

**MGT 478**  
**Management and Labor Relations**  
**Spring 2008**

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Office hours: MW: 8:30-9:30; 1:30-4:30  
                    Wed: 5-6 at The University Center

**Textbooks:** 1) *An Introduction to Collective Bargaining & Industrial Relations, 3rd edition*, by Katz, Kochan & Colvin; 2) *Cases in Collective Bargaining & Industrial Relations: A Decisional Approach, 11<sup>th</sup> edition*, by Hilgert & Dilts.

**Course Description:** This course is designed to provide students with an introduction to collective bargaining and industrial relations. Some specific areas of study will include the legal regulation of unions and companies in the bargaining process, the effect of the environment on industrial relations, the negotiating process, dispute resolution processes, and administering the union contract.

**Class format:** The class will consist of lectures and class discussion. Students are expected to read the assigned material before class so that meaningful discussions in class can take place. Students are also encouraged to share examples from their own experiences that relate to class material.

Grading		Grading Scale
Exam 1	50 points	A = 495 points or more
Exam 2	50 points	B = 440 – 494 points
Exam 3	50 points	C = 385 – 439 points
Exam 4	50 points	D = 330 – 384 points
Final exam	50 points	F = 329 points or less
Case presentations	100 points	
Case summaries	200 points	
Total possible points	550 points	

There are five exams worth 50 points each. The final exam is comprehensive. If you miss an exam for any reason, the final exam grade will substitute. If you miss more than one exam, you will receive a zero for the second exam missed. There are no makeup exams.

**Attendance policy:** Students are given three free absences for the semester. The fourth absence will result in 20 points being deducted from the student's final point total. The fifth absence will result in 40 points being deducted from the student's final point total. The sixth absence will result in 60 points being deducted from the student's final point total. The seventh absence will result in 80 points being deducted from the student's final point total. Any student who is absent eight or more times during the semester will receive an automatic failing grade (F) for the class. One tardy is equal to ½ absence or more, depending upon the amount of time spent in class.

**Case presentations:** Nine student groups of five will present assigned case studies by role-playing management or union positions for the class. The purpose of the role-playing exercise is to create a situation where each student better understands both sides of specific labor issues. For each case, half of the students will be assigned to represent the union, and half to represent management.

The union and management present their cases to the “Chief Arbitrator” and Arbitration Board (the rest of the class) in the following order:

- a. union – five minutes
- b. management – five minutes
- c. union rebuttal and additional arguments – three minutes
- d. management rebuttal and additional arguments – three minutes

Following these presentations, the class Arbitration Board is given an opportunity to cross-examine the participants. Presentation grades will be based on the following factors:

- 25 pt - Student professionalism during the presentation
- 20 pt - Student preparedness for the presentation (content, knowledge)
- 5 pt - Outside information

Each group of students will present two cases. Each student should dress and act in a professional manner during the presentation. Each student should be prepared to answer questions about the case based on factual information or opinion based on factual information. Grades will be given as a group, so if one student does not follow the guidelines in the grading template or is not able to answer a question during the presentation, the entire group will lose points.

If any student is not doing their share of the work on the presentation, the other group members need to write and sign a letter to me and the student explaining why they want that person removed from the group at least two days BEFORE the presentation is due. The group must take reasonable steps to inform the student in a timely manner of their decision. Any person kicked out of a group will receive a zero for that presentation.

Case presentation assignments are in table below.

Group 1	Group 2	Group 3	Group 4	Group 5	Group 6	Group 7	Group 8	Group 9
6, 43	14, 52	19, 59	33, 63	39, 79	50, 7	53, 18	61, 23	70, 36

**Case summaries:** Students will write 11 case summaries as homework assignments. Each summary is worth 20 points, and the lowest grade will be dropped. Case summaries will receive a grade of check plus, check, check minus, or zero. A check plus is equal to 21 points, a check is equal to 17 points, and a check minus is equal to 14 points.

All class members will turn in an analysis of the case with their decision of which side should prevail. These papers should be typed in 12-point, Times New Roman font, double-spaced, and should be no longer than ½ page. It is very important for students to follow directions and write at a university level. Therefore, **any case summary that is not double-spaced, is more than ½ page, or does not use 12-pt Times New Roman font is an automatic zero. Any case summary that has more than two writing errors (spelling, grammar, punctuation, etc.) is an automatic zero.**

**No late homework will be accepted.** Homework is due at the beginning of class. If you have printer problems or some other unforeseen problem, you may email your homework to me at the following address [lilly@shsu.edu](mailto:lilly@shsu.edu) , but the email must be received in my inbox by the beginning of class. If it is emailed to me after the beginning of class, it is late and will receive a grade of zero. There are no exceptions to this policy. Plan ahead for problems such as running out of ink, no free computers in the lab, etc.

The case summary assignment should answer the following questions:

1. Should management or the union prevail in this case?
2. Explain the legal basis for your answer in question 1.

Do NOT summarize the case in this analysis. Use the ½ page to state which side should win and the legal basis for your decision. Do not give your opinion if it does not specifically relate to the NLRA or to the contract provisions. The purpose of the assignment is to help you analyze a situation based on factual information and the law, even if you disagree with the law.

Assignments for case studies are listed below.

- All students in all groups will write case summaries for cases 2 and 5.
- Students in groups 1, 3, 5, 7, and 9 write additional case summaries for cases 7, 18, 23, 36, 43, 52, 59, 63, and 79.
- Students in groups 2, 4, 6, and 8 write additional case summaries for cases 6, 14, 19, 33, 39, 50, 53, 61, and 70.

## Example case summary paper

Name: John Smith

Group number: 00

Case number: 1- Improper Interference with Union's Freedom of Speech

The union should prevail in this case. Section 7 of the Labor Management Relations Act, 1947, guarantees employees the right to engage in activities for the purpose of collective bargaining. Section 8(a)(1) states that it is an unfair labor practice for an employer to interfere with the rights guaranteed in Section 7. Since the mall permitted others to solicit in the mall concourse "...if the purposes were consistent with the requirement's of the mall's policies...", the mall is discriminating against the union's freedom of speech. If the mall allows any group to publicize information in the mall area, picking and choosing who gets to publicize is, in effect, creating discrimination against some groups. In this case, the unions do have a protected right to spread a message protected by the LMRA, and mall management violated that right. Therefore, mall management committed an unfair labor practice.

Note:

Double-space paper.

Use 12-pt, Times New Roman Font.

Do NOT go over ½ page total.

Include name, group number, case number and title as shown.

Do not summarize case; go straight to questions that must be answered.

### Tentative Class Schedule

Jan	16	Chap 1	Apr	21	Film – Matewan or Salt of the Earth
	21	MLK Holiday		23	Film – Matewan or Salt of the Earth
	23	Chap 2 (brief lecture) Chap 3		28	Film – American Dream
	28	Chap 4		30	Film – American Dream
	30	Exam 1	May	5	Exam 4
Feb	4	Chap 5-6		7	Review for final
	6	Chap 7-8		12	Study!
	11	Film – An inside look at collective bargaining, Case 2 due		14	Final exam 8-10
	13	Film – Overnite Strike			
	18	Film – Overnite Strike			
	20	Exam 2			
	25	Chap 9, Case 5 due			
	27	Chap 10			
Mar	3	Chap 11 p. 3-28, 165-183 Dilts book			
	5	Exam 3			
	10	Spring break			
	12	Spring break			
	17	Cases 6, 7 due			
	19	Cases 14, 18 due			
	24	Cases 19, 23 due			
	26	Cases 33,36 due			
	31	Cases 39, 43 due			
Apr	2	Cases 50, 52 due			
	7	Cases 53, 59 due			
	9	Cases 61, 63 due			
	14	Cases 70, 79 due			
	16	Chap 2			

## Case Study Presentation Grading Template

Information is presented in a professional manner (25 points):

- \_\_\_\_\_ Presenters did not read presentation or slides to class. If any presenter reads to class, twenty (20) points will be deducted from grade.
- \_\_\_\_\_ Presenters look professional and act in businesslike manner
- \_\_\_\_\_ Presentation has smooth transition from speaker to speaker if more than one presenter is used. If group presentation is rough, and participants act disorganized or as though they've never met, the group will receive 0 points out of 25.
- \_\_\_\_\_ Time boundaries are used adequately
- \_\_\_\_\_ Slides, outlines, or supplemental materials look professional

Presentation content (20 points):

- \_\_\_\_\_ Presenters demonstrate an understanding of labor issues (legal & contractual)
- \_\_\_\_\_ Presenters demonstrate an understanding of case information. Key points are covered.
- \_\_\_\_\_ Presenters give appropriate information to support their side

Outside information (5 points):

- \_\_\_\_\_ Presenters introduce *at least one* outside source on case (with appropriate citations or references)
- \_\_\_\_\_ Outside source is appropriate for chapter and case (must be reliable source such as newspaper, book, or magazine article, and must be related to case)

## Student Acknowledgement of Syllabus

I acknowledge that I have read and understand the syllabus for MGT 478, taught in Spring, 2008, by Dr. Juliana Lilly.

I understand that no late work will be accepted.

I understand that I will be penalized for not following directions on assignments.

I understand that other students have the authority to kick me out of the work group if I am not doing my fair share of the work.

I understand the attendance policy that allows me to miss three days without penalty, but if I miss more than three days, points will be deducted from my accumulated point total as outlined in the syllabus. If I am absent eight (8) or more times during the semester, I understand that I will receive an automatic F for the class.

In addition to being absent in the classroom while class is taking place, the following behaviors that occur in the classroom will also cause me to be counted absent:

1. Sleeping during class
2. Using the computer for anything other than taking class notes for MGT 478
3. Reading material such as newspapers or textbooks from other classes during class
4. Working on coursework for other classes during MGT 478
5. Text messaging or playing with a cell phone during class
6. Being tardy to class
7. Leaving class early

I understand the behaviors listed above are unprofessional and discourteous. Individuals who engage in these behaviors in class are showing disrespect to the entire class and are exhibiting behavior that is considered unacceptable in the workplace.

Signature of student \_\_\_\_\_ Date \_\_\_\_\_

Print name \_\_\_\_\_