



**Cavalla
International
University**

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**FALL 2024
LABOR RELATIONS (BUS 6099)**

BUS: 6099 – COURSE SYLLABUS

Instructor: Dr. Valencia T. Johnson
Professor of Law

College: Barclay College of Law
School of Graduate Studies

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Alternative Contact Information: Login to **GOOGLE** and send me an email. Once logged in to **GOOGLE**, there will be a course link marked **Labor Relations (BUS-6099)**. Please feel free to contact me via email, office number and/or email at drvjohnson23@gmail.com

Course Location: Online - **Main Number:** (888) 233-5356

Course Duration: Thursday, August 01, 2024, to Tuesday, September 30, 2024

CAVALLA Website: [https://cavallauniversity.edu/](https://cavallauniversity.edu)

Course Time: Every Tuesday's from 6:00PM – 9:45PM

Course Credit(s): 6.0 **Index #:** 6099

Prerequisite: BUS 6099

Course Description: Presents the principles of labor-management relations and basic requirements of federal labor laws. Examines the role of the Federal Labor Relations Authority, the Federal Mediation and Conciliation Service, and other third parties. Includes the topics of union representation rights and obligations, employee rights, organizing, election procedures, unfair labor practices, collective bargaining negotiations, mediation impasses, grievances, and arbitrations.

Course Learning Outcome: **The students will be able to:**

1. Summarize the historical and legal framework which provides the foundations for the American system of labor / management relations.
2. Analyze the actions of unions and management to determine basic compliance with the major U.S. federal labor laws.
3. Analyze the motivations, objectives, and problems encountered by both the labor unions and managers functioning in the present business environment.

4. Explain the process for organizing and for decertifying unions.
5. Formulate a strategy for negotiating a labor agreement and dealing with potential impasses in the bargaining process.
6. Analyze the principle economic and administrative issues addressed during collective bargaining and develop a bargaining position.
7. Develop policies and procedures to administer labor contracts and resolve disputes.
8. Summarize the labor-management relations models and unique considerations of the public sector.
9. Analyze the nature of labor unions globally and their potential impact on firms conducting international business.
10. Use technology and information resources to research issues in labor relations.
11. Write clearly and concisely about labor relations using proper writing mechanics.

Instructional Materials:

- In order to be fully prepared, obtain a copy of the required textbooks and other instructional materials prior to the first day of class. When available, Cavalla University provides a link to the first three (3) chapters of your textbook(s) in eBook format. Check your online course shell for availability. Review the online course shell or check with your professor to determine whether Internet-based assignments and activities are used in this course.
- Instructional materials are obtained through the university’s virtual bookstore and can be accessed through **eCampus**. Courses with Internet-based assignments and activities on publisher sites may require the purchase of one-time access codes. When purchasing used textbooks, a separate access code purchase will be necessary.

Required Resources:

Holley, W. H., Jennings, K. M., & Wolters, R. S. (2023). *The Labor Relations Process* (10th ed.). Mason, OH: Cengage Learning.

Supplemental Resources:

Cavallari, L. (2023). Optimal contracts and the role of government in wage bargaining. *Economic Letters*, 115(2) 160-166.

Devinatz, V. (2024). The attack on U.S. public sector unionism in the age of austerity. *Labor Law Journal*, 63(1) 5-16.

Donovan, K. (2024). NLB overrules Dana, boosting union organization via card counts. *Employee Relations Law Journal*, 37(4) 67-79.

Grading Scale- Graduate:

Assignment	Total Points	% of Grade
Quizzes (open book with a 1-hour time limit per chapter) (14 chapters, 15 questions each, worth 3 points apiece)	630	47%
Assignment 1: Union Management and Organization	200	15%
Assignment 2: Labor Relations	300	23%
Participation (22 discussions worth 10 points apiece)	220	15%
Total	1,350	100%

Points	Percentage	Grade
1,215 – 1,350	90% – 100%	A
1,080 – 1,214	80% – 89%	B
945 – 1,079	70% – 79%	C
810 – 944	60% – 69%	D
Below 810	Below 60%	F

Academic Integrity:

Scholastic dishonesty will not be tolerated and will be prosecuted to the fullest extent. The students are expected to have read and understand the current issue of the student handbook (published by CAVALLA), regarding student responsibilities and rights, and the intellectual property policy for information about procedures, and what constitute acceptable on-campus behavior.

If the instructor feels that the student has plagiarized any assignments in this course. The instructor has the discretion to meet with the student privately and discuss the importance and consequences of plagiarism/academic dishonesty. The student will be given a second chance to revise the assignment in his or her own original work. The student will take and complete an “Academic Integrity” course in GOOGLE.

The student must provide the instructor with a copy of the “Academic Integrity” Certificate. If the student failed to meet the requirements of the course assignment, submit another academic dishonesty assignment (without citing and/or giving the author credit). The instructor will submit the student’s name to the Academic Support Office, which the student would receive an “F” grade for the course and be removed from the institution.

ADA Statement:

Students with medical, psychological, learning or other disabilities, who desire academic adjustments, accommodations, and/or auxiliary aids, will need to contact Cavalla’s Disability Office at (888) 233-5356.

Disputes about Your Grade:

As the quarter progresses, it will be your duty, as a student, to keep track of his or her home assignments. Home assignments and exams will be returned to the student, and if there are disputes on the grade, then it is the student’s duty to make the instructor aware and present evidence of the correct grade. In addition, if a student feels that he or she was given an inappropriate grade. The student should bring evidence of the error and/or omission to the instructor in private. As an instructor, I will **NOT** discuss grades in a public setting. Any disputes about the grade will subject the entire assignment to a review, and grade changes, which include both increase and/or decrease, if evidence of the error was substantiated by the student, when appropriate.

Attendance & Participation:

Attendance is expected at all regularly scheduled class meetings. Failure to attend will result in the lowering of the grade through missed opportunity for participation points. Participation is required, and a grade is assigned to students for quality participation in class discussions.

Beginning Fall 2024 students will be required to post to threaded discussions on two different days during each week, for a cumulative total of 3 posts per discussion thread. This change is designed to ensure that online allows students and faculty ample time to interact with one another.

As it is always possible that you could lose your work due to unforeseen circumstances, you should routinely save your work in a separate file before posting in the course discussion area. Professors hold discussions during class time for on-ground students. Check with your professor if any additional discussion participation is required in the online course shell outside of class hours.

Tutor or Extra Assistance:

If you have problems with any of the material in this class, then you may obtain help from the instructor. Please do not hesitate to ask for assistance.

GOOGLE:

If a student is unable to login to GOOGLE, you may contact Student Support/Assistance at (410) 238-9000. If for any reason that you are still unable to login to GOOGLE, please contact the instructor via telephone and email.

Plagiarism:

Unfortunately, many students don't seem to fully understand what plagiarism is or why it is not acceptable at this college. Plagiarism is simply taking the work of someone else and taking credit for it. The best example is when you take something from the Internet and then put your name on it for credit.

CAVALLA's policy on plagiarism is very simple. If any student plagiarizes anything for this course, then you will be punished and/or your grade will be reduced to an "F". Punishment may range from the lowering of a grade to full removal of all credit and grades or removal from the training program.

Examinations:

Examinations (quizzes, midterm and final exams, essay exams, lab tests, etc.) are available for student access and completion through the online course shell. Check the online course shell to determine how you are expected to take the tests.

- Online students are to complete the test by Sunday midnight, the week the test is due.
- On-ground students are to complete the tests after the material is covered and before the next class session.

Etiquette Policy:

Students will be able to respect other responses and not to either intimidate or add fear to someone else's point of view. If a student disrespects a student's response, that student will be reprimanded and receive an "F" for the course.

Late Assignments:

Late assignments will cost a 10-point grade reduction; unless, accompanied by emergency slips or other valid information. Please make sure that all assignments are due according to the due dates on your course schedule.

CAVALLA Closing/Other:

Due to inclement weather or forecast precipitation, Please go to Cavalla website at: <https://cavallauniversity.education/>, and to the CAVALLA website at: <https://cavallauniversity.education/>, and contact CAVALLA UNIVERSITY information at (888) 233-5356, for more information. If the instructor is unable to attend class; the instructor will notify each student and leave instructions for the next class session.

Helpful Resources:

The Resource Center navigation button in the online course shell contains helpful links. Cavalla University Library Resources are available here as well as other important information. You should review this area to find resources and answers to common questions. Technical support is available for the following:

- For **technical questions**, please contact Cavalla Online Technical Support by logging in to your eCampus account at <https://cavallaiuscheduling.online/> and submitting a case under “Student Center,” then “Submit Help Ticket.” If you are unable to log in to your eCampus account, please contact Technical Support via phone at (888) 233-5356.
- For **concerns with your class**, please access the Solution Center by logging in to your eCampus account at <https://cavallaiuscheduling.online/> and submitting a case under “Student Center,” then “Submit Help Ticket.” If you are unable to log in to your iCampus account, please contact the IT Help Desk at (888) 233-5356 or <https://cavallaiuscheduling.online/> .
- TurnItIn.com is an optional online tool to assess the originality of student written work. Check with your professor for access and use instructions.
- The **Cavalla Policies** link on the navigation bar in the online course shell contains academic policies. It is important that students be aware of these policies.

SCHEDULE DATES	WEEKS	COURSE ASSIGNMENTS/QUIZZES & FINAL SCHEDULE
July 03, 2024	1	Chapter 1
July 10, 2024	2	Chapter 2
July 17, 2024	3	Chapter 3 and Chapter 4
July 24, 2024	4	Chapter 5 and Chapter 6
July 31, 2024	5	Chapter 7 and Chapter 8
August 07, 2024	6	MIDTERM EXAMINATION
August 14, 2024	7	Chapter 9
August 21, 2024	8	Chapter 10 and Chapter 11
August 28, 2024	9	Chapter 12, Chapter 13, and Chapter 14
September 04, 2024	10	FINAL EXAMINATION
September 11, 2024	11	ALL ASSIGNMENTS ARE DUE- NO EXCEPTIONS!

SCHEDULE DATES	WEEKS	DISCUSSION
		*No discussions will take place during Mid-Quarter and Final Examination
July 03, 2024	1	Chapter 1
July 10, 2024	2	Chapter 2
July 17, 2024	3	Chapter 3 and Chapter 4
July 24, 2024	4	Chapter 5 and Chapter 6
July 31, 2024	5	Chapter 7 and Chapter 8
*August 07, 2024	6	MIDTERM EXAMINATION
August 14, 2024	7	Chapter 9
August 21, 2024	8	Chapter 10 and Chapter 11
August 28, 2024	9	Chapter 12, Chapter 13, and Chapter 14
September 04, 2024	10	FINAL EXAMINATION
*September 11, 2024	11	ALL ASSIGNMENTS ARE DUE- NO EXCEPTIONS!



Cavalla International University

ASSIGNMENTS

Assignment 1: Union Management and Organization Due Week 4 -Worth 200 points!

Write a six to eight (6-8) page paper in which you:

1. Summarize the historical and legal framework which provides the foundations for the American system of labor / management relations.
2. Analyze the actions of unions and management to determine basic compliance with the major U.S. federal labor laws.
3. Determine the roles and responsibilities of key participants in a right-to-work state when compared to a non-right-to-work state.
4. Explain the process for organizing and for decertifying unions.
5. Use at least three (3) quality references. **Note:** Wikipedia and other websites do not qualify as academic resources.

Your assignment must follow these formatting requirements:

- Be typed, double spaced, using Times New Roman font (size 12), with one-inch margins on all sides; citations and references must follow APA or school-specific format. Check with your professor for any additional instructions.
- Include a cover page containing the title of the assignment, the student's name, the professor's name, the course title, and the date. The cover page and the reference page are not included in the required assignment page length.

The specific course learning outcomes associated with this assignment are:

- Summarize the historical and legal framework which provides the foundations for the American system of labor / management relations.
- Analyze the actions of unions and management to determine basic compliance with the major U.S. federal labor laws.
- Explain the process for organizing and for decertifying unions.
- Use technology and information resources to research issues in labor relations. Write clearly and concisely about labor relations using proper writing mechanics.

Grading for this assignment will be based on answer quality, logic / organization of the paper, and language and writing skills, using the following rubric.

Points: 200	Assignment 1: Union Management and Organization				
Criteria	Unacceptable Below 60% F	Meets Minimum Expectations 60-69% D	Fair 70-79% C	Proficient 80-89% B	Exemplary 90-100% A
<p>1. Summarize the historical and legal framework which provides the foundations for the American system of labor / management relations. Weight: 20%</p>	<p>Did not submit or incompletely summarized the historical and legal framework which provides the foundations for the American system of labor / management relations.</p>	<p>Insufficiently summarized the historical and legal framework which provides the foundations for the American system of labor / management relations.</p>	<p>Partially summarized the historical and legal framework which provides the foundations for the American system of labor / management relations.</p>	<p>Satisfactorily summarized the historical and legal framework which provides the foundations for the American system of labor / management relations.</p>	<p>Thoroughly summarized the historical and legal framework which provides the foundations for the American system of labor / management relations.</p>
<p>2. Analyze the actions of unions and management to determine basic compliance with the major U.S. federal labor laws. Weight: 20%</p>	<p>Did not submit or incompletely analyzed the actions of unions and management to determine basic compliance with the major U.S. federal labor laws.</p>	<p>Insufficiently analyzed the actions of unions and management to determine basic compliance with the major U.S. federal labor laws.</p>	<p>Partially analyzed the actions of unions and management to determine basic compliance with the major U.S. federal labor laws.</p>	<p>Satisfactorily analyzed the actions of unions and management to determine basic compliance with the major U.S. federal labor laws.</p>	<p>Thoroughly analyzed the actions of unions and management to determine basic compliance with the major U.S. federal labor laws.</p>
<p>3. Determine the roles and responsibilities of key participants in a right-to-work state when compared to a non-right-to-work state. Weight: 25%</p>	<p>Did not submit or incompletely determined the roles and responsibilities of key participants in a right-to-work state when compared to a non-right-to-work state.</p>	<p>Insufficiently determined the roles and responsibilities of key participants in a right-to-work state when compared to a non-right-to-work state.</p>	<p>Partially determined the roles and responsibilities of key participants in a right-to-work state when compared to a non-right-to-work state.</p>	<p>Satisfactorily determined the roles and responsibilities of key participants in a right-to-work state when compared to a non-right-to-work state.</p>	<p>Thoroughly determined the roles and responsibilities of key participants in a right-to-work state when compared to a non-right-to-work state.</p>
<p>4. Explain the process for organizing and for decertifying unions. Weight: 20%</p>	<p>Did not submit or incompletely explained the process for organizing and for decertifying unions.</p>	<p>Insufficiently explained the process for organizing and for decertifying unions.</p>	<p>Partially explained the process for organizing and for decertifying unions.</p>	<p>Satisfactorily explained the process for organizing and for decertifying unions.</p>	<p>Thoroughly explained the process for organizing and for decertifying unions.</p>
<p>5. 3 references</p>	<p>No references provided</p>	<p>Does not meet the required</p>	<p>Does not meet the required</p>	<p>Meets number of required</p>	<p>Exceeds number of required</p>

Weight: 5%		number of references; all references poor quality choices.	number of references; some references poor quality choices.	references; all references high quality choices.	references; all references high quality choices.
6. Clarity, writing mechanics, and formatting requirements Weight: 10%	More than 8 errors present	7-8 errors present	5-6 errors present	3-4 errors present	0-2 errors present

Assignment 2: Labor Relations
Due Week 8 - Worth 300 points!

Use the Internet or Cavalla Library to research a publicly traded U.S.-based company with a focus on its labor negotiating practices and any specific labor-related issues the company may be experiencing.

Write a six to eight (6-8) page paper in which you:

1. Discuss the company's stance toward labor and any specific labor-related issues it may be experiencing.
2. Formulate a strategy for negotiating a labor agreement and dealing with potential impasses in the bargaining process.
3. Analyze the principle economic and administrative issues addressed during collective bargaining with your labor force and develop a bargaining position.
4. Recommend policies and procedures to administer labor contracts and resolve disputes.
5. Determine the most likely interest dispute and determine how you could leverage economic pressure to help resolve that dispute.
6. Based upon your understanding of the entire course, predict the next evolutionary step in labor-management relationships (in terms of laws, key participants, or union organization) and how that step will affect the company you researched.
7. Use at least three (3) quality references. **Note:** Wikipedia and other Websites do not qualify as academic resources

Your assignment must follow these formatting requirements:

- Be typed, double spaced, using Times New Roman font (size 12), with one-inch margins on all sides; references must follow APA or school-specific format. Check with your professor for any additional instructions.
- Include a cover page containing the title of the assignment, the student's name, the professor's name, the course title, and the date. The cover page and the reference page are not included in the required page length.

The specific course learning outcomes associated with this assignment are:

- Analyze the actions of unions and management to determine basic compliance with the major U.S. federal labor laws.
- Explain the process for organizing and for decertifying unions.
- Formulate a strategy for negotiating a labor agreement and dealing with potential impasses in the bargaining process.
- Analyze the principle economic and administrative issues addressed during collective bargaining and develop a bargaining position.
- Develop policies and procedures to administer labor contracts and resolve disputes.
- Use technology and information resources to research issues in labor relations.
- Write clearly and concisely about labor relations using proper writing mechanics.

Grading for this assignment will be based on answer quality, logic / organization of the paper, and language and writing skills, using the following rubric.

Points: 300	Assignment 2: Labor Relations				
Criteria	Unacceptable Below 60% F	Meets Minimum Expectations 60-69% D	Fair 70-79% C	Proficient 80-89% B	Exemplary 90-100% A
<p>1. Discuss the company's stance toward labor and any specific labor-related issues it may be experiencing. Weight: 10%</p>	<p>Did not submit or incompletely discussed the company's stance toward labor and any specific labor-related issues it may be experiencing.</p>	<p>Insufficiently discussed the company's stance toward labor and any specific labor-related issues it may be experiencing.</p>	<p>Partially discussed the company's stance toward labor and any specific labor-related issues it may be experiencing.</p>	<p>Satisfactorily discussed the company's stance toward labor and any specific labor-related issues it may be experiencing.</p>	<p>Thoroughly discussed the company's stance toward labor and any specific labor-related issues it may be experiencing.</p>
<p>2. Formulate a strategy for negotiating a labor agreement and dealing with potential impasses in the bargaining process. Weight: 15%</p>	<p>Did not submit or incompletely formulated a strategy for negotiating a labor agreement and dealing with potential impasses in the bargaining process.</p>	<p>Insufficiently formulated a strategy for negotiating a labor agreement and dealing with potential impasses in the bargaining process.</p>	<p>Partially formulated a strategy for negotiating a labor agreement and dealing with potential impasses in the bargaining process.</p>	<p>Satisfactorily formulated a strategy for negotiating a labor agreement and dealing with potential impasses in the bargaining process.</p>	<p>Thoroughly formulated a strategy for negotiating a labor agreement and dealing with potential impasses in the bargaining process.</p>
<p>3. Analyze the principle economic and administrative issues addressed during collective bargaining with your labor force and develop a bargaining position. Weight: 15%</p>	<p>Did not submit or incompletely analyzed the principle economic and administrative issues addressed during collective bargaining with your labor force and did not submit or incompletely developed a bargaining position.</p>	<p>Insufficiently analyzed the principle economic and administrative issues addressed during collective bargaining with your labor force and insufficiently developed a bargaining position.</p>	<p>Partially analyzed the principle economic and administrative issues addressed during collective bargaining with your labor force and partially developed a bargaining position.</p>	<p>Satisfactorily analyzed the principle economic and administrative issues addressed during collective bargaining with your labor force and satisfactorily developed a bargaining position.</p>	<p>Thoroughly analyzed the principle economic and administrative issues addressed during collective bargaining with your labor force and thoroughly developed a bargaining position.</p>
<p>4. Recommend policies and procedures to administer a labor contract and resolve disputes. Weight: 15%</p>	<p>Did not submit or incompletely recommended policies and procedures to administer a labor contract and resolve disputes.</p>	<p>Insufficiently recommended policies and procedures to administer a labor contract and resolve disputes.</p>	<p>Partially recommended policies and procedures to administer a labor contract and resolve disputes.</p>	<p>Satisfactorily recommended policies and procedures to administer a labor contract and resolve disputes.</p>	<p>Thoroughly recommended policies and procedures to administer a labor contract and resolve disputes.</p>
<p>5. Determine the most likely interest dispute and</p>	<p>Did not submit or incompletely determined the</p>	<p>Insufficiently determined the most likely</p>	<p>Partially determined the most likely</p>	<p>Satisfactorily determined the most likely</p>	<p>Thoroughly determined the most likely</p>

<p>determine how you could leverage economic pressure to help resolve that dispute. Weight: 15%</p>	<p>most likely interest dispute and did not submit or incompletely determined how you could leverage economic pressure to help resolve that dispute.</p>	<p>interest dispute and insufficiently determined how you could leverage economic pressure to help resolve that dispute.</p>	<p>interest dispute and partially determined how you could leverage economic pressure to help resolve that dispute.</p>	<p>interest dispute and satisfactorily determined how you could leverage economic pressure to help resolve that dispute.</p>	<p>interest dispute and thoroughly determined how you could leverage economic pressure to help resolve that dispute.</p>
<p>6. Based upon your understanding of the entire course, predict the next evolutionary step in labor-management relationships (in terms of laws, key participants, or union organization) and how that step will affect the company you researched. Weight: 15%</p>	<p>Did not submit or incompletely predicted the next evolutionary step in labor-management relationships (in terms of laws, key participants, or union organization) and how that step will affect the company you researched.</p>	<p>Insufficiently predicted the next evolutionary step in labor-management relationships (in terms of laws, key participants, or union organization) and how that step will affect the company you researched.</p>	<p>Partially predicted the next evolutionary step in labor-management relationships (in terms of laws, key participants, or union organization) and how that step will affect the company you researched.</p>	<p>Satisfactorily predicted the next evolutionary step in labor-management relationships (in terms of laws, key participants, or union organization) and how that step will affect the company you researched.</p>	<p>Thoroughly predicted the next evolutionary step in labor-management relationships (in terms of laws, key participants, or union organization) and how that step will affect the company you researched.</p>
<p>7. 3 references Weight: 5%</p>	<p>No references provided</p>	<p>Does not meet the required number of references; all references poor quality choices.</p>	<p>Does not meet the required number of references; some references poor quality choices.</p>	<p>Meets number of required references; all references high quality choices.</p>	<p>Exceeds number of required references; all references high quality choices.</p>
<p>8. Clarity, writing mechanics, and formatting requirements Weight: 10%</p>	<p>More than 8 errors present</p>	<p>7-8 errors present</p>	<p>5-6 errors present</p>	<p>3-4 errors present</p>	<p>0-2 errors present</p>