

Labor Relations in Manufacturing

LBS 4500/ IE 5995/ ISP 3440

Winter 2006

Hal Stack
(313) 577-2191
h.stack@wayne.edu
3181 FAB
Office hours by
appointment

Course Description.

This course provides the knowledge and skills to effectively administer labor agreements. Students will understand and apply:

- The legal framework which regulates labor-management relations;
- The structure and administration of the collective bargaining agreement;
- The grievance-arbitration system;
- Strategies for preventing and resolving grievances;
- The implementation and institutionalization practices involved in establishing and maintaining a constructive labor-management relationship;
- The changes occurring in labor-relations practice in response to intensifying competition and new production systems; and
- The similarities and difference between the U.S., Japanese and German labor relations systems.

Course Text.

John Budd, Labor Relations: Striking a Balance.
New York: McGraw-Hill, 2005.

Course Requirements.

20% 10 in-class quizzes

25% Midterm exam

15% Grievance and arbitration cases

25% Final exam

15% Class participation

Labor Relations in Manufacturing

- January 12 Welcome and Introduction
- Course Overview
 - Introductions
 - What Unions Do
 - Unions and Strategic Choice: Knights of Labor, AFL, IWW
 - The Open Shop Movement
- Assignment: John Budd, Chapter 4
- January 19 The Triumph of Mass Production
- Craft Production and the Early Auto Industry
 - Frederick Taylor and Scientific Management
 - Ford and the Rise of Mass Production
 - GM Surpasses Ford
 - Welfare Capitalism
 - The Depression
- Assignment: John Budd, Chapter 5
- January 26 The New Deal Industrial Relations System
- The CIO and Industrial Unionism
 - The Rise of the UAW
 - The New Deal Industrial Relations System
 - Wartime and Postwar Labor Relations
 - The Golden Age and Seeds of Decline
- Assignment: John Budd, Chapter 6
- February 2 Labor and Management Strategies, Structures and Rights
- Labor Goals and Strategies
 - The Structure of the U.S. Labor Movement
 - Management Goals and Strategies
 - Balancing Labor Rights and Property Rights
 - Unions and Firm Performance
- Assignment: Chapter 10, pp. 319-328

February 9 Contract Clauses and Their Impact

U.S. Union Contracts
Employee Rights and Obligations
Job Rights and Obligations
Union Rights and Obligations
Management Rights and Obligations

Assignment Chapter 10, pp. 329

February 16 The Grievance Procedure

Grievance Procedures
Grievance Analysis
Employee Discipline
Past Practice and Management Rights
Duty of Fair Representation
Contract Administration

Assignment: Midterm Exam

February 23 Grievance Arbitration

The Arbitration Procedure
Arbitration Cases
Discipline and Discharge
Seven Tests for Just Cause
Establish Bargaining Teams

Assignment: John Budd, Chapter 8
Bargaining Simulation

March 2 Collective Bargaining

Bargaining Subprocesses and Strategies
The Legal Framework of Collective Bargaining
Bargaining Power and the Bargaining Environment
Bargaining Structures
Bargaining Simulation Preparation

Assignment: Bargaining Preparation Assignment

- March 9 Bargaining Simulation
- Bargaining Teams
 Team Reports
- Assignment: John Budd, Chapter 9
 Contract Language Assignment
 Bargaining Debrief
- March 16 Spring Break
- March 23 Impasse, Strikes and Dispute Resolution
- Strikes and Lockout
 Contract Campaigns
 Striker Replacement
 Meditation
 Interest Arbitration
 Act 312
 Fact Finding
- Assignment: John Budd, Chapter 12
- March 30 The U.S. Industrial Relations System Under Stress
- Globalization
 Deregulation
 The Profit Equation
 Labor-Management Cooperation
- Assignment: John Budd, Chapter 11
- April 6 Flexibility and Employee Involvement
- Employee Involvement
 New Work Systems
 Lean Production
- Assignment: John Budd, Chapter 7
- April 13 Union Organizing
- Union Density
 NLRB Elections
 Employer Campaigns

Union Campaigns
Assignment: John Budd, Chapter 13

April 20 Comparative Labor Relations

Labor Relations in Germany

Labor Relations in Mexico, Case Study

Labor Relations in Asia

April 28 Final Exam Due