

**Linfield College**  
**Summer 2008**  
**Business 409 (Collective Bargaining)**

**INSTRUCTOR:** Craig Cowan  
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### **REQUIRED TEXT**

Harry Katz and Thomas Kochan, An Introduction to Collective Bargaining and Industrial Relations, 4th edition (2008)

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Roy Lewicki, Bruce Barry & David Saunders, Essentials of Negotiations, 4<sup>th</sup> edition (2007)

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There will be supplemental readings during selected weeks of the semester. Internet addresses and instructions in how to access these readings will be posted on the Supplemental Reading Page. On selected weeks there will also be posted a short lecture on the weekly topic that you will be able to find on the Lectures Page.

### **COURSE DESCRIPTION**

This course covers the structure, environment and process of collective bargaining including union and management goals and policies, wage determination, dispute resolution and terms and administration of resulting agreements.

### **COURSE OBJECTIVES**

The objectives of this course are to give you a keen appreciation and clear understanding about collective bargaining and the legal, historical, social, psychological and economic forces and how these factors shape the labor/management relationship.

## COURSE FORMAT

This is an online course. As such, we will meet weekly through the WebCT to discuss current events and discuss selected topics that are based on the reading assignments.

Starting with the second week and continuing thereafter for the balance of the semester each of you will submit a current event to me through the WebCT email system. All current events must relate to some aspect of labor relations as reported in the media (i.e. newspapers, magazines, television, journals and the internet). You will identify the source of the information and will be expected to accurately and briefly describe the event, why you selected that event to report and clearly offer at least one (1) insight you learned from the current event you did not know before. Weekly current event postings will be due each week no later than 10:00PM each Monday.

What is not acceptable as a current event posting is any news story or event that involves labor relations in nations outside of the United States. Interviews with family members about how they feel about unions, recitation of federal, state laws on any subject or general human resource issues that are not addressing labor/management issues are not acceptable current event postings. If I receive such a posting you will receive a grade of zero (0) points.

Starting with the first week and continuing thereafter for the balance of the semester there will be posted a weekly discussion question/case analysis. The weekly discussion question will be posted no later than 10:00PM on each Monday. You may post throughout the week until the deadline noted below. It is expected that each of you actively participate in these weekly discussions and debate and freely express your opinions concerning the discussion topic. I expect each of you to make pertinent and substantive contributions each week during classroom discussion. Discussion on the weekly discussion question will be open throughout the week with the deadline being 9:59PM on the following Monday. It is expected that you will post at least two threads for each discussion question. Postings that are received past the deadline will receive zero (0) points.

Weekly writing assignments will be posted on Monday of each week no later

than 10PM and must be submitted no later than the following Monday by 9:59PM. Generally, these writing assignments will be essay, short answer or case review and analysis. All weekly assignments must be posted through the WebCT Assignment Page. They must be in 12 point font double spaced using one inch margins. Responses should not exceed five pages for each question. Except for corresponding with classmates, you are free to use the text, supplemental readings and any library or electronic source for additional information to help craft a response to the question. Where you use other resources outside of the text and supplemental readings, it will be expected that sources will be properly cited.

### TENTATIVE SCHEDULE [\[1\]](#)

<u>Week/Dates</u>	<u>Topics</u>	<u>Text</u>
<b>1-June 16-23</b>	<b>Framework for Analyzing Collective Bargaining &amp; Industrial Relations, and, Evolution of United States Industrial Relations System</b>	<b>Katz, ch 1, 2</b>
<b>2-June 23-30</b>	<b>Legal Regulation of Unions &amp; Collective Bargaining &amp; Role of Environment</b>	<b>Katz, ch 3,4 Supp. Readings</b>
<b>3-June 30-July 7</b>	<b>Management Strategies &amp; Structures for Collective Bargaining/ Union Strategies and Structures For Representing Workers</b>	<b>Katz, ch 5-6</b>
<b>4-July 7-14</b>	<b>Union Organizing &amp; Bargaining Structures</b>	<b>Katz, ch 7 Supp. Readings</b>
<b>5-July 14-21</b>	<b>Nature of Bargaining &amp; Planning for Bargaining</b>	<b>Lewicki, ch 1,4</b>
<b>6-July 21-28</b>	<b>The Collective Bargaining Process</b>	<b>Katz, ch 8</b>

	<b>&amp; Strikes</b>	<b>Supp. Readings</b>
<b>7-July 28-Aug 4</b>	<b>Distributive &amp; Integrative Bargaining Models</b>	<b>Lewicki, ch 2,3,12</b>
<b>8-Aug 4-11</b>	<b>Collective Bargaining in the Public Sector</b>	<b>Katz, ch 13</b>
<b>9-Aug 11-18</b>	<b>Dispute Resolution Procedures</b>	<b>Katz, ch 9</b>
<b>10-Aug 18-21</b>	<b>Administering the Agreement</b>	<b>Katz, ch 11</b>

## **METHODS OF EVALUATION**

**Grading:** The final course grade will be determined by the following:

Current Events:	10%
Class Participation:	20%
Weekly Writing Assignments:	70%

**Grading Scale:** I don't grade on a curve. If your score is within .5 of the next highest grade, I reserve the option to assign the higher grade but this is not a promise and will be used only in exceptional circumstances based on the entire body of work in the class.

<b>A</b>	<b>94-100</b>	<b>C</b>	<b>73-76</b>
<b>A-</b>	<b>90-93</b>	<b>C-</b>	<b>70-72</b>
<b>B+</b>	<b>87-89</b>	<b>D</b>	<b>65-69</b>
<b>B</b>	<b>83-86</b>		
<b>B-</b>	<b>80-82</b>		
<b>C+</b>	<b>77-79</b>		

## **Grading Criteria for Each Element of the Course:**

**Weekly Current Event:** Submission of a timely current event post that addresses a labor relations event/issue and offers at least one (1) insight will earn ten (10) points. If there is no current event submitted, then zero (0) points

will be assigned. If a current event is posted but does not provide at least one (1) insight, does not include the source of the post or the post does not report on a labor relations event/subject, then five (5) points will be earned. Current event posts that are late shall receive zero (0) points.

**Weekly Discussion Question:** It is expected at least two (2) threads will be offered during the week resulting in a substantive contribution to the discussion. Contributions of this nature will earn up to ten (10) points. A substantive contribution means the response is analytical, concise, addresses the issue, adds insight and understanding to what is being discussed.

**Weekly Writing Assignment:** Weekly writing assignments will have different point values each week. Grading will be based on whether the answer submitted fully addresses the issue, is analytical, uses proper grammar and spelling and is concise.

**Late Work:** Current event postings not submitted by the deadline will earn zero (0) points for that week. Similarly, comments offered for the weekly discussion question past the deadline will also earn zero (0) points. If the weekly writing assignment is submitted past the deadline, I expect to receive a phone call before the deadline explaining why submission is going to be late. If a weekly writing assignment is submitted three (3) calendar days past the deadline will earn zero (0) points. For each day the assignment is late, I deduct one (1) full grade from the final grade. For example, if you receive a 'B' grade and you submit the assignment one (1) day late, you earn on that assignment a 'C' grade. Receipt of a weekly writing assignment at anytime within the first twenty four (24) hours past the due date will be considered as being one (1) day late.

**Incompletes:** A grade of Incomplete (I) is given only in emergency situations. You must request an Incomplete in writing and must obtain my permission. All uncompleted work must be completed within the time limits set.

**Academic Honesty:** Cheating and plagiarism will not be tolerated. Any student found to be engaging in either of these activities at any point in this course will receive a failing grade for the assignment and/or entire course and may be subject to further college sanctions.

**Course Policies:** This class should be a safe place to discuss, argue and disagree

on a topic we are discussing. I expect that we will treat each other with civility, courtesy and respect. Ethnic slurs, swearing, threats, disparaging remarks about any gender or group will not be tolerated. This course is not a forum for proselytizing and is not a soapbox for diatribes from anyone.

**Student with Disabilities:** If you are a student with documented disabilities who may need accommodations and who have any emergency information I should know of, or who need special arrangements should make an appointment with me as early as possible, no later than the first week of the term.

**Difficulties with the Course:** Part of my job is to help you in this course. If you are having problems with the course, please let me know as soon as possible. I'm always available to help you but I have to know about the problem while it is going on not later when time and options are fewer. You can reach me at anytime by email. You can also call me anytime but no later than 10PM on weekdays and 6:00PM on weekends. I normally return emails and phone calls within forty eight (48) hours.

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[1] All dates and implied extent of coverage are approximate. The instructor reserves the right to adjust breath and depth of coverage at his sole discretion.