



---

THE GEORGE WASHINGTON UNIVERSITY

---

S C H O O L O F  
B U S I N E S S

---

**Management 117:  
Employee Relations and Negotiations – Fall 2008**

---

Instructor: Professor Patrick McHugh

Phone: (202) 994-3712

Office Hours: Thursday 1:30pm – 3:00pm (or by appointment)

Office: 315 Fungler Hall

e-mail: mchughp@gwu.edu

---

**Course Objectives:**

- 1) To develop a better understanding of the process of labor-management relations in the U.S., as well as drawing international comparisons.
- 2) To engage students in thinking about the impact of employee relations on goals of efficiency, equity and voice
- 3) To provide opportunities for students to enhance their negotiation skills.
- 4) To have a positive learning experience.

**Reading:**

- 1) Budd J.W. (2008). *Labor Relations: Striking a Balance*, 2nd Ed. Boston: McGraw-Hill.
- 2) Class Handouts (H).

**Course Requirements:**

There are six assignments: 1) a journal; 2) class discussion; 3) negotiations exercise; 4) labor contract analysis; 5) Exam I; and 6) Exam II. The contribution of each to your grade will be:

25% of grade --- 50 points, Journal

15% of grade --- 30 points Exam I

15% of grade --- 30 points, Negotiations exercise

10% of grade --- 20 points, Labor contract analysis

20% of grade --- 40 points, Class discussion/participation

15% of grade --- 30 points, Exam II

**Grading:**

184 points or higher (92%) = A	150-155 points (above 75%) = C+
180-184 points (above 90%) = A-	144-154 points (above 72%) = C
172-179 points (above 86%) = B+	140-143 points (above 70%) = C-
164-171 points (above 82%) = B	120-139 points (above 60%) = D
156-163 points (above 78%) = B-	000-119 points (below 60%) = F

**Class Discussion/Participation:**

I prefer active classes to passive ones. You learn more when you are a participant, rather than an observer. I encourage you to engage in discussion because you will learn about your understanding. **The exams are not an ideal moment to discover that you are confused.**

Each day at the start of class I will circulate a paper. If you are giving me permission to call on you that day, then sign the paper. Your signature indicates that you can either answer the study questions for the day (study questions not covered from prior classes become part of the study question agenda for the subsequent class) or can tell the class where you diligently searched for an answer. **Do not wait until the end of the class period to sign the sheet. Please do not attempt to feign preparation.** Such behavior wastes the time of the entire class. Everyone is invited to participate in class whether or not they sign the paper.

This is a **"no-fault"** class discussion system. I am not interested in why you did not sign the sheet (e.g., religious observance, family events, minor illness, interviews, vacation, working, minor accidents, car wouldn't start, dog ran away, etc.), only that the sheet of paper is not signed. If a legitimate situation arises (e.g., major illness involving yourself requiring medical verification, family or friends), **contact me quickly** (before the class that you will miss) so that we may discuss your situation.

You may refrain from signing the sheet 4 times throughout the term without an adverse effect on your grade. If you do not sign the sheet 5 times your class discussion points will decrease to 28, 6 times to 26 points, and so on as indicated below. If I feel that your answers to the study questions are inadequate (e.g. "I didn't do that one." or "I couldn't find that one."), then you will not be given credit for signing the sheet. If you are unsure whether you are answering the questions adequately, or concerned about the status of the class discussion portion of your grade, please talk with me about it. Do not wait until a week or two before the end of the semester.

4 or less = 30 points	9 times = 18	14 times = 08
5 times = 28	10 times = 16	15 times = 06
6 times = 26	11 times = 14	16 times = 04
7 times = 24	12 times = 12	17 times = 02

8 times = 22

13 times = 10

18 times = 00

The second element is the instructor's judgment of your contribution to class discussion and exercises -- (10 points).

Did the student: a) Contribute to the quality of the learning experience for the class? b) **Make comments that followed from and added to rather than distracted from those made by others?** c) **Contribute and take leadership roles during in-class exercises?** d) **ON TIME FOR CLASS?** e) **Turn off cell phone?** f) **Remain in their seat during class?** The focus is on the quality of participation (not quantity). This does not mean that one brilliant comment is all that is needed.

### Exam I and Exam II:

These may consist of multiple choice, short answer, essay questions, and case analyses. If an emergency prevents you from taking an exam, you must notify me in advance. An emergency is a situation that can be documented, in writing (e.g., a written doctor's excuse). **Each student will have the option, prior to taking Exam II to have Exam II valued at either 30 or 60 points.** In other words, if a student feels that they performed poorly on Exam I, they can indicate that they would like to put all of their exam-related points on Exam II. In that case, the instructor will disregard Exam I and only document the results for Exam II.

### Negotiations Exercise:

On November 6, we will review the collective bargaining negotiations exercise. You will be divided into teams and designated either management or labor. I will hand out background information and explain the specifics of the exercise. Two class periods, November 11 and 13 will be devoted to this exercise. **You are hereby notified in advance that you will need to be available on campus from November 6 through November 13 (SEE ME TODAY IF THIS IS A PROBLEM!!).** The grade will be based on a combination of my observations, your negotiations plan, your performance given your role, and a group assessment. The key to this and to any bargaining negotiation is preparation.

### **Labor Contract Comparison Analysis:**

Due **November 21 by 4:00pm**. The paper must be between 4-5 pages in length. Only your student ID number (last four digits) and the names of the labor contracts that you compared are on the top of the first page. **Labor contracts must be handed in with the paper. I will keep the contracts. Do not write in the contracts.** There are two ways to complete the assignment (Options A or B). For each, you will compare two contracts using two of these eight topic areas:

- |  |  |
|--|--|
| 1. Funeral leave and bereavement pay   | 5. Absenteeism and tardiness                     |
| 2. Union security and union dues       | 6. Seniority and job security                    |
| 3. Training and worker education       | 7. Joint committees, employee involvement, teams |
| 4. Grievance procedure and arbitration | 8. Safety  |

Be sure to identify the location of the contract language to which you are referring (e.g., UAW Section 5, p. 12). Do not simply list aspects of the contract language. The purpose is to go beyond documenting differences. You must explain which contract has better language for the employer or the employees and why. Discuss the implications of these differences. Speculate as to why there are differences. Use your text (and other sources if you want), to support your position.

**Option A:** Compare two labor contracts negotiated after 1990 (involving different labor-management relationships).

**Option B:** Compare two labor contracts negotiated by two parties over different time periods (one recent, the other more than 15 years earlier -- UAW-Ford 2004 contract and UAW-Ford 1985 contract).

**NOTE:** Receive two extra credit bonus points if you find your own contracts. The contracts must be originals (not downloaded or photocopies). I will not return the contracts! You must bring both contracts to the instructor for approval **before the end of class on September 23**.

**Journal:**

The purpose of this journal is to allow you to reflect on events within and outside of class, and more importantly, **to integrate course material and concepts**. **DO NOT SUMMARIZE THE ARTICLES**. Your writings will be kept completely confidential, though I may ask permission, in advance, to bring certain issues to our class discussions. The journal entries will be based on your reaction to newspaper articles (Washington Post, Wall Street Journal, USA Today, New York Times, Financial Times, etc...) and/or magazine articles (Newsweek, Time, Business Week, Fortune, Sports Illustrated, Rolling Stone, Mother Jones, etc...) which focus on a labor relations issue. **Your reaction should include a discussion of how the article relates to or contradicts material that is covered in your textbook (please indicate the textbook page numbers to which you are referring) or from specific class experiences. DO NOT SUMMARIZE THE ARTICLES!!!**

The date of publication of the article **must** coincide with the span of dates that a journal entry is required (listed below). For example, an article in the Washington Post, 9/10/08 would be appropriate for Entry 1, but not Entry 2. However, the article and journal entry can focus on concepts from prior course material. For example, an article dated 11/20/08 could focus on concepts that were discussed or read in September. Refrain from focusing on the same concept in multiple entries. Each entry should be typed and approximately one page in length (no entries over two pages will be permitted). In addition, **a clear copy (not the original) of the article should be included with your journal entry.** **The date of the article should be clear. When a journal is handed in, all prior journal entries which have been graded should be included. The journal should be kept in a three ring binder (it can be a small inexpensive one).**

The following schedule indicates the dates for each journal entry, as well as journal due dates.

9/1 - 9/13:	Entry 1	
9/14 - 9/25:	Entry 2	9/25: (Hand in Journal - 10 points of the journal grade)
9/26 - 10/11:	Entry 3	
10/12 - 10/28:	Entry 4	10/28: (Hand in Journal - 20 points of the journal grade)
10/29 - 11/15:	Entry 5	
11/16 - 12/4:	Entry 6	
	Entry 7*	12/4: (Hand in Journal - 20 points of the journal grade)

Note: The last journal entry (#7) is an opportunity for reflection. Look over your journal entries and identify the lessons you have learned and how maintaining a journal served to help (or hinder) this learning. This entry should be approximately 2 pages long. Do not just list the lessons learned. Use this entry to assess what these lessons add up to or mean for you. This should stand as a step toward stating your own philosophy or perspective on labor relations and the employment relationship (e.g., Do you see it as mixed-motive? What should be the role of unions in society? How should society balance employee and employer rights, efficiency, equity, and voice? Does our current policy and practices do a good job of creating balance? What is the future of labor relations in the U.S?). There is no article associated with journal entry 7.

## **Social Contract Issues:**

1. Have respect for each other (one person speaks at a time). Conversation unrelated to the class is inappropriate and I will request that you leave the class if your communication is disruptive.
2. Class will BEGIN ON TIME and end on time (**do not be habitually late or leave early**).
3. Any form of academic dishonesty will result in a failing course grade and any other academic sanctions allowed for in the Academic Integrity Code (<http://www.gwu.edu/~ntegrity/code.html>)
4. Late work is not acceptable (grade lowered 25% each 24 hour period the work is overdue).
5. No extra credit projects will be allowed.
6. If you believe you deserve a higher mark on an assignment, please write down your concerns. I will review your written request and give you a written response. If you are not satisfied or do not understand my written response, we can discuss your concerns in more detail.
7. Keep at least one or more back-up copies (and a hard copy draft) of any working document. Note that the excuse, "my computer or disk ate my paper" is as unacceptable as "my dog ate my paper." Likewise, it is unacceptable to blame a tardy assignment on technology.
8. All assignments to be handed in must be typed double-spaced (12-point font). All page guidelines are strictly enforced. Environmentally friendly papers are required (no plastic covers, blank sheets of paper, table of context). While I am primarily interested in the content of your assignments, I am also interested in the quality of your writing (e.g., page numbering, complete sentences, ordered thoughts, spelling, and proper referencing).
9. References and Citations: An alphabetical ordered list of references cited in the text should be included at the end of a paper if necessary. Entries in the list of references should be alphabetized by the last name of the author, editor, or by the corporate author (U.S. Census Bureau). Citations to references should be designated throughout the text by enclosing the authors' names and the year of the reference in parentheses. For example, several studies (Adams, 1974; Brown & Halas, 1975) support this conclusion. Citations to the source of a direct quotation must give a page number or numbers. For example, Adams has said that writing a book is "a long and arduous task" (Adams, 1974: 3). A complete guide to citations and references is available in the *Academy of Management Journal*, Feb. 1995, Vol. 38 (1), 304-309.

10. I am more than willing to accommodate religious observances. However, **any accommodation only refers to the day or days of the observance of a holiday**. For example, if a religious holiday falls on Wednesday, then you are not excused from T/Th class obligations (even if you are traveling on T/TH). In addition, you must let the instructor know before the end of the second session when you will require a religious accommodation. Note that religious accommodation is already built into the “no-fault” component of the discussion/participation element of the course.

12. **Turn off cell-phones**, pagers and other electronic devices. This is your only warning. Make it a point to use the restroom before the beginning of class. **Do not bring food items into class. Please properly dispose of water containers and other trash that you bring into the class.**

13. Any student who feels s/he may need an accommodation based on the impact of a disability should contact me privately to discuss specific needs. Please contact the Disability Support Services office at 202-994-8250 in the Marvin Center, Suite 242, to establish eligibility and to coordinate reasonable accommodations. For additional information, please refer to: <http://gwired.gwu.edu/dss/>.

### **Course Schedule:**

The following is an outline (which will likely change) of material to be covered. I may add (or delete) readings, guest lecturers or films as the term progresses. **You** are responsible for keeping informed of changes in the syllabus, paper due dates, and examination dates.

### **Foundations of Labor Relations and Negotiations**

- 00. Tues. 9/2 - no reading (relax)
- 01. Thur. 9/4 - (Chapter 1, pp. 3-24)  
- Extra Credit Quiz
- 02. Tues. 9/9 - (Chapter 1, pp. 24-32; Chapter 2, pp. 35-62)  
- “How to make microserf smile” / “The clock and paycheck” *Business Week* (H)  
- Class Discussion sheet begins
- 03. Thur. 9/11 - (Chapter 2, pp. 62-68)  
- (Chapter 3, pp. 86-97)  
- Film: “Matewan” (in class)

### **A “New Deal?” (The U.S. Institutional Framework)**

- 04. Tues. 9/16 - (Chapter 4, pp. 105-134)  
- Bekken, Pruitt, Herbst, & Allison “Starbucks meets the IWW” (H)  
- Film: “Matewan” (in class)

- 05. Thur. 9/18 - (Chapter 4, pp. 134-150)  
- Matewan Synopsis (H)  
- Film: "Matewan" (in class)
- 06. Tues. 9/23 - (Chapter 5, pp. 153-166)  
- Warrick "What Lies Beneath" (H)  
- **Labor Contract Choices Deadline**
- 07. Thur. 9/25 - (Chapter 5, pp. 166-181) / **Hand in Journal**
- 08. Tues. 9/30 - (Chapter 5, pp. 181-196)  
- "Foundation Action" / "Free collective bargaining and those who would destroy it" (H)
- 09. Thur. 10/2 - **Exam I**

**The Labor Relations Process**

- 10. Tues. 10/7 - (Chapter 6, pp. 203-229)  
- Bai, "The New Boss" (H)  
- Yelnosky "What do Unions do about Appearance Codes?" (H)
- 11. Thur. 10/9 - (Chapter 7, pp. 231-244)  
- Skrzycki "A renewed bid for mini-unions" / "Honda & UAW clash..." (H)
- 12. Tues. 10/14 - (Chapter 7, pp. 244-262)  
- (Chapter 8, pp. 269-280)  
- Myerson "National Labor Ruination Board"
- 13. Thur. 10/16 - (Chapter 8, pp. 280-298)  
- GW Memo and Part-time Faculty Union
- 14. Tues. 10/21 - (Chapter 9, pp. 305-322)
- 15. Thur. 10/23 - (Chapter 9, pp. 322-338)
- 16. Tues. 10/28 - (Chapter 10, pp. 341-357) / **Hand in Journal**
- 17. Thur. 10/30 - (Chapter 10, pp. 357-369)
- 18. Tues. 11/4 - (Chapter 11, pp. 387-401; 409-418)

- 19. Thur. 11/6 - Set up Teams for Negotiation Exercise
- 20. Tues. 11/11 - Negotiations Exercise  
- Target and Resistance Points Due for Negotiation Exercise
- 21. Thur. 11/13 - Negotiations Exercise  
- **Final Agreement Due / Self-Peer Evaluation Forms Due**

**Issues for the 21<sup>st</sup> Century**

- 22. Tues. 11/18 - (Chapter 13, pp. 461-495)
- 23. Thur. 11/20 - (Chapter 14, pp. 497-510)
- Friday 11/21 - **Labor Contract Analysis Due**
- 24. Tues. 11/25 - FLEX DAY
- Thur. 11/27 - Thanksgiving holiday
- 25. Tues. 12/2 - (Chapter 14, pp. 510-521)  
- "CRS Report for Congress" The Employee Free Choice Act" (H)
- 26. Thur. 12/4 - REVIEW SESSION / **Hand in Journal**  
- **FINAL EXAM: (TIME: \_\_\_\_\_)**

**Recommendations for Success:**

- 1) Do not fall behind. It is tough to catch up in any course.
- 2) Read the material and use the study questions as a reading guide.
- 3) Work on the study questions with others. However, don't be a free rider in your study group because someone will not be there during the exams to answer questions for you.
- 4) See me if you are having problems and don't wait until the end of the term.

## Classroom Emergency Preparedness and Response Information

### To Report an Emergency or Suspicious Activity

Call the University Police Department at 202-994-6111 (Foggy Bottom) or 202-242-6111 (Mount Vernon). If the line is unavailable or you are calling from another University location, dial 911.

### Shelter in Place – General Guidance

Although it is unlikely that we will ever need to shelter in place, it is helpful to know what to do just in case. No matter where you are on campus, the basic steps of shelter in place will generally remain the same:

- If you are inside, stay where you are unless the building you are in is affected. If it is affected, you should evacuate. If you are outdoors, proceed into the closest GW building or follow instructions from emergency personnel on scene.
- Shelter-in-place in an interior room, above ground level, and with the fewest windows. If sheltering in a room with windows, keep away from the windows. If there is a large group of people inside a particular building, several rooms maybe necessary.
- Shut and lock all windows (locking will form a tighter seal) and close exterior doors.
- Turn off air conditioners, heaters, and fans. Close vents to ventilation systems as you are able. (Facilities staff will turn off ventilation systems as quickly as possible).
- Make a list of the people with you and call the list in to UPD so they know where you are sheltering.
- Visit GW Campus Advisories for incident updates <http://campusadvisories.gwu.edu> or call the GW Information Line 202-994-5050. If possible, turn on a radio or television and listen for further instructions. If your e-mail address or mobile device is registered with Alert DC, check for alert notifications.
- Make yourself comfortable and look after one other. You will get word as soon as it is safe to come out.

### Evacuation

An evacuation will be considered if the building we are in is affected or we must move to a location of greater safety. We will always evacuate if the fire alarm sounds. In the event of an evacuation, please gather your personal belongings quickly and proceed to the nearest exit. Do not use the elevator.

Once we have evacuated the building, proceed to our primary rendezvous location (**The Smith Center**). In the event that this location is unavailable, we will meet at (**Wellness Center**).

### Alert DC

Alert DC provides free notification by e-mail or text message. Visit GW Campus Advisories for a link and instructions. If you receive an Alert DC notice during class, please share the information immediately.

### GW Alert

GW Alert provides popup notification to desktop and laptop computers during an emergency. In the event that we receive an alert to the computer in our classroom, we will follow the instructions given. You are also encouraged to download this application to your personal computer. Visit GW Campus Advisories to learn how.

### Additional Information

Additional information about emergency preparedness and response at GW as well as the University's operating status can be found on GW Campus Advisories <http://campusadvisories.gwu.edu> or by calling the GW

Information Line at 202-994-5050.

STAYSAFE