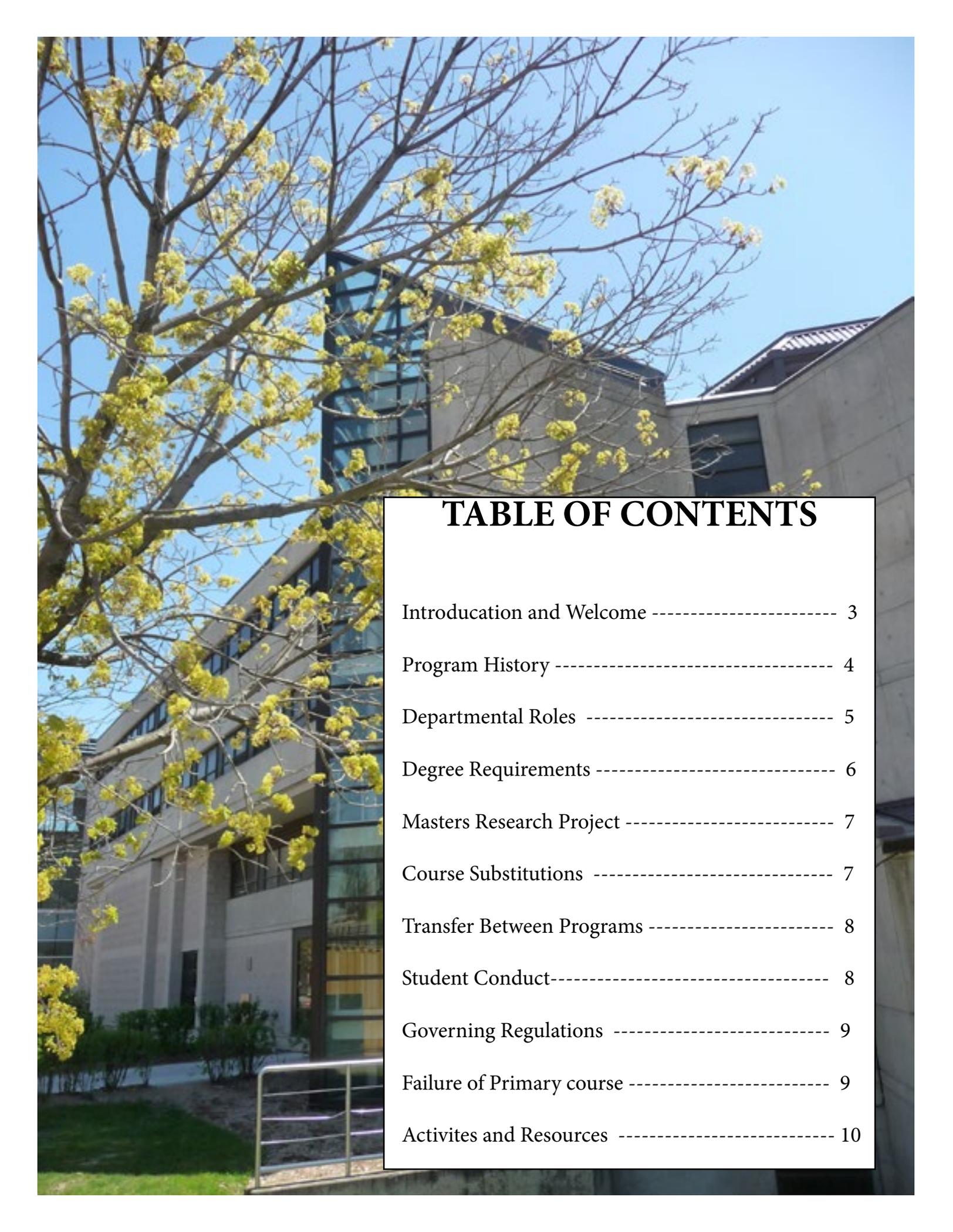




MIR Programs  
Industrial Relations

A photograph of three students in a classroom or computer lab. A man in a dark blue t-shirt with the Queens University logo is looking at a laptop. Two women are looking at the screen; one is wearing glasses and a denim jacket. The scene is brightly lit, and the students appear to be engaged in a collaborative activity.

**STUDENT HANDBOOK**  
2016 - 2017



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# INTRODUCTION AND WELCOME

Welcome to Queen's University's Master of Industrial Relations Program! We are pleased that you have decided to pursue your graduate education with us.

The purpose of this handbook is to outline program policies and procedures, as well as highlight university resources that you may find useful during your time on campus. It is intended for use by our full-time and professional degree students and should be considered in combination with the School of Graduate Studies calendar:

<http://www.queensu.ca/calendars/sgsr/> and the Graduate School Regulations

[http://www.queensu.ca/calendars/sgsr/General\\_Regulations.html](http://www.queensu.ca/calendars/sgsr/General_Regulations.html).

Please note that handbook content is subject to revision.

Please do not hesitate to contact the Graduate Coordinator, the Director or any member of the MIR faculty should you have any questions.

We wish you the very best for an interesting, enriching, and productive year!





## PROGRAM HISTORY

Queen's University has been offering education in Industrial Relations since 1937. In 1983, Queen's established the 'modern' MIR degree which is a full-time graduate-level professional program in employment relations. The MIR Program grew rapidly, from an initial class of seven to the current level of over 40 students per year. In 2000, the MIR Program took another important step forward with the establishment of the Professional MIR Program, which is a part-time graduate program for professionals in employment relations with work experience in the field, leading to the MIR degree. The MIR Program currently has program enrollments, taken together, that are about 90 students. As such, the Queen's MIR Program is widely regarded as one of Canada's foremost and most respected programs for research and teaching in the field.

Since program inception, graduates have gone on to make significant contributions to the world of work – both at home and abroad. Indeed, many of our former students have successfully pursued significant leadership roles in both private and public



*Master of Industrial Relations Program, first graduating class, 1983-84. (From left-right) Pradeep Kumar (Associate Director), Ferenc Bertok, Nancy (Marlene) Peters, Ron Lloyd, Cindy Harpell, Ruben Bronerzgal, Terry Wagner, Dennis Ryan, Principal David Smith, W. Donald Wood (Director).*



*Don Wood, Jean Sexton (1989 Wood Lecture Visitor), Pradeep Kumar, and Don Carter*

# DEPARTMENTAL ROLES

## Director, MIR Program

The Director of the MIR Program (Dr. Richard Chaykowski; chaykows@queensu.ca) is responsible for overseeing the day-to-day, as well as strategic direction of the program. The Director is also responsible for all academic matters related to the MIR and PMIR programs.

## Graduate Coordinator

The Graduate Coordinator (Dr. Glenda Fisk glenda.fisk@queensu.ca) is responsible for the ongoing academic functioning of the MIR and PMIR programs including:

- Answering questions regarding student recruitment and admissions;
- Addressing questions about course offerings and program structure;
- Managing course failures and student discipline, and addressing appeals;
- Overseeing allocation of departmental scholarship or bursary funds (if applicable);
- Assisting students requesting career and employment advice;
- Representing the program at Graduate Studies and Arts and Science meetings, ensuring compliance with faculty and university policies;

## Administrative Coordinators

Ms. Jennifer Dee (deej@queensu.ca) is the administrative contact for students in the full-time MIR program. Ms. Sarah Bernard (bernards@queensu.ca) is the administrative contact for students in the part-time (professional) MIR program. Roles include:

- Course registration, timetable planning, and support for special needs;
- Exams timetabling;
- Managing questions regarding fees;
- Distributing career information;
- Maintaining alumni relations (Jennifer Dee);
- Planning social events and activities (Jennifer Dee)
- Social media and website maintenance (Sarah Bernard)

Please note that if you have questions relating to one of the areas listed above, you should contact the Administrative Coordinator affiliated with the program you are registered in.

## Faculty, MIR Program

A full listing of our regular, full-time faculty can be found at [mir.queensu.ca](http://mir.queensu.ca). We are a multidisciplinary unit, representing a variety of academic fields including: labor relations, economics, law, organizational behavior and psychology. Please speak directly with the relevant faculty should you have questions about specific courses, including subject matter and grading.

## Student Government & Representation

Program involvement is an important component of student success and satisfaction. Every year, during the first week of term, ballots are distributed seeking peer nominations for student representation in various program roles. These roles include, but are not limited to:

- Student-Faculty Representative
- Events Planner and Social Media Contributor
- Alumni Newsletter
- Sports and Recreation Coordinator
- Career Support Team

# DEGREE REQUIREMENTS

Students must complete eleven (11) courses over Fall, Winter, and Spring Semesters. Courses are comprised of seven 'core' classes and four 'electives.' Core classes are intended to cover those content areas deemed to be critical for successful IR/HR practice. Electives vary from year to year and provide students with an opportunity to further refine their interests in a particular area of study. On average, students in the full-time program complete their degree requirements in 10-12 months, with time to completion dependent on individual abilities and course election. Students in the part-time Professional program typically take 3 years to complete their degrees. Upon joining the Queen's MIR program, students implicitly agree to be available on campus during the scheduled semesters and exam periods.

## Core Courses

\*\*Please note that your program's graduate administrator will automatically register you in core classes.

Please do not register yourself for core classes.

MIR810: Unions and Collective Bargaining

MIR823: IR and Labour Law I

MIR824: IR and Labour Law II

MIR830: Human Resource Management

MIR840: Labour Economics and Industrial Relations

MIR850: Organizational Theory and Design

MIR 897: Analytical Methods in Industrial Relations

## Elective Courses

Elective requirements may be fulfilled through a combination of options:

- 1) Elective classes (3 credits each)
- 2) Skills seminars (3 skills seminars = 3 credits)
- 3) Masters research project (6 credits)

Based on the options listed above, students could, for example, fulfill their elective requirements by taking three skills seminars and three electives (12 credits total); alternatively, a student may also choose to pursue a masters research project and two electives (12 credits total), etc. Please note that elective offerings vary year-to-year and between full and part-time programs; not all options may be available in any given year.

## Choosing Electives

Choosing electives (and the make-up of those electives, see above) is left to the discretion of individual students. Ultimately, selection should be based on each student's professional goals, personal interests, and timetable. The program endeavors to accommodate top preferences. There are, however, times in which the demand for certain electives exceeds the number of seats available. In such circumstances, a lottery is held, with some students ultimately being enrolled in their second choice.



# MASTERS RESEARCH PROJECT (MRP)

The MRP is a full year, six-credit course option. It is a time and effort intensive undertaking, and many students find that it far exceeds the 72 instructional and 168 personal learning hours suggested by its' six credit allocation (each 3-credit unit represents 36 instructional and 84 personal learning hours). The student and faculty advisor typically negotiate the scope and content of the MRP, yet the final project is expected to reflect a significant contribution to research, theory, and/or practice in the field of IR/HR or labour law. A MRP typically requires a comprehensive review of the academic literature, original field and/or laboratory studies, data analysis and write-up.

Upon completion, the MRP will be distributed to the MIR Program Director who will identify a 'second reader' for the manuscript. Second readers are MIR faculty or adjuncts with research or teaching interests in an aligned area. After reviewing the MRP, the second reader will usually request revisions. Once revisions are completed, the advisor and second reader will again review the work and assign it a pass/fail grade.

The MRP is ideally suited for students with strong research backgrounds (e.g., those who have written undergraduate honour's theses or who have worked as research assistants). If interested in pursuing this option, students should identify a topic area and approach a MIR faculty member with similar interests to request the possibility of supervision. The availability of faculty to supervise MRPs varies from year-to-year. Final approval to pursue the MRP option must be granted by the Director or designate.

## COURSE SUBSTITUTIONS FOR CORE CLASSES

Core classes are foundational to the degree and as a general rule exemptions/substitutions are not granted. If, however, a student feels an exemption from a specific required course is a possibility (based on previous graduate or research work, for example), he/she should:

1. Attend the first day of class;
2. Set up a time to meet with the course instructor;
3. Provide materials (e.g., previous course syllabi) indicating at least 70% overlap with current course content to the course instructor; and
4. Indicate proof of having earned at least a B+ in that relevant work.

Note that this information is necessary but not necessarily sufficient to be granted an exemption.

The instructor may request additional information. The course instructor will form a recommendation to the

Graduate Coordinator to accept/deny a request for an exemption – even in cases where the above criteria are met. Final approval must be granted by the Director or designate.

# TRANSFER BETWEEN PROGRAMS

While the full-time MIR Program (MIR) and part-time Professional MIR program (PMIR) are the same degree offering (i.e., students have the same course requirements and number of credits), they draw from categorically different applicant groups and have distinct admission requirements and application processes: students in the part-time Professional MIR Program are required to possess at least 3 years of dedicated HR/LR experience to be considered eligible for admission, whereas students in our regular full-time program are not; and these two programs have a separate, competitive, application procedure.



Given that there are differences in admission requirements, and that the application/admissions processes for these two programs are separate, and because there are differences in student composition and in how the degrees are delivered (i.e., 1 year versus approximately 2.5 years), a transfer between programs is considered only in special circumstances and where: in order to be eligible for another program, a student must meet the admission requirements of the program to which they apply; and admissions are competitive, so that meeting the minimum admission requirements does not necessarily result in an offer of admission to the program. Students seeking to transfer between the PMIR and MIR Programs are required to reapply to the university, following the admissions guidelines of the program they are seeking transfer to.

Inquiries regarding transfer should be made to the Graduate Coordinator.

## PROGRAM CULTURE AND STUDENT CONDUCT

The MIR Program prides itself on offering students a strong, positive, and inclusive culture. We are here to help and facilitate each other's success. Thus, an expectation of our faculty, staff and students is that they conduct themselves in a professional manner at all times. In addition to respecting the highest standards of academic integrity, it is expected that students will:

- a) Be respectful in their written and verbal communications;
- b) Arrive on time and prepared for classes;
- c) Refrain from inappropriate technology use in and out of the classroom;
- d) Serve as ambassadors of the MIR program.

Ultimately, students should be prepared to be actively involved in the program – the experience is truly what you make of it! If you have suggestions for change, please speak directly with the Graduate Coordinator, the Director, or any of the MIR faculty.

# GOVERNING REGULATIONS

In dealing with academic matters, the program is governed by the overarching policies and procedures specified by the Graduate School. A complete listing of those policies and procedures can be found here: [http://www.queensu.ca/calendars/sgr/General\\_Regulations.html](http://www.queensu.ca/calendars/sgr/General_Regulations.html)

A few of the more common concerns around regulations are described in more detail, below.

## ACADEMIC INTEGRITY

Concerns regarding academic integrity will be pursued in accordance with the policies and procedures specified by Queen's School of Graduate Studies and University Senate:

[http://www.queensu.ca/calendars/sgr/Academic\\_Integrity\\_Policy.html](http://www.queensu.ca/calendars/sgr/Academic_Integrity_Policy.html)

Students should familiarize themselves with this document, paying particular attention to the nature of offences covered by the policy (Section 4), as well as the possible sanctions for breach of conduct (Section 5a).

## GRADE APPEALS

Consistent with Graduate School policies, students wishing to appeal a course grade must follow a series of prescribed steps, as outlined below:

1. Speak directly with the course instructor and request a review of the grade;
2. If the instructor confirms the original grade and the student wishes to appeal further, he/she should contact the Graduate Coordinator, clearly stating the grounds for change;
3. If the Graduate Coordinator confirms the grade or declines the appeal, the student may appeal directly to the Director.
4. If the Director confirms the grade or declines the appeal, the student may appeal directly to the Dean of Graduate Studies. The entire policy may be viewed at:

[http://www.queensu.ca/calendars/sgr/Appeal\\_of\\_an\\_Assigned\\_Grade\\_in\\_a\\_Graduate\\_Course.html](http://www.queensu.ca/calendars/sgr/Appeal_of_an_Assigned_Grade_in_a_Graduate_Course.html)



# FAILURE OF A PRIMARY COURSE

Occasionally, there are instances when a student does not achieve a minimum course grade of B-, the passing standard required by the graduate school. In such cases, students are encouraged to speak directly with their course instructor and subsequently seek the counsel of the Graduate Coordinator. The Director will then recommend to the Faculty Graduate Council/Committee that the student:

- i. repeat the examination (or equivalent) within one year after the original examination (or equivalent),  
or
- ii. repeat the course, or
- iii. take a substitute course. If approved, a student may take another course approved by the Faculty Graduate Council/Committee to allow them the opportunity to complete the degree requirements, or
- iv. withdraw from the program.

The School of Graduate Studies complete policy on coursework requirements can be found at:  
[http://www.queensu.ca/calendars/sgsr/Course\\_Work\\_Requirements.html](http://www.queensu.ca/calendars/sgsr/Course_Work_Requirements.html)



# PROGRAM ACTIVITIES & RESOURCES

## Orientation Week and Alumni Roundtable

The week before the official start of classes is reserved for orientation activities. The orientation schedule will be distributed to students in late summer, but includes a mix of program and university-focused activities. A highlight of the week is our alumni roundtable luncheon and mixer, where students are provided with an opportunity to meet program alum and discuss employment paths.

## Friday Speaker Series

Once a month, coinciding with the PMIR instructional weekend, speakers address students and faculty for a 1 hour lunchtime talk. Speakers are selected based on their knowledge and experience dealing with any number of topics relevant to IR/HR. Historically, we have drawn union leaders, HR executives and top academics to campus to speak on contemporary workplace issues. It is expected that students attend these sessions and represent the program in a professional light. Speakers are typically announced via listserv a week or two prior to their scheduled presentation date.

## Inter-University Negotiation Competition

In the Winter term, a case competition is scheduled between IR students from Queen's, UofT, and Université de Montréal. The competition usually takes place over a weekend, with the location rotating among the different participating schools. Student participation, while voluntary, is often cited as a highlight of the MIR experience. Some costs are associated with participation (e.g., hotel, food) - details regarding the competition are usually distributed in early January.

## Filion-Wakely Moot (MIR819)

Every May, students have an opportunity to participate in the Filion-Wakely Moot Arbitration Case Competition. This competition is sponsored by the management and labour law firm Filion Wakely Thorup Angeletti.

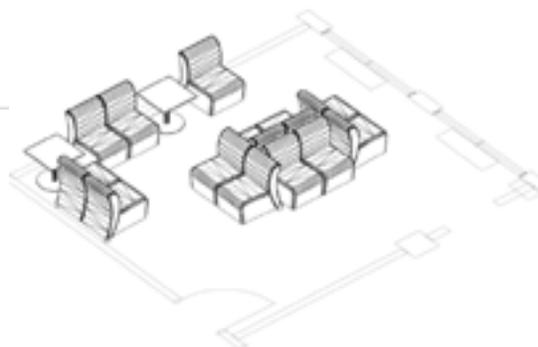
## Employment Interviews

Periodically, the program receives requests to interview students for future employment opportunities. Information about job opening and interviews will be shared with students, as it becomes available. Employment opportunities advertised through the program vary in quantity and scope from year to year.



## Student Common

Students will be provided with access to the student commons area on the second floor. This space is to be used constructively for studying, group meetings, peer-tutoring sessions, etc. Students are asked to remember that they are sharing the floor with faculty and administrators; continued use is contingent on being respectful of noise levels as well as on keeping the space neat and clean.



# CAMPUS RESOURCES



## **University Registrar <http://www.queensu.ca/registrar/currentstudents.html>**

Please visit the Registrar's Office should you have questions about your tuition and fees, SOLUS (on-line system available to students for monitoring fees and records) transcripts, and convocation. The registrar is also responsible for distributing student ID cards during the first week of class (please check their website for pick-up times and locations).

## **Health, Counseling and Disability Services <http://www.queensu.ca/hcnds/>**

If you require assistance for a physical or psychological health issue, please make an appointment with Health, Counseling and Disability Services (HCDS). It is also important to contact HCDS at the beginning of the academic year should you require an individualized accommodation plan.

## **Career Services <http://careers.queensu.ca/>**

Queen's Career Services offers support to students looking for career advice. You may call to make an appointment or visit their website to learn about events, workshops, and drop-in sessions.

## **Writing Centre <http://sass.queensu.ca/writingcentre/>**

The MIR program is writing intensive, and students are expected to continue to improve their written communication skills while in the program. If you require assistance with your writing, wish to seek feedback on your work, or are directed to the centre by a faculty member, please refer to the site above for information about one-on-one consultations, workshops, and peer tutoring.

## **Expanding Horizons <http://www.queensu.ca/exp/Workshop-series>**

The graduate school sponsors a series of workshops and seminars targeted at addressing the educational, professional and personal success of Queen's graduate students. Workshop themes span a number of different areas including: Communication and Interpersonal Skills, Management and Leadership Skills, Career Development, Knowledge Transfer, and Civic Responsibilities.

## **Queen's Society of Graduate and Professional Students <http://www.sgps.ca/>**

The SGPS represents student interests on campus; they lobby university administration and participate in the governance of the university through representation on the Senate and Board of Representatives. SGPS also offers a variety of services to Queen's graduate students including: health and dental plans, financial awards, advocacy, and housing information.

## **Athletics and Recreation <http://www.queensu.ca/live/athletics>**

Students are eligible to register in recreation clubs (over 30 to choose from) and fitness classes (50 offered each week). Alternatively, you may be interested in cheering one of the many Gael's teams at a home game.