

**MIDSTATE COLLEGE**  
**411 W. NORTHMOOR RD. PEORIA IL 61614**  
**(309) 692-4092      (800) 251-4299**  
**Summer 2012**

**Course number and Name:** MGT 320 Labor Management Relations

**Credit hours:** 4 quarter hours

**Method of Delivery:** Online

**Course Description:**

A study of employer-union-management relationships, including behavioral, economic, social, political, and legal issues. Collective bargaining tactics and dispute settlement are included. The future of the labor movement is also analyzed.

**Prerequisites:** Bus 204 Principles of Management and Bus 340 Organizational Behavior

**Text(s):** The Labor Relations Process, 10<sup>th</sup> Edition

**Author(s):** William H. Holley Jr. Kenneth M. Jennings, Roger S. Wolters

**Publisher:** Thomson / Southwest

**Materials needed for this course:**

Hardware/Software and Equipment:

Microsoft PowerPoint

Microsoft Word

Microsoft Excel (depends on project you choose)

Skype (free download from [www.skype.com](http://www.skype.com))

WebCam with built-in microphone (Recommend Logitech HD Webcam C310)

WebCam software (Used for recording video) Logitech Webcam Software recommended.

Students are required to show their driver's license or state issued identification during "live" oral presentation.

**Topics:**

1. Setting the Stage
  - a. Organized Labor and Management Community: An Overview
2. The Environmental Framework
  - a. The Historical Framework
  - b. The Legal Framework
  - c. Union Behavior: Structure, Government, and Operation
3. Collective Bargaining
  - a. At the Bargaining Table
  - b. Grievances and Arbitration
  - c. Wage Issues under Collective Bargaining
  - d. Economic Supplements under Collective Bargaining
  - e. Institutional Issues under Collective Bargaining
  - f. Administrative Issues under Collective Bargaining

**Learning Objectives:**

1. Investigate and debate the main developments of the labor movement and summarize their effects on modern labor management relations.

2. Critique the legal aspects of labor management relations and the impact on collective bargaining.
3. Design an effective union management contract.
4. Hypothesize the frustrations and obstacles that employees and management may experience during the collective bargaining process.
5. Research the current labor management situation in the United States and explain the future direction of the labor movement.
6. Analyze case studies and make suggestions to management or labor to increase their effectiveness.

**Midstate Grading scale:**

90 - 100	A
80 - 89	B
70 - 79	C
60 - 69	D
0 - 59	F

**Midstate Plagiarism Policy:**

Plagiarism is using another person's words without giving credit to the author. Original speeches, publications, and artistic creations are sources for research. If students use the author's words in a paper or assignment, they must acknowledge the source.

Plagiarism is strictly against the academic policy of the college and is grounds for failing the course. If repeated, plagiarism may result in suspension from the college. (See the Midstate College catalog and/or Student Handbook for additional information.)

In courses containing writing assignments, the college promotes the use of an electronic resource which compares the student's writing against previously submitted papers, journals, periodicals, books, and web pages. Students and instructors can use this service to reduce the incidence of plagiarism. This electronic resource has been found to conform to legal requirements for fair use and student confidentiality. It is able to provide a report to the student indicating the parts of the assignment that match.

**Instructor:** Sheryl Kristensen  
Room: 210  
Telephone: (309) 692-4092 ext 1221  
Fax: (309) 692-3893  
E-mail: [skristensen@midstate.edu](mailto:skristensen@midstate.edu)  
Office hours: Monday 8:00 pm – 9:00 pm and by request

**Participation Requirements:**

It is expected that students will participate in the weekly class activities. Specific information regarding course requirements will be provided in the online class.

**Policies and Procedures:**

Attendance is expected. All assignments must be submitted by the established Midstate College eLearning schedule. Notify the instructor if you are struggling with coursework or other issues that affect your ability to submit work on time. Discussions require students to submit an original post as well as respond to at least one classmate's post.

**Policies and Procedures:**

**Methods of Evaluating Student Performance:** The following assignments and activities are outlined in a week-by-week format. All assignments (unless otherwise specified) are due on or before the specified date in which the assignment is given. Late work will not be accepted for any reason, no exceptions. The following schedule indicates the days of the week to be followed in this module:

Day 1	Monday
Day 2	Tuesday
Day 3	Wednesday
Day 4	Thursday
Day 5	Friday
Day 6	Saturday
Day 7	Sunday

**Instructor’s Grading Scale:**

25%	Discussions
10%	Summaries
30%	Case Studies
25%	Team Project

**Discussions:** Students are required to submit an original response to each discussion thread as well as post a response to at least one classmate’s original post. Discussion posts should be thorough and demonstrate proper grammar usage and correct spelling and punctuation. Limited responses such as “I agree” or “Good point” are not acceptable.

**Summaries:** Student must submit a 2-3 paragraph summary summarizing the learning concepts from the readings, assignments, and course discussions each week during week’s 1 – 11 as well as an overall summary during week 12. Please devote the last paragraph to sharing what was most personally important and/or valuable during each week as well as for the course as a whole.

**Case Studies:**

Case studies will be assigned periodically throughout the term. Most of the Case studies are located in the back of the textbook. Case studies are a good way for the student to apply the learned principles to a real world situation.

**Project:**

Students will participate on either a Labor team or a Management team and will participate in a contract negotiation via Skype. The teams will watch Norma Rae, develop a labor contract, develop prebargaining specifications, represent their position in a virtual bargaining session, and complete team member evaluations..

**Week 1**

**Topic: Union Management Relationships**

**Objective:**

1. Recognize the main developments of the Labor movement and summarize their effects on modern Labor, Management relations. (Objective #1).
2. Analyze Case Studies and make suggestions to management or labor to increase their effectiveness (Objective #6).

**Assignment:**

Read Chapter 1 – Union – Management Relationships in Perspective  
Complete Case 1-1 on page 33 of text

**Weekly Summary and Discussions:**

Complete Discussion Question 1  
Complete Discussion Question 2  
Complete Weekly Summary

**Week 2****Topic: Evolution of Labor-Management Relationships****Objective:**

1. Recognize the main developments of the Labor movement and summarize their effects on modern Labor, Management relations. (Objective #1)

**Assignment:**

Read Chapter 2 – Evolution of Labor-Management Relationships  
Complete Case 1.2 on page 33 of text  
Read Project Requirements and Team Assignments (team assignments will be made by the instructor)  
Participate in Skype Test Run

**Weekly Summary and Discussions:**

Complete Discussion #1  
Complete Weekly Summary

**Week 3****Topic: Legal Influences****Objective:**

1. Appraise the legal aspects of Labor, Management relations and its' impact on collective bargaining (Objective #2).
2. Analyze Case Studies and make suggestions to management or labor to increase their effectiveness (Objective #6).

**Assignments:**

Read Chapter 3 – Legal Influences  
Complete Case 3-1 on page 112 of text  
Research Union Management Agreements on the Internet and share with class.

**Weekly Summary and Discussions:**

Complete Discussion Question 1  
Complete Discussion Question 2  
Complete Weekly Summary

**Week 4****Topic: Unions and Management: Key Participants in the Labor Relations Process****Objective:**

1. Recognize the main developments of the Labor movement and summarize their effects on modern Labor, Management relations (Objective #1).
2. Research the current labor management situation in the United States and explain the future direction of the labor market (Objective #5).

**Assignment:**

Read Chapter 4 – Unions and Management: Key Participants in the Labor Relations Process  
Complete Case 4-2 on p. 175  
Continue working on project

**Weekly Summary and Discussion:**

Complete Discussion Question 1  
Complete Discussion Question 2  
Complete Weekly Summary

**Week 5****Topic: How and Why Unions are Organized****Objective:**

1. Design an effective union management contract (Objective #3).

2. Hypothesize the frustrations and obstacles that employees and management may experience during the collective bargaining process (Objective #4).
3. Analyze Case studies and make suggestions to management or labor to increase their effectiveness (Objective #6).

**Assignment:**

Read Chapter 5 – Why and How Unions are Organized  
Complete Case 5-3 on p. 232  
Continue working on project

**Weekly Summary and Discussion:**

Complete Discussion #1  
Complete Weekly Summary

**Week 6**

**Topic: Negotiating the Labor Agreement**

**Objective:**

1. Design an effective union management contract (Objective #3).
2. Hypothesize the frustrations and obstacles that employees and management may experience during the collective bargaining process. (Objective #4).
3. Research the current labor management situation in the United States and explain the future direction of the labor movement (Objective #5).

**Assignment:**

Read Chapter 6 – Negotiating the Labor Agreement  
Complete Case 6-3 on page 286 of the text  
Continue working on project

**Weekly Summary and Discussion:**

Complete Discussion Question #1  
Complete Discussion Question #2  
Complete Weekly Summary

**Week 7**

**Topic: Economic Issues**

**Objective:**

1. Design a workable Union, Management contract (Objective #3).

2. Hypothesize the frustrations and obstacles that employees and management experience during the collective bargaining process (Objective #4).
3. Analyze case studies and make suggestions to management or labor to increase their effectiveness (Objective #6).

**Assignment:**

Read Chapter 7 – Economic Issues  
Complete Case 7-1 on page 333 of the text  
Continue working on project

**Weekly Summary and Discussions:**

Complete Discussion Question #1  
Complete Weekly Summary

**Week 8**

**Topic: Administrative Issues**

**Objective:**

1. Design a workable Union, Management contract (Objective #3).
2. Hypothesize the frustrations and obstacles that employees and management experience during the collective bargaining process (Objective #4).
3. Analyze case studies and make suggestions to management or labor to increase their effectiveness (Objective #6).

**Assignment:**

Read Chapter 8 – Administrative Issues  
Complete Case 8-1 on page 377 of the text  
Submit Team Labor Contract

**Weekly Summary and Discussion:**

Complete Discussion Question #1  
Complete Weekly Summary

**Week 9**

**Topic: Resolving Negotiation (Interest) Disputes and the Use of Economic Pressure**

**Objective:**

1. Design a workable Union, Management contract (Objective #3).

2. Hypothesize the frustrations and obstacles that employees and management experience during the collective bargaining process (Objective #4).
3. Analyze case studies and make suggestions to management or labor to increase their effectiveness (Objective #6).

**Assignment:**

Read Chapter 9 - Resolving Negotiation (Interest) Disputes and the Use of Economic Pressure  
Complete Case 9.5 on page 421  
Work on Prebargaining Worksheet

**Weekly Summary and Discussion:**

Complete Discussion #1  
Complete Weekly Summary

**Week 10**

**Topic: Contract Administration**

**Objective:**

1. Design a workable Union, Management contract (Objective #3).
2. Hypothesize the frustrations and obstacles that employees and management experience during the collective bargaining process (Objective #4).
3. Analyze case studies and make suggestions to management or labor to increase their effectiveness (Objective #6).

**Assignment:**

Read Chapter 10 – Contract Administration  
Complete Case 10-2 on page 463 of the text  
Continue working on Prebargaining Worksheet

**Weekly Summary and Discussion:**

Complete Discussion Question #1  
Complete Weekly Summary

**Week 11**

**Topic: Labor and Employment Arbitration**

**Objective:**

1. Design a workable Union, Management contract (Objective #3).



2. Hypothesize the frustrations and obstacles that employees and management experience during the collective bargaining process (Objective #4).
3. Analyze case studies and make suggestions to management or labor to increase their effectiveness (Objective #6).

**Assignment:**

Read Chapter 11 – Labor and Employment Arbitration  
Complete Case 11.3 on p. 525  
Continue working Prebargaining Worksheet

**Weekly Summary and Discussion:**

Complete Discussion #1  
Complete Weekly Summary

**Week 12**

**Topic: Project**

**Objective:**

1. Design a workable Union, Management contract (Objective #3).

**Assignment:**

Submit Prebargaining Worksheets to Instructor and participate in Skype Negotiation

**Weekly Summary:**

Complete Final Summary  
Complete Course Evaluation

**All statements above are subject to revision at the discretion of the instructor.**