

# The College of New Jersey

School of Business

Course Syllabus

## Employee and Labor Relations – MGT 330 (01)

Fall 2010

**Meeting Schedule:** 12:00pm – 1:50pm, Mondays & Thursdays  
\*classes may be extended to the full slot if needed

**Location:** BB 224

**Instructor:** Waheeda Lillevik, MBA, PhD

**Office:** BB 117

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**E-mail:** [lillevik@tcnj.edu](mailto:lillevik@tcnj.edu)\*\*

**Office Hours:** 10:00am – 11:30am Mondays & Thursdays  
2:00pm – 3:00pm Mondays and by appointment  
\*\*best/primary way to contact the instructor

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### COURSE OBJECTIVES

This course examines labor relations and collective bargaining, focusing on three major processes: union organizing (how labor unions are formed), bargaining (how union contracts are produced), and contract administration (how grievances are resolved). The course looks at how rules of the workplace affecting rank-and-file employees are established and enforced in unionized and non-unionized environments. Both the management and union concerns in the employment management relationship are discussed and evaluated. These areas are prefaced and discussed within the legal, historical, economic, and global environment. The course concludes with prospects for the future. The class sessions and readings provide an introduction to the field to individuals considering careers in labor relations or managing people in a unionized environment. The course adopts a managerial perspective, identifying strategies and practices that preserve the prerogatives of managers while protecting employee rights and needs. This tension is studied in the context of a legal framework and a market economy.

1 Course unit; Prerequisite: MGT 201 or PSY 101

### REQUIRED TEXT

Budd, John W. 2010. *Labor Relations: Striking a Balance*. McGraw-Hill Irwin, Boston. ISBN: 0073530336. The book's website can be found at <http://www.mhhe.com/budd3e>.

Collective Bargaining Simulation: "The Zinnia and Service Workers Local H-56," by John W. Budd, at [www.thezinnia.com](http://www.thezinnia.com).

### EVALUATION OF STUDENT PERFORMANCE

Collective Bargaining Simulation (Group)	35%	(5% Negotiation Plan, 20% Paper + 10% Presentation)
Paired Student Labor Issue Analysis	20%	(10% Two-Page Hand-In + 10% Presentation)
Test I	20%	
Test II	20%	
Peer Evaluation	5%	
TOTAL	100%	

## COURSE SCHEDULE

### **Introduction: Thursday, September 2, 2010**

- Introduction to the course
  - Group Formation: Choose groups of 5-6 for your group assignments in this course. Please submit your group lists (names and student numbers) along with a name you choose for your group to the instructor by the *end* of the class.

### **Week 1: Tuesday, September 7, 2010/Thursday, September 9, 2010**

- Chapter 1: Contemporary Labor Relations

### **Week 2: Monday, September 13, 2010/ Thursday, September 16, 2010**

- Chapter 2: Labor Unions: Good or Bad?

### **Week 3: Monday, September 20, 2010/Thursday, September 23, 2010**

- Chapter 4: Labor Law

### **Week 4: Monday, September 27, 2010/Thursday, September 30, 2010**

- Chapter 5: Labor and Management: Strategies, Structures and Rights
- Paired Student Presentations

### **Week 5: Monday, October 4, 2010/Thursday, October 7, 2010**

- Chapter 6: Union Organizing
- Paired Student Presentations

### **Week 6: Monday, October 11, 2010/Thursday, October 14, 2010**

- Test I
- Chapter 7: Bargaining

### **Week 7: Monday, October 18, 2010/Thursday, October 21, 2010**

- NO CLASS on Monday (Fall Break)

### **Week 8: Monday, October 25, 2010/Thursday, October 28, 2010**

- Chapter 8: Impasses, Strikes and Dispute Resolution
- Zinnia Bargaining Simulation Negotiation Plan due at the *beginning* of class on Thursday
- Paired Student Presentations

### **Week 9: Monday, November 1, 2010/Thursday, November 4, 2010**

- Chapter 9: Contract Clauses and their Administration
- Paired Student Presentations

### **Week 10: Monday, November 8, 2010/Thursday, November 11, 2010**

- Chapter 10: Flexibility and Employee Involvement
- Chapter 11: Globalization
- Time allotted for bargaining simulation (time-permitting)
- Paired Student Presentations

### **Week 11: Monday, November 15, 2010/Thursday, November 18, 2010**

- Chapter 12: Comparative Labor Relations
- Time allotted for bargaining simulation (time-permitting)
- Paired Student Presentations

### **Week 12: Monday, November 22, 2010/Thursday, November 25, 2010**

- TBA
- NO CLASS on Thursday (Thanksgiving Break)

## COURSE SCHEDULE

### Week 13: Monday, November 29, 2010/Thursday, December 2, 2010

- Test II
- Time allotted for bargaining simulation

### Week 14: Monday, December 6, 2010/Thursday, December 9, 2010

- Presentations of the Bargaining Simulation will occur this week
- Discussion and debrief of the group paper will occur
- Peer Evaluation Forms due *by end of class* on Thursday

### Exam Period: Tuesday, December 14, 2010

- Bargaining Papers due *by 5:00pm* in my office (dropbox)

## COURSE ASSIGNMENTS AND REQUIREMENTS

### PAIRED STUDENT LABOR ISSUE ANALYSIS: News and Recent Labor Issues Presentation

Each student is to choose one partner to conduct this mini-case project. Throughout the term, pairs of students are to choose a current labor issue, finding at least two articles about that issue, and discuss and analyze the relevant issues discussed (or perhaps not discussed) in those articles. You will likely need to include additional information and material to round out and support your discussion, which you can place in an attached bibliography. Your team will be able to sign up for a date to present your labor relations issue analysis. You must relate these articles and your analysis to learnings in the text and class. The presenters will stand at the front of the class to present these articles.

Due to time constraints, the case presentation will be limited to a **10-minute minimum and 15-minute maximum** for the presentation and 5 minutes for a question and answer period. For the courtesy of other presenters, there is a penalty of 10% of the mark for each minute that the presentation exceeds the maximum outlined, so please rehearse your presentation in advance. Your presentation should cover ALL the questions you answer in your two-page hand-in (see below).

#### News and Recent Labor Issues Two-Page Hand-In

You and your partner are to prepare a two-page summary of your articles and analysis. It must be written in Arial or Times New Roman, 12 pitch, with 1" margins (single-spaced is acceptable). You may use both sides of the papers if necessary (essentially 4 pages total). Any assignments deviating from these guidelines will not be graded. Please include the following information and structure:

- a brief and accurate summary of the key points of the articles (point form is acceptable)
- articles that are directly related to topics covered in this course and a particular chapter
- answers to the following questions:
  - what is the major Labor Relations function that these articles are affecting?
  - how are the articles related to the subject matter you are studying?
  - who will be most affected by the subject (employees, managers, unions, customers)?
  - why the articles are interesting to management students and/or professionals?
- a copy of the articles themselves with your two-page summary, a separate sheet with a list of your additional bibliography, and a cover sheet with your and your teammate's full names and student numbers.

## COURSE ASSIGNMENTS AND REQUIREMENTS

### News and Recent Labor Issues Two-Page Hand-In (continued)

Overall, please make sure that you choose a strong labor relations topic/area that enables you to present a rich discussion of labor issues. If you need to do any background research for your chosen articles, please do so this will strengthen your presentation and paper. In addition, please make sure that it is professional and easy to read and understand. This two-page hand-in must be handed to the instructor prior to your presentation, on the day that your team presents your articles.

### TESTS

Test I will be held on **Monday, October 11, 2010** in class, covering weeks 1 through 5 (including the individual presentations). Test II will be held on **Monday November 29, 2010**, in class, covering weeks 7 through 12. It is imperative that you attend these tests since there will be no other alternative dates to write a make-up test. They are closed-book tests covering the chapters and any other material covered in the respective weeks. The format will be either or a combination of multiple choice, short answer or case questions. Further details will be discussed in class as the date nears. You will be advised of the format prior to the test dates.

### COLLECTIVE BARGAINING SIMULATION

A collective bargaining simulation in which small groups of union and management teams negotiate the terms of a new collective bargaining agreement using "The Zinnia and Service Workers Local H-56." This exercise is on the Web at [www.thezinnia.com](http://www.thezinnia.com). An initial bargaining session must take place no later than **Monday November 1, 2010**. Before this meeting, each team must construct a negotiation plan. Each negotiation plan should include a bargaining agenda which contains the team's threat point (i.e., the minimum [maximum] acceptable contract changes the union [company] would accept without a strike) and also what the team reasonably hopes to settle for. Both economic and noneconomic items should be included in the agenda. Blank templates are available on the exercise's website. Costs should be estimated for the economic items in the packages. These bargaining agendas are not binding during negotiations, but are used to facilitate preparation. To help with costing various proposals, an Excel spreadsheet is available on the website. Each team must submit their negotiation plan to the instructor by **Thursday, October 28, 2010** (week 8). The strike deadline is 11:59 p.m. on **Monday, November 22, 2010** (week 12). Any pair of groups that does not complete an agreement by 48 hours before the deadline must seek mediation from the instructor. Failure to mediate and/or failure to reach agreement by the deadline will result in a grade of C for the exercise for both teams and their members.

#### Group Paper

The written portion should be no more than 15 typed pages (of text), double spaced. You must use Times New Roman or Arial font, with 1" margins on each page. You may have up to 5 appendices. Title pages, table of contents, and references may be placed on additional pages to the ones listed above (outside of the 15 pages of text, and they may be single-spaced). Citation (whether in-line citation, footnotes, or endnotes) all comprise part of your 15 pages. For format please consult the TCNJ School of Business Writing guide. For proper citation and referencing please use proper APA style, further information can be found here: [http://owl.english.purdue.edu/handouts/research/r\\_apa.html](http://owl.english.purdue.edu/handouts/research/r_apa.html). Please remember that failure to cite others' work is plagiarism, and this will be handled accordingly. **Any assignments deviating from these guidelines will not be graded.**

#### Group Presentation

Your group will prepare and deliver a presentation to the class based on the findings of your group assignment, in class **during week 14**. The instructor will reveal the presentation schedule closer to the presentation date(s). Your presentation should include a brief overview of all the elements of the group paper, including a discussion of your initial & desired settlements, as well as the final contract.

## COURSE ASSIGNMENTS AND REQUIREMENTS

### Group Presentation (continued)

Due to time constraints, the presentation is to be no longer than 20 minutes in length, with a maximum of 10 minutes for questions and answers following the presentation. You may choose to have all group members present, or just one or two members; it's up to you, but keep in mind the length of time you have to complete your presentation. As a courtesy to other presenters, your group may not exceed the allotted time for your presentations, as time penalties will be imposed.

**Late papers will be penalized 20% per part/full day.**

### PEER EVALUATION

Thursday, December 9, 2010, end of class

The purpose of this evaluation is to ensure that each member is making valuable contributions to group work in and outside of class consistently. Teamwork and interaction not only with the class but within your team will allow you to discuss the course material in a more intimate and meaningful forum. Further explanation and availability of this form will occur in class. You should evaluate each member with regard to progress in your group assignment, and participation in group activities in and outside of class relating to this course.

This is a CONFIDENTIAL evaluation; please do not collaborate with your team members. Each individual in the class must submit a peer evaluation for their group. Carefully evaluate each team members' behaviors during the activities with your group and fill out the form provided to you. I cannot accept late peer evaluation forms, but you may submit it early as the form will be provided to you prior to the class. Make sure that you put your group name and your name and student number at the top of your sheet. THIS MUST BE HANDED IN HARD COPY BY THE SPECIFIED TIME AND DATE or you will receive 0/5.

NOTE ON PARTICIPATION IN GROUP PROJECTS FOR THE COURSE: This peer evaluation does not mean that non-performers will simply lose 5 marks, nor does it mean that group members can 'gang up' inappropriately on someone who does not appear to perform in the group. If there are problems in the group, group members are advised to let the instructor know early in the semester, and document all attempts to remedy the problem. If your group has an individual who does not contribute to the group, you should approach the instructor with this information. The student will be contacted, and unless he/she can prove with documentation that participation was attempted within the group he/she will then lose ALL MARKS for any of the group projects in which he/she fails to participate (i.e. I will allow removal of that individual's name from the project). Restoration of grades for that individual is at the recommendation of the instructor given the evidence from both the group and the individual in question.

## GRADE CONVERSION

The conversion of percentages and letter grades in this course are as follows:

Grade	Percentage	Grade	Percentage	Grade	Percentage	Grade	Percentage
		<b>B+</b>	80-84	<b>C+</b>	67-69	<b>D+</b>	55-59
<b>A</b>	93-100	<b>B</b>	75-79	<b>C</b>	63-66	<b>D</b>	50-54
<b>A-</b>	85-92	<b>B-</b>	70-74	<b>C-</b>	60-62		

A mark of 49 or below will result in FAILURE of the class (an 'F' grade).

## ACADEMIC INTEGRITY

ANY violation of academic integrity will be handled at the professor's discretion and in accordance with the rules of The College of New Jersey. No instance of plagiarism or dishonesty will be tolerated; this includes but is not limited to copying others' work, allowing others to copy your work, failing to cite others' work, and submitting others' work as your own. The most severe of penalties will be imposed if plagiarism is found to have occurred. All students at The College of New Jersey are bound by the conditions and statements of the Academic Honesty system

A full explanation of TCNJ's policy can be found here: <http://www.tcnj.edu/~academic/policy/integrity.html>.

## COLLEGE ATTENDANCE POLICY

Every student is expected to participate in each of his/her courses through regular attendance at lecture and laboratory sessions. It is further expected that every student will be present, on time, and prepared to participate when scheduled class sessions begin. At the first class meeting of a semester, instructors are expected to distribute in writing the attendance policies which apply to their courses. While attendance itself is not used as a criterion for academic evaluations, grading is frequently based on participation in class discussion, laboratory work, performance, studio practice, field experience, or other activities which may take place during class sessions. If these areas for evaluation make class attendance essential, the student may be penalized for failure to perform satisfactorily in the required activities. Students who must miss classes due to participation in a field trip, athletic event, or other official college function should arrange with their instructors for such class absences well in advance. The Office of Academic Affairs will verify, upon request, the dates of and participation in such college functions. In every instance, however, the student has the responsibility to initiate arrangements for make-up work.

<http://www.tcnj.edu/~recreg/policies/attendance.html>

## STUDENTS WITH DISABILITIES AND/OR REQUESTING OTHER ACCOMMODATIONS

The College of New Jersey is committed to a policy of reasonable accommodation and services to persons with disabilities. Any student with special needs must bring this to my attention as soon as possible with written documentation, but not later than the *second week of class*. Any student requiring accommodation for religious or other necessary reasons (up to the discretion of the instructor) must also bring this to the instructor's attention by the *second week of class* – no exceptions.

A full explanation of ADA and TCNJ's policies can be found here: <http://www.tcnj.edu/~affirm/ada.html>

## CLASS CONDUCT & SUBMISSION POLICIES

To encourage and facilitate the learning environment, we should all act respectfully towards one another. This environment is an interactive environment. It is expected and appreciated that you come to class on time, so as to minimize disruption for your fellow students. If you must miss class, students will need to contact peers to get caught up on what is missed. I respectfully ask that each student:

- Come prepared with the readings/activities for each class, whether outlined on the syllabus or requested in class
- Appear in class on time (once the door closes, students will not be permitted in the classroom)
- Refrain from engaging in distractions such as cell phone communication, side conversations, etc.
- Participation is encouraged in all classes so that students can obtain a broader understanding of the issues in this class. Please arrive prepared to participate and engage in the discussions, activities, etc.

Please also remember that your work is a reflection of your effort and is a reflection of you and/or your team. All written work is to be submitted no later than the *date and time* outlined in this syllabus and by the instructor. Work that is incomplete will be counted as late until it is handed in in finished form. This means that all written work should be assembled (stapled/bound etc. as appropriate – stapled is preferred) in full at the time of submission. Each piece of submitted work should be handed in as one polished and edited submission – incomplete or unfinished work (including loose leaf papers) will be considered late until the completed work has been handed to the instructor.

I look forward to seeing all of you in class!