

<b>DEREE COLLEGE SYLLABUS FOR:</b>							
<b>MG 4136 Labor Relations</b>  (Revised: Spring 2015)	<b>UK Level: 6</b> <b>UK Credits: 15</b> <b>US Credits: 3/0/3</b>						
<b>PREREQUISITES:</b>	MG 2003 Management Principles or MG 3034 Managing People and Organizations						
<b>CATALOG DESCRIPTION:</b>	Study of the development of the labor movement and the structure of organized groups. Analysis of labor union and employer association activities including: contract negotiations, contract administration, and dispute resolution through mediation and arbitration. Labor-management relations in non-unionized settings.						
<b>RATIONALE:</b>	The main purpose of this course is to examine the labor-management relationship in unionized and non-unionized settings in the U.S.A. and in Greece. Whether a student works in a business organization, either as a manager or as a non-manager in a unionized or non-unionized setting, s/he will be impacted by the labor-management environment in the organization.						
<b>LEARNING OUTCOMES:</b>	As a result of taking this course, the student should be able to: <ol style="list-style-type: none"> <li>1. Analyze the development of the labor movement, the structure of unions, employers' associations and the environment of labor relations. (analysis)</li> <li>2. Analyze and integrate issues related to collective bargaining, including: contract negotiations, the issues of a collective agreement, contract administration, grievance procedure, dispute resolution, and labor relations in non-union firms. (analysis and synthesis)</li> <li>3. Synthesize and apply knowledge in labor relations to contemporary organizations. (synthesis and application)</li> </ol>						
<b>METHOD OF TEACHING AND LEARNING:</b>	In congruence with the teaching and learning strategy of the College, the following tools are used: <ul style="list-style-type: none"> <li>• Classes consist of lectures, case studies, experiential exercises, and in-class discussion of related material.</li> <li>• Office Hours: Students are encouraged to make full use of the office hours of their instructor in order to consult and discuss issues related to the course content.</li> <li>• Use of the Blackboard learning platform: in order to enhance the teaching and learning process, instructors may use the site to post their announcements, upload related course material, lecture notes, assignment instructions and additional resources.</li> </ul>						
<b>ASSESSMENT:</b>	<p><b>Summative:</b></p> <table border="1"> <tr> <td>Written project; Individual; 1,800 – 2,200 words</td><td>40%</td></tr> <tr> <td>Final Examination (2-hour): essay type</td><td>60%</td></tr> </table> <p><b>Formative:</b></p> <table border="1"> <tr> <td>Case studies, experiential exercises, and articles reviews</td><td>0%</td></tr> </table> <p>The formative assessments aim to prepare students for the written project and for the examination.  The written project tests Learning Outcome 3.  The final examination tests Learning Outcomes 1 and 2.</p>	Written project; Individual; 1,800 – 2,200 words	40%	Final Examination (2-hour): essay type	60%	Case studies, experiential exercises, and articles reviews	0%
Written project; Individual; 1,800 – 2,200 words	40%						
Final Examination (2-hour): essay type	60%						
Case studies, experiential exercises, and articles reviews	0%						
<b>INDICATIVE MATERIAL:</b> (e.g. audiovisual, digital material, etc.)	<b>REQUIRED MATERIAL:</b> Fossum, J. A. (2015). Labor Relations: Development, Structure, Process. McGraw-Hill.						

	<p><b>RECOMMENDED MATERIAL:</b></p> <ul style="list-style-type: none"> <li>• Begin, J. P. and Beal, E. F. (1989). The Practice of Collective Bargaining. R.D. Irwin, Inc.</li> <li>• Degryse, C., Jepsen, M. &amp; Pochet, P. (2013). The Euro crisis and its impact on national and European social policies. Brussels, ETUI, Working Paper 2013.05.</li> <li>• Dunlop, J. T. (1977). Industrial Relations Systems. Arcturus Books Edition.</li> <li>• Heyter, S., Fashoyin, T &amp; Kochan, T.A. (2011). Collective bargaining for the 21<sup>st</sup> century. <i>Journal of Industrial Relations</i>. 53(2), 225-247. doi: 10.1177/0022185610397144</li> <li>• Kaufman, B. E. (2004). The global evolution of industrial relations: Events, ideas and the IIRA. Geneva, International Labour Office.</li> <li>• Kochan, T. A., Katz, H. C. &amp; McKersie, R.B. (1986). The Transformation of American Industrial Relations. New York: Basic Books.</li> <li>• Ioannou, C. A. (1999). Trade Unions in Greece: Development, Structures and Prospects. Friedrich Ebert Foundation.</li> <li>• Nikolopoulos, A. &amp; E. Patra (2012). “Current Situation and Future Trends of the Industrial Relations System and Trade Unions in Greece”, <i>Management Revue</i>, 23(4), 353-368.</li> <li>• Pagones, J. (2013). The European Union’s response to the sovereign debt crisis: Its effect on labor relations in Greece. <i>Fordham International Law Journal</i>.</li> <li>• Patra, E. (2012). Social Dialogue and Collective Bargaining in Times of Crisis: The Case of Greece. Working Paper 38, Geneva, International Labour Office (ILO).</li> <li>• Walton, R. E. and McKersie, R. B. (1965). A Behavioral Theory of Labor Negotiations. McGraw-Hill, Inc.</li> <li>• Welz, Ch., O. Vargas, A. Broughton, G. Van Gyes, L. Szeker, M. Curtarelli, K. Fric, P. Kerckhofs &amp; S. Diemu-Tremolieres (2014): The impact of the crisis on industrial relations and working conditions, Eurofound, Dublin.</li> <li>• Zagelmeyer, S. (2009). Enterprise-level collective bargaining in times of crisis: The case of Germany. Dialogue Working Paper No. 9. Geneva: ILO.</li> </ul> <p>Journals</p> <ul style="list-style-type: none"> <li>• British Journal of Industrial Relations</li> <li>• European Journal of Industrial Relations</li> <li>• Industrial and Labor Relations Review</li> <li>• Industrial Relations Journal</li> <li>• Journal of Industrial Relations</li> </ul>
<b>COMMUNICATION REQUIREMENTS:</b>	Use of proper English, both oral and written. Written project presented using Word
<b>SOFTWARE REQUIREMENTS:</b>	Microsoft Office: Word
<b>WWW RESOURCES:</b>	<ul style="list-style-type: none"> <li>• <a href="http://www.fmcs.gov">www.fmcs.gov</a> (Federal Mediation and Conciliation Service)</li> <li>• <a href="http://www.aflcio.org">www.aflcio.org</a> (AFL-CIO)</li> <li>• <a href="http://www.omed.gr">www.omed.gr</a> (Organization for Mediation and Arbitration)</li> <li>• <a href="http://www.ilo.org">www.ilo.org</a> (International Labour Organization)</li> <li>• <a href="http://www.eurofound.europa.eu">www.eurofound.europa.eu</a> (European Foundation for the Improvement of Living and Working Conditions)</li> <li>• <a href="http://eurofound.europa.eu/observatories/eurwork">http://eurofound.europa.eu/observatories/eurwork</a> (European Observatory of Working Life)</li> </ul>
<b>INDICATIVE CONTENT:</b>	<ol style="list-style-type: none"> <li>1. A framework for analyzing collective bargaining and industrial relations.</li> <li>2. The historical evolution of the industrial relations system.</li> <li>3. The role of the legal, social and economic environment.</li> <li>5. Management strategies and structures for collective bargaining.</li> <li>6. Union strategies and structures for representing workers.</li> <li>7. Union Organizing and bargaining structures.</li> <li>8. The negotiations process and contract terms.</li> </ol>

	<ol style="list-style-type: none"> <li>9. Dispute resolution procedures: conciliation, mediation, arbitration. Pressure techniques.</li> <li>10. Administering the employment relationship.</li> <li>11. Participatory processes.</li> <li>12. Labor Relations in non-union settings.</li> <li>13. International and comparative industrial relations.</li> <li>14. Industrial relations in Greece: development of the labor movement, structure of unions and employers' associations, legal framework, and processes, including contract negotiations; dispute resolution through continuous bargaining, conciliation, mediation and arbitration.</li> <li>15. Mock bargaining exercise: a case study, which offers in-class practice on contract negotiations.</li> </ol>
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