understand the university's policies on academic integrity and misconduct. Academic misconduct is a very serious issue with potential consequences ranging from failure in the course to dismissal from the university. Academic misconduct is defined broadly as any act that violates the rights of another student in academic work or that involves misrepresentation of your own work. A breach of academic integrity will be dealt with in a manner consistent with the policies of the University of Regina. Section 5.13.2 of the 2012-2013 Undergraduate Calendar provides a definition of what constitutes Academic Misconduct.</td>
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<tr>
<td></td>
<td>University of Regina policies can be found on-line: <a href="http://www.uregina.ca/presoff/secretary/disciplinecommittee.shtml">http://www.uregina.ca/presoff/secretary/disciplinecommittee.shtml</a></td>
</tr>
<tr>
<td>Class preparation</td>
<td>This course involves discussion, class exercises, and guest lecturers. Every class requires your active participation. It is expected that you will have completed the assigned readings and other preparation prior to class.</td>
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<tr>
<td>Class attendance</td>
<td>Class attendance, although not assessed, is very important to be successful in this course. Many of the topics that we cover are complex and subject to interpretation; it will benefit you to be present when we discuss course content.</td>
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<tr>
<td>Personal technology</td>
<td>I understand that there are pedagogical reasons for laptops to be used in class. You are encouraged to use your laptop in ways that will enhance, and not detract from, your classroom experience and the experience of those around you. Cell phones, smartphones, etc., should never be used during class and you will be asked to put them away. When use of this technology becomes a distraction students will be requested to leave the class.</td>
</tr>
<tr>
<td>Grades and grading</td>
<td>Your work will be returned as quickly as possible. I am happy to answer any questions about grading and your assignments, but please note that grades are not negotiable. If you feel that an assignment has received an unfair grade, you are expected to make a case for why it should be re-assessed. This involves a written submission (a paragraph or two) and taking the time to meet with the instructor to talk about the assignment. You should consider that grades could go down upon review.</td>
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<tr>
<td></td>
<td>Medical notes are required for students who fail to hand in assignments on-time and/or are unable to write exams during the scheduled time and date. You will automatically be assigned a zero on missed exams and assignments without proper documentation and reason. Make-up exams and assignments are only available to those students who have a legitimate excused absence.</td>
</tr>
<tr>
<td>Centre for Student Accessibility</td>
<td>If students have any special needs that could impact their performance, the instructor must be made aware of this at the beginning of term. Students are encouraged to consult with the Centre for Student Accessibility for information regarding relevant policies and assistance programs (<a href="http://www.uregina.ca/studserv/disability/servicesavailable.shtml">http://www.uregina.ca/studserv/disability/servicesavailable.shtml</a>).</td>
</tr>
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<td></td>
<td>The Centre for Student Accessibility works to provide services and/or accommodations that help to provide an equal opportunity for access to education.</td>
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Teaching Philosophy & Expectations

Professionalism
Students and instructors both come to class with ideas about topic issues and expectations of appropriate conduct. Regardless of your point of view on the subjects addressed in class, it is important to be mindful of the need to ask questions and to make comments in a manner that respects everyone – fellow students, instructors, and guests. There is no reason to interrupt others when they are speaking or to make personal remarks. Talking out of turn or interrupting the class with private conversations is equally inappropriate.

It is also important to acknowledge the right of everyone to be in an environment free from discrimination and harassment. If you are unsure about what constitutes discrimination or harassment, please see the Saskatchewan Human Rights Commission website (http://www.shrc.gov.sk.ca) or visit the University of Regina’s Human Resources page (http://www.uregina.ca/hr/services/harassment-prevention/resources.html).

Teaching philosophy & expectations
I have developed my teaching around three guiding philosophies: (1) the importance of drawing from theories, grounded research, and practices; (2) incorporating multiple political and academic perspectives into lectures and class discussion; (3) actively engaging with course material to provoke reflection and the development of original insights.

In my view the classroom is a place to facilitate student participation and discussion, as well as a lecture platform. We all have our own political and academic viewpoints, which are to be respected as well as open to debate. I take what you say seriously. Because this is a university course, you will be expected to think through the theories, concepts, policies, and practices as aspiring practitioners and scholars.

Multi-media and social networking play an important role in learning. However, these tools are most effective when accompanied by interpersonal discussion and lecturing. In this class I will use a variety of resources to enhance learning.

Class Outline & Schedule [Prioritize the readings marked with *]

| Week 1 | Class 1 – Tuesday, September 12  
Course introduction  
Readings:  
* “Industrial relations and human resource management”, Taras and Gunderson  |
| Class 2 – Tuesday, September 12  
Introduction to IR & HRM  
Readings:  
* “The no asshole rule”, chps 1 & 7, Sutton  
* “Your HR department doesn’t give a damn: How corporate overseers exploit American workers”, Salon  |
| Week 2 | Class 3 – Tuesday, September 19  
Historical and social perspectives on IR & HRM  
Readings:  
* “We provoked business students to unionize”, Taras & Steel  
* “Health Services and Support”, pp. 36-49, Supreme Court of Canada “Bienfait”, introduction & chp 1, Endicott  |
| Class 4 – Tuesday, September 19  
Evolution of labour & employment legislation  
Readings:  
“The individual employment contract and employment legislation in Canada”, England  
* “Unpaid internships exploit ‘vulnerable generation’”, Sagan  |
| Week 3                      | Class 5 – Tuesday, September 26  
|                            | *Evolution of labour & employment legislation II*  
|                            | Readings:  
|                            | *“Whatever you call it, discrimination is alive and well in the workplace”, Galabuzi and Block*  
|                            | *“The gender wage gap in Ontario’s retail sector”, Coulter, MacEwen, Rawal*  
|                            | Class 6 – Tuesday, September 26  
|                            | *Labour relations and collective bargaining I*  
|                            | Readings:  
|                            | *“Collective bargaining legislation in Canada”, Thornicroft*  
| Week 4                      | Class 7 – Tuesday, October 3  
|                            | *Labour relations and collective bargaining II*  
|                            | In-class film: “24 Days in Brooks”  
|                            | *“Complaint-based systems failing abused foreign workers”, CBC*  
|                            | *“Advice to Saskatchewan firm ‘intimidating’ to foreign workers”, CBC*  
|                            | Class 8 – Tuesday, October 3  
|                            | *Occupational Health and Safety*  
|                            | Readings:  
|                            | *“Precarious employment and occupational health and safety in Ontario”, Lewchuk, Clarke, de Wolff*  
|                            | *Report into workplace harassment in the RCMP (pages 2-4), McPhail*  
| Week 5                      | Class 9 – Tuesday, October 10  
|                            | *Occupational Health and Safety*  
|                            | In-class film: “Westray”  
|                            | Readings:  
|                            | Class 10 – Tuesday, October 10  
|                            | *Grievance and Arbitration Process I*  
|                            | Readings:  
|                            | *“The grievance arbitration process and workplace conflict resolution”, Thornicroft*  
| Week 6                      | Class 11 – Tuesday, October 17  
|                            | *Grievance and Arbitration Process II*  
|                            | *Arbitration essay due [submit through UR Courses]*  
|                            | Readings:  
|                            | *“Reliable Insurance Company”, Jackson & Tucker*  
|                            | Class 12 – Tuesday, October 17  
|                            | *Introduction to the arbitration exercise*  
| Week 8                      | Class 14 – Tuesday, October 24  
|                            | *Mid-term exam*  
|                            | Class 15 – Tuesday, October 24  
|                            | *Job analysis, design, & training*  
|                            | Readings:  
|                            | *“Canadian Tire apologizes after Indigenous customer thrown out of Regina store”*  
|                            | *“What is job crafting and why does it matter?”, Berg, Dutton, Wrzesniewski*  

**End of the document.**
| Week 9 | Class 16 – Tuesday, October 31  
Recruitment & selection  
Readings:  
* “Poaching foreign doctors”, Krotz  
**“Regina health region apologizes to Indigenous people”, CBC News  
| Class 17 – Tuesday, October 31  
Performance management  
Readings:  
* “Supreme Court ruling protects federally regulated workers from unfair dismissal”,  
* “Sell to them or you will lose your job”, CBC News  
|  
| Week 10 | Class 18 – Tuesday, November 7  
Compensation I  
Readings:  
* “Regina’s living wage”, CCPA Saskatchewan  
| Class 19 – Tuesday, November 7  
Compensation II  
Readings:  
* “Glory days”, McKenzie  
* “Are U.S. CEOs overpaid?”, Kaplan  
|  
| Week 11 | Class 20 – Tuesday, November 14  
Integration of HR processes  
Readings:  
* RL Wolfe: Implementing self-directed teams  
[In-class exercise – READ!]  
| Class 21 – Tuesday, November 14  
In-class arbitration exercise preparation  
|  
| Week 12 | Class 22 – Tuesday, November 21  
Mid-term exam II  
| Class 23 – Tuesday, November 21  
In-class arbitration exercise preparation  
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| Week 13 | Class 24 – Tuesday, November 28  
In-class arbitration exercises  
| Class 25 – Tuesday, November 28  
In-class arbitration exercises  
|  
| Week 14 | Class 26 – Tuesday, December 5  
In-class arbitration exercises  
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