



Employee and Labor Relations

MGMT 4306 – 120 (80280)

Fall 2018 (Face-to-Face – 16 Weeks)

I. COURSE OVERVIEW AND INSTRUCTOR CONTACT INFORMATION

Instructor: Dr. Larry Garner, Dean Emeritus

Office Phone: 254-519-5483

Office: FH 323A

E-mail: lgarner@tamuct.edu (use canvas course messaging for all class/course related communication)

Office Hours: Monday & Wednesday 12:30 -1:30pm and 4:00-5:00 pm or by appointment.

College of Business Administration Information:

COBA Main Phone Number: 254-519-5437

COBA Main Email: cobainfo@tamuct.edu

COBA Main Fax#: 254-501-5825

a. Method of Instruction: This course is a 100% face to face lecture course and uses the TAMUCT Canvas Learning Management System, which can be accessed at <https://tamuct.instructure.com>. For information on how to access Canvas, please refer to section “Technology Requirements and Support” in this syllabus. There are prerequisites to this course such as solid knowledge of APA style, familiarity with the use of PowerPoint, Microsoft Word, the Internet, and attaching documents. You will access all course materials (except textbook), assignments, student-instructor and student-student communication, activities, quizzes, and resource links via the Course website. I am the facilitator for your learning who will provide you with the information, but it will be up to you to study the material to achieve learning.

b. Student/Professor Email: I am accessible through Canvas Inbox, which I check several times a day during the week and usually once a day on weekends. I will try to get back to you within 24 hours during the week and within 36 hours during the weekend. Do not use my TAMUCT email for course related matters. Please provide in the subject line of each Canvas Inbox message the course information “MGMT 4306 - 120” so that I can identify your class.

c. 911 Cellular: Emergency Warning System for Texas A&M University – Central Texas 911Cellular is an emergency notification service that gives Texas A&M University-Central Texas the ability to communicate health and safety emergency information quickly via email, text message, and social media. All students are automatically enrolled in 911 Cellular through their myCT email account. Connect at 911Cellular {<https://portal.publicsafetycloud.net/Texas-AM-Central/alertmanagement>} to change where you receive your alerts or to opt out. By staying enrolled in 911Cellular, university officials can quickly pass on safety-related information, regardless of your location.

COURSE INFORMATION

1.0 Course Description

The study of the principles of law concerning collective bargaining, labor market fundamentals, Unionism, and related issues of labor economics.

2.0 Course Level Objectives

At the conclusion of the course the student should be able to, at an acceptable level per the grading scale:

Week 1 – Describe the basic features of the U.S. labor relations system such as collective bargaining, detailed union contracts, and private sector union density decline. Explain the four distinct schools of thought about the employment relationships and be able to identify alternative methods for making workplace rules.

Week 2 – Learn what happened during the major events in U.S. labor history and why each is important.

Week 3 – Learn the major provisions of US labor laws, understand the role of the NLRB and other agencies, and be able to compare and contrast private and public sector law.

Week 4 - Learn the traditional union strategies and their alternatives as well as the organizational structure of unions.

Week 5- Learn how unions organize and tactics used by employers to weaken support for unionizing.

Week 6- Describe the bargaining process.

Week 7- Be able to describe and discuss the material learned during weeks 1-7. Learn the different types of strikes, impasses, and forms of dispute resolution and how the strengths and weaknesses of each.

Week 8- Learn how union contracts work, identify important provisions, and how grievances are resolved.

Week 9- Gain hands on experience coming up with a team negotiation plan.

Week 10- Explain the pressures for increased workplace flexibility, employee empowerment, and labor-management partnerships in the contemporary employment relationship, and strategies for implementation.

Week 11- Learn about the labor relations challenges for managers in multinational companies and strategies for representing workers in a global economy.

Week 12- Gain hands on experience negotiating a collective bargaining agreement.

Week 13- Learn to compare and contrast labor relations in a variety of countries.

Week 14- Gain experience writing memorandums to your supervisors explaining why your negotiation strategy is advantageous.

Week 15- Discuss alternative directions for corporate behaviors and labor relations public policies in the 21st century.

Week 16- Be able to describe and discuss the material learned during weeks 9-15.

2.1 Module Level Learning Outcomes:

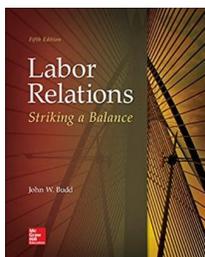
At the conclusion of the course the student should be able to (at any acceptable level per the grading scale):

1. Understand how labor relations can affect your future work environment
2. Define how the objectives of the employment relationship (efficiency, equity, and voice) relate to labor relations (striking a balance)
3. Be able to discuss the current pressures on the US labor relations system on both the corporate side and the labor side.
4. Be able to compare and contrast the mainstream economics, human resource management, industrial relations, and critical or Marxist industrial relations.
5. Identify alternative methods for making workplace rules that do not involve unions.
6. Compare and contrast employee representation through labor unions to other methods of workplace governance.
7. Describe the major events in U.S. labor history including the Great Uprising of 1877.
8. Identify how employers tried to stay union-free in the early 1900s.
9. Discuss how workers have tried to form unions throughout U.S. history and the influences on their successes and failures.
10. Understand the major provisions of the Wagner Act, Taft-Hartley Act, and Landrum-Griffin Act.
11. Understand the role of the National Labor Relations Board and similar agencies.
12. Be able to compare the similarities and differences between private and public sector labor law.
13. Identify the current criticisms of U.S. labor law and possible directions for reform.
14. Be able to describe the following traditional union strategies: business unionism, job control unionism, and the servicing model.
15. Be able to describe the following alternative union strategies: social unionism, employee empowerment unionism, and the employment model.
16. Understand the organizational structure of unions and the labor movement in the United States.
17. Discuss the range of possible management strategies toward labor unions and how they relate to human resource strategies and business strategies.
18. Understand how new unions are formed through the organizing process.
19. Be able to describe the election process.
20. Discuss how employers and unions try to weaken or strengthen union support in the workplace.
21. Understand the various steps and stages of the bargaining process.
22. Discuss the pressures for changing from traditional to integrative bargaining and why this is difficult.

23. Identify and explain the different options for resolving bargaining disputes and impacts.
24. Identify the different types of strikes and lockouts and how they are used.
25. Compare and contrast mediation, arbitration, and fact-finding.
26. Understand the nature of U.S. union contracts and be able to explain important contractual provisions.
27. Discuss the process for how grievances are resolved.
28. Discuss the pressures for increased flexibility, empowerment, and labor-management partnerships.
29. Describe the conflicts between flexibility, empowerment, and labor-management partnerships on the one hand, and the traditional U.S. model of job control unionism on the other.
30. Understand the debates over nonunion employee representation.
31. Discuss the key elements of globalization and how they affect the employment relationship and labor relations.
32. Explain various strategies for representing workers in a global economy.
33. Understand the labor relations challenges for managers in multinational companies.
34. Understand the basic features of labor relations systems in: Canada, Mexico, Great Britain, Ireland, France, Germany, Sweden, Eastern Europe, Australia, New Zealand, Japan, and developing Asian countries.
35. Understand various options in labor relations systems for reacting to the pressures of globalization, decentralization, and flexibility while trying to balance efficiency, equity and voice.
36. Discuss alternative directions for corporate behaviors in the 21st century.
37. Identify alternative directions for labor relations public policies in the 21st century.
38. Understand strategic management and leadership issues pertaining to labor relations for managers and union leaders in the 21st century.

Objectives Disclaimer: The above are simply the main focus areas, but they are by no means the only areas where Quiz, Paper or Exam questions may come from. All material in the text and anything discussed in lecture is fair game.

3.0 Textbook and Required Materials



Labor Relations: Striking a Balance, John W. Budd, 5th Ed. – ISBN – 9781260303506. This is a loose-leaf version of the text with Connect access to complete online assignments that is being carried by our bookstore. The hardbound text with Connect would be over \$300. You can purchase just the Connect, which allows access to the e-text as well straight from McGraw- Hill for \$125 it appears - <http://www.mheducation.com/highered/product/1260197581.html>.

Note: A student of this institution is not under any obligation to purchase a textbook from a university-affiliated bookstore. The same textbook may also be available from an independent retailer, including an online retailer.

COURSE REQUIREMENTS

There are four types of assignments:

1. Collective Bargaining Simulation – **REQUIRED - 200 Points** – Students will participate in collective bargaining simulation known as “The Zinnia and Service Workers Local H-56.” In this simulation, students will be put into small groups of between 2-4 students and will represent either the Zinnia or Service Workers Local H-56 as they engage in collective bargaining. A brief introduction to this exercise can be found in Appendix D of your textbook and even more information can be found at www.thezinnia.com.

Students will be required to submit the following:

1. Each team must submit a negotiation plan
2. The teams should negotiate for at least two weeks. Each member should contribute to the actual negotiations with the other team (to avoid some members contributing to just the negotiation plan and then doing nothing for two weeks).
3. Each team member must submit team contract input for the team contract outlining that particular student's input for team member roles, team deadlines, team rules, and the team's plan B (should things go awry in the team).
4. Each team member must submit an individual draft of that student's input for the negotiation. This serves as evidence that each member is contributing to the negotiation planning, and it gives the team material to work from when creating the draft and final version of the negotiation plan.
5. Each team must submit a final paper detailing the negotiations process and final agreement (if any) or write a paper explaining why they went on strike to their boss.
6. Each team must submit a final paper detailing the negotiations process and final agreement (if any) or write a paper explaining why they went on strike to their boss. Each member should contribute to that final paper (I recommend having the team label who wrote what in the final paper).
7. Each student must write a peer evaluation of their fellow teammates. If you are on a team where one member does not respond or does not participate, please let me know ASAP!

Every student must participate in the Collective Bargaining Simulation.

2. Exams – **200 Points each** – There will be a midterm exam covering Chapters 1-7 and a final exam covering Chapters 8-13.

3. Paper - **100 Points** These papers will require you to answer a hypothetical labor relations legal problem. You will have to use your textbook and research materials from the library to answer the problem. Each paper must be between 8 and 10 pages long, double spaced, with 1 inch margins on all sides and written in Times New Roman 12-point font. You must provide citations for each and every source or I will cross out that section and disregard it. Use whatever citation style you are comfortable with - so long as I can find the document you reference. I will provide further information in class.

4. Cases: **50 points each, 300 points combined.** There are several labor relations cases in the text. They will be assigned at various times for each student's analysis and discussion.

5. Quizzes - **Bonus Points** - On certain days, at the end of class, I will give a multiple-choice quiz. If you do not wish to take the quiz you may leave. The quizzes will be worth 20 points each. Note: This is a good way to bring your grade up. I recommend taking every quiz so that you have extra points at the end of the semester to offset any less than exemplary grades.

****PLEASE NOTE:** All due dates and times are for the central time zone. Therefore, if you travel to another time zone, you must still turn in all assignments in at the correct time for the central time zone and not the time zone that you are in at that moment. You are responsible for making sure that you make all of your deadlines when traveling to other time zones.

6.0 Grading Scale/Formula

Points:

900-100 = A - Excellent

800-899 = B - Good

700-799 = C - Acceptable

650-699 = D – Needs Significant Improvement

649 or less = F - Unacceptable

7.0 Grade Issues and My Responses

NO LATE WORK OR MAKE UP WORK WILL BE ACCEPTED. NO EXCEPTIONS.

Posting of Grades

- Student grades be posted on the Canvas Grade book where students can monitor their status.
- I will hand back quizzes, papers and exams as soon as possible; usually at the next class.

COURSE OUTLINE AND CALENDAR

8.0 Semester Calendar (Subject to change)

Week 1 – August 27-29

- Required Reading: Syllabus,
- Chapter 1 Contemporary Labor Relations, and Chapter 2 Labor Unions: Good or Bad?

Week 2 – September 3-5

- Required Reading: Chapter 3 Historical Development
- **Labor Day Holiday**

Week 3- September 10-12

- Required Reading: Chapter 4 Labor Law

Week 4-September 17-19

- Required Reading: Chapter 5 Labor and Management: Strategies, Structures, and Constraints

Week 5-September 24-26

- No class on Monday, I will be attending a conference.
- Choose your collective bargaining teams and prepare a list of your team members.
- We will meet on Wednesday Sep 26

Week 6- October 1-3

- Required Reading: Chapter 6 Union Organizing and Chapter 7 Bargaining

Week 7- October 8-10

- **Midterm covering Chapters 1-7;**
- Required Reading: Chapter 8 Impasses, Strikes, and Dispute Resolution
- Begin working on your Team Negotiation Plan.

Week 8- October 15-17

- Required Reading: Chapter 9 Contract Clauses and Their Administration
- Work on your Team Negotiation Plan

Week 9- October 22-24

- Work on your Team Negotiation Plan.
- **Team Negotiation Plan is due by WEDNESDAY, Oct 25 by midnight (23:59).**

Week 10- October 29-31

- Required Reading: Chapter 10 Flexibility, Empowerment, and Partnership
- Work on your Collective Bargaining Simulation. Work with your team to make any necessary changes to your Team Negotiation Plan and then begin negotiations with the other team.

Week 11- November 5-7

- Required Reading: Chapter 11 Globalization
- Work on your Collective Bargaining Simulation.

Week 12- November 12-14

- Work on your Collective Bargaining Simulation. You should be finalizing your Collective Bargaining Agreement final terms with the other team this week.
- **Research Paper due by 6:30 p.m. on November 17, 2018.**

Week 13- November 19-21

Happy Thanksgiving!

Week 14- November 26-28

- Required Reading: Chapter 12 Comparative Labor Relations
- Collective Bargaining ceases on Sunday, November 26, 2017 at 11:59 PM (23:59). If you and your opposing team have not reached an agreement as to ALL the terms of your collective bargaining agreement, you are deemed to have gone on Strike at 11:59 PM (23:59).
- Work on your Collective Bargaining Simulation, Team Collective Bargaining Papers and Peer Evaluations.
- **Team Collective Bargaining Papers and Peer Evaluations are due by November 29 at 6:30 p.m.**

Week 15- December 3-5

- Required Reading: Chapter 13 What Should Labor Relations Do?

Week 16- December 10-12

- **Final Exam covering Ch. 8-13**

Important University Dates:

September 3, Labor Day, CAMPUS CLOSED

September 14, Last day to drop 16-week classes with no record

September 21, Last day to drop a 1st 8-week class with a Q or withdraw with a W

October 5, Deadline to submit graduation

November 9, Last day to drop with a Q or withdraw with a W (16-week classes)

November 11, Veteran's Day

November 23-24, Thanksgiving, CAMPUS CLOSED

December 14, Last day to withdraw from the University (16-week and 2nd 8-week classes)

December 14, Last day to file for Degree Conferral (Registrar's Office)

December 15, Commencement (End of Fall Term)

TECHNICAL REQUIREMENTS

This course will use the A&M-Central Texas Instructure Canvas learning management system. Logon to A&M-Central Texas Canvas [<https://tamuct.instructure.com>].

Username: Your MyCT username (xx123 or everything before the "@" in your MyCT e-mail address)

Password: Your MyCT password

Technology Support.

For log-in problems, students should contact Help Desk Central.

24 hours a day, 7 days a week:

Email: helpdesk@tamu.edu

Phone: (254) 519-5466

[Web Chat](http://hdc.tamu.edu): [<http://hdc.tamu.edu>]

Please let the support technician know you are an A&M-Central Texas student.

For issues with **Canvas**, select "chat with Canvas support," submit a support request to Canvas Tier 1, or call the Canvas support line: 1-844-757-0953, links to all are found inside of Canvas using the "Help" link.

For issues related to course content and requirements, contact your instructor.

UNIVERSITY RESOURCES, PROCEDURES, AND GUIDELINES

Drop Policy.

If you discover that you need to drop this class, you must complete a [Drop Request Form](https://www.tamuct.edu/registrar/docs/Drop_Request_Form.pdf) [https://www.tamuct.edu/registrar/docs/Drop_Request_Form.pdf].

Professors cannot drop students; this is always the responsibility of the student. The Registrar's Office will provide a deadline on the Academic Calendar for which the form must be completed, signed and returned. Once you return the signed form to the Registrar's Office, you must go into Warrior Web and confirm that you are no longer enrolled. If you still show as enrolled,

FOLLOW-UP with the Registrar's Office immediately. You are to attend class until the procedure is complete to avoid penalty for absence. Should you miss the drop deadline or fail to follow the procedure, you will receive an F in the course, which may affect your financial aid and/or VA educational benefits.

Academic Integrity.

Texas A&M University -Central Texas values the integrity of the academic enterprise and strives for the highest standards of academic conduct. A&M-Central Texas expects its students, faculty, and staff to support the adherence to high standards of personal and scholarly conduct to preserve the honor and integrity of the creative community. Academic integrity is defined as a commitment to honesty, trust, fairness, respect, and responsibility. Any deviation by students from this expectation may result in a failing grade for the assignment and potentially a failing grade for the course. Academic misconduct is any act that improperly affects a true and honest evaluation of a student's academic performance and includes, but is not limited to, cheating on an examination or other academic work, plagiarism and improper citation of sources, using another student's work, collusion, and the abuse of resource materials. All academic misconduct concerns will be reported to the university's Office of Student Conduct. Ignorance of the university's standards and expectations is never an excuse to act with a lack of integrity. When in doubt on collaboration, citation, or any issue, please contact your instructor before taking a course of action.

Academic Accommodations.

At Texas A&M University-Central Texas, we value an inclusive learning environment where every student has an equal chance to succeed and has the right to a barrier-free education. The Office of Access and Inclusion is responsible for ensuring that students with a disability receive equal access to the university's programs, services and activities. If you believe you have a disability requiring reasonable accommodations please contact the Office of Access and Inclusion at (254) 501-5831. Any information you provide is private and confidential and will be treated as such.

For more information please visit our [Access & Inclusion](https://www.tamuct.edu/student-affairs/access-inclusion.html) web page [https://www.tamuct.edu/student-affairs/access-inclusion.html].

Important information for Pregnant and/or Parenting Students.

Texas A&M University-Central Texas supports students who are pregnant and/or parenting. In accordance with requirements of Title IX and related guidance from US Department of Education's Office of Civil Rights, the Dean of Student Affairs' Office can assist students who are pregnant and/or parenting in seeking accommodations related to pregnancy and/or parenting. Students should seek out assistance as early in the pregnancy as possible. For more information, please visit the [Student Affairs](https://www.tamuct.edu/student-affairs/index.html) web page [https://www.tamuct.edu/student-affairs/index.html]. Students may also contact the institution's Title IX Coordinator. If you would like to read more about these [requirements and guidelines online](http://www2.ed.gov/about/offices/list/ocr/docs/pregnancy.pdf), please visit the website [http://www2.ed.gov/about/offices/list/ocr/docs/pregnancy.pdf].

Title IX of the Education Amendments Act of 1972 prohibits discrimination on the basis of sex and gender—including pregnancy, parenting, and all related conditions. A&M-Central Texas is

able to provide flexible and individualized reasonable accommodation to pregnant and parenting students. All pregnant and parenting students should contact the Associate Dean in the Division of Student Affairs at (254) 501-5909 to seek out assistance. Students may also contact the University's Title IX Coordinator.

Tutoring.

Tutoring is available to all A&M-Central Texas students, both on-campus and online. Subjects tutored on campus include Accounting, Advanced Math, Biology, Finance, Statistics, Mathematics, and Study Skills. Tutors are available at the Tutoring Center in Warrior Hall, Suite 111.

If you have a question regarding tutor schedules, need to schedule a tutoring session, are interested in becoming a tutor, or have any other question, contact Academic Support Programs at (254) 519-5796, or by emailing Dr. DeEadra Albert-Green at deeadra.albertgreen@tamuct.edu.

Chat live with a tutor 24/7 for almost any subject from on your computer! Tutor.com is an online tutoring platform that enables A&M-Central Texas students to log in and receive FREE online tutoring and writing support. This tool provides tutoring in over 40 subject areas. Access Tutor.com through Canvas.

University Writing Center.

Located in Warrior Hall 416, the University Writing Center (UWC) at Texas A&M University–Central Texas (TAMUCT) is a free workspace open to all TAMUCT students from 10:00 a.m.-5:00 p.m. Monday thru Thursday with satellite hours in the University Library Monday thru Thursday from 6:00-9:00 p.m. This semester, the UWC is also offering online only hours from 12:00-3:00 p.m. on Saturdays.

Students may arrange a one-on-one session with a trained and experienced writing tutor by visiting the UWC during normal operating hours (both half-hour and hour sessions are available) or by making an appointment via [WCOOnline](https://tamuct.mywconline.com/) at [https://tamuct.mywconline.com/]. In addition, you can email Dr. Bruce Bowles Jr. at bruce.bowles@tamuct.edu for any assistance needed with scheduling.

Tutors are prepared to help writers of all levels and abilities at any stage of the writing process. While tutors will not write, edit, or grade papers, they will assist students in developing more effective composing practices. By providing a practice audience for students' ideas and writing, our tutors highlight the ways in which they read and interpret students' texts, offering guidance and support throughout the various stages of the writing process. In addition, students may work independently in the UWC by checking out a laptop that runs the Microsoft Office suite and connects to WIFI, or by consulting our resources on writing, including all of the relevant style guides. Whether you need help brainstorming ideas, organizing an essay, proofreading, understanding proper citation practices, or just want a quiet place to work, the UWC is here to help!

If you have any questions about the UWC, please do not hesitate to contact Dr. Bruce Bowles Jr. at bruce.bowles@tamuct.edu.

University Library.

The University Library provides many services in support of research across campus and at a distance. We offer over 200 electronic databases containing approximately 250,000 eBooks and 82,000 journals, in addition to the 85,000 items in our print collection, which can be mailed to students who live more than 50 miles from campus. Research guides for each subject taught at A&M-Central Texas are available through our website to help students navigate these resources. On campus, the library offers technology including cameras, laptops, microphones, webcams, and digital sound recorders.

Research assistance from a librarian is also available 24 hours a day through our online chat service, and at the reference desk when the library is open. Research sessions can be scheduled for more comprehensive assistance, and may take place on Skype or in-person at the library. Assistance may cover many topics, including how to find articles in peer-reviewed journals, how to cite resources, and how to piece together research for written assignments.

Our 27,000-square-foot facility on the A&M-Central Texas main campus includes student lounges, private study rooms, group work spaces, computer labs, family areas suitable for all ages, and many other features. Services such as interlibrary loan, TexShare, binding, and laminating are available. The library frequently offers workshops, tours, readings, and other events. For more information, please visit our [Library website](http://tamuct.libguides.com/index) [http://tamuct.libguides.com/index].

A Note about Sexual Violence at A&M-Central Texas

Sexual violence is a serious safety, social justice, and public health issue. The university offers support for anyone struggling with these issues. University faculty are mandated reporters, so if someone discloses that they were sexually assaulted (or a victim of Domestic/Dating Violence or Stalking) while a student at TAMUCT, faculty members are required to inform the Title IX Office. If you want to discuss any of these issues confidentially, you can do so through Student Counseling (254-501-5955) located on the second floor of Warrior Hall (207L).

Sexual violence can occur on our campus because predators often feel emboldened, and victims often feel silenced or shamed. It is incumbent on ALL of us to find ways to actively create environments that tell predators we don't agree with their behaviors and tell survivors we will support them. Your actions matter. Don't be a bystander; be an agent of change. For additional information on campus policy and resources visit the [Title IX webpage](https://www.tamuct.edu/departments/compliance/titleix.php) [https://www.tamuct.edu/departments/compliance/titleix.php].

INSTRUCTOR POLICIES.

Copyright Notice.

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