



HRM 5324.110 Employee & Labor Relations
Spring 2018 – F2F – 16 weeks
1800 – 2100 (Wed)
January 17 – May 9, 2018

Instructor and Contact Information

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Office Hours: by appointment
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Instructor-Students Correspondence: During the office hours listed above, I will be available for drop-in face-to-face consultation in my office as well as via Canvas Collaborate for virtual consultation. Please contact me during office hours to ask questions about course activities, course work, course concepts, and/or to review grade status in the course. If you wish to meet at a different time by phone or web-conference, please email me with a time “window” you will be available and I will respond with a confirmed time. I check my emails daily during weekdays and will respond to your messages within 24-48 hours. *Occasionally, a University meeting or Conference travel will preempt a prompt response to your message. When this occurs, I will post a message via an Instructor Announcement in Canvas.*

Method of Instruction

This course is a face-to-face course supplemented by the TAMUCT Canvas LMS. As the class will be small, it will be conducted in a seminar style.

Course Management

Technology Requirements, Issues & Troubleshooting

Requirements: This course will use the TAMUCT Canvas LMS.

Logon to **MyCT & TAMUCT Online** to access the course.

Username: Your MyCT username

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

Initial password: Your MyCT password

Check browser and computer compatibility by using the “Test Your Browser” button, found in the “Check Your Browser” module on your Canvas dashboard, once you have logged in.

Issues & Troubleshooting: For technological or computer issues, 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>

When calling for support please let your support technician know you are a TAMUCT student.

UNILERT

The Emergency Warning System for Texas A&M University – Central Texas (UNILERT) 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 UNILERT through their myCT email account. Students can connect at www.TAMUCT.edu/UNILERT to change where they receive alerts or to opt out. By staying enrolled in UNILERT, university officials can quickly pass on safety-related information, regardless of one's location.

Course Prerequisites

The course is intended for graduate level students. This course will serve as a required course for the M.S. Human Resource Management majors.

Course Prerequisites and Entrance Requirements: To be admitted into this course, you must have completed: (1) enrollment in TAMUCT's College of Graduate Studies, and (2) HRM 502 or HRM 505, or instructor approval

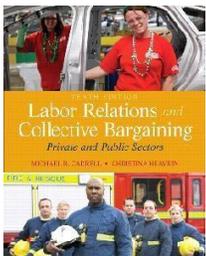
Students are expected to have graduate level writing skills, creative and analytical thinking skills, effective reading skills, advanced learning skills, and a general understanding of problems faced by business managers. Students must be proficient in computer research using the Internet and TAMUCT's online library information databases.

Course Materials

Textbook and Required Materials:

1. Textbook

Students should review the required textbook prior to the first day of classes. Failure to acquire access to the text before the course begins may result in unexcused late assignments.



Title: *Labor Relations and Collective Bargaining: Private and Public Sectors*

Authors: Michael R. Carrell, Christina Heavrin, J.D.

Year/Edition: 2013, 10th Edition

Publisher: Prentice Hall

ISBN-10: 0132730014

ISBN-13: 9780132730013

Companion Website: http://wps.prenhall.com/bp_carrell_lr_10/

2. Reference Guide for Professional Writing

American Psychological Association. (2010). Publication manual of American Psychological Association (6th ed.). Washington, D.C. (ISBN-13: 978-1-4338-0561-5)

- Proper citation, both in-text and references, are a critical part of academic writing.
- Proper citation involves diligent research of relevant previous work from credible sources, accurate representation of those credible sources, and proper attribution to those sources (i.e. giving credit where credit is due).

Hence, in this course you are required to properly cite your sources, in-text and in a reference list, for all assignments, discussions, and participation posts. The APA guideline listed above will help you generate a consistent format of citations and references. For online help formatting your citations, consult the [Owl at Purdue](#)

3. Equipment

A properly configured computer, per the previous technology requirements statement, with: speakers or a headset (to listen to audio/video files), reliable internet access, and MS Word.

3. Articles

For these, good Internet access, MS Word, and Adobe Acrobat for pdf files is required.

Grading Information

Students earn their course grades by effectively completing scheduled assignments; no individual extra credit assignments are given. To satisfactorily pass this course, students must complete each of the graded items listed below. Failure to submit appropriate documents for scoring in each category may result in a failing grade.

Grading Criteria and Conversion to Letter Grade:

Final grades will be	Graded Coursework	Points/Percentage Weight
	Case Discussions/Assignments (see schedule below for points)	100/10%
	NLRB Briefs (4)	300/30%
	Exams (2)	600/60%
Total Points/Weight are:		1000 Points/100%

calculated using a traditional scale (90% A = Excellent, 80% B = Good, 71.5% C = Acceptable, 64.5% D = Needs improvement, 64.5% and below F = Unacceptable). Note the C, D, and F ranges

Grades may also be adjusted at the end of the semester based on class results. This means that an average may qualify for a higher letter grade than the scale normally provides for, to facilitate an appropriate grade distribution.

Course Description and Overview

HRM 5324. Employment and Labor Relations. 3 Semester Credit Hours.

Explore the labor union movement and the process of collective bargaining, the formation of a union, labor agreement negotiation, labor agreement administration, grievance processes, and arbitration and mediation. Examine labor law and legal issues in labor relations, including the National Labor Relations Act and the functions of the NLRB. Negotiation skills are developed in mock labor contract negotiations. Prerequisite(s): [HRM 5302](#) and [HRM 5301](#) or [HRM 5305](#) or concurrent enrollment.

Course Overview: This course provides a general overview of global labor relations, and an exploration of the US labor union movement and the process of collective bargaining from the formation of a union and labor agreement negotiation to labor agreement administration, grievance processes, arbitration and mediation. Employment and labor laws and legal issues in labor relations are explored extensively, especially the National Labor Relations Act (NLRA) and functions of the NLRB in the private sector. Some attention is given to public sector labor relations. Statutory research is used to develop analysis, synthesis skill, and negotiation skills are developed via mock labor contract negotiations. Evaluation skills are developed via a post-negotiation after-action assessment.

Course Objectives & Outcomes

Course Objectives: The objectives of this course are for each student to use research to analyze, synthesize, and evaluate employment and labor laws and to apply & develop these skills to a collective bargaining process governed by the NLRA legal framework, and bounded by labor market fundamentals, unionism, and labor economics realities. To accomplish these objectives, both an analytical and practical approach to learning are required. Research and analysis

skills will be the focus of the first part of the course. Then via an 8-week role-playing collective bargaining simulation designed to demonstrate techniques and strategies employed by management and labor during contract negotiations, synthesis and application skills will be developed. The simulation will be used as the factual context for research and analysis, as well as for synthesis and application of the *relevant* employment and labor laws. The course culminates in a post-game evaluation. Laws and regulatory agencies, with special emphasis on the National Labor Relations Act and the National Labor Relations Board, that shape and regulate relations between labor and management within organizations will be an important component of the course.

Course Learning Outcomes: At the conclusion of the course the student will achieve the following skill and knowledge outcomes:

Knowledge Outcomes:

1. An in-depth understanding of federal labor Law
 - a. National Labor Relations Act
 - b. Taft-Hartley Amendments
 - c. Landrum-Griffin Act
 - d. Labor Management Relations Act
 - e. Railway Labor Act
 - f. Norris-LaGuardia Act
2. An in-depth understanding of federal labor regulatory agencies and practices
 - a. National Labor Relations Board
 - b. Administrative law judges and the labor dispute resolution and adjudication process
 - c. Understanding of past and current labor market fundamentals, and issues
3. An in-depth understanding of how the public and private sectors compare and contrast.
4. A general understanding of global industrial relations

Skill Outcomes:

1. Ability to research
 - a. Employment / labor laws, regulations, and cases
2. Ability to analyze
 - a. Labor-management arbitration issues
 - b. Labor market issues
3. Ability to evaluate
 - a. Labor-management relationship situations for employment & labor issues
2. Ability to synthesize and apply legal principles to labor-management issues
3. Ability to formulate strategies for dealing with labor-management issues
4. Ability to negotiate labor-management collective bargaining agreements

Unit Learning Objectives: This course focuses on four major units. Competencies assigned to these units are provided below.

Federal Labor Laws and the Creation of a Bargaining Unit (Unit #1)

1. Federal Regulations of Labor-Management Relations: Research and discuss the legal principles of the following: Labor Management Act, National Labor Relations Act, Railway Labor Act, Norris LaGuardia

Act, Landrum Griffith Act, and other pertinent labor laws. Discuss the structure and operations of the National Labor Relations Board.

2. **The Collective Bargaining Unit:** Discuss and apply the legal principles related to the formation of a collective bargaining unit. Evaluate situations for issues in the formation of a CBU and determine appropriate legal actions and/or responses.
3. **Union Organizing Rights and Election Campaigns:** Research and discuss the legal principles of union organizing rights and in election campaigns. Analyze situations related to union organizing rights and election campaigns, evaluate appropriate legal strategies, and recommend appropriate responses.
4. **Employee's Right to Union Representation:** Research and discuss the legal principles of an employee's right to union representation. Analyze situations where employee's right to union representation are called into question, evaluate appropriate legal strategies, and recommend appropriate responses.

5. Collective Bargaining Issues (Unit #2)

1. **The Duty to Bargain:** Research and discuss the legal principals of the duty to bargain for both management and union. Analyze situations where the duty to bargain is called into question and recommend appropriate responses.
2. **Strikes, Striker Rights, and Lockouts:** Research and discuss the legal principles governing strikes, striker rights, and lockouts. Analyze situations involving issues of strikes or lockouts and recommend appropriate responses.
3. **Picketing, Boycotts, and Related Activities:** Research and discuss the legal principles governing picketing, boycotts, and related activities. Analyze situations involving picketing, boycotts, and related activities and recommend appropriate responses.
4. **Union Regulation of Work and Antitrust Laws:** Research and discuss the legal principles governing union regulation of work and the use of antitrust laws in CBA environments. Analyze situations involving the union regulation of the workplace, evaluate the applicability of antitrust laws and recommend appropriate responses.

Administration of the Collective Bargaining Agreement (Unit #3)

1. **Enforcement of Collective Bargaining Agreements and the Duty to Arbitrate:** Discuss the various practices and their legal principles in the enforcement of CBAs. Analyze situations involving the enforcement of CBAs and the use of arbitration and recommend appropriate actions.
2. **Union Membership and Union Security:** Discuss the legal principles governing union membership and union security arrangements in a CBA environment. Analyze situations involving issues of union membership and security and recommend appropriate actions.
3. **Rights and Responsibilities of Union Members:** Discuss the legal principles governing the rights and responsibilities of union members. Analyze situations involving issues of union membership and recommend appropriate actions.
4. **The Duty of Fair Representation:** Discuss the legal principles governing the duty of fair representation and recommend appropriate actions.

Other Issues in Collective Bargaining (Unit #4)

1. **EEO in a CBA Environment:** Discuss the legal principles of EEO in a CBA environment. Analyze situations involving EEO in a CBA environment and recommend appropriate actions.
2. **Federal-State Relationships in Labor Relations:** Discuss the legal principles related to federal and state relations in the arena of labor relations. Analyze situations involving federal-state relations in labor relations and recommend appropriate actions.
3. **Management Rights in a CBA Environment:** Discuss the legal principles governing management rights in a CBA environment. Analyze situations involving management rights and recommend appropriate actions.

Course Requirements

The assessments below will measure the Course Learning Outcomes (CLOs) and Unit Learning Outcomes (ULOs) stated above that correspond to the material covered in that assignment or exam. In some instances, a particular outcome may be assessed by multiple methods, ex. homework and an exam question.

General Note: Use **APA-style citations** to cite the sources of your information in all assignment submissions. If you are unacquainted with APA citation style, the reference guide listed in ‘Course Materials’ above is helpful for writing and citation. **All assignments must be submitted in a .doc or .docx format.**

Below, you will find summary information concerning assignments and exams. Assignment details are outlined in the Canvas online classroom. The assignment details in Canvas are part of this syllabus.

NLRB Briefs (200 points): Briefs are an individual effort, not a group effort. Each student will complete five briefs (one practice and four graded). Due dates are noted in the Course Schedule at the end of this Syllabus. Each brief must include the all of the following elements:

- (1) **Legal issue:** The central legal issue of the case; what **question(s)** are raised in this case and are to be addressed. Use words such as “can”, “did”, “does” to start your legal questions.
- (2) **The facts:** These are the key facts that define the problem and bear upon the decision. You do not have to list every little detail here, but you must provide enough detail to set the context of the case and issues involved in the situation.
- (3) **Discussion:** This section of the brief explains the issue and facts in the case. Questions answered include: What is important? What is not important? What was done? What should have been done? What are the arguments, pro and con? What are the various options and the advantages and disadvantages for each?
- (4) **Decision:** The “what and why” of the decision by the administrative law judge (ALJ) or the NLRB is presented along with an explanation of the decision rationale. If the decision was appealed, state the appeals court that heard the case, the ruling and rationale for the decision rendered. If the case was heard by the Supreme Court, how did the court rule and why?
 - This section is to only include the jurisdiction/court, rulings and why the ALJ, the NLRB, and a court ruled as they did.
 - You must clearly label each court.
- (5) **Student Decision:** Put yourself in the position of an ALJ or a member of the NLRB. Considering the information that was presented, how would you rule? Explain your decision based on the information presented.
- (6) **Managerial implications:** Indicate your thoughts about how management should respond in light of this decision. In other words, what can other organizations learn from this case?

Grading and Point Value: Each (graded) brief is worth 50 points. *You will find the grading rubric for this assignment in Appendix A.*

Cases Discussions & other Assignments (200 points): Due dates and individual points are located in the Course Schedule section at the end of this syllabus.

- Students will complete an Introduction assignment (2 pts) and a Library Search assignment (8pts).
- Students will discuss their briefs in-class on the due date (20 pts). A missed class discussion of your NLRB case cannot be made up.
- Students will respond to other students’ presentations and ask questions (20 pts). A missed class discussion of others’ presentations cannot be made up.

Grading and Point Value: *You will find the grading rubric for the case discussions and assignments in Appendix B.*

Exams (600 points): There will be two on-line exams during the semester. The exams will generally be comprised of various objective items, but may also include short answer and/or problem items, as well. Exams will be administered according to the Course Outline listed in this syllabus. The final exam will be a comprehensive exam, covering all chapters in the text. Exams will be closed-book activities and will represent the independent work of each student. Exam dates are noted in the Course Schedule at the end of this Syllabus.

- No exam may be taken more than one time in an effort to improve the score achieved.
- With the exception of approved situations, make-up exams will not be permitted.
- If you fail to take an exam without notifying me prior to the exam window, you can score no higher than the lowest grade a class member received who took it on time and *only if* I feel the excuse warrants allowing a make-up.

Grading and Point Value: Exam one is worth 300 points, and the final comprehensive exam is worth 300 points. *Questions are graded as either right or wrong.*

General Course Policies

Communication Policy

It is vital for business success to be able to communicate courteously and professionally, as saying the wrong thing to the wrong person could ruin one's career.

Everyone, generally, has the right to be heard in my classroom, but I want everyone to feel comfortable when sharing their thoughts on a subject, even if others may disagree. We can disagree with one's view or judgment, but we must learn how to do so respectfully in order to maintain employment and be successful in business today. As such, I reserve the right to reduce the grade of a student who communicates in a grossly unprofessional manner (email, discussion board, etc.) with respect to another student or myself.

Note:

1. All work will hopefully be graded approx. one week after it is due. Your grades are always posted and available in the Canvas (Canvas) Gradebook.
2. Communication will primarily be through Canvas Course Messaging, Announcements, and occasionally via email to your university e-mail address. You will need to check your university email regularly.
3. I respond to your emails & course messages within a 48-hour period. You are also expected to abide by the University's student code of conduct and the policies on classroom.
4. To view the University's Student Code of Conduct, Click [HERE](#). To visit the Office of Student Conduct Website, Click [HERE](#).

Copyright Notice Students should assume that all course material is copyrighted by the respective author(s). Reproduction of course material is prohibited without consent by the author and/or course instructor. Violation of copyright is against the law and Texas A&M University-Central Texas' Code of Academic Honesty. All alleged violations will be reported to the Office of Student Conduct.

Participation: Remember that class participation is difficult, at best, without class attendance, so make every effort to attend each class session. Reading assignments will be in accordance with this syllabus. It is important for students to become familiar with materials/assignments prior to attending class and activities and exams are generally based on text readings, making it difficult for you to participate if you are not prepared. **Note:** The Schedule is tentative. Changes will be announced in advance.

Attendance: Although attendance is highly encouraged, we recognize that not all students are able to attend each class session. In such cases, where attendance is required (during the 8 weeks of negotiation and for case discussions), contact the professor or department with information as soon as possible. Barring extenuating circumstances, it is the responsibility of each student to submit assignments punctually and become aware of other activities missed during absences.

Late work penalties:

1. Brief Assignments will lose 10% of the points available per day late.
2. Case Discussions – NO credit will be given for late discussions.
3. Introductions & Library Assignments will lose 10% of the points available per day late.
4. Again, if you fail to take an exam without notifying me prior to the exam window, you can score no higher than the lowest grade a class member received who took it on time and *only if* I feel the excuse warrants allowing a make-up.

Written Assignments

All written assignments will adhere to the American Psychological Association (APA) Publication Manual requirements. **All individual work** in this course is to be done **individually**. Group work product should be reviewed for plagiarism before submission to me for grading.

- Any violation of academic integrity will result *in a zero grade on the assignment and will be reported to the university's Office of Student Conduct. Academic Dishonesty may also result in the grade of 'F' for the course.*
- **Quality:** Items submitted are expected to be of graduate quality, language and depth.
- **Style Requirements:** Submissions will be in accordance with The Publication Manual of the American Psychological Association, 6th ed. See your *Canvas* Learning Resources tab for references and sample documents.
- **Identification:** Each assignment must include a cover page, including all required identification information including the, page header, page number, assignment title, student name, university, course name and section number, professor, and submission date.
- **Submitting Work:** Assignments will be submitted in class, as assigned. (See the Course Schedule section of this syllabus.) Be sure to staple items prior to submission.

TAMUCT Policies

Academic Integrity. Texas A&M University - Central Texas expects all students to maintain high standards of honor in personal and scholarly conduct. Any deviation from this expectation may result in a minimum of a failing grade for the assignment and potentially a failing grade for the course. All academic dishonesty concerns will be reported to the university's Office of Student Conduct. Academic dishonesty 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 (working together)**, and the abuse of resource materials, including those intended for professors. When in doubt on collaboration, citation, or any issue, please contact me before taking a course of action. More information can be found at <http://www.tamuct.edu/departments/studentconduct/academicintegrity.php>

- **Note:** Any violation of academic integrity will result *in a zero grade on the assignment and will be reported to the university's Office of Student Conduct. Academic Dishonesty may also result in the grade of 'F' for the course.*

Request for Incomplete Grade: In rare, emergency cases, students may qualify for an incomplete grade. Requests for incomplete grades must be made according to university policy and approved by the instructor prior to the final week of classes. All requirements must be completed by the end of the next long semester or the grade of Incomplete automatically changed to an “F.” The last day to drop a course with no record this semester is noted on the Course Schedule at the end of this Syllabus.

Drop Policy. If you discover that you need to drop this class, you must go to the Registrar’s Office and complete a Drop Request Form. Professors **cannot** drop students; this is always the responsibility of the student. The Registrar’s Office will provide a deadline on the University Calendar for which the form must be returned, completed and signed. Once you return the signed form to the Registrar’s Office and wait 24 hours, 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 deadline or fail to follow the procedure, you will receive an F in the course, which may affect your financial aid.

Access & Inclusion. 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 an education that is barrier-free. The Office of Access & Inclusion is responsible for ensuring that students with a disability enjoy equal access to the University’s programs, services and activities. Some aspects of this course or the way the course is taught may present barriers to learning due to a disability. If you feel this is the case, please contact Access & Inclusion at (254) 501-5831 in Warrior Hall, Ste. 212. For more information, please visit their website at <https://www.tamuct.edu/departments/access-inclusion/>

Any information you provide is private and confidential and will be treated as such.

Tutoring. Tutoring is available to all TAMUCT students, both on-campus and online. Subjects tutored include Accounting, 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, contact information, need to schedule a tutoring session, are interested in becoming a tutor, or any other question, contact Academic Support Programs at 254-519-5796, or by emailing Kim Wood at k.wood@tamuct.edu

Chat live with a tutor 24/7 for almost any subject on your computer! Tutor.com is an online tutoring platform that enables TAMUCT students to log-in and receive FREE online tutoring and writing support. This tool provides tutoring in Mathematics, Chemistry, Physics, Biology, Spanish, Calculus, and Statistics. To access Tutor.com, click on <https://www.tamuct.edu/departments/academicsupport/tutoring.php>

University Writing Center. The University Writing Center at Texas A&M University-Central Texas is a free workspace open to all TAMUCT students. The UWC is located in 416 Warrior Hall. Students may work independently in the UWC by checking out a laptop that runs Microsoft Office suite and connects to WIFI, or by consulting our resources on writing, including all of the relevant style guides. Students may also arrange a one-on-one session with a trained and experienced writing tutor. Tutorials can be arranged by visiting the UWC. Tutors are prepared to help writers of all levels and abilities at any stage of the writing process. Sessions typically last between 20-30 minutes. While tutors will not write, edit, or grade papers, they will help students develop more effective invention and revision strategies.

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 72,000 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 TAMUCT 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 twenty-four 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 TAMUCT 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 homepage: <https://tamuct.libguides.com/>

See Course Schedule on next page

The following course schedule is provided to assist you in keeping up to date in your studies and in completion of your assignments. **Note** that changes to this schedule and to assignments could occur during the semester. I will let you know as far in advance as possible about any changes.

Key Dates at a Glance	
What: HRMK 524.110	When
Class begins	Jan. 16
Earliest (student) access to <i>online</i> Canvas classroom	Jan. 16
Add/Drop/Late Registration ends	Jan. 18
Last day to drop 16-week course with no record	Jan 23
Spring Break	March 11 - 17
Last day to drop 16-week course with “Q” or “W” record	March 30
Course Ends	May 11
Commencement	May 12
Grades Posted <i>no later than</i>	May 13

Tentative Course Schedule

Our weeks generally begin on Monday and end on the following Sunday (except for week 16). All Assignments are due as stated below. Pay attention, as there are multiple things due many weeks and all times are Central Standard Time.

Week	Dates	Reading Topic	Activities
1	Jan 17	Ch. 1 Intro	Discuss Syllabus, Schedule, Canvas, and Course/University Policies. Introduction Activity / 2 pts due Jan. 22.
2	Jan 24	Ch. 2 Private Sector Labor Relations	Library Search Assignment / 8 pts. Due Jan. 29. Submit in class your summary and database abstract for a peer reviewed journal article related to employee and labor relations.
3	Jan 31	Ch. 3 Public Sector Labor Relations	NLRB Case Brief #1 / 50 pts due Jan. 31 Case Discussion #1 / 15 pts
4	Feb 7	Ch. 4 Collective Bargaining Units and the Organizing Campaign	NLRB Case Brief #2 / 50 pts due Feb. 14
5	Feb 14	Ch. 5 Negotiation Models, Strategies and Tactics	Case Discussion #2 / 15 pts

6	Feb 21	Ch. 6 The Collective Bargaining Process	NLRB Case Brief #3 / 50 pts due Feb. 28
7	Feb 28	Ch. 6 The Collective Bargaining Process	Case Discussion #3 / 15 pts
8	Mar 7		Mid-term Exam / 300 pts (Ch. 1-6)
	<i>Mar 11-17</i>		<i>Spring Break</i>
9	Mar 21	Ch. 7 Compensation Issues Ch. 8 Wage, Salaries & Benefits	NLRB Case Brief #4 / 50 pts due March 28
10	Mar 28	Ch. 9 Job Security and Seniority	Case Discussion #4 / 15 pts
11	Apr 4	Ch. 10 Unfair Labor Practices & Contract Enforcement	NLRB Case Brief #5 / 50 pts due Apr 11
12	Apr 11	Ch. 11 Grievance and Disciplinary Procedures	Case Discussion #5 / 15 pts
13	Apr 18	Ch. 12 The Arbitration Process	NLRB Case Brief #6 / 50 pts due Apr 11
14	Apr 25		Case Discussion #6 / 15 pts
15	May 2	Ch. 13 Global Labor Relations	Discussions & Catch Up
16	May 9	Chapters 1 - 13	Final Exam / 300 pts

Appendices follow on next page

Appendix A: PREPARING NLRB BRIEFS FOR SUBMISSION

NLRB Website: The NLRB holds hearings and issues decisions with respect to unfair labor practices and the representation election process. All of the cases used for the case summaries must come from the NLRB web site. The web site is: <http://www.nlr.gov>. Click on the *Cases & Decisions* tab at the top of the page. There are two ways to conduct a search at this web site.

First option: Go to *Cases & Decisions*. After you get to this screen then select Case Documents. You can then use the search box in the upper right hand corner to either search for a particular section of the NLRA or if you know the case you are looking for, you can type in the case name.

Second option: Go to *Cases & Decisions*. After you get to this screen then select CiteNET. This internal search engine will let you search a number of ways: the two that are most useful for this course are “Search Heading” and “Search Case Name.”

Case Requirements: The cases must have been decided 1990 or later. The case you select must be a minimum of 6 pages in length. The upper length of the case should be no more than 15 pages. Cases longer than 15 pages would probably be more difficult to discuss in the time frame we have in class and would require a lengthy written summary (brief).

To adequately discuss the case in class and to prepare the written summary, you need to look for cases that have the following sections: Statement of the Case, Jurisdiction, The Facts, Analysis, Conclusion of Law, The Remedy, and The Order. It will be helpful if there is also an Appendix at the end of the case.

Case Submission: Submitted cases will be prepared according to the syllabus requirements and will include a cover page, a content including a minimum of two pages and maximum of four pages double-spaced, a reference page and a copy of the case.

Case organization: (1) Cover page, (2) case brief, including each of the following elements--case name/title, court/jurisdiction, legal issue, the facts, discussion, decision, student decision, and managerial implications, (3) reference page, and (4) a full copy of the case reviewed.

Due dates: Prepared briefs are due at the beginning of the assigned class period. See the Course Schedule section of your class syllabus.

Appendix B: Case Discussions of NLRB Briefs & Assignments

Case Discussions [90 points]

Students will discuss their briefs in-class on the due date (15 pts ea.). A missed class discussion of your NLRB case cannot be made up.

Students will respond to other students' presentations and ask questions (15 pts ea). A missed class discussion of others' presentations cannot be made up.

Library Search Assignment [10 points]

(NOTE: To complete this assignment from an off-campus computer, a proxy server may be required. For assistance accessing the library's database system click on this link <http://tamuct.libguides.com/index>

1. Go to the TAMUCT library Web site (click assignment title, above, or link from the university's main page).
2. Review the information available within the site and then go to "Online Databases."
3. Select "EBSCO Databases."
4. Select databases that begin with the following key words: "Academic," "Business," and "Psychology."
5. Enter keywords for an "employee" or "labor relations" topic that interests you.
6. Delimit the search to available full-text, peer-reviewed journal articles that have been published within the last two years.
7. Prepare a Website search summary sheet that includes the total number of "hits" located in your search. (On the summary sheet, be sure to state your topic as the title and list at least five essential points on the topic. Further, remember that a reference citation is required.)
8. Attach a copy of the database abstract page to the Website search summary sheet.
9. Submit your printed summary sheet and abstract page in class during the assigned week.

(See the Library Search Guide and Web site Search Summary Sheet sample document in your class *Canvas* Learning Resources folder.)
