

Welcome to our Employer and Labor Relations course (MGMT 4306-110, CRN 80059) at Texas A&M University-Central Texas for the fall of 2023!

Though Texas is not known for being highly unionized, as a right-to-work state, there have been some significant labor developments across the country over the last few years, with Amazon, Starbucks, and minor league baseball players that we'll explore. Even if you're not in a union, you still have some labor rights you may not know about! Please feel free to ask questions about labor and other employment issues you may see in the news and want to understand more about this semester. Also, feel free to ask questions after you have completed the course, as I still field questions from students I had many years ago!

There are diverse opinions about labor rights and unionization (mine have even changed recently), but it is vital that we feel comfortable discussing the various issues thoroughly. In doing so, please understand that you all have unique backgrounds and perspectives, and others may not view a situation as you do. Please ensure that our discussions are productive and respect the diverse perspectives that your classmates are likely to have. Conflicts or hurt feelings often arise not from the content of what is said but from the tone and delivery.

Just as we have diverse opinions, we also have diverse life circumstances. I have worked hard to create a rigorous yet flexible course to respect those differences. As we explore the law, it can sometimes be confusing. For some, legal terminology is like a foreign language that may not be understood as quickly as it will be for others. There were a few topics in law school that I "got by" on but did not master until a year or two later when I was studying for the bar exam. As such, the course design allows the student who struggles with some content yet is diligent and perseveres to earn an acceptable grade. I do not always see the course the same way you do. If you see an improvement I could make in the structure or presentation of the material, please let me know, as this is the first time I am teaching a full course on this topic. I truly want to avoid structural or logistical issues that interfere with your learning success.

In this learning guide, I provide as much information as possible about the course and my general expectations to put you in the best position to succeed. **Please do not hesitate to reach out with questions or concerns, even if it's late at night or on the weekend. That is why I'm here, and I do view my job as being available as much as possible to help!**

Course Structure/Modality Information:

This is a **16-week "Fully Online" section** that runs from August 28th – December 15th. You may complete all coursework asynchronously. In-person or synchronous activities are NEVER required.

With that said, this section is also cross-listed with a "Classroom Blended" section that meets on Tuesdays and Thursdays from 12:30-1:45 in Founders Hall, Room 313. I intend to broadcast each of those class meetings via WebEx. The live sessions provide a more direct opportunity to interact and complete application activities together, but this unique cross-listing allows you the option each week to attend classes in person, join and work via WebEx, or work asynchronously. You can change your approach daily and do not have to let me know. If you attend via WebEx, I encourage you to join the discussion and ask questions but be sure to "mute yourself" when not speaking. The assignments, content, and due dates are the same for both sections, but this unique structure allows you multiple options to learn and complete your work. Also, I was recently appointed as Interim Dean of the College of Business. I did not want to cancel this class on short notice, so I may need some flexibility as well and must miss class at some point. I will provide as much notice as possible, and the existing structure should allow us to stay on pace.

Instructor Contact Information:

Instructor: Lucas Loafman, J.D., M.B.A.

Office Location: Founders Hall Rm 217R

Email: loafman@tamuct.edu or Canvas Inbox: These are the best methods to contact me for the quickest response, as I frequently check them! I will normally respond to emails within eight hours if not traveling or sleeping, and usually within a few hours.

Department Phone: 254-501-5944 - Leave a message, and I will call back as soon as possible, but it may take longer to respond via phone as I work from home some days.

Planned Hours for In-Office Assistance:

Monday: By advance appointment
Tuesday: 8:00-9:15, 11:00-12:15, 2:00-2:30
Wednesday: By advance appointment
Thursday: 8:00-9:15 & 11:00-12:15
Friday: By advance appointment

If you prefer to meet in person, please schedule an appointment so I can ensure I don't miss you. Sometimes meetings get scheduled during office hours, or I must step away from my desk for a bit, especially with my new role. I can be available earlier or later in the evening with advanced notice. I am also available for WebEx virtual meetings for "after-hours" situations, such as nights and weekends, if that helps you. **Just let me know how I can help!**

Staying up to date, especially with any unexpected changes!

I will do my best to post an "Announcement" on Canvas if I am out of contact for an extended period, or if my planned office hours need to change. Rather than having to check the "Announcements" area in Canvas frequently, you should have your **notifications turned on in Canvas to receive immediate course notifications**. You can do this by clicking on your profile image, clicking notifications, and then changing the announcement alert setting to "notify immediately." Also, if you click "settings" under your profile, you can modify where Canvas sends a course notification. By default, notifications go to your school address, but you can add a personal email or text message notification option. Please let me know if you have any questions!

Course Access Information:

This is a "Fully Online" course delivered via the A&M-Central Texas Canvas Learning Management System: [<https://tamuct.instructure.com>] for audio lectures, supplemental materials (like readings and lecture PowerPoints), quizzes, exams, grade reporting, and assignment submissions. The instructions in this learning guide will assist you with gaining access and technical support. Once you are in Canvas, *there is an icon on the left with a question mark surrounded by a circle (says Help when you hover over it) that will have additional Canvas resources if you are unfamiliar with the learning management system.*

Though no specific legal knowledge is required as a prerequisite to this course, you must have familiarity with the general use of PowerPoint, Microsoft Word, the Internet, copying and pasting information, and attaching documents for submission.

Emergency Warning System for Texas A&M University-Central Texas: SAFEZONE

SafeZone provides a public safety application that allows you to call for help with the push of a button. It also enables Texas A&M University-Central Texas to communicate emergency information quickly via push notifications, email, and text messages. All students automatically receive email and text messages via their myCT accounts.

Downloading SafeZone allows access to push notifications and enables you to connect directly for help through the app. You can download SafeZone from the app store and use your myCT credentials to log in. For more information, you can visit the [SafeZone](http://www.safezoneapp.com) website [www.safezoneapp.com].

To register SafeZone on your phone, please follow these 3 easy steps:

1. Download the SafeZone App from your phone store using the link below:
 - o [iPhone/iPad](https://apps.apple.com/app/safezone/id533054756): [<https://apps.apple.com/app/safezone/id533054756>]
 - o [Android Phone / Tablet](https://play.google.com/store/apps/details?id=com.criticalarc.safezoneapp)
[<https://play.google.com/store/apps/details?id=com.criticalarc.safezoneapp>]
2. Launch the app and enter your myCT email address (e.g. {name}@tamuct.edu)
3. Complete your profile and accept the terms of service

Course Description and Objectives:

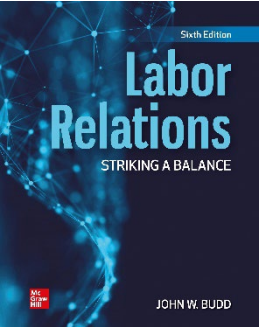
Catalog Description: Study collective bargaining, labor market fundamentals, unionism, and related issues of labor economics. Prerequisite(s): Either MGMT 3301 or MGMT 3350.

Course Level Objectives (CLOs):

At the end of the course, students will be able to:

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. (cross-reference to MLO 2, 3, 9)
2. Explain the four distinct schools of thought about 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)
5. Describe the traditional union strategies and their alternatives as well as the organizational structure of unions. (MLO 15-17)
6. Explain how unions organize and the tactics used by employers to weaken support for unionizing. (MLO 18-21)
7. Describe the bargaining process. (MLO 22-24)
8. Describe the different types of strikes, impasses, and forms of dispute resolution and how the strengths and weaknesses of each. (MLO 25, 26)
9. Explain how union contracts work, identify important provisions, and describe how grievances are resolved. (MLO 27)
10. Develop a negotiation plan for a collective bargaining simulation. (MLO 1-27)
11. Negotiate a collective bargaining agreement. (MLO 1-27)
12. Write 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)
14. Describe the labor relations challenges for managers in multinational companies and strategies for representing workers in a global economy. (MLO 1, 32-36)
15. Compare and contrast labor relations in a variety of countries. (MLO 35)
16. Discuss alternative directions for corporate behaviors and labor relations public policies in the 21st century. (MLO 1, 36-37)
17. Demonstrate and maintain professionalism in communications. (all class interaction within Canvas, or outside). (MLO 1-37)

Objectives Disclaimer: The above learning objectives represent the main focus areas in this course; however, assignment or exam questions require more specific and detailed answers within these main focus areas. Class discussions, assignments, the text, and all supplementary materials in the module chapter lessons, such as the audio lectures and articles, are fair game for assessments. They are beneficial for both general knowledge and exam success because they help you learn complex concepts and practice the specific skills within each focus area.

	<p>Budd, Labor Relations Striking a Balance, 6e Edition: 6 Author: John Budd ISBN 13: 9781260260502</p> <p>You can access this text several ways since you DO NOT need access to Connect, and you only need the book.</p> <ol style="list-style-type: none">1. Rent or Buy it through the Bookstore.2. Buy a used copy online.3. Rent or Purchase from the publisher (several options) - https://www.mheducation.com/highered/product/labor-relations-striking-a-balance-budd/M9781260260502.html
<p><i>A student of this institution is not under any obligation to purchase a textbook from a university-affiliated bookstore. The exact text may also be available from an independent retailer, including online.</i></p>	

You need access to a properly configured computer (details on pages 14-15) with speakers or a headset (to listen to any audio/video files), a **webcam for exams**, **Google Chrome Browser**, PDF reader software like Adobe for additional readings, M.S. Word, & PowerPoint, as well as reliable internet access for accessing course materials, quizzes, exams, and assignment submissions.

I provide substantial information beyond the text through audio lectures, PowerPoints, and other resources. I assess this information on quizzes and exams. You may access it by clicking on “Modules” on the left side of Canvas for desktop computer viewing or via the dropdown at the top right of your mobile device. As such, it is highly beneficial that you are actively engaged in the learning process and taking notes. Taking notes, particularly handwritten, has been proven in research to improve knowledge retention. On a personal note, I have been taking an online course with many videos, and taking notes has helped my level of engagement. If I don’t take notes, my mind wanders, and I often must rewatch the video. I would suggest printing the PDF slide document that outlines some key concepts for you and then making notes in the available white space, so you have both the slides and notes together. However, notetaking is also a personal process; do what is comfortable for you!

Course Assessments:

1. **Learning Guide Quiz – 10 points** – This brief quiz helps ensure you have read our learning guide and listened to the class or video explanation, which is important for course success. You must complete it by **11:59 PM (23:59) on Saturday, September 2nd.**

2. **Chapter Content Quizzes – 90 total points** - Each week, you will have a relatively short quiz on the chapter covered that week (12 total). These will **generally** be due on **Thursdays each week at 12:00 PM CST (Noon)**, but it would help to complete them before the class meeting the chapter is discussed. Each quiz will have six questions worth 7.5 points (1.25 points per question). Each quiz also has a 12-minute time limit, giving you an average of 2 minutes per question, so be very familiar with the content by reading the chapter(s) and listening to the audio content before taking them. I will reveal the correct answers after they are due and post an answer video. The answers and videos will remain visible up to the end of the exam for that unit. *These assessments are the first opportunity to check your learning for the chapter.*

3. **Chapter Choice Memo (50 Points)** - One of the keys to labor relations and collective bargaining is to communicate clearly and be able to support your position. As such, we'll start practicing these skills early in the course. Also, I want to involve you in the decision as to the twelfth chapter we will cover in the course. Your task is to write me a memo (approximately three-quarters of a page, single-spaced) justifying which of the two chapters we should cover, Chapter 12 (Comparative Labor Relations) or 13 (What Should Labor Relations Do?). This will be graded on both the strength of your argument, such as the relevance to your future, and the clarity of your writing, including grammatical correctness. It will also serve as a vote as to which chapter we will eventually cover. **This assignment is due by 11:59 PM (23:59) on Sunday, September 10th.**

4. **Chapter Content Activities - 150 Points** – In ten of the weeks, we will examine cases, engage in discussion, and/or work on application problems over the material in the chapter(s). Each activity is worth 15 points, and your grade is based on completion and effort, not technical accuracy. I only expect you to spend about forty-five minutes to an hour on them each week, so I'm not expecting deep, grammatically correct answers. These are generally due on **Saturdays each week**. As things sometimes come up that may lead to an incomplete or missed activity, I will replace your lowest score with the average score on your remaining activities (rounding up above .5 and down at .49 or less). This gives you a somewhat "free week" at some point. This is also **one of two assignments** you may work on with another student. If you choose to attend the live class session, active participation will result in full credit, and no submission is required. If you join via WebEx, you will get 7.5 points for being on, but you must submit your work for all 15. *These activities are the second weekly opportunity to check your learning for the chapter.*

5. Article Presentation – 50 Points – You will find a recent article (within the last three months) connected to a course concept, summarize it, and explicitly discuss the connection to class concepts in a live class or through a video recording submitted in Canvas. The connection component and the summary are worth 25 points of the grade. The remaining 25 points will go to the quality of the presentation itself. See the rubric attached to the assignment instructions in Canvas for guidance on proper presentation skills and the scoring details of the assignment. **The article presentation video must be done in a live class or submitted in Canvas by 11:59 PM (23:59) on Sunday, September 24th.**

6. Supreme Court Labor Case Assignment – 80 Points – The assignment details are posted in the “Assignments” tab in Canvas. You will **submit this via Canvas by 11:59 pm (23:59) on Sunday, October 15th.**

7. Collective Bargaining Project (CBP) – 210 Points – The rules governing a unionized workforce are determined by the collective bargaining agreement (CBA) between the company and the union workers. In the second half of this course, you will participate in a mock CBA exercise to gain some experience in the negotiation process. You will have the opportunity to form your own team of two to three students and request a specific party/side, labor or management. I will open a Discussion thread in Canvas for you to try to market yourself and connect with classmates to form your own team. **Requests must be submitted by Sunday, October 22nd.** If you do not submit a request, I will form teams and assign roles. I may not be able to accommodate all party/side requests. From there, you will have three graded deliverables as a part of the CBP. One of the first steps in any negotiation is to research and plan a strategy for the process. You will **submit your CBP Negotiation Plan by Sunday, November 12th.** Your **plan will be worth 60 points** and more details on negotiation plan requirements will be available in Canvas. From there, you will **conduct your first CBA session by November 19th and submit your first after-action report (AAR) by MONDAY, the 27th** (Yes, this is right after Thanksgiving weekend). You **must complete your second CBA session by Sunday, December 10th, and submit your second after-action report (AAR) by Thursday, December 14th.** Each AAR is **worth 75 points** and more details will be available in Canvas.

8. Exams - 3 exams (approximately one every four weeks) comprising 120 Points of your grade each (**360 points combined**) – Our exams will be available for at least two days via Canvas (Sunday/Monday), as well as in-class on Tuesdays starting at 12:30 PM. The online exam will open at 12:00 AM on day Sunday and close at 11:59 PM CST on Monday, with a time limit of 120 minutes. 11:59 PM is a hard cut-off, so if you start the exam at 11:00 PM, you will only have one hour. If you start too late, I may still not be awake to respond to a message about an exam issue. If you have an unavoidable conflict with the scheduled dates, an exam might be opened early or later, but only in extreme cases, given the replacement possibility below. Since I have been lied to, I will likely require documentation of severe illness, funerals, sudden necessary trips, or field exercises.

Exams may include multiple choice, T/F, and essay questions at my discretion. Still, the current plan is 32 multiple choice/T/F questions worth 3 points each and four short essays worth 6 points each. The online exams utilize Proctorio remote proctoring technology, **so you will need a webcam. The proctoring software will also require you to use Google Chrome AND have the Proctorio extension on the browser, or you will get a message about a non-existent access code. I tried one semester not to use Proctorio and had over ten students get impermissible help during the exam.** You may use your textbook, including an eText, or our Canvas page for assistance, but no other resources may be used, or it will be an academic integrity violation.

Students occasionally have an exam grade that differs substantially from performance on the rest, particularly the first when learning the timing and structure. If this is the case or you miss an exam with a valid excuse, you may submit a research paper to replace a grade on one of your first three exams. The topic would have to be approved by me, cover a learning objective in the replaced exam, and be 1,200 - 1,500 words. You may find additional details in the "Assignments" area of Canvas. You may also submit a draft for a brief review and comment on a more polished product. **To be eligible for this replacement option, you must not have had an academic integrity violation in the course.**

Grading Details - Especially Note the C, D, and F Ranges

Assessment	Points	% of Total	Total Point Ranges	Equivalent Letter Grade
Learning Guide Quiz	10	1%	895-1017	A - Excellent
Chapter Quizzes	90	9%	795-894	B - Good
Content Activities	150	15%	715-794	C - Acceptable
Chapter Choice Memo	50	5%	645-714	D – Credit awarded, but GPA implications
Supreme Court Analysis	80	8%	644 or less	F – No Credit
Article Presentation	50	5%		
CBP Negotiation Plan	60	6%		
CBP Round 1 AAR	75	7.5%		
CBP Round 2 AAR	75	7.5%		
Proctorio Check	5	Bonus		
Exams	360	36%		
Total	1005	100%		

I may also adjust grades at the end of the semester based on class results, meaning that a point total may qualify for a higher letter grade than the scale normally provides to facilitate an appropriate grade distribution.

Grade and Feedback Timeline

Assignment grades should be posted in Canvas within seven days of the due date, but my goal is less than three days. The most frequent grading delay comes from waiting on late submissions to preserve integrity.

Late Work Policy Information:

1. No credit will be given for missed quizzes or content activities.
2. All other assessments, except exams, will lose 10% of the points available per day late. It is generally in your best interest to submit an assignment a day or two late and complete than on time with only half done. **You are allowed one extra day on one of these assignments by sending me an email before the assignment is due with a brief explanation of the reason for the delay (even if it is just procrastination, as honesty is a great trait), and submitting the assignment within the initial 24-hour extension.**
3. For Exams, see the previous explanation under "Course Assessments" and "Exams."

COURSE OUTLINE AND CALENDAR – All times are Central Standard Time (CST)

Unit #1 – Weeks 1-4 and Chapters 1-4

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|------------------------|--|
| Week 1 – August 28th | <ol style="list-style-type: none">1. Spend time familiarizing yourself with the Canvas Course.2. Read the learning guide and watch the explanatory video.3. Read the Introductory Materials for Week 1 in the Modules area of Canvas.4. Complete the Learning Guide (AKA syllabus) quiz by 11:59 PM (23:59) on Saturday, September 2nd. |
| Week 2 – September 4th | <ol style="list-style-type: none">1. Read Chapter 1 (Contemporary Labor Relations: Objectives, Practices, and Challenges) and watch chapter content videos before taking the quiz. Also, read any other assigned supplemental readings and watch any other videos in Canvas.2. Complete the Quiz for Chapter 1 by 12:00 PM (12:00) on Thursday, September 7th.3. Submit the Chapter 1 Content Activity by 11:59 PM (23:59) on Saturday, September 9th if you did not attend the optional live class on the 7th.4. Submit the Chapter Choice Memo By 11:59 PM (23:59) on Sunday, September 10th |

- Week 3 – September 11th
1. **Read Chapter 2 (Labor Unions: Good or Bad?) and watch chapter content videos before taking the quiz.** Also, read any other assigned supplemental readings and watch any other videos in Canvas.
 2. **Complete the Quiz for Chapter 2 by 12:00 PM (12:00) on Thursday, the 14th.**
 3. **Submit the Chapter 2 Content Activity by 11:59 PM (23:59) on Saturday, September 16th if you did not attend the optional live class on the 14th.**
- Week 4 – September 18th
1. **Read Chapter 3 (Historical Development) and watch chapter content videos before taking the quiz.** Also, read any other assigned supplemental readings and watch any other videos in Canvas.
 2. **Complete the Quiz for Chapter 3 by 12:00 PM (12:00) on Thursday, the 21st.**
 3. **Submit the Chapter 3 Content Activity by 11:59 PM (23:59) on Saturday, September 23rd if you did not attend the optional live class on the 21st.**
 4. **Article Presentations must have been completed during class or the video submitted by 11:59 PM (23:59) on Sunday, the 24th.**
- Week 5 – September 25th
1. **Read Chapter 4 (Labor Law) and watch chapter content videos before taking the quiz.** Also, read any other assigned supplemental readings and watch any other videos in Canvas.
 2. **Complete the Quiz for Chapter 4 by 12:00 PM (12:00) on Thursday, the 28th.**
 3. **Submit the Chapter 4 Content Activity by 11:59 PM (23:59) on Saturday, September 30th if you did not attend the optional live class on the 28th.**
 4. **Exam #1 covering Chapters 1-4 may be completed online between October 1st, and 11:59 PM (23:59) on Monday, the 2nd, or is available in FH 313 starting at 12:30 PM on Tuesday, the 3rd.**

Unit #2 Starts on the next page

Unit #2 – Weeks 6.5-10 and Chapters 5-8

- Week 6 – October 2nd
- 1. Exam #1 covering Chapters 1-4 may be completed online between Sunday, October 1st, and 11:59 PM (23:59) on Monday, the 2nd, or is available in FH 313 starting at 12:30 PM on Tuesday, the 3rd.**
 - 2. Read Chapter 5 (Labor Management: Strategies, Structures, and Constraints) and watch the content videos before taking the quiz.** Also, read any other assigned supplemental readings and watch any other videos in Canvas.
 - 3. Complete the Quiz for Chapter 5 by 11:59 PM (23:59) on Saturday, the 8th.**
- Week 7 – October 9th
- 1. Read Chapter 6 (Union Organizing) and watch the content videos before taking the quiz.** Also, read any other assigned supplemental readings and watch any other videos in Canvas.
 - 2. Complete the Quiz for Chapter 6 by 12:00 PM (12:00) on Thursday, the 12th.**
 - 3. Submit the Chapters 5 and 6 Content Activity by 11:59 PM (23:59) on Saturday, October 14th if you did not attend the optional live class on the 12th.**
 - 4. Complete the Labor Case Assignment by 11:59 PM (23:59) on Sunday, October 15th.**
- Week 8 – October 16th
- 1. Read Chapter 7 (Bargaining) and watch the content videos before taking the quiz.** Also, read any other assigned supplemental readings and watch any other videos in Canvas.
 - 2. Complete the Quiz for Chapter 7 by 12:00 PM (12:00) on Thursday, the 19th.**
 - 3. Submit the Chapter 7 Content Activity by 11:59 PM (23:59) on Saturday, October 21st if you did not attend the optional live class on the 19th.**
 - 4. Submit any Negotiation Team and Party requests by 11:59 PM (23:59) on Sunday, October 22nd.**

Week 9 – October 23rd

1. **Read Chapter 8 (Impasses, Strikes, and Dispute Resolution) and watch the content videos before taking the quiz.** Also, read any other assigned supplemental readings and watch any other videos in Canvas.
2. **Complete the Quiz for Chapter 8 by 12:00 PM (12:00) on Thursday, the 26th.**
3. **Submit the Chapter 8 Content Activity by 11:59 PM (23:59) on Saturday, October 21st if you did not attend the optional live class on the 26th.**
4. **Exam #2 covering Chapters 5-8 may be completed online between Sunday, the 29th, and 11:59 PM (23:59) on Monday, the 30th, or is available in FH 313, starting at 12:30 PM on Tuesday, the 31st.**

Unit #3 – Weeks 10.5-15 and Chapters 9-TBD

Week 10 – October 30th

1. **Exam #2 covering Chapters 5-8 may be completed online between Sunday, the 29th, and 11:59 PM (23:59) on Monday, the 30th, or is available in FH 313, starting at 12:30 PM on Tuesday, the 31st.**
2. **Read Chapter 9 (Contract Clauses and Their Administration) and watch the content videos before taking the quiz.** Also, read any other assigned supplemental readings and watch any other videos in Canvas.
3. **Complete the Quiz for Chapter 9 by 11:59 PM (23:59) on Saturday, November 4th.**

Week 11 – November 6th

1. **Read Chapter 10 (The Evolving Nature of Work) and watch the content videos before taking the quiz.** Also, read any other assigned supplemental readings and watch any other videos in Canvas.
2. **Complete the Quiz for Chapter 10 by 12:00 PM (12:00) on Thursday, November 9th.**
3. **Submit the Chapters 9 and 10 Content Activity by 11:59 PM (23:59) on Sunday, the 12th (Extra Day with Veteran's Day) if you did not attend the optional live class on the 9th.**
4. **Submit the Negotiation Plan by 11:59 PM (23:59) on Sunday, the 12th.**

- Week 12 – November 13th
1. **Read Chapter 11 (Globalization and Financialization) and watch the content videos before taking the quiz.** Also, read any other assigned supplemental readings and watch any other videos in Canvas.
 2. **Complete the Quiz for Chapter 11 by 12:00 PM (12:00) on Thursday, November 16th.**
 3. **Conduct Round 1 of the Negotiations by Sunday, November 19th.**
- Week 13 – November 20th
1. **Submit the Chapter 11 Content Activity by 11:59 PM (23:59) on Wednesday, November 22nd if you did not attend the optional live class on the 21st.**
 2. **Submit Round 1 AAR by 11:59 PM (23:59) on Monday, November 27th.**
- Week 14 – November 27th
1. **Submit Round 1 AAR by 11:59 PM (23:59) on Monday, November 27th.**
 2. **Read Chapter TBD (TBD) and watch the chapter content videos before taking the chapter quiz.** Also, read any other assigned supplemental readings and watch any other videos in Canvas.
 3. **Complete the Quiz for Chapter TBD by 12:00 PM (12:00) on Thursday, November 30th.**
 4. **Submit the Chapter TBD Content Activity by 11:59 PM (23:59) on Saturday, December 2nd if you did not attend the optional live class.**
 5. **Exam #3 covering Chapters 9-TBD may be completed online between Sunday, December 3rd, and 11:59 PM (23:59) on Monday, the 4th, or is available in FH 313 starting at 12:30 PM on Tuesday, the 5th.**
- Week 15 – December 4th
1. **Exam #3 covering Chapters 9-TBD may be completed online between Sunday, December 3rd, and 11:59 PM (23:59) on Monday, the 4th, or is available in FH 313 starting at 12:30 PM on Tuesday, the 5th.**
 2. **Complete Round #2 of the CBA negotiations by Sunday, the 10th.**
- Week 16 – December 11th
- Submit the Second AAR by 11:59 PM (23:59) on Thursday, December 14th.**

Important University Dates for the Fall 2023 Term:

August 28, 2023	Classes Begin for Fall Semester and Add, Drop, and Late Registration Begins for 16-week Classes \$25 Fee assessed for late registrants
August 30, 2023	Deadline for Add, Drop, and Late Registration for 16-Week Classes
September 13, 2023	Deadline to drop 16-week Classes with No Record (Census)
October 23, 2023	Advising Begins for Spring Semester
October 27, 2023	Deadline for Graduation Application for Fall Ceremony Participation
November 1, 2023	Deadline for GRE/GMAT Scores to Graduate School Office
November 6, 2023	Registration Opens for Spring Semester
November 9, 2023	Deadline to Drop 16-Week Classes with a Quit (Q) or Withdraw (W)
November 10, 2023	Veteran's Day
November 23-24, 2023	Thanksgiving
December 1, 2023	Deadline for Scholarship Applications for the Spring Semester
December 1, 2023	Student End of Course Survey Opens (16- and Second 8-Week Classes)
December 1, 2023	Priority Deadline for VA Certification Request (Spring)
December 15, 2023	Deadline to Withdraw from University for 16- and Second 8-Week Classes
December 15, 2023	Fall Semester Ends
December 15, 2023	Deadline for Applications for Tuition Rebate for Fall Graduation (5pm)
December 15, 2023	Deadline for Fall Degree Conferral Applications to the Records and Admissions Office \$20 Late Application Fee
December 15, 2023	Fall Commencement Ceremony Bell County Expo 3 pm

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 email address. Password: Your MyCT password

Canvas Support Information:

Use the Canvas Help link, located at the bottom of the left-hand menu, for issues with Canvas. You can select "Chat with Canvas Support," submit a support request through "Report a Problem," or call the Canvas support line: 1-844-757-0953. For issues related to course content and requirements, contact your instructor.

Online Proctored Testing Information:

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

Other Technology Support Information:

For log-in problems, students should contact Help Desk Central
24 hours a day, 7 days a week

Email: helpdesk@tamu.edu

Phone: (254) 519-5466

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

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

UNIVERSITY RESOURCES, PROCEDURES, AND GUIDELINES**Drop Policy Information:**

If you discover that you need to drop this class, you must complete the [Drop Request](#) Dynamic Form through Warrior Web.

[https://federation.ngwebsolutions.com/sp/startSSO.ping?PartnerIdpld=https://eis-prod.ec.tamuct.edu:443/samlSSO&SpSessionAuthnAdapterId=tamuctDF&TargetResource=https%3a%2f%2fdynamicforms.ngwebsolutions.com%2fsubmit%2fstart%2f53b8369e-0502-4f36-be43-f02a4202f612].

Faculty cannot drop students; this is always the responsibility of the student. The Records and Admissions Office will provide a deadline on the Academic Calendar for which the form must be completed. Once you submit the completed form to the Records and Admissions 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 Records and Admissions 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.

University Academic Integrity Statement:

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 about 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].

My Academic Integrity Statement:

Except for the content activities and the collective bargaining project, all work in this course is to be **completed individually**. You may get rare/occasional assistance from other students about where you found specific information/answers, but I want to avoid seeing close/identical answers. I have a good eye for this, as my memory is very good! **The usage of AI, or similar technologies, and/or student “support” sites like Course Hero, Chegg, etc. for course assignments is strictly prohibited. I will be watching for this very closely!** If you need help, ask me! Any instance of academic dishonesty likely will result in an F in my course. I have taught this course long enough that I can quickly tell if you are colluding or getting impermissible assistance.

Copyright Notice:

The reproduction of **ANY** course material (**assignments, questions, etc.**), including digital sharing beyond current MGMT 4306 classmates, is strictly prohibited without my permission. Violation of copyright, such as posting course materials on websites like Course Hero, Chegg, etc., 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.

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loafman@tamuct.edu

Warrior Center for Student Success

The Warrior Center for Student Success is a comprehensive academic support department at A&M-Central Texas, dedicated to fostering an environment of excellence and empowerment among its student body. The center offers a wide range of programs and services to ensure every student reaches their full potential, and is a haven for students seeking guidance, resources, and a strong support network to excel in their educational journey.

ADA Access and Accommodations:

Texas A&M University-Central Texas ensures that students with disabilities have equal access to educational opportunities by providing appropriate accommodations and support services. If you believe you have a physical, learning or socio-emotional disability requiring reasonable accommodations, please visit [Access and Inclusion](https://www.tamuct.edu/student-affairs/access-inclusion.html) [https://www.tamuct.edu/student-affairs/access-inclusion.html] for more details or contact the Office of Access and Inclusion, WH-212; (254) 501-5836. Any information you provide is private and confidential.

Success Coaching and Peer Mentoring:

Our experienced Success Coaches work one-on-one with students to develop personalized action plans, set academic goals, and build effective study strategies, time management skills, and resilience. Our Peer Mentors provide a valuable support system, offering guidance, encouragement, and a relatable perspective to help students navigate their academic and personal challenges. For more details call 254-501-5836 or 254-501-5928 or visit [Academic Support](https://www.tamuct.edu/student-affairs/academic-support.html) [https://www.tamuct.edu/student-affairs/academic-support.html]. Click the link to schedule a session (virtual or in-person) with a success coach bit.ly/3g7uB50 or visit WH, 111.

Testing Services: We offer a secure and comfortable environment for students and members of the community to take courses and distance learning exams, as well as placement tests and professional certification exams. Our Testing Service also offers resources and support referrals for testing related challenges (test anxiety, learning disabilities, etc.) and supports all approved ADA accommodations. Call (254) 519-5830 or visit the [Testing Center](https://www.tamuct.edu/testing-center/) [https://www.tamuct.edu/testing-center/].

Tutoring and Supplemental Instruction Services: Our team of qualified Tutors and Supplemental Instructors assist students in various non-writing subjects, promoting academic comprehension and enhancing learning outcomes. Click the link to schedule a tutoring session with a TAMUCT tutor (virtual or in-person) or view tutor availability bit.ly/43Q6wNz. You may also chat live with a remote tutor 24/7 for a variety of subjects through our partnership with Tutor.com, an online tutoring platform that is free to all TAMUCT students. To learn more please visit [Tutoring Services](https://www.tamuct.edu/student-affairs/academic-support.html#tutoring) [https://www.tamuct.edu/student-affairs/academic-support.html#tutoring] or call (254) 501-5836 or visit the Tutoring Hub in Warrior Hall, 111.

University Writing Center:

Located in Warrior Hall 416 and online, the University Writing Center (UWC) at Texas A&M University–Central Texas (A&M–Central Texas) is a free service open to all A&M–Central Texas students. The face-to-face hours of operation are from 10:00 a.m.-5:00 p.m. Monday and Thursday in Warrior Hall 416. Online tutoring is available Monday thru Thursday from 10:00 a.m.-5:00 p.m. and from 6:00-9:00 p.m. and on Saturdays from 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 [WOnline](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 Information:

The University Library & Archives provides many services in support of research across campus and at a distance. We offer over 350 electronic databases containing approximately 1,203,947 eBooks and 134,750 journals, in addition to the 96,879 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. Schedule an appointment here [https://tamuct.libcal.com/appointments]. 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 workspaces, 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 [<https://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 Wellness and 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, please make a referral to the Behavioral Intervention Team. Referring your concern shows you care. You can complete the [referral](https://cm.maxient.com/reportingform.php?TAMUCentralTexas&layout_id=2) online [https://cm.maxient.com/reportingform.php?TAMUCentralTexas&layout_id=2].

Anonymous referrals are accepted. Please see the [Behavioral Intervention Team](https://www.tamuct.edu/bit) 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 254-501-5805.