

MGMT 4306.120 CRN 81037 Employer and Labor Relations

Fall 2021, fully online, August 23 – December 10, 2021

Texas A&M University-Central Texas

COURSE DATES, MODALITY, AND LOCATION

- This is a 16-week, 100% online course, starting August 23, 2021 and ending December 10, 2021. It is available through the A&M Central Texas Canvas Learning Management System (<https://tamuct.instructure.com/>).
 - *An online course offers great flexibility but only students with strong self-discipline can enjoy the benefit and succeed in passing the course.* Students often find an online course more time consuming than a traditional face-to-face course.
- Specific guidelines for taking an online course using TAMUCT’s Canvas classroom are available:
 - Below in the “**TECHNOLOGY REQUIREMENTS AND SUPPORT**” section of this syllabus.
 - In the Canvas tutorials, located under the “Canvas Help” tab in the online Canvas classroom.
 - In several short topics under the “Modules” tab on the left-hand menu in the Canvas classroom (then click “Canvas Orientation”).
- To assure *proper access* to Canvas:
 - To check browser specifications: <https://community.canvaslms.com/docs/DOC-10720-67952720329>
 - To check computer specifications: <https://community.canvaslms.com/docs/DOC-10721-67952720328>
 - **Note:** *Technology issues are not an excuse for missing a course requirement or deadline – make sure your computer and browser are configured correctly and address issues well in advance of deadlines.*

INSTRUCTOR AND CONTACT INFORMATION

Instructor: D. Tevis Noelting, MBA, JD, Attorney at Law (AZ)

Office: Virtual - Online

Phone: (Tamuct Office Admin) 254-501-5933 or 254-519-5437; (Cell) 480-612-5506

Email: dnoelting@tamuct.edu or Canvas “Inbox”. It is recommended that you keep course-related communication inside Canvas (Click on “Inbox” and then on the icon to compose a new message). Use TAMUCT email only when Canvas is not available.

Office Hours: By appointment for virtual meetings.

Student-instructor interaction: During office hours listed above, I will be available for virtual meetings via any number of apps (for example What’s App, or similar). If you wish to meet by

phone or web-conference, please email me your availability 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. I check Canvas daily, M – F, but less frequently Saturday and Sunday. *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.*

Warrior Shield:

Emergency Warning System for Texas A&M University – Central Texas

Warrior Shield 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 Warrior Shield through their myCT email account.

Connect to Warrior Shield by [911Cellular](https://www.tamuct.edu/police/911cellular.html) [https://www.tamuct.edu/police/911cellular.html] to change where you receive your alerts or to opt out. By staying enrolled in 911 Cellular, university officials can quickly pass on safety-related information, regardless of your location.

TECHNOLOGY REQUIREMENTS AND SUPPORT

Technology Requirements:

This course will use the A&M-Central Texas Instructure Canvas learning management system.

We strongly recommend the latest versions of Chrome or Firefox browsers. Canvas no longer supports any version of Internet Explorer.

Logon to A&M-Central Texas Canvas [https://tamuct.instructure.com] OR access Canvas through the TAMUCT Online link in myCT [https://tamuct.onecampus.com/]. You will log in through our Microsoft portal

- ✓ Username: Your MyCT username
- ✓ Password: Your MyCT password

Online Proctored Testing

A&M-Central Texas uses Proctorio for online identity verification and proctored testing. This service is provided at no direct cost to students.

- ✓ This course requires proctored testing. **The technology requirements are:** Any computer meeting the minimum computing requirements, plus web camera, speaker, and microphone (or headset). Proctorio also requires the Chrome web browser with their custom plug in.

Technology Support:

1. For A&M Central Texas 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.

2. For issues with Canvas,

- Inside of Canvas use the “Help” tab on the left menu.
- Select “chat with Canvas support,” or
- Submit a support request to “Report a Problem” or
- Call the Canvas support line:1-844-757-0953

3. For issues with McGraw-Connect

- CALL: (800) 331-5094
- EMAIL & CHAT: mhhe.com/support
 - MONDAY-THURSDAY: 24 hours
 - FRIDAY: 12 AM - 9 PM EST
 - SATURDAY: 10 AM - 8 PM EST
 - SUNDAY: 12 PM – 12 AM EST

4. For issues related to course content and requirements, contact your instructor, using Canvas messaging.

COURSE INFORMATION

Course Overview and description:

The study of collective bargaining, labor market fundamentals, unionism, and related issues of labor economics.

Course Objectives & Outcomes (CLOs)

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

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. (MLO 2, 3, 9)
2. Explain the four distinct schools of thought about the employment relationships and identify alternative methods for making workplace rules. (MLO 4-6, 9)
3. Explain what happened during the major events in U.S. labor history and why each is important. (MLO 7-10)
4. Describe the major provisions of US labor laws, the role of the NLRB and other agencies, and be able to compare and contrast private and public-sector law. (MLO 11-14, 40)
5. Describe the traditional union strategies and their alternatives as well as the organizational structure of unions. (MLO 15-17, 40)
6. Explain how unions organize and tactics used by employers to weaken support for unionizing. (MLO 18-21, 40)
7. Describe the bargaining process. (MLO 22-24, 40)
8. Describe the different types of strikes, impasses, and forms of dispute resolution and how the strengths and weaknesses of each. (MLO 25, 26, 40)

9. Explain how union contracts work, identify important provisions, and describe how grievances are resolved. (MLO 27, 40)
10. Gain hands on experience developing a negotiation plan for a collective bargaining simulation. (MLO 1-27)
11. Gain hands on experience negotiating a collective bargaining agreement. (MLO 1-27)
12. Gain experience writing memorandums to your supervisors explaining why your collective bargaining negotiation strategy is advantageous. (MLO 1-31)
13. Explain the pressures for increased workplace flexibility, employee empowerment, and labor-management partnerships in the contemporary employment relationship, and strategies for implementation. (MLO 1, 29-31, 40)
14. Describe the labor relations challenges for managers in multinational companies and strategies for representing workers in a global economy. (MLO 1, 32-36, 40)
15. Compare and contrast labor relations in a variety of countries. (MLO 35, 40)
16. Discuss alternative directions for corporate behaviors and labor relations public policies in the 21st century. (MLO 1, 36-39)
17. Demonstrate and maintain professionalism in communications. (all class interaction within Canvas, or outside). (MLO 1-40)

Student Weekly Module Learning Outcomes (MLOs):

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

1. Explain 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. Discuss the current pressures on the US labor relations system on both the corporate side and the labor side.
4. 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 the material learned during weeks 1-8 in short essay format.
10. Discuss how workers have tried to form unions throughout U.S. history and the influences on their successes and failures.
11. Summarize the major provisions of the Wagner Act, Taft-Hartley Act, and Landrum-Griffin Act.
12. Summarize the role of the National Labor Relations Board and similar agencies.
13. Be able to compare the similarities and differences between private and public-sector labor law.
14. Identify the current criticisms of U.S. labor law and possible directions for reform.

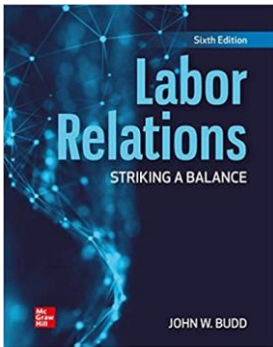
15. Be able to describe the following traditional union strategies: business unionism, job control unionism, and the servicing model.
16. Be able to describe the following alterative union strategies: social unionism, employee empowerment unionism, and the employment model.
17. Summarize the organizational structure of unions and the labor movement in the United States.
18. Discuss the range of possible management strategies toward labor unions and how they relate to human resource strategies and business strategies.
19. Describe how new unions are formed through the organizing process.
20. Be able to describe the election process.
21. Discuss how employers and unions try to weaken or strengthen union support in the workplace.
22. Identify the various steps and stages of the bargaining process.
23. Discuss the pressures for changing from traditional to integrative bargaining and why this is difficult.
24. Identify and explain the different options for resolving bargaining disputes and impacts.
25. Identify the different types of strikes and lockouts and how they are used.
26. Compare and contrast mediation, arbitration, and fact-finding.
27. Understand the nature of U.S. union contracts and be able to explain important contractual provisions.
28. Discuss the process for how grievances are resolved.
29. Discuss the pressures for increased flexibility, empowerment, and labor-management partnerships.
30. 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.
31. Summarize the debates about nonunion employee representation.
32. Discuss the key elements of globalization and how they affect the employment relationship and labor relations.
33. Explain various strategies for representing workers in a global economy.
34. Describe the labor relations challenges for managers in multinational companies.
35. Summarize 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.
36. Summarize various options in labor relations systems for reacting to the pressures of globalization, decentralization, and flexibility while trying to balance efficiency, equity and voice.
37. Discuss alterative directions for corporate behaviors in the 21st century.
38. Identify alternative directions for labor relations public policies in the 21st century.
39. Summarize the strategic management and leadership issues pertaining to labor relations for managers and union leaders in the 21st century.
40. Discuss the material learned during weeks 9-16 in short essay format.

Objectives Disclaimer: The above are simply the main focus areas, but they are by no means the only areas where assignment or exam questions may come from. All material in the Text, Audio

Lectures, and articles posted in Canvas is fair game. The audio lectures are beneficial for both general knowledge and exam success.

Required Reading and Textbook(s):

1. Text



Labor Relations: Striking a Balance, 6th Ed., (2020), John W. Budd, New York, NY: McGraw-Hill Education, ISBN – 9781264352135.

This is a loose-leaf version of the text with Connect access to complete online assignments that is being carried by our bookstore.

To access Connect assignments:

Step 1: Sign into Canvas account

Step 2: From Courses, click on course name.

Step 3: On Canvas course home page, locate and click on Assignments (via course navigation menu).

Step 4: Click on the Connect assignment.

Step 5: Click on Begin.

Step 6: Do you already have a Connect account?

- If so, enter you email address and password and click Sign In.
- If you need to create a Connect account, click Register.

Step 7: Enter email address then click Submit.

Step 8: You have three registration options.

- REGISTRATION CODE: Enter Connect registration code and click Submit.
- PURCHASE ONLINE: Click on Buy Online to use a credit card or PayPal.

Step 9: If you do not have a Connect account, you will be prompted to create an account.

- It is recommended to use your school/institution email address when creating an account.

There is at least a one-week free trial available if your book is late in arriving to get you started.

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, for example McGraw-Hill: <<https://www.mheducation.com/highered/product/labor-relations-striking-balance-budd/M9781259412387.html>>

2. Instructional Materials:

Reference Guide for Professional Writing

American Psychological Association. (2019). Publication manual of American Psychological Association (7th ed.). Washington, D.C. (ISBN-13: 978-1433832161)

- 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. 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](#).
- For a discussion of why owning a manual is helpful, [click here](#) (<https://apastyle.apa.org/products/publication-manual-7th-edition>)
- For an explanation of the main differences between the 6th edition and the 7th edition, [click here](#) (<https://www.scribbr.com/apa-style/apa-seventh-edition-changes/>).

Equipment

A properly configured computer (as described above in the “Technology Requirements” section). Speakers or a headset (to listen to audio/video files). Reliable Internet access, MS Word, Excel, and PowerPoint, Adobe Acrobat Reader. For exam proctoring: Web camera, speaker, and microphone (or headset). Chrome web browser with the Proctorio custom plug in.

Instructional Software

I use normal **power point slides** and **audio presentations** of my chapter lectures, which are posted in Canvas in the relevant module. The lectures are very large files, but do open fairly quickly generally. As well, I use Excel files, **YouTube videos** and **website articles** for instructional purposes. You will also need access to the collective bargaining game (The Zinnia) discussed at the end of your textbook.

COURSE REQUIREMENTS

The assessments below will measure the applicable Course Learning Objectives (CLOs) and Module Learning Outcomes (MLOs) stated above. In some instances, a particular outcome may be assessed by multiple methods, ex. homework and an exam question.

General Note: Use APA-style citations (7th edition) to cite the sources of your information in all assignment submissions.

- ✓ If you are unacquainted with APA citation style, the reference guide listed in the ‘Required Reading and Textbook(s)’ section of your syllabus (in 2. Instructional Materials) is helpful for writing and citation.
- ✓ **All assignments must be submitted in a .doc or .docx format.**

Late work penalties:

1. McGraw Connect Homework & Quizzes – No late Assignments are accepted however a certain number (low-grade or not completed) will be dropped at the end of the term.
2. Journals - No Late submissions are accepted.
3. Syllabus Quiz – Late submissions allowed though the end of week 2.
4. Discussions - Late Discussions are accepted up to three days after the due date, but will lose 10% per day late.
5. Collective Bargaining project assignments: No Late submissions are accepted.
6. Exams: If you fail to take an exam without notifying me *prior to* the exam, you can score no higher than the lowest grade a class member received who took it on time and may sit for a make-up exam *only if* the excuse warrants allowing a make-up.

PLEASE NOTE: All assignment & exam 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.

****Below, you will find a summary of the assignments and exams. Assignment and exam details are posted in the Canvas classroom (in Canvas, click on the “Module” tab, visible on the Class menu. Then click on the relevant module to find the assignments)****

Syllabus Quiz (5 points) - Please complete the syllabus quiz to understand both the structure and content of this course. You will find the link for the quiz in Module 1 (Click on the ‘Modules’ link on the Canvas course menu). *This assignment assesses CLO 17.*

Grading: A student can do this assignment until 100% is achieved. See **Canvas Calendar for due date.**

McGraw Connect Homework & Quizzes (130 total points) - Each week you will utilize Connect to complete Homework (HW) questions and quizzes related to the chapter(s) covered that week. Connect HW (5 pts. each) and Quizzes (10 pts. each) cover 13 chapters, but the worst HWs and the worst quizzes will be dropped, leaving a total of 130 points available. HW and quizzes come with short time limitations, so you need to be very familiar with the content prior to completing them. *Taken together, these assess all CLOs & MLOs.*

Grading: Answers are either right or wrong. Connect gives you immediate grade feedback on each of the quizzes and exercises. *Connect HW & Quizzes are due Sundays by 23:59 CT.* See **Course Calendar for due dates.**

Discussions (70 points - 7 @ 10 points each) – During each two-week module work period, prior to **Module 4** when you begin working in teams, you will have the opportunity to get to know one another and share thoughts concerning various employee and labor relations concepts, events, and issues. *Taken together, these assess all CLOs & MLOs.*

Grading: In order to receive full credit for each discussion, you must at least **(1)** submit a thoughtful substantive and relevant **original post** (2.5 points) **and**, in a separate post **(2) reply**

substantively to another student's post. Administrative posts like "I agree" do not earn points (2.5 points). A **Grade Rubric** can be found in **Appendix A** at the end of this Syllabus. *Discussions will be due Sundays by 23:59 CT. See Course Calendar for due dates.*

Journal Postings (50 Points - 5 @ 10 points each) – Every few chapters (5 total entries), you will reflect on what you have learned during the last couple of chapters and what you found troubling or confusing in the following manner. You may access the Journal assignments by clicking on 'Modules' in Canvas, and then on the relevant module to see the chapters covered during that two-week period. The link for each journal will open for the module that it is due. *Journals taken together, assess all CLOs & MLOs.*

Grading: In order to receive full credit, you must at least **(1) thoughtfully & substantively** reflect on what you learned in the past two weeks or found interesting, in at least two sentences. In a separate paragraph, **(2) state** what you found confusing about the concepts covered (muddiest issue) and either write any questions that you have or, if you have no questions on the material, write "I have no questions" or something similar. Finally, you must **(3) type your journal post in the text box and do not attach** your journal in a Word document (journals submitted as attachments or not in the textbox will not be graded). I will generally respond to Journal posts within a week of their due date and if you have any questions, I will answer by replying directly to your journal entry. There are no format requirements for requirement #2, other than it appearing separately from requirement #1. *You will lose 2 points if you do not state whether you have questions or not.* Each Journal entry should only consider material covered during the two-week period (*4 points will be taken off if you stray from the chapter topics covered during that period*). *Journals will be due Mondays by 23:59 CT. See Course Calendar for specific due dates.*

Collective Bargaining Project (145 Points, detailed below in each assignment) - Students will participate in the collective bargaining simulation known as "The Zinnia and Service Workers Local H-56." In this simulation, students will represent either the Zinnia or Service Workers Local H-56 as they engage in collective bargaining. *This project fulfills CLOs 10-12, and 17).*

- ✓ 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.
- ✓ **Assignment details & a Grade Rubrics for each activity** can be found in **Appendix B** at the end of this syllabus and in Canvas (Click on "Modules" and then on the project assignment topic).

Project Activities

1. Bargaining preferences – (5 EC points) *This assignment assesses CLO 17.*

- ✓ You will need to decide whether you want to bargain from management's perspective or from labor's perspective. *Be sure to seriously consider that bargaining for a perspective that you are actually against can help you understand the 'other side' and gain insight into the strengths and weaknesses of your own (real) perspective.*
- ✓ You will also need to find a classmate who is willing to be your bargaining partner for the rounds

1 & 2 negotiations.

- ✓ **Post your preferences in the Bargaining Preferences Discussion** and be sure to see which classmates you may be able to negotiate with. Respond to your peers' posts.

Grading: Completion required. If you do not, the choice will be made for you by the instructor. *See Course Calendar for due date.*

2. **Bargaining timeline plan – (5 points).** *This assignment assesses CLO 17.* You should structure a timeline for completing project activities, which is consistent with the due dates in the Course to ensure *timely* completion and of the project activities. **Post in your assignment folder.**

Grading: A fully developed timeline, consistent with the Course Calendar activity due dates is required to earn full credit. *Keep in mind that bargaining with a classmate takes time so your timeline due dates should be prior to the due dates stated in the Course Calendar. See Course Calendar for due date.*

3. **Collective Bargaining Simulation-Website Quiz - (25 points):** You will take a Simulation Quiz to assess your understanding of the www.thezinnia.com simulation website. *This assignment assesses CLO 10-11.*

Grading: You can do this assignment until 100% is achieved. *See Canvas Calendar for due date.*

4. **Negotiation plan - (25 points)** – Assignment requirements and the ‘settlement form’ you must complete can be found in **Appendix C** at the end of this Syllabus. *This assignment assesses CLO 10, 17.*

Grading: In order to receive full credit, you must *fully complete* an individual negotiation plan that conforms to the assignment requirements in Appendix C. **Post to your assignment folder.** *See Course Calendar for due date.*

5. **Bargaining partner verification:** You need to verify the availability of the classmate you chose in Module 1 (Bargaining preferences). **Post to your assignment folder** *Please contact me ASAP if you do not have a bargaining partner. This assignment assesses CLO 17.*

Grading: Verification required – you need a bargaining partner to negotiate rounds 1 and 2. If you do not have a partner and do not contact me, you will forfeit the remaining project points (90). *See Course Calendar for due date.*

6. **Negotiate Round 1 – (20 points):** You will be allocated a group space in Canvas in order to conduct negotiation with a classmate who chose the opposite side (see bargaining preference step 1. above). In the group area, you will be able to post files and document interactions. *This assignment assesses CLO 10, 11, 17.*

Grading: You must *negotiate 100% of the items stated in your negotiation plan.* To earn credit for Round 1, your negotiations with each other as well as the work/documents you created in preparation must be visible in your negotiation group space. **Note:** Little or no participation in negotiations will lower your grade significantly. *See Course Calendar for due date.*

7. **After Action Review #1 (AAR1) – (25 points):** Detail what went right with the strategy in your negotiation plan and what went wrong. Explain what needs to be changed in your negotiation plan for Round 2. *This assignment assesses CLO 10, 11, 17.*

Grading: For full credit, your submission must include a discussion of the changes that you recommend for your negotiation plan, *based on a clear description of both what went right and what went wrong*. **Post to your assignment folder. See Course Calendar for due date.**

- 8. Negotiate Round 2 – (20 points):** Choose the same classmate as in Round 1. *If not possible, contact me*. Then negotiate with a classmate using the changes stated in your AAR1. For Round 2, you will use the same group area to negotiate, post files, document interactions. *This assignment assesses CLO 10, 11, 17*

Grading: You will *negotiate until 100% of the items in your AAR1 are agreed upon or until you reach an impasse*. To earn credit for Round 2, your negotiations with each other as well as the work/documents you created in preparation must be visible in your negotiation group space. **Note:** Little or no participation in negotiations will lower your grade significantly. *See Course Calendar for due date.*

- 9. After Action Review #2 (AAR2) – (25 points):** Detail what went right with your strategy revisions in your AAR1, and what went wrong, and whether you ended negotiation without coming to agreement (If so, you are officially “on strike”). *This assignment assesses CLO 12, 17. Below is a summary however see Appendix B for the full assignment details.*

- ✓ Submit in memo form, addressed to your boss (different depending on whether you are management or labor): A summary of: Rounds 1 & 2 negotiation results; and a discussion of the final agreement (if any) you negotiated or if “on strike”, a discussion explaining why you ended up on strike. Use the settlement form in Appendix C.

- 10. Exams – 600 points (200 Points each)–** Exam 1 covers Chapters 1-5, Exam 2 covers Chapters 6-9, and Exam 3 covers Chapters 10-13. *This assignment assesses CLO 1-9 13-17.*

- You can access exams *only* when the exam window opens. Please note that the links for the tests may not show up until the test is scheduled. **See the Schedule and Canvas Calendar for dates and availability windows.**

Please schedule around the available exam window. If there is an unavoidable conflict, you must let me know **ahead of time**, not after. You cannot retake the exam or reschedule the exam after the fact unless you have documentation of an extenuating circumstances outside of your control. Make-up exams if permitted, will be an entirely different structure (all essay), so it is important to contact me before the exam. *If you fail to take an exam without notifying me prior to the exam window, you can score will no higher than the lowest grade a class member received who took it on time and only if the excuse warrants allowing a make-up.*

Exams are not easy and will be comprised of multiple choice, T/F questions, and short essay questions. You will have 120 minutes to complete each online examination. Given the time constraints, you will not have time to look all of the answers up. Follow exam instructions closely and watch the clock as your answers will ‘auto-submit’ once time has expired. . You may use your text, personal notes, and anything I put in Canvas to assist you, but **you may not use another person’s help or the internet.** **Googling is cheating! Cutting and pasting from the internet is cheating!**

Grading Criteria Rubric and Conversion to Letter Grade

Graded Coursework	Points/Percentage Weight
Syllabus Quiz	5 Points = .5%
McGraw Connect Assignments (13 HW / 13 quizzes)	130 Points = 13%

Discussions (7 @ 10 points each)	70 points = 7%
Journals (5 @ 10 points each)	50 Points = 5%
Collective Bargaining Project	145 Points = 14.5%
Exams (3 @ 200 points each)	600 Points = 60%
Total Points & Weight:	1000 Points = 100%

Communications note (CLO 17): 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, thus we have CLO #17. I reserve the right to reduce the grade of a student who communicates in a grossly unprofessional manner (email, classroom, Canvas, etc.) with respect to another student or myself. We can disagree with each another, however we must learn to do so respectfully in order to maintain employment and be successful in business today. ***Disrespectful communication in class & team interactions, course messaging, email, or communications using other communication modes & platforms can result in a lower grade, and if severe enough, will be reported to the university for action consistent with university policy (see below section: university policies).***

Grading Scale and Adjustments: Note the C, D, and F ranges

895-1000 = A - Excellent
 795-895 = B - Good
715-795 = C – Acceptable
645-715 = D – Needs Improvement
645 or less = F – Unacceptable

Posting of Grades

- Generally, assignment feedback and grades will be available in Canvas under the “Grades” tab, allowing you to monitor your progress during the semester.
- I endeavor to give you feedback within a week of due dates, though in exam weeks this may vary somewhat.
- 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.

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.

COURSE OUTLINE AND CALENDAR

Important University Dates:

August 23, Classes begin

August 25, Add/Drop/Late Registration ends, 16-week and 1st 8-week classes

August 30, Last day to drop 1st 8-week classes with no record

September 6, Labor Day, University open – Classes will be held

September 7, Last day to drop 16-week classes with no record

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

October 15, Classes end for first 8-week session

October 15, Last day to withdraw from the University (1st 8-week classes WF)

October 18, Classes begin for second 8-week session

October 18, Add/Drop/Late Registration begins, 2nd 8-week classes

October 19, Deadline to submit graduation application for fall ceremony

October 20, Add/Drop/Late Registration ends, 2nd 8-week classes

October 25, Last day to drop 2nd 8-week classes with no record

November 8, Last day to drop with a Q or withdraw with a W (16-week classes)

November 11, Veteran's Day No Class – University closed

November 25-26, Thanksgiving No Class – University closed

November 29, Last day to drop a 2nd 8-week class with a Q or withdraw with a W

December 10, Last day to withdraw from the University (16-week and 2nd 8-week classes)

December 13, Last day to file for Degree Conferral (Registrar's Office)

December 10. Fall semester ends

December 10, Fall Commencement

December 24 - 31, WINTER BREAK - University closed

Tentative Course Schedule (Available on the 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. These dates are also reflected in the Canvas Course Calendar. All Assignments are due as stated below. Pay attention, as there are multiple things due in each Modules. All times are Central Time. **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.

Class Week: Except for Module 1, our class week begins on Tuesdays.

MGMT 4306.120 Tentative Course Schedule*			
Module	Dates	Learning Topics	Assignments & Due Dates (23:59 CT)
1	Aug. 23 – Sept. 6	Read Syllabus, Read and Listen to Ch 1 Contemporary Labor Relations Read and Listen to Ch 2 Labor Unions: Good or Bad Read and Listen to Ch 3 Historical Development	Chapters 1-3 Connect HW & Quiz <i>due Sunday Aug. 29 by 23:59, CT (CLO 1-3)</i> Journal Entry #1 (Chapters 1-3) <i>due by Monday, Aug. 30, 23:59, CST (CLO 1-3, 17)</i> Discussion 1 (Introductions) <i>due by Sunday, Sept. 5, 23:59 (CLO 17)</i> Project: <u>Post bargaining preferences</u> if any <i>by Monday, Sept. 6, 23:59, CST (CLO 17)</i> Syllabus Quiz <i>due Monday Sept. 6, by 23:59, CST (CLO 17)</i>
2	Sept. 7 – 20	Read and Listen to Ch. 4 Labor Law Read and Listen to Ch. 5 Labor and Management: Strategies, Structures, and Constraints	Chapters 4-5 Connect HW & Quiz <i>due Sunday Sept. 12 by 23:59 (CLO 4-5)</i> Journal Entry #2 (Chapter 4-5) <i>due by Monday, Sept. 13, 23:59 (CLO 4-5, 17)</i> Discussion 2 <i>due by Sunday, Sept. 19, 23:59 (CLO 1-5, 17)</i> Project: <u>Post Bargaining Timeline</u> <i>by Monday, Sept. 20, 23:59, CST (CLO 17)</i>
3	Sept. 21 – Oct. 4	Exam 1: Covers Chapters 1-5 Read and Listen to Ch. 6 Union Organizing Read and Listen to Ch. 7 Bargaining	Exam 1 window opens at 12:01 AM (00:01) on Tuesday, Sept. 21 and will close on Wednesday, Sept. 22 at midnight (23:59, CT) <i>(CLO 1-5, 17)</i> Chapters 6-7 Connect HW & Quiz <i>due Sunday Sept. 26 by 23:59 (CLO 6-7)</i> Journal Entry #3 (Chapter 6-7) <i>due by Monday, Sept. 27, 23:59 (CLO 6-7, 17)</i> Discussion 3 <i>due by Sunday, Oct. 3, 23:59 (CLO 6-7, 17)</i> Project: <u>Collective Bargaining Simulation-Website Quiz</u> <i>due by Monday Oct. 4, 23:59 (CLO 10,11)</i>
4	Oct. 5 – 18	Read and Listen to Ch. 8 Impasses, Strikes, and Dispute Resolution Read and Listen to Ch. 9 Contract Clauses and Their Administration	Chapters 8-9 Connect HW & Quiz <i>due Sunday Oct. 10 by 23:59 (CLO 8-9)</i> Journal Entry #4 (Chapter 8-9) <i>due by Monday, Oct. 11, 23:59 (CLO 8-9, 17)</i> Discussion 4 <i>due by Sunday, Oct. 17, 23:59 (CLO 8-9, 17)</i> Project: <u>Negotiation Plan</u> <i>due by Monday, Oct. 18, 23:59 (CLO 10, 17)</i> Project: <u>Verify classmate availability for round 1 bargaining,</u> <i>due Monday Oct. 18 by 23:59 (CLO 17)</i>

MGMT 4306.120 Tentative Course Schedule*			
Module	Dates	Learning Topics	Assignments & Due Dates (23:59 CT)
5	Oct. 19 – Nov. 1	Exam 2: Covers Chapters 6-9 Read and Listen to Ch. 10 The Evolving Nature of Work Read and Listen to Ch. 11 Globalization	Exam 2 window opens at 12:01 AM (00:01) on Tuesday, Oct. 19 and will close on Wednesday, Oct. 20 at midnight (23:59, CT) (CLO 6-9, 17) Chapters 10-11 Connect HW & Quiz due Sunday Oct. 24 by 23:59 (CLO 13, 14) Discussion 5 due by Sunday, Oct. 31, 23:59 (CLO 1-9, 17) Project: Negotiation Round 1 (Tuesday Oct. 19 – Nov. 1) Round 1 ends Monday, Nov. 1 by 23:59 (CLO 10, 17)
6	Nov. 2 – 15	Read and Listen to Ch. 12 Comparative Labor Relations Read and Listen to Ch. 13 What Should Labor Relations Do?	Chapters 12-13 Connect HW & Quiz due Sunday Nov. 7 by 23:59 (CLO 15-16) Journal Entry #5 (Chapter 10-13) due by Monday, Nov. 8, 23:59 (CLO 13-17) Discussion 6 due by Sunday, Nov. 14, 23:59 (CLO 13-17) Project: After Action Review (AAR1) due by Monday, Nov. 15, 23:59 (CLO 11, 17)
7	Nov. 16 – 29	Exam 3: Covers Chapters 10 -13 Read posted Labor Relations articles	Exam 3 window opens at 12:01 AM (00:01) on Tuesday, Nov. 17 and will close on Wednesday, Nov. 18 at midnight (23:59, CT) (CLO 13-16, 17) Project: Negotiation Round 2 (Tuesday Nov. 16 – Nov. 29) Round 2 negotiations end punctually on Sunday, Nov. 29 at 23:59 CLO 10, 17)
8	Nov. 30 – Dec. 10	Read posted Labor Relations articles	Project: After Action Review (AAR2) due by Monday, Dec. 6, 23:59 (CLO 11, 17) Discussion 7 due by Friday, Dec. 10, 23:59 (CLO 13-17)
Post-Course	<i>nl</i> Dec. 14	Have you registered for Spring Semester 2022 classes?	

* 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.

UNIVERSITY RESOURCES, PROCEDURES, AND GUIDELINES

Drop Policy.

If you discover that you need to drop this class, you must complete a [Drop Request](#) Dynamic Form

[[https://dynamicforms.ngwebsolutions.com/casAuthentication.aspx?InstID=eaed95b9-f2be-45f3-a37d-](https://dynamicforms.ngwebsolutions.com/casAuthentication.aspx?InstID=eaed95b9-f2be-45f3-a37d-46928168bc10&targetUrl=https%3A%2F%2Fdynamicforms.ngwebsolutions.com%2Fsubmit%2FForm%2Fstart%2F53b8369e-0502-4f36-be43-f02a4202f612)

[46928168bc10&targetUrl=https%3A%2F%2Fdynamicforms.ngwebsolutions.com%2Fsubmit%2FForm%2Fstart%2F53b8369e-0502-4f36-be43-f02a4202f612](https://dynamicforms.ngwebsolutions.com/casAuthentication.aspx?InstID=eaed95b9-f2be-45f3-a37d-46928168bc10&targetUrl=https%3A%2F%2Fdynamicforms.ngwebsolutions.com%2Fsubmit%2FForm%2Fstart%2F53b8369e-0502-4f36-be43-f02a4202f612)].

Faculty 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. Once you submit the completed 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. Any deviation by students from this expectation may result in a failing grade for the assignment and potentially a failing grade for the course. All academic misconduct concerns will be referred to the Office of Student Conduct. When in doubt on collaboration, citation, or any issue, please contact your instructor before taking a course of action.

For more [information regarding the Student Conduct process](https://www.tamuct.edu/student-affairs/student-conduct.html), [https://www.tamuct.edu/student-affairs/student-conduct.html].

If you know of potential honor violations by other students, you may [submit a report](https://cm.maxient.com/reportingform.php?TAMUCentralTexas&layout_id=0), [https://cm.maxient.com/reportingform.php?TAMUCentralTexas&layout_id=0].

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, WH-212; or call (254) 501-5836. Any information you provide is private and confidential and will be treated as such.

For more information please visit our [Access & Inclusion](https://tamuct.instructure.com/courses/717) Canvas page (log-in required) [https://tamuct.instructure.com/courses/717]

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/pregnant-and-) web page [https://www.tamuct.edu/student-affairs/pregnant-and-]

parenting-students.html]. Students may also contact the institution's Title IX Coordinator. If you would like to read more about these [requirements and guidelines](#) online, 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, on a remote online basis. Visit the Academic Support Community in Canvas to view schedules and contact information. Subjects tutored on campus include Accounting, Advanced Math, Biology, Finance, Statistics, Mathematics, and Study Skills. Student success coaching is available online upon request.

If you have a question regarding tutor schedules, need to schedule a tutoring session, are interested in becoming a tutor, success coaching, or have any other question, contact Academic Support Programs at (254) 501-5836, visit the Office of Student Success at 212F Warrior Hall, or by emailing studentsuccess@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 online tutoring support at no additional cost. This tool provides tutoring in over 40 subject areas except writing support. 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 (A&M-Central Texas) is a free workspace open to all A&M-Central students. For Fall 2021 the hours of operation are from 10:00 a.m.-5:00 p.m. Monday thru Thursday in Warrior Hall 416 (with online tutoring available every hour as well) with satellite hours available online only Monday thru Thursday from 6:00-9:00 p.m. and Saturday 12:00-3:00 p.m.

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!

Students may arrange a one-to-one session with a trained and experienced writing tutor by making an appointment via [WCOnline](https://tamuct.mywconline.com/) [https://tamuct.mywconline.com/]. In addition, you can email Dr. Bruce Bowles Jr. at bruce.bowles@tamuct.edu if you have any questions about the UWC, need any assistance with scheduling or would like to schedule a recurring appointment with your favorite tutor.

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 virtually through WebEx, Microsoft Teams 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/compliance/titleix.html) [https://www.tamuct.edu/compliance/titleix.html].

Behavioral Intervention

Texas A&M University-Central Texas cares about the safety, health, and well-being of its students, faculty, staff, and community. If you are aware of individuals for whom you have a concern, who are exhibiting behaviors that pose a threat to safety, or individuals causing a significant disruption to our community, please make a referral to the Behavioral Intervention Team. You can complete the [referral](#) online [https://cm.maxient.com/reportingform.php?TAMUCentralTexas&layout_id=2].

Anonymous referrals are accepted. Please see the [Behavioral Intervention Team](#) website for more information [<https://www.tamuct.edu/bit>]. If a person's behavior poses an imminent threat to you or another, contact 911 or A&M-Central Texas University Police at 254-501-5800.

Appendix A is on the next page.

APPENDIX A: Discussion Grade Rubric				
Post	Unacceptable	Needs Improvement	Acceptable	Excellent
Original post (50%)	No posting was made	Though it is a “paragraph,” the sentences are short and choppy and/or the writing is simplistic and/or repeats most of the phrasing from the topic/question addressed. There may also be significant grammatical issues.	Student exhibited some thought and reflection, but could have done more. The post also may have one or two noticeable grammatical errors.	Student exhibits exceptional thought and reflection, likely causing the reader to reflect deeper on the subject or truly appreciate having read it. The post is a substantive, solid paragraph in length (4-5 solid sentences) and is free of noticeable grammatical errors.
Response (50%)	No posting was made	Student met the bare minimum requirements (2 or 3 short sentences) and the writing does not advance the conversation or is mostly “I agree.” There may also be significant grammatical issues.	There was some connection to the original post, but it was not deep. Some of the writing may be superficial and some repetition is seen. The response also may have one or two noticeable grammatical errors.	Student thoughtfully reflected on the students post. There was more than mere agreement/repetition and the discussion was further advanced. Also, the response is free of noticeable grammatical errors.

Appendix B on next page

APPENDIX B: Collective Bargaining Project (145 points)

Collective Bargaining Project (145 Points, detailed below in each assignment) - Students will participate in the collective bargaining simulation known as “The Zinnia and Service Workers Local H-56.” In this simulation, students will represent either the Zinnia or Service Workers Local H-56 as they engage in collective bargaining. *This project fulfills CLOs 10-12, and 17).*

- ✓ 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.
- ✓ **Assignment details & a Grade Rubrics** can be found below, here in **Appendix B**. As well, the assignment and grade rubric is posted in the Canvas classroom (Click on “Modules” and then on the project assignment topic).

Purpose: To complete this project, you will research, plan, negotiate, re-plan, re-negotiate, and write a memo to your boss reflecting on your negotiation experience and explaining the result of your negotiations.

Project Activities

1. Bargaining preferences – (5 EC points) *This assignment assesses CLO 17.*

- ✓ You will need to decide whether you want to bargain from management’s perspective or from labor’s perspective. *Be sure to seriously consider that bargaining for a perspective that you are actually against can help you understand the ‘other side’ and gain insight into the strengths and weaknesses of your own (real) perspective.*
- ✓ You will also need to find a classmate who is willing to be your bargaining partner for the rounds 1 & 2 negotiations.
- ✓ **Post your choice in the Bargaining Preferences Discussion** and be sure to see which classmates you may be able to negotiate with. Respond to your peers’ posts.

Grading: Completion required. If you do not complete this activity, the choice will be made for you by the instructor. *See Course Calendar for due date.*

2. Bargaining timeline plan – (5 points). *This assignment assesses CLO 17.* You should structure a timeline for completing project activities, which is consistent with the due dates in the Course to ensure *timely* completion and of the project activities. **Post in your assignment folder.**

Grading: A fully developed timeline, consistent with the Course Calendar activity due dates is required to earn full credit. *Keep in mind that bargaining with a classmate takes time so your timeline due dates should be prior to the due dates stated in the Course Calendar. See Course Calendar for due date.*

3. Collective Bargaining Simulation-Website Quiz - (25 points): You will take a Simulation Quiz to assess your understanding of the www.thezinnia.com simulation website. *This*

assignment assesses CLO 10-11.

Grading: You can do this assignment until 100% is achieved. *See Canvas Calendar for due date.*

- 4. Negotiation plan - (25 points)** – Use the Settlement Form (Appendix C of the Syllabus). 1) In at least a paragraph but no more than 1 page, please describe your planned strategy during Round 1 of collective bargaining. 2) Then fill in the plan details for Round 1. *This assignment assesses CLO 10, 17.*

Grading: In order to receive full credit, you must *fully complete* an individual negotiation plan that conforms to the assignment requirements in Appendix C. **Post to your assignment folder.** *See Course Calendar for due date.*

- 5. Bargaining partner verification:** You need to verify the availability of the classmate you chose in Module 1 (Bargaining preferences). *Please contact me ASAP if you do not have a bargaining partner. This assignment assesses CLO 17.*

Grading: Verification required – you need a bargaining partner to negotiate rounds 1 and 2. *If you do not have a partner and do not contact me, you will forfeit the remaining project points (90).* *See Course Calendar for due date.*

- 6. Negotiate Round 1 – (20 points):** Engage in negotiations with a classmate who chose the opposite side (see bargaining preference discussion).

- Use the strategy you proposed in your Negotiation Plan, settlement form.
- In the Canvas classroom, you will have a group area to negotiate with a classmate, post files, and document interactions. *This assignment assesses CLO 10, 11, 17.*

Grading: To earn credit for Round 1, you must *negotiate 100% of the items stated in your negotiation plan.* AND your negotiations with each other as well as the work/documents you created in preparation must be visible in your negotiation group space. **Note:** Little or no participation in negotiations will lower your grade significantly. *See Course Calendar for due date.*

- 7. After Action Review #1 (AAR1) – (25 points):**

- Detail what went right with the strategy in your negotiation plan and what went wrong, issue by issue, and goal by goal.
- Explain what needs to be changed in your negotiation plan for Round 2 and revise your negotiation plan and strategy for Round 2 (use the settlement form in Appendix C of the Syllabus) *This assignment assesses CLO 10, 11, 17.*
- **Post to your assignment folder.**

Grading: For full credit, your submission must include a discussion of the changes that you recommend for your negotiation plan, *based on a clear description of both* what went right and what went wrong. Late posts are not accepted for credit. *See Course Calendar for due date.*

8. Negotiate Round 2: Engage in negotiations with the same classmate you bargained with in Round 1(see bargaining preference discussion).

- Use the revised strategy you proposed in your Negotiation Plan, settlement form based on your AAR#1.
- In the Canvas classroom, you will use the same group area to negotiate with your classmate, post files, and document interactions. *This assignment assesses CLO 10, 11, 17.*

Grading: To earn credit for Round 2, you must *negotiate 100% of the items stated in your negotiation plan*. AND your negotiations with each other as well as the work/documents you created in preparation must be visible in your negotiation group space. **Note:** Little or no participation in negotiations will lower your grade significantly. *See Course Calendar for due date.*

9. After Action Review #2 (AAR2) - Discuss:

- Rounds 1 & 2 negotiation results (what went wrong and what went right, issue by issue and goal by goal).
- The details of the final agreement (if any) you negotiated or if “on strike”, why you ended up on strike.
 - If you reached an agreement, you need to tell your boss each term of employment (i.e. each issue & goal in your negotiation plan) that was discussed in Round 1 and in Round 2, what was originally proposed, what was finally settled on, and why or why not strategy adjustments you made after Round 1 helped you. You need to tell your boss why you advocated for what you did and why you settled for what you did (did the research support it? Did the numbers support it?). You should also say whether or not your choices are advantageous for you (not every agreed-upon term may be good for your side)
 - If you did not reach a settlement – you are on strike! Explain to your boss in detail why a settlement was not reached and explain how the negotiations process had gone, up until the point of impasse. You should list each item bargained, say what was originally proposed in your plan, what the negotiation rounds focused on, and whether that item could have been agreed on and what that agreement would have been. Was there just one term that you reached an impasse on or were there more?
- What you achieved for those you represented (Management or Labor).
 - At the end of the memorandum, after you have explained how all of the terms were reached, explain to your boss whether or not you think the new collective bargaining agreement was advantageous to your side or not and why you agreed to what you did. Should the boss be happy about the agreement? Or will the boss just agree that while it is a bad deal, it is still better than a strike? Tell them how they should feel.
 - If anything particularly interesting happened during your negotiations that you feel would be interesting to your boss, please include that as well.
- What you would do differently in Round 3, if your career life depended on it.
- *This assignment assesses CLO 12, 17*

Form: 2 pages, single-spaced (not counting the Reference page). Times New Roman Font size 12. APA formatted citations. Submit, with your discussion, *the Final Contract that was negotiated - attached as an appendix to your memorandum* (Use the ‘**Final Settlement Agreement**’ form).

Format: Submit in memorandum, written to your boss (either the Hotel Owner or the Higher Ups at the Labor Union). It should include a “To”, “From”, “Date”, and “Subject” at the top of the memorandum.

Grading: Your submission must include a full discussion of each of the above listed items and your submission must conform to the assignment requirements stated above. Post to your assignment folder. Late posts are not accepted. *See Course Calendar for due date.*

Rubric: AAR #2 is worth 25 points, distributed as follows

- Grammar – 30% - This includes using memo format and citing where appropriate as well as correctly using basic grammar conventions with regards to spelling and punctuation.
- Analysis of what happened – 60% - Your memorandum should adequately explain everything that your boss wants to know.
- Final outcome – 10%. Additionally, the outcome should be at least somewhat positive for your side. If the final settlement is terrible for your side, I will take points off accordingly. The better the settlement is for your side, the better your grade.

Appendix C on next page

Appendix C: Negotiation Plan – Settlement Forms (25 points)

Name	Date:
------	-------

Negotiation Strategy- In at least a paragraph but no more than 1 page, please describe your planned strategy for the agenda items below during the upcoming collective bargaining session, Then in the form below, fill in the plan details for Round 1.

Negotiation Plan Round 1& 2 Proposal: Settlement Form

Item	Proposal for each item: <ul style="list-style-type: none"> Desired Max/Min – walkaway point 	Cost
Wages		
Health Insurance		
Retirement		
Other Benefits		
Vacations and Holidays		
Other		
Other		
Other		

Attach additional sheets as needed with proposed language changes.

Proposed Contract Duration: ____ years	ESTIMATED ANNUAL COSTS (add or delete years as needed) Year 1: Year 2: Year 3: TOTAL LIFE OF CONTRACT COST: \$
--	---

Appendix C :AAR #2– Settlement Form (25 points)

Name	Date:
------	-------

FINAL SETTLEMENT TERMS

Item	Agreed Upon Terms	Cost
Wages		
Health Insurance		
Retirement		
Other Benefits		
Vacations and Holidays		
Other		
Other		
Other		
Attach additional sheets as needed with any additional additions or changes.		
Proposed Contract Duration: ____ years	ESTIMATED ANNUAL COSTS (add or delete years as needed) Year 1: Year 2: Year 3: TOTAL LIFE OF CONTRACT COST: \$	

End of syllabus...