

Saint Leo University

**MGT 441
Labor Relations**

Course Description:

This course is a study of conflict resolution in public and private institutions. Procedures, agencies, legal framework, and major economic issues involved in labor management relations. Emphasis is placed on problems of negotiating and implementing a collective bargaining agreement.

Prerequisite:

MGT 331

Textbook:

Fossum, J.A. (2015). *Labor relations: Development, structure, process* (12th ed.). New York: McGraw-Hill/Irwin. ISBN-13: 978-0-07-786247-3

Learning Outcomes:

Upon completion of the course, you will be able to:

1. Describe the evolution and scope of collective bargaining and its impact on our society.
2. Identify the roles of labor, management, and government in the bargaining process.
3. List the steps in forming a union and identify ethical practices allowed by law.
4. Discuss the basic elements of a company/union contract to ensure excellence.
5. Apply negotiating techniques to labor and management relationships.
6. Recognize the steps in the grievance process to ensure fairness and contract compliance.
7. Understand global implications of labor relations through international organizations.

Assessment of the Learning Outcomes:

Course Learning Outcome	Assessment Method
1	Assignment Modules 1 and 2; Discussion Module 1; Midterm Exam; Project Paper
2	Discussion Module 2; Midterm Exam; Project Paper
3	Assignment Module 3; Discussion Module 3; Midterm Exam
4	Assignment Module 4; Discussion Module 4; Midterm Exam; Project Paper
5	Assignment Modules 5 and 6; Discussion Modules 5 and 6; Project Paper
6	Assignment Modules 6 and 7; Discussion Modules 6 and 7; Final Exam
7	Assignment Modules 1 - 8; Discussion Modules 7 and 8; Final Exam; Project Paper

Core Value:

Students are expected to be mindful of the Benedictine core values of Saint Leo University when submitting work, interviewing outside resources, and working in groups. The study and practice of Labor Relations is founded on building unity and interdependence between groups within the organization. The discussions and writings should offer meaningful insight as to how implementation of appropriate methods have been employed or may be employed leading to the enhancement of socially responsible business practices. The Saint Leo University core value of community will be incorporated throughout this course with expectation of utilization within all student submissions and is defined as follows:

Community: Saint Leo University develops hospitable Christian learning communities everywhere we serve. We foster a spirit of belonging, unity and interdependence based on mutual trust and respect to create socially responsible environments that challenge all of us to listen, to learn, to change, and to serve.

Evaluation:

Final grades for this course will be determined as follows:

Item	% of Final Grade
Assignments (5 @ 6%each)	30%
Discussions (8 @1.75% each)	14%
Midterm Exam	18%
Final Exam	18%
Project Paper	20%
Total	100%

Assignments: Students will complete and submit five module assignments, which consist of substantive written responses to a variety of questions pertaining to topics covered in the assigned modules. Details will be provided in the modules in which these are assigned.

Discussions:

During each module, students are required to participate in discussions. On each module’s Discussion Board, students will address the posted question with a formal entry of no more than 200 words and include references. Each student must also post substantive responses to at least two classmates’ postings.

Exams: Students will complete a Midterm Exam during Module 4 covering materials from Modules 1-4, and a Final Exam during Module 8 covering materials from Modules 5-8. These exams will consist of multiple-choice and short-answer questions.

Project Paper: Students will complete an in-depth analysis of a current labor event in one of the following countries: China, Hong Kong, France, England/UK, Germany, or Mexico Pick a single specific topic of labor relations to evaluate, such as strikes, formation, impasse resolution, etc. Pick one of the listed countries to investigate how the chosen labor relations topic is complied with or handled in that country.

Your paper will be in APA style and in Microsoft Word (.doc or.docx) or rich text format (.rtf), and it will be 5-7 pages in length not including a title page or reference page and any graphics chosen. You must include references to articles or news events discussed as well as at least three additional references to include the text. Refer to the rubric on the next page for grading criteria. Detailed instructions and scoring rubric are located in Module 5.

Grading Scale

Grade	Score (%)
A	94-100
A-	90-93
B+	87-89
B	84-86
B-	80-83
C+	77-79
C	74-76
C-	70-73
D+	67-69
D	60-66
F	0 - 59

Module 1 Introduction to Labor Relations

- Objectives**
- When you complete this module, you should be able to:
- Explain the role of unions in the workplace.
 - Analyze why workers from the past to the present unionize.
 - Examine the transformation in Industrial Relations Systems.

Assignments

Items to be Completed:	Due No Later Than:
Post introduction to the class	Thursday 11:59 PM EST/EDT
Read Chapters 1 and 2	
Post initial response to discussion question	Thursday 11:59 PM EST/EDT
Post responses to at least two classmates	Sunday 11:59 PM EST/EDT
Submit Assignment 1	Sunday 11:59 PM EST/EDT

Module 2 Union Structure, Membership, and Organizing Campaigns

- Objectives**
- When you complete this module, you should be able to:
- Analyze the relationship between the union structure and government.
 - Summarize the federal labor laws.
 - Define the union unfair labor practices.

Assignments

Items to be Completed:	Due No Later Than:
Read Chapters 3, 4, and 5	
Post initial response to discussion question	Thursday 11:59 PM EST/EDT
Post responses to at least two classmates	Sunday 11:59 PM EST/EDT
Submit Assignment 2	Sunday 11:59 PM EST/EDT

Module 3 Introduction to Bargaining

- Objectives**
- When you complete this module, you should be able to:
- Explain the procedural steps of union organizing and the role the NLRB plays in determination of an appropriate bargaining unit.
 - Discuss general organizing campaign rules/restrictions and how they apply in real world situations.
 - Explore the structure and environment in which collective bargaining occurs.
 - Apply wage and benefit issues in the system of bargaining.

Assignments

Items to be Completed:	Due No Later Than:
Read Chapters 6, 7, and 8	
Post initial response to discussion question	Thursday 11:59 PM EST/EDT
Post responses to at least two classmates	Sunday 11:59 PM EST/EDT
Submit Assignment 3	Sunday 11:59 PM EST/EDT

Module 4**Wage and Non-Wage Issues in Bargaining****Objectives**

When you complete this module, you should be able to:

- Define the three major criteria considered for wage demands.
- Differentiate a non-monetary benefit issue from a non-wage issue in collective bargaining.
- Examine non-wage issues mandatory in the bargaining process.
- Understand the different levels of union security allowed and how they affect the negotiated contract.

Assignments

Items to be Completed:	Due No Later Than:
Complete bargaining exercise (recommended)	
Read Chapters 9 and 10	
Review FCMS and NLRB websites (recommended)	
Post initial response to discussion question	Thursday 11:59 PM EST/EDT
Post responses to at least two classmates	Sunday 11:59 PM EST/EDT
Complete Midterm Exam	Sunday 11:59 PM EST/EDT

Module 5**Contract Negotiations and Impasse Resolution****Objectives**

When you complete this module, you should be able to:

- Explain the process of negotiation preparations for management and labor.
- Understand the negotiation process and how the different roles can influence a negotiated outcome.
- Define impasses and their resolutions in the negotiations process.
- Explain the allowable forms of strike and labor tactics for persuasive bargaining, as well as allowable management responses.

Assignments

Items to be Completed:	Due No Later Than:
Read Chapters 11 and 12	
Review labor history timelines (recommended)	
Post initial response to discussion question	Thursday 11:59 PM EST/EDT
Post responses to at least two classmates	Sunday 11:59 PM EST/EDT
Review steelworkers Supreme Court cases (recommended)	
Submit Assignment 4	Sunday 11:59 PM EST/EDT
Begin working on Project Paper	Sunday 11:59 PM EST/EDT of Module 7

Module 6**Union Avoidance Strategies and Union-Management Cooperation****Objectives**

When you complete this module, you should be able to:

- Identify the methods management may utilize to discourage union organization.
- Explain integrative bargaining and describe the different techniques utilized for cooperative negotiation.

Assignments

Items to be Completed:	Due No Later Than:
Read Chapter 13 and review Chapter 7	
Post initial response to discussion question	Thursday 11:59 PM EST/EDT
Post responses to at least two classmates	Sunday 11:59 PM EST/EDT
Submit Assignment 5	Sunday 11:59 PM EST/EDT
Continue working on Project Paper	Sunday 11:59 PM EST/EDT of Module 7

Module 7**Contract Administration and Grievance Arbitration****Objectives**

When you complete this module, you should be able to:

- Describe the common issues faced and how the duty to bargain extends to contract administration.
- Explain the steps of the grievance procedure.
- Understand the process of grievance arbitration.

Assignments

Items to be Completed:	Due No Later Than:
Read Chapters 14 and 15	
Post initial response to discussion question	Thursday 11:59 PM EST/EDT
Post responses to at least two classmates	Sunday 11:59 PM EST/EDT
Submit Project Paper	Sunday 11:59 PM EST/EDT

Module 8**Review and Final Exam****Objectives**

When you complete this module, you should be able to:

- Discuss methods for creating a more positive work environment.
- Analyze news as reported by various websites regarding recent labor-related events.

Assignments

Items to be Completed:	Due No Later Than:
Review materials from Modules 5-7	
Research NWA strike (recommended)	
Research NLRB on various websites (recommended)	
Post initial response to discussion question	Thursday 11:59 PM EST/EDT
Post responses to at least two classmates	Sunday 11:59 PM EST/EDT
Complete Final Exam	Sunday 11:59 PM EST/EDT