THE UNIVERSITY OF TEXAS AT EL PASO
DEPARTMENT OF MARKETING, MANAGEMENT & SUPPLY CHAIN

EMPLOYEE AND LABOR RELATIONS - MGMT 3315 (CRN 21677)
SYLLABUS SPRING 2025
TR 10:30 – 11:50 am (COBA 318)

Instructor:
Claudia Gómez
Email: cgomez45@utep.edu
Office: COBA Room 202

Student Drop-in Hours (Office hours):
Remotely or in-person:
Tuesday and Thursday: 12:00 – 1:00 pm
Wednesday: 10:00 am – 12:00 pm
And by appointment

- If you want to meet virtually during student drop-in hours, please go to my booking page in this link at least 30 min before your appointment to book a meeting. If you want to meet in person, you can also book a meeting or just drop by my office.
- If you cannot make it to my regularly scheduled drop-in hours, email me to set up a different time that works for us both, we can meet virtually or in person.

General Course Information

Course Catalog Description: This course focuses on the "study of labor law, trends in the labor movement, union structure, organizing and collective bargaining processes. Preparation for and handling of negotiations. Grievance and discipline handling in both union and non-union organizations. Arbitration, decertification, and managing in a non-union environment."

Course Learning Objectives: The general goal of this course is for you to be able to understand the issues related to employee and labor relation in unionized and non-unionized organizations. It is also the goal for you to develop skills related to employee relations that an HR professional may face such and conflict resolution, negotiation, and handling grievances.

To achieve these goals, we will cover five broad topics: 1) Labor unions and union organizing; 2) labor law; 3) Negotiation and the collective bargaining process; 4) employee relations; and 5) international labor relations.

Below you can find the alignment of the learning objectives with Bloom's taxonomy levels of thinking and learning as well as the activities and assessments designed to align and evaluate the learning goals:

Objective	Bloom's Taxonomy	Activities and Assessments
Labor Unions and Organizing		
• Identify the major events in U.S. labor history. • Understand and define the goals of employee relations and labor relations.	• Remember and understand.	• Lectures, class participation, exam
• Describe the basic features of contemporary labor relations in the US.	• Remember and understand.	• Lectures, class participation, exam
• Discuss, identify and evaluate the current pressures on the US labor relations on the corporate side and on the labor side.	• Remember and understand.	• Lectures, class participation, exam
• Discuss the roles that labor unions have in employment relationships and societies.	• Remember, understand, analyze and evaluate.	• Assignment, exam, team project
• Identify alternative methods to regulate employee relationships.	• Understand.	• Assignment, exam
• Compare employee representation through labor unions other methods of governance.	• Analyze and evaluate	• Assignment, exam

Labor Law		
• Understand how a legal system can either promote or repress unionization.	• Remember and understand.	• Lectures, class participation, exam
• List the major provisions of U.S. labor laws and their underlying logic and rationale.	• Remember and understand.	• Lectures, class participation, class exercises, exam, team project
• Understand the role of the National Labor Relations Board and similar state agencies in U.S. labor relations.	• Remember and understand.	• Lectures, class participation, class exercises, exam, team project
• Compare the similarities and differences between U.S. private and public sector law.	• Understand and analyze	• Lectures, class participation, exam
Negotiation and the collective bargaining process		
• Discuss the range of possible management strategies toward labor unions and how they relate to human resource and business strategies.	• Remember and understand.	• Lectures, class participation, exam, team project.
• Discuss the basic procedural steps and legal standards for how new unions are formed in the United States.	• Remember	• Lectures, class participation, exam.
• Understand the tactics used by employers to weaken individual support for unions and the traditional tactics used by unions to strengthen individual support for unions.	• Remember and understand.	• Lectures, class participation, class exercises, assignment, exam, team project
• Explore options for resolving bargaining disputes and impasses.	• Analyze, evaluate and create.	• Lectures, class exercises, assignment, exam, team project.
• Understand different types of strikes and lockouts, their roles in labor relations, and their legal restrictions in the private and public sectors.	• Remember and understand.	• Lectures, class participation, assignment, exam, team project.
• Compare the major third-party dispute resolution mechanisms (mediation, arbitration, and fact-finding).	• Understand and evaluate.	• Lectures, class participation, class, exercises assignment, exam, team project.
Employee Relations		
• Understand several different models for handling difficult conflict situations including managing anger, recognizing and reducing conflict spirals, reducing tension and restricting precedents.	• Evaluate and apply.	• Lectures, class participation, assignment, exam.
• Identify negotiation concepts such as initial offers, target points, resistance points, BATNAs and distributive versus integrative negotiations.	• Understand and apply.	• Lectures, class exercise, assignment, exam.
• Learn how mediation is different from negotiation and arbitration. Apply mediation tactics to workplace disputes.	• Understand and apply.	• Lectures, class participation, assignment, exam.
• Understand other conflict resolution concepts: Arbitration, ombudsman, open-door policies.	• Remember and understand.	• Lectures, class participation, exam.
• Explain the pressures for increased employee involvement in the contemporary employment relationship.	• Remember and understand.	• Lectures, class participation, exam.
• Understand the debates over new forms of participatory work: whether these are methods for empowering workers and enhancing competitiveness, or for making employees work harder for less.	• Evaluate and analyze.	• Lectures, class participation, exam.
• Understand the debates over nonunion employee representation: whether this is a vehicle of legitimate employee voice or an attempt to prevent unionism.	• Evaluate and analyze.	• Lectures, class participation, exam.
International Labor Relations		
• Discuss how globalization affects the employment relationship and labor relations.	• Remember and understand.	• Lectures, class participation, exam, team project, assignment.

• Explain various strategies for representing workers in a global economy.	• Remember and understand.	• Lectures, class participation, exam.
• Understand the labor relations challenges for managers in multinational companies.	• Understand	• Lectures, class participation, exam.
• Compare the basic features of labor relations systems in developed and developing countries.	• Evaluate	• Lectures, class participation, exam, assignment.
• Compare the basic features of labor relations systems in Mexico and the US.	• Evaluate	• Lectures, class participation, exam, assignment.

In this class, you will take part in experiences that with help you develop three Edge Advantages:

- Communication – You will develop your oral communication skills through a class presentation in which you analyze a real strike situation. You will also develop oral communications skills in the in-class exercises we will be engaged in throughout the semester.
- Critical thinking – You will develop critical thinking through the assignments in which you will be presented with scenarios in which you will have to analyze and evaluate a situation. You will also engage in class discussions that will require you to develop a point of view using your personal experiences and the knowledge you are acquiring in class.
- Problem Solving – You will develop problem solving skills through the in-class exercises that will require you to make decisions about conflict and negotiation in the workplace.
- Teamwork – You will develop teamwork skills through the team project. This project will require you to develop the ability to coordinate, negotiate, and contribute to your team's efforts.

Text to accompany course:

Budd, John W. (2021). Labor relations: striking a balance. 6th Edition. New York: McGraw-Hill/Irwin.

In addition to the textbook, I will provide you with other readings and cases. These will provided to you in a timely manner throughout the semester.

Method of Presentation, Teaching Philosophy & Approach: This is an in-person class. We will meet in person on a regular basis twice a week. Even though we will cover a significant amount of the material during class time, you should also plan to devote time to do course work on your own consulting readings, doing some research on several topics, and working on the assignments and the team project. Our in-person meeting will include lecture presentations, but we will also spend a considerable amount of time engaged in discussions or doing exercises and case studies.

My intention is to use best practices to provide you with an engaging class that best supports your learning. As your instructor my responsibility is to provide you with the up-to-date knowledge on the topics relevant to the class and to create a welcoming, inclusive, and respectful environment that facilitates your learning. It is also my responsibility to provide you with timely feedback on your progress and assist you in attaining your academic goals. It is your responsibility as a student to learn and have an interest on the course. It is also your responsibility to make sure you comply with all the requirements and deadlines for the class.

I care about the success of each of my students. When you have questions about the course material, about a subject more broadly, concerns to discuss, accommodations you need, or thoughts you want to share, please contact me after class, meet with me doing student drop-off hours, or email me.

Course Elements

Assignments: You will be required to carry out a number of assignments throughout the semester. Be aware that even though each assignment might seem to not be worth a lot of points on its own, missing one or two here and there will add up to losing a considerable number of points by the end of the semester. Assignments will be graded as pass or

fail. In other words, if you do it completely you will get full credit, if you do it partially or not at all you get zero "0" credit. I typically do not provide you feedback on the assignment submissions as we will discuss them during class. All assignments will be posted on Blackboard inside their corresponding module.

All assignments and activities must be submitted online via Blackboard. Assignments are due ***on the date and time indicated in the schedule*****.** The assignments will typically be discussed during class. Make sure to have a copy of your submission with you during class after de submission deadline so you can actively participate. In addition to the assignments indicated in the schedule, other assignments may be given during the semester. You will be informed in a timely manner of any requirements or deadlines for any new assignments.

Exams: There will be three exams throughout the semester. The exams are intended to assess your knowledge and understanding of the topic based on the lectures and assignments covered in class.

Team Project: You and your team will be required to find a real and relatively recent strike in which a union was involved. Your deliverable will be a class presentation explaining the background forces that led to the strike, how the conflict was resolved and what was the outcome. As part of your presentation, your team should include an assessment of how the employer and the union handled the situation. You will be graded on the use, understanding and application of the concepts covered in class.

** An Advance of your project will be required midway in the semester. The deadline for this submission is indicated in the schedule.
** All submission related to this project should be made in Blackboard.
** Submission of the advance of your project is not optional. Not submitting an advance, will translate into a final grade of zero "0" in the project.

Team Policy: Each team will do a peer review at the end of the semester. Peer reviews will weigh the project grade and can lower individual team member's grade. If you have a problem team member, the team may elect to fire them. The fired team member can be picked up by another team or do the Project independently. 3 absences from team meetings of any kind are enough to fire a team member. Please fire early to leave the individual sufficient time to move along in their growth and development. No firing can occur after the first submission deadline.

Course Components:

Item	**Points**
Exams (3 exams – 175 each)	525
Assignments (4 – Drop lowest grade or missed assignment)	280
Team Project	200
Final Exam	TBD
Total	**1000**
Grading Disputes. *Any issues you may have about a grade should be brought to my attention immediately after receiving the grade*.	

Grade Distribution: 1000-900 = A; 899-800 = B ; 799-700 = C ; 699-600 = D; 599 and Below = F.

Technology Requirements: Some elements of the course will be Blackboard. Please make sure that your UTEP e-mail account is working and that you have access to the Web and a stable web browser. Google Chrome and Mozilla Firefox are the best browsers for Blackboard; other browsers may cause complications. When having technical difficulties, update your browser, clear your cache, or try switching to another browser.

You will need to have access to a computer/laptop as the exams will be online during class time. I recommend you download or update the following software, not just for this class but for all of your courses at UTEP: Microsoft

Office, Adobe Acrobat Reader, Windows Media Player, QuickTime, and Java. Check that your computer hardware and software are up-to-date and able to access all parts of the course.
If you do not have word-processing software, you can download Word and other Microsoft Office programs (including Excel, PowerPoint, Outlook and more) for free via UTEP's Microsoft Office Portal. Click the following link for more information about Microsoft Office 365 and follow the instructions.

IMPORTANT: If you encounter technical difficulties beyond your scope of troubleshooting, please contact the UTEP Technology Support as they are trained specifically in assisting with technological needs of students.

If you ask me for help, I will do my best to help with the little knowledge I have, most likely I will refer you to Help Desk, they are much better equipped than I am to assist you!

Course Policies

Contacting me by email: The best way to communicate with me is via email. Any course questions and personal concerns, including grading questions, please send them to me privately using your @utep.edu email. I check my email throughout the day on weekdays and will respond to you as soon as possible, usually on the same day or the day after. However, on weekends and Holidays I do not respond to emails unless the response is a simple one. If you email me on a weekend or Holiday, please do not expect a response from me until the following workday.

Participation: Participation will not be graded on this course. However, this class is heavily focused on classroom discussions, case studies and exercises. I expect and encourage your active participation in all our class meetings.

Attendance: You are adults, and I expect you to be motivated to grow your knowledge and abilities by engaging in assignments and course lectures. However, I believe attending class sessions is the best way to fully understand the concepts and reflect on how they are applied in real situations, for that reason, attendance is required in this class. Unexcused absences will affect your final grade in the following way.

Miss 2 classes	0 % from final grade deducted
Every class missed after that	1 % from final grade deducted

If you must miss a class session, please let me know before you plan to do so. I recognize that some of you have multiple obligations and challenges that might occasionally make it difficult for you to attend class. If you are concerned that this policy will somehow make it difficult for you to succeed or if you face an unexpected challenge during the semester, please let me know so we can find a solution that allows you to succeed in the class.

Policy on Contingencies: In the event that I am unable to come to campus (due to mild illness, quarantine/isolation, etc.) but able to teach, we will meet via zoom during our regularly schedule class time. You will be informed via Blackboard Announcement (and also via email) as soon as feasible of such an occurrence and provided a link to our virtual classroom.

Meeting Deadlines: As stated in previous sections, all the deadlines for all the elements of the class (assignments, project elements, etc.) are indicated in the class schedule. Please make sure to mark down the deadlines on your calendars (or any other means you have used in the past to remind yourself of deadlines). Make sure to begin work with enough time before the deadline. I understand that life happens and sometimes during the semester you will miss a submission. The following submission policies for each element of the class are intended to allow some flexibility when you need it during the semester:

- *Assignments:* Because we will typically discuss the assignments during class after the deadline, no late submissions accepted. You can skip one assignment submissions without it affecting your grade. You don't need to inform me if you will be not submitting an assignment or activity of the reason for doing so.

- *Team Project Advance:* Submit by the deadline for full credit. You and your team have an additional 4 days to submit your work, but the value of your submission will drop by 10% each day.
- *Exams:* It is important to reach out to me in advance if you anticipate you will not be able to attend class during exam day and explain why you will be missing the exam day so we can arrange for you to make it up. Th reason for your absence need to be significant and verifiable. If for something unexpected happens and you miss the exam then you will have (2) working days to reach out to me and explain the situations.

** If you experience technology issues and are unable to submit any work via Blackboard (or are not sure your submission went through), email your finished work to me. All the deadline policies will apply to any email submission**

Grading Policy: I will provide feedback to you on your performance on all major elements of you grade to give you opportunities to see how you did, identify places you need to apply more effort, and improve your grade. My hope is that you will develop the skills and knowledge you need to do well in the course and in the future. You earn the grades you receive; I do not curve grades because there are plenty of opportunities for you to improve your grades throughout the semester.

Classroom Conduct: We will be discussing topics related to employees rights, conflict at work, and other labor related topics. We will be sharing our opinions, thoughts, and experiences. I am committed to creating a learning environment where diverse perspectives are recognized and valued. I request that you work with me to create a class culture based on open communication, mutual respect, and inclusion. For that reason, we will all communicate in a respectful and professional way at all times. Disagreements and debates in academic discourse are expected and welcome, but personal attacks are never OK, disrespectful or offensive language and will not be tolerated. If I ever miss the mark, please don't hesitate to come and talk to me. We are all learning together.

Preferred Names: If your preferred name is not the same as the name that appears on the university provided roster for the course, please let me know so that I can use your preferred name.

Caregiver Responsibilities and School-Life Conflict Policy: I have great respect for students who are balancing their pursuit of education with the responsibilities of caring for children or other family members. I also recognize that many of you will face challenges as a result of work, family obligations, or unforeseen personal difficulties. If you run into challenges that require you to miss a class, or if your caregiving or other responsibilities are interfering with your ability to engage in class in any way, please contact me. There may be some instances of flexibility we can offer to support your learning.

Policy on the use of generative artificial intelligence tools: Using an AI-content generator such as ChatGPT to complete any assignment or project without proper attribution violates academic integrity and is considered academic dishonesty. By submitting assignments in this class, you pledge to affirm that they are your own work, and you attribute use of any tools and sources. Learning to use AI responsibly and ethically is an important skill in today's society. Be aware of the limits of conversational, generative AI tools such as ChatGPT.

- Quality of your prompts: The quality of its output directly correlates to the quality of your input. Master "prompt engineering" by refining your prompts in order to get good outcomes.
- Fact-check all of the AI outputs: Assume it is wrong unless you cross-check the claims with reliable sources. The current AI models will confidently reassert factual errors. You will be responsible for any errors or omissions.
- Full disclosure: Like any other tool, the use of AI should be acknowledged. At the end of your assignment, write a short paragraph to explain which AI tool and how you used it, if applicable. Include the prompts you used to get the results. Failure to do so is in violation of academic dishonesty policies.

Examples of acceptable AI use or assistance include:

- Brainstorming a topic
- Generating search terms or keywords for research
- Formatting citations (keep in mind that while AI can format citations, it often includes incorrect quotations and citations within a text)

- Finding errors and receiving general suggestions for improving without using AI tools to explicitly compose an essay or text.
- Searching for specific information as one would do with search engines, browsers, and databases.
- Generating AI artwork, audio, images, or videos with proper credits to the AI tool used

Examples of **unacceptable** AI use or assistance include:

- Using AI to write entire assignments, assessments or projects or complete unfinished portions of them (unless the use of AI is a part of the assignment).
- Using AI to write a draft (either rough or final) of an assignment, assessment or project for you.
- Using AI to rewrite significant portions of a text - You may not use entire sentences or paragraphs suggested by an app without providing quotation marks and a citation, just as you would to any other source. Citations should take this form:

  OpenAI, chatGPT. Response to prompt:"Explain what is meant by the 'big five personality model'" (March 23,2023, https://chat.openai.com/).

** Plagiarism Detecting Software- All your submissions in Blackboard will be submitted to SafeAssign, a plagiarism detecting software. SafeAssign is used review assignment submissions for originality and will help you learn how to properly attribute sources rather than paraphrase**

Academic Dishonesty: You are expected to comply fully with UTEP's Academic dishonesty policy. Academic dishonest includes, but it not limited to cheating, plagiarism, and collusion. Cheating, using of the intellectual property of others without attributing it to them, or colluding with others to engage in these acts is considered a serious academic offense and have serious consequences for your academic career. University guidelines require that all infractions be reported to the Office of Community Standards for possible disciplinary action. To learn more, please visit HOOP: Student Conduct and Discipline.

NOTICE OF MY COPYRIGHT AND INTELLECTUAL PROPERTY RIGHTS. *Any intellectual property displayed or distributed to students during this course (including but not limited to lecture videos, powerpoints, notes, quizzes, case studies, examinations) by the professor/lecturer/instructor remains the intellectual property of the professor/lecturer/instructor. This means that the student may not distribute, publish or provide such intellectual property to any other person or entity for any reason, commercial or otherwise, without the express written permission of the professor/lecturer/instructor.*

You are capable of meeting the expectations for this course. If you are concerned about how well you are doing on this course, please come speak with me instead of considering academic misconduct.

Academic Supports and Information

Accommodation Policy: The University is committed to providing reasonable accommodations to students with documented disabilities. Students who become pregnant may also request reasonable accommodations, in accordance with state and federal laws and regulations and University policy. Accommodations that constitute undue hardship are not reasonable. To make a request, please register with the UTEP Center for Accommodations and Support Services (CASS). Contact CASS at 915-747-5148, email them at cass@utep.edu, or apply for accommodations online via the CASS portal.

Drop Policy: I will not drop you from the course. If you feel that you are unable to complete the course successfully, please come and talk to me to discuss your situation. There might be support and resources we can find to help you. If you decide to drop the class, please let me know and then contact the Registration and Records Office to initiate the drop process. If you do not drop the class, you are at risk of receiving an "F" for the course. The deadline to drop the class is November 1st.

Incomplete Grade Policy: Incomplete grades may be requested only in exceptional circumstances after you have completed at least half of the course requirements. Talk to me immediately if you believe an incomplete is warranted. If granted, we will establish a contract of work to be completed with deadlines.

Other Supports and Resources: UTEP provides extensive academic supports for you as a student, these supports are there to help you achieve the academic success they are truly capable of. Most students access them at some point in pursuit of their degree so please make use of them, they are there for that purpose. Please refer to the QR code below for a listing of campus resources or visit https://www.utep.edu/advising/student_resources/student-success-resource-hub.html.

Tentative Schedule Employee and Labor Relations – Spring 2025

Week	Topic	Due Day	Time	Activities / Items Due
Week 1	Introduction	01/21	----------	----------
	History of Labor Unions - (Chapter 3)	01/23	10:00 am	No graded assignments due: 1. Read Syllabus and Team Project Instructions. 2. Introduce Yourself on Padlet 3. Complete Syllabus Form
			Before Class	Read chapter 3
Week 2	Labor Law - (Chapters 4)	01/28	Before Class	Read chapter 4
	Contemporary Labor Issues – (Chapter 1)	01/30	Before Class	Read chapter 1
Week 3	Contemporary Labor Issues - (Chapter 1)	02/04	----------	----------
	Labor unions and Organizing - (Chapters 5 and 6)	02/06	10:00 am	**Assignment 1 due**
			Before Class	Read Chapter 5
Week 4	Labor unions and Organizing - (Chapters 5 and 6)	02/11	Before Class	Read Chapter 6
	Bargaining - (Chapter 7)	02/13	10:00 am	**Assignment 2 due**
			Before Class	Read Chapter 7
Week 5	Exam 1	02/18		Exam 1
	Bargaining - (Chapter 7)	02/20	----------	----------
Week 6	Bargaining - (Chapter 7)	02/25	----------	----------
	Dispute Resolutions - (Chapter 8)	02/27	----------	----------
Week 7	Team Project	03/02	11:59 pm	**Submit the advance of your team (One submission per team)**
	Dispute Resolutions - (Chapter 8)	03/04	----------	----------
	Employee Relations	03/06	10:00 am	**Assignment 3 due**
			Before Class	Read Chapter 8
Week 8	SPRING BREAK	03/11	----------	----------
		03/13	----------	----------
Week 9	Employee Relations	03/18	----------	----------
	Employee Relations	03/20	----------	----------
Week 10	Employee Relations	03/25	----------	----------
	Employee Relations	03/27	10:00 am	**Assignment 4 due**
			----------	----------
Week 11	Exam 2	04/01		**Exam 2**
	Contemporary Labor Issues - (Chapter 10)	04/03	Before Class	Read Chapter 10
Week 12	Contemporary Labor Issues - (Chapter 10)	04/08	----------	----------
	Globalization - (Chapter 11)	04/10	Before Class	Read Chapter 11
Week 13	Comparative Labor Relations - (Chapter 12)	04/15	Before Class	Read Chapter 12
	Comparative Labor Relations - (Chapter 12)	04/17	----------	----------
Week 14	What should labor relations do (Chapter 13)	04/22	10:00 am	**Assignment 5 due**
			Before class	Read Chapter 13
	Exam 3	04/24		**Exam 3**
Week 15	Team Presentations	04/29		**Team Presentations**
	Team Presentations	05/01		**Team Presentations**
Week 16	Team Presentations	05/06		**Team Presentations**
	Final Reflection	05/08	11:59 pm	**Team Evaluations Due**
Final Exams Week		05/15	10:00am – 12:45 pm	**FINAL EXAM**