



COLORADO STATE UNIVERSITY
— GLOBAL —

HRM550: STRATEGIC LABOR RELATIONS

Credit Hours: 3

Contact Hours: This is a 3-credit course, offered in accelerated format. This means that 16 weeks of material is covered in 8 weeks. The exact number of hours per week that you can expect to spend on each course will vary based upon the weekly coursework, as well as your study style and preferences. You should plan to spend 14-20 hours per week in each course reading material, interacting on the discussion boards, writing papers, completing projects, and doing research.

Faculty Information: Faculty contact information and office hours can be found on the faculty profile page.

COURSE DESCRIPTION AND OUTCOMES

Course Description:

In HRM550 students are provided with comprehensive information about labor relations in terms of history, labor regulations, and unionization in today's workplace environment. The relationship among unions, organizations, Human Resource professionals, and employees is explored, along with dispute- and conflict-resolution techniques including grievances and arbitration. Additionally, techniques to promote a workplace free of unionization are discussed.

Course Overview:

Welcome to HRM550 Strategic Labor Relations. In this course, you will learn about labor relations history, labor regulations, and the impact of unions on organizations today. You will also examine the relationship between unions, organizations, employees, and human resource management professionals. Techniques for preventing unionization and maintaining a nonunionized workplace will be explored. You will complete this course with a solid understanding of labor negotiations, grievances, dispute- and conflict-resolution practices, and arbitration.

Course Learning Outcomes:

1. Explore the history of labor unions in the United States.
2. Identify how unions have contributed to creating today's modern employment laws.
3. Evaluate the pros and cons of unionize labor.
4. Analyze the benefits and challenges associated with a unionized workforce.
5. Interpret the roles, complexities, and implications of unions as well as collective bargaining, labor contract administration, and employee grievance and arbitration.
6. Demonstrate the challenges associated with managing a workforce that is both unionized and non-unionized.

PARTICIPATION & ATTENDANCE

Prompt and consistent attendance in your online courses is essential for your success at CSU Global Campus. Failure to verify your attendance within the first 7 days of this course may result in your withdrawal. If for some reason you would like to drop a course, please contact your advisor.

Online classes have deadlines, assignments, and participation requirements just like on-campus classes. Budget your time carefully and keep an open line of communication with your instructor. If you are having technical problems, problems with your assignments, or other problems that are impeding your progress, let your instructor know as soon as possible.

COURSE MATERIALS

Required:

Journal articles and videos linked in the interactive lecture.

NOTE: All non-textbook required readings and materials necessary to complete assignments, discussions, and/or supplemental or required exercises are provided within the course itself. Please read through each course module carefully.

COURSE SCHEDULE

Due Dates

The Academic Week at CSU Global begins on Monday and ends the following Sunday.

- **Discussion Boards:** The original post must be completed by Thursday at 11:59 p.m. MT and Peer Responses posted by Sunday 11:59 p.m. MT. Late posts may not be awarded points.
- **Critical Thinking:** Assignments are due Sunday at 11:59 p.m. MT.

Note: Portfolio Milestones may be submitted up to 7 days after the due date with no penalty and up to 14 days after the due date with a 10% penalty.

WEEKLY READING AND ASSIGNMENT DETAILS

Module 1

Readings

- Collins, W. J., & Niemesh, G. T. (2019, May). Unions and the great compression of wage inequality in the US at mid-century: Evidence from local labour markets. *Economic History Review*, 72(2), 691–715. <https://doi-org.csuglobal.idm.oclc.org/10.1111/ehr.12744>
- de Leon, C. (2017). Black from white: How the rights of white and black workers became “labor” and “civil” rights after the U.S. Civil War. *Labor Studies Journal*, 42(1), 10–26. <https://doi-org.csuglobal.idm.oclc.org/10.1177/0160449X16676417>

- Ferguson, J. P., Dudley, T., & Soule, S. A. (2018). Osmotic mobilization and union support during the long protest wave, 1960-1995. *Administrative Science Quarterly*, 63(2), 441–477. <https://doi-org.csuglobal.idm.oclc.org/10.1177/0001839217715618>

Discussion (25 points)

Module 2

Readings

- Bruno, R. (2017). Labor debates: Assessing the fight for fifteen movement from Chicago. *Labor Studies Journal*, 42(4), 365. <https://doi-org.csuglobal.idm.oclc.org/10.1177/0160449X17746790>
- Moisa, I. R., Kowalski, N. J., Trinnaman, J. G., & Riss, E. T. (2019). The impact of Janus on public employee unions so far. *Employee Relations Law Journal*, 45(3), 54–57.
- Robertson, S. (2017). Tracking recent initiatives in right-to-work legislation. *Employment Relations Today (Wiley)*, 44(2), 55–66. <https://doi-org.csuglobal.idm.oclc.org/10.1002/ert.21627>

Discussion (25 points)

Critical Thinking (90 points)

Choose one of the following two assignments to complete this week. Do not do both assignments. Identify your assignment choice in the title of your submission.

OPTION #1: Historical Workplace Efforts

In the early 1900s, industrialism was prevalent in America and had a significant impact on the labor movement. During this time, a woman traveled the country fighting for better treatment for workers and their families. She became known as “Mother Jones.” Mother Jones was inspirational to workers across the country but was an agitation to business leaders. Given that background, write an analysis that addresses the following:

- Describe the issues and working conditions that motivated Mother Jones to travel, spark worker discontent, and fuel their desire for a better work life. Discuss the barriers that she encountered.
- Discuss the response of business leaders to Mother Jones’ determination and to the workers for whom she fought.
- Evaluate the impact of these efforts on the history of the labor movement.
- Finally, as a human resource professional, develop strategies for how you might have effectively responded to each of the parties involved. Your analysis should include one strategy in response to Mother Jones, one strategy in response to business leaders, and one strategy in response to the workers.

Requirements:

- Write a 4-6 page paper, or about 1200-1800 words, not including the required title and reference pages.

- Your paper must be properly cited and formatted according to the CSU Global Writing Center.
- Include a formal references page. This is an individual paper; however, you should reflect on our discussion forums and incorporate ideas from there, as appropriate.
- You must support your analysis with at least four or six scholarly references, which may include resources from this course. The CSU Global Library is a good place to find these sources. You cannot use Wikipedia or any CSU Global assignment. You must use credible sources, which are defined as:
 - a scholarly or peer-reviewed journal article
 - a government-based website or publication
 - a trade or industry journal article, publication, or website, including those from trade organizations such as SHRM.org and TD.org.

OPTION #2: Contemporary Workplace Concerns

In today's 21st century workplace, globalization and competition are creating challenges for the modern-day labor movement, and unions are on the decline. In recent years, an organization called "Working America" was formed by the AFL-CIO to assist the general public, primarily nonunion workers, to fight for their rights. Through this effort, what are known as "alt-labor" centers have been created to build awareness among occupations where unionization is difficult to achieve. An example is the Fight for \$15 that took place in 2012. For more information about the Fight for \$15 check out this resource, Fight for \$15.

Given this information, write an analysis that addresses the following:

- Describe the concerns and conditions that are causing worker discontent in today's workplace and explain why labor activists are functioning outside of the traditional union structure.
- Discuss the financial pressures that are being placed on business leaders and which could impact the future sustainability of employment and organizations in general.
- Evaluate the impact of the above factors on the future of the labor movement.
- Finally, as a human-resource professional, develop strategies for how you might effectively respond to the forces influencing the contemporary labor movement. Your analysis should include one strategy in response to labor activists, one strategy in response to business leaders, and one strategy in response to the workers.

Reference:

Fight for \$15. <https://fightfor15.org>

Requirements:

- Write a 4-6 page paper, or about 1200-1800 words, not including the required title and reference pages.
- Your paper must be properly cited and formatted according to the CSU Global Writing Center.

- Include a formal references page. This is an individual paper; however, you should reflect on our discussion forums and incorporate ideas from there, as appropriate.
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 - a scholarly or peer-reviewed journal article,
 - a government-based website or publication
 - a trade or industry journal article, publication, or website, including those from trade organizations such as SHRM.org and TD.org.

Module 3

Readings

- Adams, R. J. (2018). McDonald's versus NLRB: The end of franchising, or an overdue restoration of countervailing power? *Business & Society Review (00453609)*, 123(4), 601–618. <https://doi-org.csuglobal.idm.oclc.org/10.1111/basr.12156>
- Downes, J. I., & Rubin, J. W. (2020). National Labor Relations Board continues employer-friendly reshaping of labor law. *Employee Relations Law Journal*, 46(1), 27–40.
- Semenya, K. A. (2019). NLRB update: What every employer needs to know. *Employee Relations Law Journal*, 44(4), 79–83.
- Vann, R. H., & Logan, M. A. (2018). The tension between the NLRA, the EEOC, and other federal and state employment laws: The management perspective. *ABA Journal of Labor & Employment Law*, 33(3), 291–304.

Discussion (25 points)

Critical Thinking (90 points)

Choose one of the following two assignments to complete this week. Do not do both assignments. Identify your assignment choice in the title of your submission.

OPTION #1: Protected Activities and Employer Practices

For three decades, XYZ Corporation--a mid-size, family-owned business--has been producing precision machined parts for the aerospace and auto industries. XYZ employs 30 salaried office employees and 200 hourly nonunion workers, mainly machinists and quality inspectors. The family patriarch, Robert Downing, is the CEO and he has successfully run the business his way using an iron fist. The organization has high turnover, and there is a continuous stream of new employees at XYZ.

Joe, Bill, and Tom were hired last year as machinists in the shop. Last month, the three of them approached Robert about his management style as CEO, and provided Robert with a list of concerns that their fellow workers have about wages, benefits, and working conditions. Robert, however, responded with anger and directed them to get back to work. He then installed surveillance cameras in the shop so that he could monitor hourly employees.

Joe, Bill, and Tom then became actively engaged in soliciting support for unionization with their co-workers through their personal social media accounts. On social media, Joe described Robert as an “autocratic, bumbling idiot” and XYZ Corporation as a “family-run sweatshop.” Robert discovered the existence of the social media campaign and watched on the cameras as groups of employees gathered in the shop with increasing regularity. He determined that Joe, Bill, and Tom needed to be dealt with. He also determined that a policy should be implemented in the Employee Handbook that anyone discussing unionization on social media or in the facility would be immediately terminated.

You are the new Human Resources (HR) manager for XYZ Corporation, and Robert has instructed you to investigate and handle the situation with the three employees. Given this scenario, write an analysis that addresses the following:

- Describe employee rights and employer unfair labor practices under the provisions of Sections 7 and 8 of the National Labor Relations Act (NLRA).
- Compare and contrast the provisions of the NLRA to the circumstances involved in the situation.
- Evaluate the implications of Robert’s actions with respect to issues related to social media, privacy, electronic surveillance, and unionization discussions.
- Provide recommendations on how you, as a HR professional, would manage the situation with Robert and the three employees. Then, address how you would manage the list of concerns raised by fellow workers.

Requirements:

- Write a 4-6 page paper, or about 1200-1800 words, not including the title and reference pages, which are required.
- Your paper must be properly cited and formatted according to Your paper must be properly cited and formatted according to the CSU Global Writing Center.
- Include a formal references page. This is an individual paper, however, you should reflect on our discussion forums and incorporate ideas from there, as appropriate.
- You must support your analysis with at least four to six **scholarly** references, which can include resources from this course. The CSU Global Library is a good place to find sources as well. You cannot use Wikipedia or any CSU Global assignment. If you wish to use more sources, you must use credible sources. If you wish to use more sources, you must use credible sources. For this assignment, a credible source is defined as:
 - a scholarly or peer-reviewed journal article,
 - a government-based website or publication, or
 - a trade or industry journal article, publication, or website, including those from trade organizations such as SHRM.org and TD.org.

OPTION #2: Unfair Labor Practices

ABC Company is a small, privately-owned trucking company that employs 100 nonunion truck drivers. ABC's business model is to contract with large corporations to pick up and deliver sensitive medical supplies to hospitals and doctors' offices within a five-state region. Bud Goodfellow began the company five years ago and has built it to what it is today.

Over the past several months, one of the drivers, Jose Hernandez, was disciplined for performance problems such as tardiness, absenteeism, and missing delivery deadlines. Because the drivers have GPS monitoring systems on their trucks, Bud has been able to see that Jose has been making frequent unauthorized stops on his route. Last month, Bud issued a final warning to Jose that further performance issues may result in his termination. Jose advised Bud that he had a disability that necessitated him to make frequent stops, while driving; however, he did not provide further details about the matter. With Jose's job on the line, he turned to the Teamsters Union and initiated an organizing campaign with his fellow truckers.

Last week, Bud was notified that unionization efforts were underway, and that his truckers had been collaborating on social media and at offsite meetings about their discontent with working conditions, pay, and benefits. Upon receiving the news, Bud was shocked and immediately fired Jose. You are the new Human Resources (HR) manager for ABC Company, and Bud is just now informing you of what has transpired. You believe that violations of the National Labor Relations Act (NLRA) and employment laws have occurred. Given this scenario, you have decided to create a recorded video presentation where you are talking to Bud about the situation. Your video should include the following:

- Describe employee rights and employer unfair labor practices under the provisions of Sections 7 and 8 of the National Labor Relations Act (NLRA).
- Compare and contrast the provisions of the NLRA and other employment laws to the circumstances involved in the situation.
- Evaluate the implications of Bud's actions with respect to issues related to social media, privacy, electronic surveillance, disabilities, and unionization discussions.
- Explain how you, as an HR professional, would coach and counsel Bud and what recommendations you would make to him for how to manage the situation with the truckers and Jose's employment status.

Requirements:

- Your recorded video should be 10 minutes in length not including the required references section at the end (verbally cite your sources in a references section at the end of the video).
- Include an introduction.
- You will either need to upload the video of your presentation or share the link to the video by copying and pasting it into a Word document, which can then be uploaded.
- Format your video according to the CSU Global Writing Center.
- You must support your analysis with at least four or six scholarly references, which can include resources from this course. The CSU Global Library is a good place to find these sources. You cannot use Wikipedia or any CSU Global assignment. If you wish to use more sources, you must use credible sources. If you wish to use more sources, you must use credible sources. For this assignment, a credible source is defined as:

- a scholarly or peer-reviewed journal article,
- a government-based website or publication, or
- a trade or industry journal article, publication, or website, including those from trade organizations such as SHRM.org and TD.org.

Portfolio Milestone (25 points)

Note: Portfolio Milestones are due during the weeks they are assigned; however, Milestones may be submitted up to 7 days after the due date with no penalty and up to 14 days after the due date with a 10% penalty.

OPTION #1 & #2:

For this Portfolio Project Milestone, select one of the two Portfolio Project options to complete. (Read the descriptions of those options in Module 8 or under Assignments in the menu.) Then, present an outline of how you will address each component of that option of Portfolio Project. Specifically, include information about where your likely research will be obtained and what your expected outcomes are. (Note: These outcomes may change as you gather your research, but it is beneficial to see how your perceptions/knowledge change as you gather more research on the topic.)

Requirements:

1. Provide a 2- to 3-page paper, not including the required title and reference pages.
2. Your paper must be properly cited and formatted according to the CSU Global Writing Center.
3. Include a formal reference page.
4. The CSU Global Library is a good place to find these sources. You cannot use Wikipedia or any CSU Global assignment. For this assignment, a credible source is defined as:
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 - a government-based website or publication, or
 - a trade or industry journal article, publication, or website (including those from trade organizations, such as SHRM.org and TD.org).

Module 4

Readings

- Abrahms, A. C. (2017). Could employee choice end labor unions' influence? *Employee Relations Law Journal*, 43(1), 33–37.
- Dawkins, C. E. (2019). A normative argument for independent voice and labor unions. *Journal of Business Ethics*, 155(4), 1153–1165. <https://doi-org.csuglobal.idm.oclc.org/10.1007/s10551-017-3539-x>

- Laroche, P. (2017). Union membership and job satisfaction: Initial evidence from French linked employer-employee data. *Human Resource Management Journal*, 27(4), 648–668. <https://doi-org.csuglobal.idm.oclc.org/10.1111/1748-8583.12152>

Discussion (25 points)

Critical Thinking (90 points)

Choose one of the following two assignments to complete this week. Do not do both assignments. Identify your assignment choice in the title of your submission.

OPTION #1: Preventing Unionization

New Learning Corporation (NLC) is a large distribution facility that packages and ships books and educational materials for children to schools across the country. You are the Director of Human Resources for NLC and are in the process of educating and developing your leaders to better understand how to keep unions out of your facility. Many of your competitors have been unionized, and it has recently come to your attention that there is a union currently considering your organization next. You and your CEO have discussed the threat, and she has given you her full support for a comprehensive training program for leadership.

Given this initiative, create a training slide presentation aimed at the company's leaders, managers, and supervisors with talking points for each slide that discuss and analyze the following:

- Describe the rationale behind remaining nonunionized and explain the disadvantages for the company if a union were to be established.
- Evaluate the primary reasons why employees might be tempted to unionize.
- Discuss the key components of the union certification process that would enable the company to remain union-free should a unionization attempt be made.
- Develop and present management strategies and methods that leaders, managers, and supervisors can use to keep employees satisfied in order to achieve the goal of remaining nonunionized.

Requirements:

- Develop a 10-12 slide presentation, not including the required title and reference slides.
- You must include on each slide a minimum of two paragraphs of notes, within the speaker's note section.
- To enhance readability by preventing clutter--realizing this is a slide presentation for leadership--use bullet points on your slides.
- You may use PowerPoint or another slide presentation tool.
- Your presentation must be properly cited and formatted according to the CSU Global Writing Center.
- Include a formal references slide. This is an individual presentation; however, you should reflect on our discussion forums and incorporate ideas from there, as appropriate.

- You must support your analysis with at least four to six scholarly references, which can include resources from this course. The CSU Global Library is a good place to find sources. You cannot use Wikipedia or any CSU Global assignment. For this assignment, a credible source is defined as:
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OPTION #2: Unionizing a Facility

Despite the decline in union membership, union leaders continue to work toward growth and unionization of organizations where workers are receptive. You are in the role of a Union Organizer who is strategizing to unionize a large distribution facility that packages and ships books and educational materials for children to schools across the country. Many of the company's competitors have been unionized, and you are certain that there is potential for success in the endeavor. The first step in the process is to generate worker interest in the union by advertising and distributing information to build support.

Given this initiative, develop an Infographic and accompanying summary document that can be used. The Infographic and accompanying summary document should include the following:

- Describe the rationale behind having a union and the advantages for the workers if a union were to be established.
- Evaluate the primary reasons why employees might be interested in unionization.
- Analyze the key components of the union certification process that would lead toward recognition of the union through an NLRB election.
- Develop and present the workers with anticipated company actions that could be expected to combat unionization in the workplace.

Requirements:

- Construct an infographic.
- Write a three-page summary analysis discussing the Infographic, or about 900 words, not including the required title and references pages.
- Your summary must be properly cited and formatted according to the CSU Global Writing Center.
- Include a formal references page. This is an individual assignment; however, you should reflect on our discussion forums and incorporate ideas from there, as appropriate.
- You must support your analysis with at least four or six scholarly references, which can include resources from this course. The CSU-Global Library is a good place to find sources as well. You cannot use Wikipedia or any CSU Global assignment. If you wish to use more sources, you must use credible sources. For this assignment, a credible source is defined as:

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- a government-based website or publication, or
- a trade or industry journal article, publication, or website, including those from trade organizations such as SHRM.org and TD.org.

Module 5

Readings

- Fortin, B. C., Doucet, O., & Hennebert, M. (2018). The role of management and trade union leadership on dual commitment: The mediating effect of the workplace relations climate. *Human Resource Management Journal*, 28(3), 462–478. <https://doi-org.csuglobal.idm.oclc.org/10.1111/1748-8583.12191>
- Newman, A., Cooper, B., Holland, P., Miao, Q., & Teicher, J. (2019). How do industrial relations climate and union instrumentality enhance employee performance? The mediating effects of perceived job security and trust in management. *Human Resource Management*, 58(1), 35–44. <https://doi-org.csuglobal.idm.oclc.org/10.1002/hrm.21921>
- Pulliam, M. S. (2019/2020, Winter). The exploitation of labor and other union myths. *Independent Review*, 24(3), 409–431.

Discussion (25 points)

Critical Thinking (90 points)

Choose one of the following two assignments to complete this week. Do not do both assignments. Identify your assignment choice in the title of your submission.

OPTION #1: Improving Union-Management Collaboration

The changing nature of work has caused companies and unions to evaluate their philosophies about how they interact with one another. Adversarial relationships between companies and unions are being reshaped by economic forces that make it necessary to improve collaboration in order to achieve mutual success. The need to transform organizations through employee involvement, technology, flexibility in work processes, and high-performance work organizations are driving companies and unions toward new ways of collaborating and negotiating to reach mutual goals that benefit all parties.

Given this background, choose an actual organization or company that is unionized with a well-known union, and conduct an analysis that addresses the following:

- Select a large company that is unionized with a well-known union, preferably one that has a solid reputation for strong collaboration with the union. Provide a brief summary about the company and the union that you have selected.
- Analyze the collaborative nature of the relationship between the company and the union in four areas: (1) mutual goals, (2) communication practices, (3) workplace processes, and (4) employee engagement.

- Evaluate one major benefit and one major challenge that influences the nature of their collaborative relationship.
- Finally, as a HR professional, develop two recommendations where the HR team can facilitate improvements to collaborative efforts between the company and the union.

Requirements:

- Write a 5-7 page paper, or about 1500-2100 words, not including the required title and reference pages.
- Your paper must be properly cited and formatted according to CSU Global Writing Center.
- This is an individual paper; however, you should reflect on our discussion forums and incorporate ideas from there, as appropriate.
- You must support your analysis with at least four to six scholarly references, which can include resources from this course. The CSU Global Library is a good place to find sources as well. You cannot use Wikipedia or any CSU Global assignment. If you wish to use more sources, you must use credible sources. For this assignment, a credible source is defined as:
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OPTION #2: Encouraging Labor-Management Partnerships

In recent years, we have seen a rise in labor-management partnerships, where organizations involve employees and union leaders in organizational decision making beyond the traditional collective bargaining process. These efforts are aimed at creating a better climate to reduce disputes and improve organizational effectiveness.

You are the leader of an HR team in a large unionized healthcare organization. You have been tasked with the responsibility to develop a proposal that will be presented jointly to your organization's leaders and the union's leaders. The proposal would address the potential benefits and challenges that a labor-management partnership would have on relationships, the workplace culture, and mutual success. Given this information, create a slide presentation, with talking points for each slide, that includes the following components:

- Describe the history and nature of labor-management partnerships.
- Analyze at least three reasons why a labor-management partnership might be mutually beneficial for organizations and unions to embrace.
- Assess at least three challenges and/or barriers that are associated with establishing a labor-management partnership.
- Finally, as an HR professional, develop two recommendations where the human resources team could contribute to change management strategies if the implementation of a labor-management partnership were to proceed.

Requirements:

- Develop a 10-12 slide presentation, not including the required title and reference slides.
- You must include on each slide a minimum of two paragraphs of notes, within the speaker's note section.
- To enhance readability by preventing clutter--realizing this is a slide presentation for leadership--use bullet points on your slides.
- You may use PowerPoint or another slide presentation tool.
- Your presentation must be properly cited and formatted according to the CSU Global Writing Center.
- Include a formal references slide. This is an individual presentation; however, you should reflect on our discussion forums and incorporate ideas from there, as appropriate.
- You must support your analysis with at least four to six scholarly references, which can include resources from this course. The CSU Global Library is a good place to find sources. You cannot use Wikipedia or any CSU Global assignment. For this assignment, a credible source is defined as:
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 - a government-based website or publication, or
 - a trade or industry journal article, publication, or website, including those from trade organizations such as SHRM.org and TD.org.

Module 6

Readings

- Nussbaum, K. (2019). Unions and democracy. *Labor Studies Journal*, 44(4), 365–372. <https://doi-org.csuglobal.idm.oclc.org/10.1177/0160449X19890523>
- Rogers, S. E., Eaton, A. E., Voos, P. B., Chang, T. F. H., & Valenzuela, M. A. (2019). Assessing employee support during union organizing campaigns. *Labor Studies Journal*, 44(4), 285–313. <https://doi-org.csuglobal.idm.oclc.org/10.1177/0160449X18803694>
- Uetracht, M., & Eidlin, B. (2019). U.S. Union revitalization and the missing “militant minority.” *Labor Studies Journal*, 44(1), 36–59. <https://doi-org.csuglobal.idm.oclc.org/10.1177/0160449X19828470>

Discussion (25 points)

Critical Thinking (90 points)

Choose one of the following two assignments to complete this week. Do not do both assignments. Identify your assignment choice in the title of your submission.

OPTION #1: Union Employees and Due Process

Browning Department Stores is a large national retail chain with 2,000 stores located in 25 states in the United States. The corporate office for Browning is based in Phoenix, Arizona, which houses a centralized Human Resources (HR) Department. There are HR managers based in regional areas that handle local employee relations matters. All of the regional stores are unionized. The collective bargaining agreement applies to all locations and contains a formal grievance process.

Bob Johnson has been a stockroom employee at Browning for one year with a clean record and good performance. However, on Monday morning his supervisor, John Mack, noticed that Bob was not himself. His appearance was disheveled, his eyes were bloodshot, and his speech was slurred, and there was a suspicious smell on his breath. John immediately took Bob into the back room, questioned him, and determined that Bob was impaired. John suspended Bob without pay pending investigation and sent him home. An hour later, John received a visit from the Union Steward with a grievance on Bob's behalf. The Union Steward cited supervisor violations due to the lack of union representation in the meeting (Weingarten rights) and noted the inappropriate suspension from work that occurred without pay. As the HR manager for the region, you just received a phone call from the supervisor, John Mack, advising you of the situation. You immediately drive to the store location to investigate and meet with the parties.

Given this scenario, write an analysis that addresses the following:

- Describe the purpose of a grievance process and the stages of a typical grievance process that might be found in a collective bargaining agreement between the company and the union.
- Analyze how you would approach the situation with the supervisor and the union steward at the initial stage of the grievance process. Identify issues relevant to the situation and provide recommendations for actions that should be taken.
- Assuming that the grievance is escalated to the second stage of the grievance process, evaluate: (a) the role of a union-management committee, (b) who would typically be included on the committee, (c) arguments that could be presented from both sides, and (d) options that the committee might discuss to resolve the grievance.
- Assuming the options presented are not acceptable to either side, pretend that the grievance is advanced to the third stage of the process. Then, recommend and discuss two strategies that might be considered using alternate dispute-resolution methods.

Requirements:

- Write a 4-6 page paper, or about 1200-1800 words, not including the required title and reference pages.
- Your paper must be properly cited and formatted according to the CSU Global Writing Center.
- This is an individual paper; however, you should reflect on our discussion forums and incorporate ideas from there, as appropriate.
- You must support your analysis with at least four to six scholarly references, which can include resources from this course. The CSU Global Library is a good place to find sources as well. You cannot use Wikipedia or any CSU Global assignment. For this assignment, a credible source is defined as:
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OPTION #2: Union Contracts and Management Rights

Anchor Products is a well-known company in the food industry. The company has more than 150 locations and manufactures popular dairy, ice cream, and chocolate products for consumers. Each location has a dedicated HR Manager who works closely with the Plant Manager, supervisors, and the corporate HR Department, which is located in Cleveland, Ohio. All of the hourly workers at the plant locations are represented by the United Food & Commercial Workers (UFCW) Union. The workers are primarily production, maintenance, and warehouse employees.

Mike Shores has been the Maintenance Supervisor for two years. As former military, he runs a tight ship, and his crew of electricians, mechanics, and welders know that he expects excellence in their work. Mike has been under a great deal of pressure over the past six months from the Operations Manager to service machinery and to speed up production output.

Under stress, Mike has been unhappy with the performance of his crew and has let them know it, thereby causing a great deal of ongoing conflict. Yesterday, the Union Steward presented Mike with a grievance stating that he violated terms and conditions outlined in the collective bargaining agreement. Specifically, the grievance accuses Mike of performing bargaining unit work on the machines, contracting with outside subcontractors, and bypassing seniority requirements for overtime assignments. Today, Mike is standing in the doorway to your office with the grievance in hand asking for your support to deny the grievance based on the management rights clause in the contract.

Given this scenario, write an analysis that addresses the following:

- Describe the purpose of a grievance process and the stages of a typical grievance process that might be found in a collective bargaining agreement between the company and the union.
- Analyze how you would approach the situation with the supervisor and the Union Steward at the initial stage of the grievance process. Identify two issues relevant to the situation and provide two recommendations for actions that should be taken.
- Assuming that the grievance is escalated to the second stage of the grievance process, evaluate: (a) the role of a union-management committee, (b) who would typically be included on the committee, (c) two arguments that could be presented by the union and two arguments that could be presented by the company, and (d) two options that the committee might discuss to resolve the grievance.
- Assuming the options presented are not acceptable to either side, pretend that the grievance is advanced to the third stage of the process. Then, recommend and discuss two strategies that might be considered using alternate dispute-resolution methods.

Requirements:

- Write a 4-6page paper, or about 1200-1800 words, not including the required title and reference pages.

- Your paper must be properly cited and formatted according to CSU Global Writing Center.
- This is an individual paper; however, you should reflect on our discussion forums and incorporate ideas from there, as appropriate.
- You must support your analysis with at least four to six scholarly references, which can include resources from this course. The CSU Global Library is a good place to find sources. For this assignment, a credible source is defined as:
 - a scholarly or peer-reviewed journal article,
 - a government-based website or publication, or
 - a trade or industry journal article, publication, or website, including those from trade organizations such as SHRM.org and TD.org.

Portfolio Milestone (50 points)

Note: Portfolio Milestones are due during the weeks they are assigned; however, Milestones may be submitted up to 7 days after the due date with no penalty and up to 14 days after the due date with a 10% penalty.

OPTION #1 & #2:

For this Milestone, provide a two- to four-page annotated bibliography of at least five peer-reviewed academic references that you will utilize in your Portfolio Project. (You are completing the same option of Milestone this week as you did for your first Milestone in Week 3.)

Following the citation for each reference, present a one-paragraph summary that describes the highlights of the content of the source. The summary of each of your sources should also include specific information that you will utilize in your Portfolio Project.

For a complete description of the Portfolio, review the Portfolio Project Assignment in Module 8 or under Assignments and the Portfolio Project grading rubric. Be sure to touch base with your instructor if you have any questions or concerns about this assignment.

Requirements:

- Format your paper according to the CSU Global Writing Center.
- The CSU Global Library is a good place to find these sources. You cannot use Wikipedia or any CSU Global assignment. For this assignment, a credible source is defined as:
 - a scholarly or peer-reviewed journal article,
 - a government-based website or publication, or
 - a trade or industry journal article, publication, or website (including those from trade organizations, such as SHRM.org and TD.org).

Module 7

Readings

- Hodges, A. C. (2018). Employee voice in arbitration. *Employee Rights & Employment Policy Journal*, 22(2), 235-257.
- Linker, I. S. (2019). Sixth Circuit again rules that CBA did not provide for lifetime retiree healthcare benefits. *Employee Relations Law Journal*, 44(4), 96–102.
- Saundry, R., Bennett, T., & Wibberley, G. (2018). Inside the mediation room -- efficiency, voice and equity in workplace mediation. *International Journal of Human Resource Management*, 29(6), 1157–1177. <https://doi-org.csuglobal.idm.oclc.org/10.1080/09585192.2016.1180314>

Discussion (25 points)

Module 8

Readings

- Avendaño, A. (2018). Sexual harassment in the workplace: Where were the unions? *Labor Studies Journal*, 43(4), 245–262. <https://doi-org.csuglobal.idm.oclc.org/10.1177/0160449X18809432>
- Butler, P., & Tregaskis, O. (2018). Distributed leadership and employee cynicism: Trade unions as joint change agents. *Human Resource Management Journal*, 28(4), 540–554. <https://doi-org.csuglobal.idm.oclc.org/10.1111/1748-8583.12199>
- Kaur, G., & Sharma, R. R. K. (2019). Linkages between culture (national, organizational and professional) and total reward expectation of employees: A conceptual framework. *IUP Journal of Organizational Behavior*, 18(4), 25–49.

Discussion (25 points)

Portfolio Project (275 points)

Choose one of the following two assignments to complete this week. Do not do both assignments. Identify your assignment choice in the title of your submission.

OPTION #1: Management Perspectives for Collective Bargaining

Although union membership percentages have dramatically declined, there are still thousands of employees and businesses that strive to be productive within a union environment. Some past negotiations have been adversarial, such as the Communication Workers of America in negotiations with Verizon and AT&T, while others have been positive, such as the United Auto Workers in negotiations with Ford Motor Company, and the unions that negotiate with Southwest Airlines. As an HR professional, you may be engaged in a contract negotiation process.

For your final Portfolio Project, identify an existing company, or create your own, that you wish to represent as the Vice President of Human Resources. You will be the chief spokesperson on behalf of the company for its upcoming labor contract negotiations, and therefore, you must develop the strategic plan for negotiations from the perspective of the company.

With that as the background, develop a slide presentation, along with talking points for each slide, for the company's CEO and Board of Directors. The presentation will inform them of your strategic plan and will include graphics, illustrations, charts, tables, or other visuals that engage and appeal to the audience.

Your strategic plan should address the following components:

- Provide a brief overview of the company you selected (or created) and the union that will be involved in contract negotiations.
- Analyze the issues, both economic and non-economic, that are most likely to be on the table for contract negotiations, including the potential monetary and non-monetary costs associated with each issue. You may want to research and consider recent examples of contract negotiations between other organizations and unions when identifying and analyzing potential issues.
- Assess best practices for fostering a win/win climate with the union both prior to and during negotiations, including relationship-building, negotiating tactics, etiquette at the bargaining table, and desired outcomes on behalf of the company.
- Develop a three-point contingency plan for ensuring potential continuity of operations and the safety of existing nonunion employees in the unlikely event of a strike.
- Finally, discuss and evaluate how successful negotiations and the ratification of a 4-year collective bargaining agreement would impact the company's culture, the non-unionized employees, and the future working relationship between the company and the union.

Requirements:

- Develop a 15-20 slide presentation, not including the required title and reference slides.
 - You must include on each slide a minimum of two paragraphs of notes, within the Speaker's note section.
 - To enhance readability by preventing clutter--realizing this is a slide presentation for leadership--use bullet points on your slides.
- You may use PowerPoint or another tool.
- Your presentation must be properly cited and formatted according to the CSU Global Writing Center.
- This is an individual presentation; however, you should reflect on our discussion forums and incorporate ideas from there, as appropriate.
- You must support your analysis with at least 10-12 scholarly references which can include resources from this course. The CSU Global Library is a good place to find sources. You cannot use Wikipedia or any CSU Global assignment. For this assignment, a credible source is defined as:
 - a scholarly or peer-reviewed journal article,
 - a government-based website or publication, or
 - a trade or industry journal article, publication, or website, including those from trade organizations such as SHRM.org and TD.org.

OPTION #2: Union Perspectives for Collective Bargaining

Unions dependably continue to bargain in good faith with organizations on behalf of the workers they represent. Some organizations that unions negotiate with are resistant to the efforts of unions and can be adversarial in nature. Other organizations have adopted a more collaborative stance and desire strong union-management relationships that advance the success of mutual goals for the best interests of all parties involved.

For your final Portfolio Project, identify an existing union, or create your own, that you wish to represent as the union business agent. You will be the chief spokesperson on behalf of the union for upcoming labor contract negotiations, and therefore, you must develop the strategic plan for negotiations from the perspective of the union. It will be imperative that you identify worker/member needs and issues to represent them at the bargaining table.

With that as the background, develop an informational brochure to be distributed to the union members in order to inform them of your strategic plan for negotiations. The brochure will include graphics, illustrations, charts, tables, or other visuals that engage and appeal to the audience. Your informational brochure for the union members should address the following components:

- Provide a brief overview of the union you selected (or created) and the company that the union will be negotiating with during the contract negotiations.
- Analyze the issues, both economic and non-economic, that are of utmost importance in the minds of the union membership and that will be put on the table for negotiation, including the potential monetary and non-monetary costs associated with each issue. You may want to research and consider recent examples of contract negotiations between other organizations and unions when identifying and analyzing potential issues.
- Assess best practices for fostering a win/win climate with the company you will be negotiating with, both prior to and during negotiations, including relationship building, negotiating tactics, etiquette at the bargaining table, and desired outcomes on behalf of the union.
- Develop a three-point strike plan in the unlikely event that agreement cannot be reached through negotiations, including the channels of communications that will be provided to the union membership.
- Finally, discuss and evaluate how successful negotiations and the ratification of a 4-year collective bargaining agreement would impact the credibility of the union, benefit the bargaining unit employees, and improve the future working relationship between the union and the company.

Requirements:

- Your informational brochure should be 12-15 pages in length, or about 3600-5000 words, not including the required title and reference pages. You should include graphics, illustrations, charts, tables, or other visuals in your informational brochure to visualize your strategies and appeal to your audience.
- Your content must be properly cited and formatted according to the CSU Global Writing Center.

- This is an individual assignment; however, you should reflect on our discussion forums and incorporate ideas from there, as appropriate.
- You must support your analysis with at least 10-12 scholarly references, which can include resources from this course. The CSU Global Library is a good place to find these sources. You cannot use Wikipedia or any CSU Global assignment. If you wish to use more sources, you must use credible sources. For this assignment, a credible source is defined as:
 - a scholarly or peer-reviewed journal article,
 - a government-based website or publication, or
 - a trade or industry journal article, publication, or website, including those from trade organizations such as SHRM.org and TD.org.

COURSE POLICIES

Grading Scale	
A	95.0 – 100
A-	90.0 – 94.9
B+	86.7 – 89.9
B	83.3 – 86.6
B-	80.0 – 83.2
C+	75.0 – 79.9
C	70.0 – 74.9
D	60.0 – 69.9
F	59.9 or below

Graduate Course Grading	
20%	Discussion Participation
45%	Critical Thinking Assignments
35%	Final Portfolio Project

IN-CLASSROOM POLICIES

For information on late work and incomplete grade policies, please refer to our [In-Classroom Student Policies and Guidelines](#) or the Academic Catalog for comprehensive documentation of CSU Global institutional policies.

Academic Integrity

Students must assume responsibility for maintaining honesty in all work submitted for credit and in any other work designated by the instructor of the course. Academic dishonesty includes cheating, fabrication, facilitating academic dishonesty, plagiarism, reusing /re-purposing your own work (see CSU Global Library page for Citing & APA Resources and Avoiding Common Plagiarism Mistakes for percentage of repurposed work that can be used in an assignment), unauthorized possession of academic materials, and unauthorized collaboration. The CSU Global Library provides information on how students can avoid plagiarism by understanding what it is and how to use the Library and Internet resources.

Citing Sources with APA Style

All students are expected to follow APA format for all assignments. For details, please review the APA guidelines within the CSU Global Writing Center. A link to this resource should be provided within most assignment descriptions in your course.

Disability Services Statement

CSU Global is committed to providing reasonable accommodations for all persons with disabilities. Any student with a documented disability requesting academic accommodations should contact the Disability Resource Coordinator at 720-279-0650 and/or email ada@CSUGlobal.edu for additional information to coordinate reasonable accommodations for students with documented disabilities.

Netiquette

Respect the diversity of opinions among the instructor and classmates and engage with them in a courteous, respectful, and professional manner. All posts and classroom communication must be conducted in accordance with the student code of conduct. Think before you push the Send button. Did you say just what you meant? How will the person on the other end read the words?

Maintain an environment free of harassment, stalking, threats, abuse, insults or humiliation toward the instructor and classmates. This includes, but is not limited to, demeaning written or oral comments of an ethnic, religious, age, disability, sexist (or sexual orientation), or racist nature; and the unwanted sexual advances or intimidations by email, or on discussion boards and other postings within or connected to the online classroom. If you have concerns about something that has been said, please let your instructor know.