



**Western**

DAN Department of Management  
& Organizational Studies

**Faculty of  
Social Science**

## Winter 2024 Course Syllabus

### **MOS 3352G Section – 001 Industrial and Labour Relations In-Person**

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Office Hours: By Appointment  
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#### **1. Course Information:**

##### **1.1 Class Location and Time:**

UC-3220

Tuesday: 1:30pm to 4:30pm

##### **1.2 Course Description:**

This course examines the economic, social, legal and political relationships among labour, management and the state with emphasis on organized labour and unionized workplaces in Canada.

3 lecture hours, 0.5 course

Prerequisite(s): Enrollment in 3rd or 4th year of BMOS.

##### **1.3 Accessibility:**

DAN Department of Management & Organizational Studies strives at all times to provide accessibility to all faculty, staff, students and visitors in a way that respects the dignity and independence of people with disabilities.

Contact Academic Support & Engagement at <http://academicsupport.uwo.ca/> for information about Western's Accessible Education.

More information about "Accessibility at Western" is available at: <http://accessibility.uwo.ca>

##### **1.4 Land Acknowledgement:**

We acknowledge that Western University is located on the traditional lands of the Anishinaabek, Haudenosaunee, Lūnaapéewak and Attawandaron peoples, on lands connected with the London Township and Sombra Treaties of 1796 and the Dish with One Spoon Covenant Wampum.

With this, we respect the longstanding relationships that Indigenous Nations have to this land, as they are the original caretakers. We acknowledge historical and ongoing injustices that Indigenous Peoples (e.g. First Nations, Métis and Inuit) endure in Canada, and we accept responsibility as a public institution to contribute toward revealing and correcting miseducation as well as renewing respectful relationships with Indigenous communities through our teaching, research and

community service.

<https://indigenous.uwo.ca/initiatives/docs/indigenous-land-acknowledgment.pdf>

## 1.5 Senate Regulations

Senate Regulations state, “unless you have either the requisites for this course or written special permission from your Dean to enroll in it, you will be removed from this course and it will be deleted from your record. This decision may not be appealed. You will receive no adjustment to your fees in the event that you are dropped from a course for failing to have the necessary prerequisites.”

This regulation is in regard to the PREREQUISITE COURSES required.

**Students not in BMOS are permitted to enroll in up to 1.0 MOS courses**, per the Academic Timetable. The requirement that states you must be in BMOS is lifted during registration on the priority lift dates as noted in the [Timetable](#).

## 2. Course Materials

Textbook: **Robert Hebdon, Trevor Brown & Scott Walsworth, “Industrial Relations in Canada”, 4<sup>th</sup> Edition, Top Hat Publishers**

Textbook: **Robert Hebdon, Trevor Brown & Scott Walsworth, “Industrial Relations in Canada”, 4<sup>th</sup> Edition, Top Hat Publishers**

**It is strongly recommended that you purchase the textbook as it will be used extensively.**

There are 2 options of this textbook to purchase from. You can select the one that suits you the most via UWO bookstore:

- The interactive version of the textbook is recommended. It will allow you to access interactive learning tools offered by the publisher.
- The other option is the printed textbook version, for those who are comfortable with the hardcopy textbooks.

We will be using Top Hat ([www.tophat.com](http://www.tophat.com)) to access the digital interactive textbook, that we will be using in this class. For instructions on how to create a Top Hat account and enrol in our Top Hat course, please refer to the invitation sent to your school email address or consult Top Hat's Getting Started Guide.

If you already have a Top Hat account, go to <https://app.tophat.com/e/499950> to be taken directly to our course. If you are new to Top Hat, follow the link in the email invitation you received or...

Go to <https://app.tophat.com/register/student>

Click "Search by school" and input the name of our school

Search for our course with the following join code: 499950

Should you require assistance with Top Hat at any time please contact their Support Team directly by way of email ([support@tophat.com](mailto:support@tophat.com)), the in-app support button, or by calling 1-888-663-5491. Specific user information may be required by their technical support team when troubleshooting issues.

Other non-copyright materials, readings, and reference materials may be provided by the instructor on OWL as the course progresses.

### **3. Course Objectives and Format**

The DAN Department of Management and Organizational Studies as a whole draws upon an evidence-based management approach. Evidence-based management is the systematic process of gathering evidence from multiple sources, critically appraising the evidence, and using that evidence in making and evaluating management decisions to improve organizational performance.

#### **3.1 Course objectives**

This course is an introduction to the fields of industrial relations and labour studies. We will spend most of our time on how employers and employees interact under the regime of collective bargaining. That is, this course is primarily about employer-worker interactions where trade unions represent workers. Our focus will be on Canadian examples and legislation, but sometimes we will examine some aspects of industrial relations systems around the world. Inherent in the employment relationship is a degree of conflict as employers and employees often have differing interests. As such, the real world of work involves an ongoing process of conflict and accommodation as workers, their managers, their employers, and the government negotiate the frontier of workplace power and control. Trade unions have a large impact upon private and public enterprise in Canada. About 30% of those employed are covered by collective agreements. The wages and benefits of still more working Canadians are influenced by the collective bargaining done by unions and employers. Everybody at some time or another has been affected by strikes or other industrial conflicts. As a result, an understanding of unions is important for those aspiring to be managers, supervisors, or human resource practitioners and also for those who may one day find themselves to be union members or aspiring union members. An understanding of workplace issues and worker rights is also important for all workers.

#### **3.2 Course format**

We will explore the field of industrial relations and the greater realm of work through various media such as the class textbook, union websites, popular books, news and current events, song, and film. I believe in active learning and will make attempts to incorporate your learning needs and your active participation into each class. As such classes will contain mixtures of lectures, informal writing, small group and full class discussion as well as case studies and simulation. For my efforts to be fruitful, you must also commit time and effort in preparation for each class. It is expected and assumed that readings will be completed prior to class and that students will arrive ready for discussion.

### **4. Learning Outcomes**

Upon successful completion of MOS 3352 F/G students will be able to:

- Describe the basic structural framework of industrial relations in Canada and apply this understanding to assess the evolution of the industrial relations framework over time. This includes the:
  - External economic, social, technological, political, legal and social forces that impact employment relationships.
  - Characteristics and interactions of key actors in the employment relationship (labour, management, government)
  - Governing rules derived from these relationships
- Summarize the key industrial relations frameworks regarding the interpretation of conflict and power balance between employers and employees and employ these perspectives to:
  - Recognize the assumptions and information underlying specific social or political claims/arguments.
  - Criticize or justify the actions of key actors in the industrial relations system.
  - Explain, predict, and evaluate IR outcomes.

- Assemble, interpret, and persuasively communicate information to justify decision-making in the performance of key tasks associated with the industrial relations function in organizations (i.e., collective bargaining, dispute resolution)

## 5. Evaluation

Your evaluation will be based on the components listed below. Reweighting of the evaluation components is not allowed:

➤ Class Participation	=	10%
➤ Mid-Term Examination	=	30%
➤ Collective Bargaining Simulation & Assignment	=	30%
➤ Final-Term Examination	=	30%
Total	=	100%

Students are responsible for material covered in the lectures as well as the assigned chapters/sections in the text. Exams will not be returned to students but may be reviewed in the instructor's office by contacting your instructor.

All assignments must be written by you and will be subject to review by Turnitin. Note that I am required to report any suspicion of plagiarism. See the detailed schedule at the end of this document for tentative assignment deadlines. **Also, watch our course OWL site and OWL Announcements for updates.** I encourage you to email or meet with me whenever you have questions or concerns about the assigned course work, your progress in the course, assignments, and exams. All meetings will be conducted by contacting me via email ([amarium@uwo.ca](mailto:amarium@uwo.ca)) to arrange time.

Students are **REQUIRED TO COMPLETE ALL COMPONENTS** of this course. There are no exceptions to this. Extra assignments to improve grades **will NOT** be allowed.

**Grades will not be adjusted on the basis of need. It is important to monitor your performance in the course. Remember: *You* are responsible for your grades in this course.**

### **Class Participation = 10%**

Students are expected to actively participate in the class. To ensure active learning and engagement, students are expected to attend all scheduled classes, come prepared to the classes by reading pre-assigned course materials and cases, participate during the classes by asking questions and sharing their opinions and arguments in the light of course materials. Along with voluntary participation, I reserve the right to call on you for your ideas and opinions at any time. Moreover, students are expected to treat everyone with respect and patience during synchronous and asynchronous sessions/tasks.

The weekly tasks are available in the Course Schedule and can also be found posted on OWL course site under the tab "Lessons".

### **Mid-Term Examination = 30%, On Tuesday, February 27 at 1:30 pm.**

Exams cover all course materials, textbook chapters, and lecture notes. Exams are non-cumulative and cover the material preceding the date the exams fall upon. Exams are closed book examinations. In addition, no calculators or dictionaries are allowed into the examinations. The midterm exam will be scheduled for 75 Minutes and will be held in-person during our class session. It will consist of 60 multiple choice questions [10 questions for each of chapters 1 to 6 (6 chapters x 10 questions = 60 questions)]. Total marks of the Mid-term Examination will be 60, worth 30% of total marks.

## Collective Bargaining Simulation & Assignment = 30%

For this assignment, you are required to negotiate a new collective agreement that is satisfactory for the people you will be representing – either the firms' shareholders or the union members. Each one of you will be assigned to either a management or a union team. You will be negotiating against the opposing team to which you are assigned. Each team will read the case materials and develop their bargaining goals and strategies in preparation for the negotiation of the collective agreement with the opposing team.

Prior to the negotiation, you are required to prepare a list of proposals for each article that you are planning to revise. You should share your proposals with the other team at least 2 days before your planned bargaining simulation date. During the negotiation you will negotiate on those articles presented in the current collective agreement to reach a new agreement. **Collective bargaining should take place in an atmosphere of confidentiality.**

After the negotiation, your team will submit a report of the results of the negotiation including:

- a) A Memorandum of Settlement signed by all members of both teams.
- b) A Reflection report on the Bargaining simulation that addresses and answers the questions (#1 and #2 presented on pages 410 and 411 of your textbook)

Use a report style format with headings rather than essay style. The final report will be a maximum of 10 pages, double-spaced (not including references, appendices, and table of contents).

**Note: Teams will negotiate in class. The schedule for the bargaining simulation will be shared on OWL before the study break. Each team's report is due on March 29, at 4 pm.** More details will be available on OWL's course site.

## Final-Term Examination = 30% (Date to be Determined Later)

Exams cover all course materials, textbook chapters, and lecture notes. Exams are non-cumulative and cover the material preceding the date the exams fall upon. Exams are closed book examinations. In addition, no calculators or dictionaries are allowed into the examinations. The final term exam will be scheduled for 75 Minutes. It will consist of 60 multiple choice questions [10 questions for each of chapters 7 to 12 (6 chapters x 10 questions = 60 questions)]. Total marks for Final-term Examination will be 60, worth 30% of total marks.

## 6. Lecture and Examination Schedule

Watch OWL Weekly Assignments for any changes

Classes	Dates	Topic/Textbook Chapter	Weekly Tasks
1	Tue Jan 9	<b>Course Introduction</b> <b>Chapter 1:</b> Introduction	· Read Chapter 1 and the associated power-point slides · Review course layout & requirements and assignments.
2	Tue Jan 16	<b>Chapter 2:</b> Labour History	· Read Chapter 2 and the associated power-point slides · We will watch and discuss the NFB documentary Westray in class <a href="https://www.nfb.ca/film/westray/">https://www.nfb.ca/film/westray/</a>
3	Tue Jan 23	<b>Chapter 3:</b> Economic, Social & Political Environments	· Read Chapter 3 and the associated power-point slides · We will watch and discuss videos about the <b>Triangle Factory Fire</b> and <b>Modern sweatshops</b> <a href="https://www.youtube.com/watch?v=FguWSsW21CQ">https://www.youtube.com/watch?v=FguWSsW21CQ</a> <a href="https://www.youtube.com/watch?v=mXS6ChOO868">https://www.youtube.com/watch?v=mXS6ChOO868</a>

4	Tue Jan 30	<b>Chapter 4:</b> The Legal Environment	<ul style="list-style-type: none"> <li>Read Chapter 4 and the associated power-point slides</li> <li>Read <b>Case Study 1</b> (from textbook) and come prepare for the Class Discussion</li> </ul>
5	Tue Feb 6	<b>Chapter 5:</b> The Union Perspective	<ul style="list-style-type: none"> <li>Read Chapter 5 and the associated power-point slides</li> <li>We will work on a case study of <b>Township of Rain Lake</b> (available on OWL) during class</li> </ul>
6	Tue Feb 13	<b>Chapter 6:</b> The Management Perspective	<ul style="list-style-type: none"> <li>Read Chapter 6 and the associated power-point slides</li> <li>We will work on a case study of <b>Walmart and UFCW</b> (available on OWL) during class</li> </ul>
<b>February 17-25, 2022 – READING WEEK</b>			
7	Tue Feb 27	<b>Mid-term Examination</b> (Chapters 1 to 6)	<ul style="list-style-type: none"> <li>Mid-term Exam will comprise of Multiple-Choice Questions. Further details to be announced on course site</li> <li>We will watch the Waldenville Negotiations video during class <a href="https://www.youtube.com/watch?v=Px86OwXcVAI">https://www.youtube.com/watch?v=Px86OwXcVAI</a></li> <li>We will discuss requirements for the Collective Bargaining Assignment</li> </ul>
8	Tue Mar 5	<b>Chapter 7:</b> Negotiations	<ul style="list-style-type: none"> <li>Read Chapter 7 and the associated power-point slides</li> <li>We will do the <b>Friendly Tires Case Study</b> (available on OWL) during class (read in advance!)</li> </ul>
9	Tue Mar 12	<b>Chapter 8:</b> Collective Agreement Administration <b>Chapter 9:</b> Conflict Resolution: Grievances and Strikes	<ul style="list-style-type: none"> <li>Read Chapter 8 and the associated power-point slides</li> <li>Read Chapter 9 and the associated power-point slides</li> <li>We will do the <b>Coastal Forest Products</b> (available on OWL) during class (read in advance!)</li> </ul>
10	Tue Mar 19	<b>Collective Bargaining Simulations</b>	<b>Come prepare for the Collective bargaining simulations in class</b> <b>All Teams will negotiate.</b>
11	Tue Mar 26	<b>Chapter 10:</b> Third Party Dispute Resolution Procedures	<ul style="list-style-type: none"> <li>Read Chapter 10 and the associated power-point slides</li> <li>Read <b>Case Study: A Christmas Greeting</b> (From Textbook) and come prepare for the Class Discussion</li> <li><b>Collective Bargaining Assignment Due by Friday, March 29 at 4pm</b></li> </ul>
12	Tue April 2	<b>Chapter 11:</b> Impact of Unionization <b>Chapter 12:</b> Public-Sector Issues	<ul style="list-style-type: none"> <li>Read Chapter 11 &amp; 12 and the associated power-point slides</li> </ul>
	April 11-30, 2024	<b>Final-Term Examination</b> (Chapters 7 to 12)	<ul style="list-style-type: none"> <li>Final-Term Exam will comprise of Multiple-Choice Questions.</li> <li>Final term will be conducted as per the schedule determined by the University.</li> </ul>

## 7. Student Responsibilities

Students should familiarize themselves with Western University Senate Regulations, please see: [http://www.uwo.ca/univsec/academic\\_policies/index.html](http://www.uwo.ca/univsec/academic_policies/index.html).

Material covered in lectures will not always be the same as material covered in the textbook. These two sources should be viewed as complimentary and not redundant. As such, students who want to do well in this course are **strongly encouraged** to attend lectures on a regular basis. Please note that the instructor will not be providing copies of lectures notes or overheads. Therefore, if you miss a lecture, you should try to obtain this material from another student.

### 7.1 Respect

Please act respectfully towards the classroom, the Professor and your fellow students. Acting respectfully means arriving on time, turning off phones, avoiding private discussions during lectures, refraining from viewing non-course material on your laptops, and cleaning up after yourself. Acting respectfully provides a better learning experience for everyone.

Private in-class discussions are distracting to students and the Professor. If other students are distracting your attention from the material, you should ask them to be quiet. If you feel uncomfortable doing this (or the problem persists), please see the instructor.

Late arrivals are also distracting. Please try to arrive on time for classes.

### 7.2 No Recording of Classes

Students are not permitted to record any portion of a class, audio or video, without the prior written permission of the professor.

### 7.3 Copyright Notice

Lectures and course materials, including power point presentations, outlines, and similar materials, are protected by copyright. You may take notes and make copies of course materials for your own educational use. You may **not** record lectures, reproduce (or allow others to reproduce), post or distribute lecture notes, wiki material, and other course materials publicly and/or for commercial purposes without my written consent.

## 8. Exam Policies

- Bring student identification to exams.
- Nothing is to be on/at one's desk during an exam except a pencil, an eraser, and the individual's student card
- Do not wear baseball caps to exams
- Do not bring music players, cell phones, beepers, or other electronic devices to exams

## 9. E-mail Policies

The following policies apply to all emails between students and the Professor. Please respect the fact that the Professor receives hundreds of emails from students and must deal with those emails in a fair and organized manner. Unacceptable emails will receive a reply saying only "Please see Email Policies on the course outline".

### 9.1 UWO.CA Email Addresses Only

For privacy reasons, students must use their Western email accounts to contact the Professor. The Professor will not respond to emails from non-uwo.ca addresses (e.g. hotmail.com, gmail.com, etc.).

## 9.2 Subject Line Must Include Course and Section Number

The subject line of emails must contain the name or number of the course, and the section number in which the student is enrolled. The Professor teaches different courses and sections and cannot properly respond to questions if he does not know which course or section you are enrolled in.

## 9.3 Acceptable Emails

- questions about the course content or materials
- asking to set up an appointment to ask questions or review an exam
- notification of illness or other special circumstances
- providing constructive comments or feedback about the course

## 9.4 Unacceptable Emails

- questions that may be answered on OWL or on this course outline
- asking when grades will be posted
- asking what grade a student received
- asking where or when an exam is scheduled or the material covered on an exam
- requests for grade increases, extra assignments, or reweighting of course components

## 10. Attendance

It is expected that students will attend all classes. The professor does not provide access to lecture notes. Students are encouraged to obtain missed lecture notes from a fellow student.

### 10.1 Short Absences.

If you miss a class due to minor illness or other problems, check your course outlines for information regarding attendance requirements and make sure you are not missing a test or exam. Cover any readings and arrange to borrow the missed lectures notes from a classmate.

### 10.2 Extended Absences.

If you are absent more than approximately two weeks or if you get too far behind to catch up, you should consider reducing your workload by dropping one or more courses. The [Academic Counsellors](#) can help you to consider the alternatives. At your request, they can also keep your instructors informed about your difficulties.

## 11. Grade Fairness

Fairness requires that all students be treated equally and be evaluated using the criteria set out in this course outline. The evaluation criteria are based on actual achievement and not on how hard a student has tried.

Claims by students of an excellent academic history, good attendance record, need to obtain or maintain a scholarship, desire to be admitted to Ivey or graduate school, or other personal issues, cannot be used to justify a higher grade in the course or a reweighting of course components. There is no extra work or assignments available for extra credit or to “make up” for a course component that was missed or performed poorly.

**You, the student, are responsible for the grades earned.**

## 12. Posting of Grades

Midterm exam grades will be posted on OWL once the grades are available. Final exam grades and final course grades are not posted on OWL and are available once they have been posted by the Registrar under “Academic Summary” at the [Student Centre](#) website.



## **13. University Policy Regarding Illness, Absence and Accommodation**

### **13.1 Illness**

Students will need to provide a Student Medical Certificate if the absence is medical or provide appropriate documentation if there are compassionate grounds for the absence in question. Students are encouraged to contact their Faculty Academic Counselling office to obtain more information about the relevant documentation.

For privacy reasons, students should also note that individual instructors should not receive documentation directly from a student, whether in support of an application for consideration on medical grounds, or for other reasons. All documentation required for absences must be submitted to the Academic Counselling office of a student's Home Faculty.

For details on the Policy on Accommodation for Medical Illness, go to:

[https://www.uwo.ca/univsec/pdf/academic\\_policies/appeals/accommodation\\_medical.pdf](https://www.uwo.ca/univsec/pdf/academic_policies/appeals/accommodation_medical.pdf)

Students can download the Student Medical Certificate (SMC) here:

[https://www.uwo.ca/univsec/pdf/academic\\_policies/appeals/medicalform.pdf](https://www.uwo.ca/univsec/pdf/academic_policies/appeals/medicalform.pdf)

### **13.2 Accessible Education**

Students with disabilities work with Accessible Education (formerly SSD) which provides recommendations for accommodation based on medical documentation or psychological and cognitive testing. The accommodation policy can be found here:

[https://www.uwo.ca/univsec/pdf/academic\\_policies/appeals/Academic Accommodation disabilities.pdf](https://www.uwo.ca/univsec/pdf/academic_policies/appeals/Academic_Accommodation_disabilities.pdf)

Students needing access to Accessible Education should register here:

[http://academicsupport.uwo.ca/accessible\\_education/index.html](http://academicsupport.uwo.ca/accessible_education/index.html)

### **13.3 Religious Accommodation**

Students should consult the University's list of recognized religious holidays, and should give reasonable notice in writing, prior to the holiday, to the Instructor and an Academic Counsellor if their course requirements will be affected by a religious observance. Additional information is given in the [Western Multicultural Calendar](#).

### **13.4 Make Up Examinations**

The student must write a make-up exam if the regularly scheduled exam is missed for reasons for which adequate documentation is received by the instructor (this documentation must be supplied by the [Academic Counseling office](#)).

The date and time of the make-up examination will be set by the instructor, who will communicate the date to the student.

If a student is unable to meet the scheduled make-up as agreed, then the student is responsible for obtaining new accommodations from Academic Counselling, and seeking a new make-up date with the instructor within a reasonable time frame.

## **14. University Policy on Cheating and Academic Misconduct**

Scholastic offences are taken seriously and students are directed to read the appropriate policy, specifically, the definition of what constitutes a Scholastic Offence, at the following Web site:

[http://www.uwo.ca/univsec/pdf/academic\\_policies/appeals/scholastic\\_discipline\\_undergrad.pdf](http://www.uwo.ca/univsec/pdf/academic_policies/appeals/scholastic_discipline_undergrad.pdf)

Students are responsible for understanding the nature of and avoiding the occurrence of plagiarism and other academic offenses. Students are urged to read the section on Scholastic Offenses in the Academic Calendar.

Note that such offenses include plagiarism, cheating on an examination, submitting false or fraudulent assignments or credentials, impersonating a candidate, or submitting for credit in any course without the knowledge and approval of the instructor to whom it is submitted, any academic work for which credit has previously been obtained or is being sought in another course in the University or elsewhere. If you are in doubt about whether what you are doing is inappropriate, consult your instructor. A claim that "you didn't know it was wrong" will not be accepted as an excuse.

A copy of guidelines about how to avoid cheating can be obtained from the Office of the Ombudsperson, Room 3135 WSSB, (519) 661-3573, [ombuds@uwo.ca](mailto:ombuds@uwo.ca).

Cheating on exams will not be tolerated; students are referred to the university policy on scholastic offenses. Looking at the test of another student, allowing another student to view your exam, or obtaining information about a test in advance are all examples of cheating.

Students found cheating will receive a zero (0%) on that exam. A number of safeguards will be employed to discourage cheating. For example, examination supervisors (proctors) of the tests may ask students to move to another seat during the exam, cover their paper, avert their eyes from other students' papers, remove baseball caps, etc. This is not meant as a personal affront nor as an accusation of cheating, rather as vigilant attempts at proctoring.

The penalties for a student guilty of a scholastic offense include refusal of a passing grade in the assignment, refusal of a passing grade in the course, suspension from the University, and expulsion from the University.

## 15. Procedures For Appealing Academic Evaluations

1. In the first instance, all appeals of a grade must be made to the course instructor (informal consultation).
2. If the student is not satisfied with the decision of the course instructor, a written appeal must be sent to the Undergraduate Chair: Student Affairs of the Department of Management and Organizational Studies.
3. If the response of the Undergraduate Chair is considered unsatisfactory to the student, he/she may then appeal to the Dean of the Faculty in which the course of program was taken.
4. Only after receiving a final decision from the Dean may a student appeal to the Senate Review Board Academic. A Guide to Appeals is available from the Office of the Ombudsperson.

## 16. Support Services

### 16.1 Support Services

The Registrar's office provides you with information on services, courses, student finances, resources, latest news, as well as Student Central's hours of operation at <http://www.registrar.uwo.ca>

Student Support Services (**including the services provided by the USC listed here**) can be reached at: <http://westernusc.ca/services/>

Academic Support & Engagement can be reached at: <http://academicsupport.uwo.ca>

Students who are in emotional/mental distress should refer to Health and Wellness: <http://www.uwo.ca/uwocom/mentalhealth/> for a complete list of options about how to obtain help.

## **16.2 Academic Concerns.**

If you are in academic difficulty, it is strongly recommended that you see your academic counsellor.