

HRM450: Employment Law, Compensation and Policy

Credit Hours: 3

Contact Hours: This is a 3-credit course, offered in accelerated format. This means that 16 weeks of material is covered in 8 weeks. The exact number of hours per week that you can expect to spend on each course will vary based upon the weekly coursework, as well as your study style and preferences. You should plan to spend 10-25 hours per week in each course reading material, interacting on the discussion boards, writing papers, completing projects, and doing research.

Course Description and Outcomes



Course Description

This course introduces the major laws affecting employment in the United States, including those related to insurance, compensation and labor, and health and safety. The provisions of those laws are addressed, as well as public policy supporting regulation and future modifications.

Course Overview

This course provides knowledge of current issues related to employment and human resource law that impact the organization's bottom line. There is an emphasis on affirmative action, labor relations and conflict resolution. Topics include a variety of federal legislation, downsizing, health care coordinated services, negotiation, grievance processes and diversity, and international aspects. There is strong emphasis on the historical aspect of unions and labor relations in public and private sectors. This includes the negotiation or labor contracts and general arbitration process.

Students will work to understand the core principles of employment law which include the ability to define and apply legal terminology to employment issues, ability to analyze legal cases and legal concepts, explore the legal framework for employment relationships, examine the relationship between employment law and HR policies, and examine the range of legal liability for HR.

Course Learning Outcomes:

1. Recall the components of the industrial relations system and explain the phases in the labor relations process.
2. Explain the impact of major historical labor-management relations events on current labor-management relations.
3. Describe strategies utilized by management and by union organizations in the labor relations process.
4. Illustrate motivations for employees to decide to join unions and become involved in the process of unionization.
5. Define the legal requirements for collective bargaining.
6. Describe examples of pre-negotiation activity.

7. Explain the bargaining power model.
8. Describe the motivations for strikes and strike-related activity.
9. Identify methods for resolving a bargaining impasse.
10. Illustrate the union's duty of fair representation and the four steps of a typical grievance procedure.
11. Explain the elements of a typical labor arbitration proceeding.
12. Differentiate between arbitration and judicial proceedings.
13. Recognize the principles and elements of modern industrial discipline.
14. Recall the institutional issues of managerial rights, union security, and minority rights.
15. Describe the economic issues surrounding wage determination and employee benefits.
16. Compare the major differences between the public sector and private sector labor relations.

Participation & Attendance



Prompt and consistent attendance in your online courses is essential for your success at CSU-Global Campus. Failure to verify your attendance within the first 7 days of this course may result in your withdrawal. If for some reason you would like to drop a course, please contact your advisor.

Online classes have deadlines, assignments, and participation requirements just like on-campus classes. Budget your time carefully and keep an open line of communication with your instructor. If you are having technical problems, problems with your assignments, or other problems that are impeding your progress, let your instructor know as soon as possible.

Course Materials



Textbook Information is located in the CSU-Global Booklist on the Student Portal.

Course Schedule



Due Dates

The Academic Week at CSU-Global begins on Monday and ends the following Sunday.

- **Discussion Boards:** The original post must be completed by Thursday at 12 midnight MT and Peer Responses posted by Sunday 12 midnight MT. Late posts may not be awarded points.
- **Opening Exercises:** Take the opening exercise before reading each week's content to see which areas you will need to focus on. You may take these exercises as many times as you need. The opening exercises will not affect your final grade. Opening Exercises must be taken to unlock the Mastery Exercises in each week.
- **Mastery Exercises:** Students may access and retake mastery exercises through the last day of class until they achieve the scores they desire.
- **Critical Thinking Activities:** Assignments are due Sunday at 12 midnight MT.

Week #	Readings	Assignments
1	<ul style="list-style-type: none"> Chapter 1 in <i>The Labor Relations Process</i> Heathfield, S. M. (2010). Set them free: Two musts for employee motivation. Retrieved from http://humanresources.about.com/od/motivationsucces3/a/motivationtips.htm 	<ul style="list-style-type: none"> Discussion Board (25) Opening Exercise (0 points) Mastery Exercises (10) Portfolio Milestone (worth 10 points toward final portfolio grade)
2	<ul style="list-style-type: none"> Chapter 2 in <i>The Labor Relations Process</i> Losey, M. (2010, January 26). <i>HR comes of age: History of human resource management</i>. doi:10.5465/AMBPP.1995.17536494 	<ul style="list-style-type: none"> Discussion Board (25) Opening Exercise (0 points) Mastery Exercises (10) Critical Thinking (120)
3	<ul style="list-style-type: none"> Chapter 3 in <i>The Labor Relations Process</i> Chapter 6 in <i>The Labor Relations Process</i> 	<ul style="list-style-type: none"> Discussion Board (25) Opening Exercise (0 points) Mastery Exercises (10) Portfolio Milestone (worth 10 points toward final portfolio grade)
4	<ul style="list-style-type: none"> Chapter 5 in <i>The Labor Relations Process</i> 	<ul style="list-style-type: none"> Discussion Board (25) Opening Exercise (0 points) Mastery Exercises (10) Critical Thinking (125)
5	<ul style="list-style-type: none"> Chapter 7 in <i>The Labor Relations Process</i> Heathfield, S. M. (2010). <i>Salary and compensation trends for forward thinking organizations</i>. Retrieved from http://humanresources.about.com/cs/compensation/a/aasalarytrends.htm 	<ul style="list-style-type: none"> Discussion Board (25) Opening Exercise (0 points) Mastery Exercises (10) Portfolio Milestone (worth 20 points toward final portfolio grade)
6	<ul style="list-style-type: none"> Chapter 8 in <i>The Labor Relations Process</i> Lyte, W. O. (1998). <i>Four dimensions of a high performance organization</i>. Retrieved from http://www.explorehr.org/articles/Home/Four_Dimensions_of_A_High_Performance_Organization.html 	<ul style="list-style-type: none"> Discussion Board (25) Opening Exercise (0 points) Mastery Exercises (10) Critical Thinking (125)

7	<ul style="list-style-type: none"> • Chapter 10 in <i>The Labor Relations Process</i> • Robbins, S. P., & Decenzo, D. A. (2004, December 3). <i>Managing conflict</i>. Retrieved from http://www.explorehr.org/articles/Personal_Development/Managing_Conflict.html 	<ul style="list-style-type: none"> • Discussion Board (25) • Opening Exercise (0 points) • Mastery Exercises (10)
8	<ul style="list-style-type: none"> • Chapter 12 in <i>The Labor Relations Process</i> 	<ul style="list-style-type: none"> • Discussion Board (25) • Opening Exercise (0 points) • Mastery Exercise (10) • Portfolio Assignment (350)

Assignment Details



This course includes the following assignments/projects:

Week 1

Portfolio Milestone (worth 10 points toward final portfolio grade)

You have a choice between two Portfolio Projects in this course. Go to the Week 8 Assignments page, read both Portfolio Project descriptions, and choose one. *Do not do both projects.* Identify your Portfolio Project choice in the title of a Microsoft Word document, and then briefly explain in one-half to one full page (approximately 150 to 300 words) why you selected your project. There is no need to cite any sources, but work to ensure your writing—overall—adheres to the *CSU-Global Guide to Writing and APA Requirements*.

Please note that you have two more portfolio milestones in Modules 3 and 5. Review the expectations now so that you are prepared to submit your work on time! No points toward your grade will be assessed for these portfolio milestones during the course, but these milestones are part of the portfolio and worth points toward your final Portfolio Project grade at the end of the course. Examine the Portfolio Project grading rubric found on the course information page to see how you will be graded for this assignment.

Week 2

Choose one of the following two assignments to complete this week. Do not do both assignments. Identify your assignment choice in the title of your submission. When you are ready to submit, click the Module 2 Critical Thinking header on the Assignments page to upload the document.

Assignment Choice #1: Historical Milestones of the AFL

For this assignment, you will explore three key historical events that have impacted the AFL. In a well-developed essay, address the following points:

1. Explain how the Haymarket riot, Homestead strike, and Pullman strike helped, as well as hurt, the AFL.
2. Discuss some employer tactics used to prevent or minimize union membership growth prior to the passage of the National Labor Relations (Wagner) Act in 1935. Which, if any, of these tactics would be lawful today?
3. Based on this week's readings, discuss the evolution of labor relations and human resources. Discuss how the two interrelate and coexist.

Your paper should be 4 to 6 double-spaced pages in length (not including title or reference pages), adhere to the *CSU-Global Guide to Writing and APA Requirements*, and include a minimum of three credible sources (in addition to the course readings). The CSU-Global Library is a good place to find these sources.

For this assignment, refer to the handout – Writing an Effective Essay. You may also want to view the sample paper, Does Your Paper Look Like This? You can download and save the APA Template Paper as your own paper and replace the placeholders with your own information. This template is already formatted in APA style according to the *CSU-Global Guide to Writing and APA Requirements*.

Assignment Choice #2: Exploring Labor Legislation, Unions, and Management

For this assignment, imagine that you are the HR director at the organization where you currently work OR at an organization with which you are familiar. Your primary purpose is to educate the President and convince him or her of the impact (whether positive or negative) of a labor union in the organization.

Answer the following questions in a PowerPoint presentation, and remember to contextualize the discussion so that it relates to the organization you selected:

1. Historically, why do workers feel the need to organize? Is it due to job security or some other motivation?
2. What events in the early twentieth century set the stage for the major change in government regulation of labor-management relations and created the environment in which “Big Labor” grew to its current size and influence today? How do these changes impact the organization?
3. Describe the effect that a piece of labor legislation has had on labor unions and management. Choose a piece of labor legislation you have read about this week that has impacted/continues to impact the organization.
4. Summarize your final recommendations regarding labor unions at the organization.

Your presentation should contain at least 10 slides (not including title or reference slides), adhere to the *CSU-Global Guide to Writing and APA Requirements*, and include a minimum of three credible sources (in addition to the course readings). The CSU-Global Library is a good place to find these sources. You may also look at the PowerPoint citing APA examples in the Library under the “APA Guide & Resources” link.

Week 3

Portfolio Milestone (worth 10 points toward final portfolio grade)

This week you will create a one to two page proposal for your Portfolio Project. Follow the corresponding instructions below under the Portfolio Project option you selected.

Submit a Microsoft Word document for approval by your instructor. Although no points are assigned for this milestone, it is a requirement for the Portfolio Project and points will be assessed for its completion.

Option #1:

For your proposal, identify the individual you plan to interview for your project and their organization: include the interviewee’s name, title or position, and contact information; and the organization’s name and profile. Then, identify the interview questions you tentatively plan to use. Briefly discuss your rationale for selecting the interview questions, and reference some of the course readings and theories explored in this course thus far that support your questions.

Option #2:

Submit a proposal that identifies and describes the specific topic/issue related to human resources within the specific organization you selected for your project. Include a brief profile of the organization, as well as 2 to 3 credible sources you plan to use to develop your discussion. (Remember to provide a brief summary of each

source and explain why you have selected the sources.). The CSU-Global Library is a good place to find these sources.

Week 4

CRITICAL THINKING ASSIGNMENT (125 points)

Choose one of the following two assignments to complete this week. Do not do both assignments. Identify your assignment choice in the title of your submission. When you are ready to submit, click the Module 4 Critical Thinking header on the Assignments page to upload the document.

Assignment Choice #1: Organization of Unions

This is a two-part assignment where you are expected to address Parts 1 and 2 in one well-written essay.

Part 1:

Explain and respond to the following statement: "It is not the union that organizes the employees; it is management." In your essay, craft responses that a union organizer might make to some of the following statements from the Labor Relations in Action feature shown below:

Labor Relations in Action

Objections to Joining the Union

- "Why should I join the union when I get exactly the same wages and benefits without joining?"
- "I can't afford to join. I've got a family to support, and my check just isn't big enough (to cover union dues)."
- "I don't need a union. My employer is fair and will take care of me. What could the union get for me that I wouldn't have gotten anyway?"
- "The union does not do anything for you [grievances are not settled satisfactorily]. I don't like the people who are running things in the union."
- "I don't know enough about the local or the union movement."
- "I'm not interested. I just don't want to join."
- "I'll think about it. Maybe I'll join someday."

Source: Organizing Committee, AFSCME Council 24, WSEU, 5 Odana Court, Madison, Wisconsin.

Part 2:

In light of your response to the first part of this assignment, critically evaluate the arguments for and against the Employee Free Choice Act and the Mandatory Secret Ballot Protection Act. How would you vote? Provide your reasons.

Your should be 4 to 6 double-spaced pages in length (not including title or reference pages), adhere to the *CSU-Global Guide to Writing and APA Requirements*, and include a minimum of three credible sources (which can include the course readings). The CSU-Global Library is a good place to find this information.

Assignment Choice #2: Exploring Federal Legislation and Relations

This is a two-part assignment where you are expected to address Parts 1 and 2 in one well-developed short report. In the report (consider using a memo format), identify and explain the legal requirements involved in union organizing, within the context of the organization where you work or an organization with which you are familiar.

Part 1:

There are a number of federal agencies charged with oversight of labor law in the United States. The importance of these agencies to the area of labor law cannot be overestimated. In the first part of your report—from the standpoint of a union organizer at the organization you selected—identify the federal agencies, and then explain what each does and how they apply to the labor relations process.

If the organization does not currently have a union, discuss Part 1 from the perspective of an HR director. Identify the federal agencies, and then explain what each does and how they would impact the labor relations process at the organization if it does decide to unionize.

Part 2:

There are several significant pieces of federal legislation that require study because of their impact on organizations today. Among these are the:

- Railway Labor Act
- Norris-LaGuardia Act
- Wagner and Taft Hartley Acts (as amended)
- Landrum-Griffin Act
- Civil Service Reform Act, Title VII

In light of your response to the first part of this assignment, critically evaluate each piece of federal legislation in a few sentences. Then briefly discuss why they are important to the labor process at the organization you selected, and include insights the organization can still glean from the legislation.

Your paper should be four to six double-spaced pages in length (not including title or reference pages), , adhere to the *CSU-Global Guide to Writing and APA Requirements*, and include a minimum of three credible sources (which can include the course readings). The CSU-Global Library is a good place to find these sources.

Week 5

Portfolio Milestone (worth 10 points toward final portfolio grade)

Your final Portfolio Project is due at the end of Module 8. Regardless of the option you chose for the Portfolio Project, for this milestone, this week you will submit a rough draft of your project for instructor approval and feedback.

Your rough draft must:

1. Be three or four pages in length
2. Include most of the required project components plus a working references page (at the least) in addition to the three to four page outline
3. Conform to the *CSU-Global Guide to Writing and APA Requirements*

If you have questions regarding APA formatting, this is a perfect opportunity to receive feedback and assistance from your instructor!

Submit your Microsoft Word document for approval by your instructor. Although no points are assigned for this milestone, it is a requirement for the Portfolio Project and points will be assessed for its completion in Week 8. Be sure to review the requirements for this assignment, which is worth fully one-third of your course grade, through the Assignments page, Module 8. Take a look at the Portfolio Project grading rubric, accessed through the Course Information page, to see how you will be graded for this assignment.

Week 6

CRITICAL THINKING ASSIGNMENT (125 points)

Choose one of the following two assignments to complete this week. Do not do both assignments. Identify your assignment choice in the title of your submission. When you are ready to submit, click the Module 6 Critical Thinking header on the Assignments page to upload the document.

Assignment Choice #1: Case Study Exercise—Technology Changes and Job Protection

Module 7 focuses on several administrative issues that have significant consequences for labor and management within an organization. As stated in Holley, Jennings, and Wolters (2012), "Management seeks flexibility in arranging work content and schedules to maximize efficiency. Unions seek to protect employees' job security and the conditions under which work is performed when workplace changes occur" (p. 340). For this assignment, you will be acting from the management perspective by representing the organization discussed in the case study titled, "Discharged for Facebook Comments," in Chapter 8 of the textbook.

Part 1:

Read the case study titled, "Discharged for Facebook Comments," in your textbook (Chapter 8). Review and determine how you would respond to questions 1, 2 and 3 if faced with the scenario. Remember that you are representing the organization from the management perspective; keep this in mind especially as you respond to the second question listed in your textbook. You will use your responses to help you with Part 2 of this assignment and the essay you will then write.

Part 2:

Once you have completed Part 1, reflect on current events regarding technology and employee monitoring by using the CSU-Global Library's LexisNexis database. Using the advanced settings in the database, search State and Federal Cases for recent cases about employee monitoring and workplace privacy. Select one current case.

Discuss how this case relates to the case study from the textbook. Be sure to include the following information:

1. case name and citation
2. facts
3. issue
4. holding/ruling
5. reasons for the holding/ruling
6. how the case compares and contrasts with the organization's stance/response in the textbook case study, as well as how the LexisNexis case furthers your understanding of issues regarding technology and job protection in the contemporary workplace.

While there are two parts to this assignment, please compose one well-developed essay. Your paper should be 4 to 6 double-spaced pages in length (not including title or reference pages), adhere to the *CSU-Global Guide to Writing and APA Requirements*, and include a minimum of three credible sources (which includes the LexisNexis case).

Holley, W. H., Jennings, K. M., & Wolters, R. S. (2012). *The labor relations process* (10th ed.). Fort Worth, TX: South-Western Cengage Learning.

Assignment Choice #2: Exploring the Impact of the Labor Management Relations Act (LMRA)

Imagine that you are an HR Director and must educate your staff on the Labor Management Relations Act (LMRA). You have provided your employees with a copy of the case study titled, "The Disputed Safety Bonus," from Chapter 8 in the textbook, and asked them to read the case prior to the workshop you will be holding the next day, where you will present information on LMRA.

For a successful workshop, you must create a PowerPoint presentation where you do the following:

1. Outline the history behind LMRA.
2. Explore the purposes of LMRA.
3. Discuss the impact of LMRA on organizations.

4. Provide opportunities for employees to discuss questions 1, 2, and 3 from the textbook case study, as well as your brief responses to those questions.
5. Offer insight on how your organization can uphold LMRA.

Your presentation should contain at least 15 slides (not including title or reference slides), adhere to the *CSU-Global Guide to Writing and APA Requirements*, and include a minimum of three credible sources (in addition to the course readings).

Week 8

PORTFOLIO PROJECT (350 points)

You have a choice between two Portfolio Projects. Do not do both projects. Identify your Portfolio Project choice in the title of your document. When you are ready to submit, click the Module 8 Portfolio Project assignment header on the Assignments page to upload your Portfolio Project. The milestones in Weeks 1, 3, and 5 apply to both assignments.

Portfolio Project Assignment Choice #1: Labor Compliance

As a final project for this class, students must conduct an interview with a human resources or labor relations professional and write a paper based on the findings. Interviewees may include, for example, HR managers or those with a specialty in HR, corporate attorneys, arbitrators, union leaders, or union stewards. The focus of the paper must be on the application of, or compliance with, labor laws, or on labor (union) relations more generally. Accordingly, students should focus their interviews on the interviewee's experience in one or more of these areas. Specifically, research should address current and past issues the interviewee has faced, including negotiations, expectations, and challenges that have characterized the interviewee's experience of the labor-management relationship. Any other topic needs the approval of the instructor.

Your paper is due at the end of Week 8 and must:

- Conform to the *CSU-Global Guide to Writing and APA Requirements*
- Be eight to 10 pages in length (excluding title page and references)
- Incorporate at least four academic/scholarly sources. The CSU-Global is a good place to find these sources.

Following is a list of sample interview questions. Please note that students do not need to ask every question on the list. Also, students will need to develop some questions that are not on the list.

Sample Interview Questions

Background:

- How did you get started in employee or labor relations?
- How long have you been in this field?
- Have you had specific training or certifications? What and where? What other relevant experience and/or education do you have?
- What recommendations do you have for someone wanting to pursue a career in this field?

Current Information:

- Provide a brief profile of your company, including the ways HR fits into the organizational structure (and if union, discuss union affiliation/details)
- Explain some of the things you do on a daily or weekly basis.
- What are some of your most challenging responsibilities and what issues must you deal with?
- Discuss a memorable employee or labor relations issue/conflict. Why was it memorable? Was it resolved? If so, how (what was the process and sequence of events)?

- What are some “lessons learned” over the course of your experience in this field?
- What competencies and skills do you use most in this profession?

The future:

- Where do you see employee or labor relations going in the future? What trends can you identify, good or bad?
- What would you change or wish to see develop in terms of future employee or labor relations?

Other potential questions for HR practitioners in union environments:

- How have unions made your job easier?
- How have unions made your job more difficult?

For HR practitioners in non-union environments:

- What types of practices do you bring to bear to keep your organization non-union?

Portfolio Project Assignment Choice #2: Exploring Current Issues in Human Resources

Throughout this course, you have explored the various issues currently related to employment and human resources that impact an organization. In this final project, you will explore a specific topic/issue related to human resources within a specific organization. You may select from the general list (see below), but keep in mind that you may also select from more specific topics, such as affirmative action, downsizing, health care coordinated services, negotiation, grievance processes and diversity, and international aspects.

General topics/issues related to human resources:

- Labor relations
- Unions
- Employment laws
- Compensation issues
- Labor contracts
- Labor administration
- Grievances and dispute resolution
- Employee discipline

Once you have selected your topic, you must then choose the organization where you are currently employed or one with which you are familiar and discuss how that topic/issue has impacted the organization, how the organization has responded to the topic/issue, and recommendations you would offer the organization based on your analysis of its past approaches.

In order to fully develop your discussion, your project must include the following elements:

1. Organization profile
2. Historical perspective of topic/issue (Discuss the history of the topic you selected from both a national, as well as your organization’s perspective.)
3. Topic/issue impact on organization (Discuss how the topic you selected has impacted your organization.)
4. Organization response to topic/issue (Discuss how your organization currently responds to/deals with the topic you selected.)
5. Your analysis of organization response to topic/issue (Incorporate course readings and outside sources to support your analysis, and compare and contrast your organization’s response/approach to that of another similar organization.)
6. Recommendations for organization (Incorporate course readings and outside sources to support your recommendations/solutions.)

Your paper is due at the end of Week 8 and must:

- Conform to the [CSU-Global Guide to Writing and APA Requirements](#)
- Be eight to 10 pages in length (excluding title page and references)
- Incorporate at least four academic/scholarly sources. The CSU-Global Library is a good place to find these sources.

Course Policies



Course Grading

20% Discussion Participation
0% Opening Exercises
8% Mastery Exercises
37% Critical Thinking Activities
35% Final Portfolio Paper

Grading Scale and Policies

A	95.0 – 100
A-	90.0 – 94.9
B+	86.7 – 89.9
B	83.3 – 86.6
B-	80.0 – 83.2
C+	75.0 – 79.9
C	70.0 – 74.9
D	60.0 – 69.9
F	59.9 or below

In-Classroom Policies

For information on late work and incomplete grade policies, please refer to our [In-Classroom Student Policies and Guidelines](#) or the Academic Catalog for comprehensive documentation of CSU-Global institutional policies.

Academic Integrity

Students must assume responsibility for maintaining honesty in all work submitted for credit and in any other work designated by the instructor of the course. Academic dishonesty includes cheating, fabrication, facilitating academic dishonesty, plagiarism, reusing /re-purposing your own work (see *CSU-Global Guide to Writing and APA Requirements* for percentage of repurposed work that can be used in an assignment), unauthorized possession of academic materials, and unauthorized collaboration. The CSU-Global Library provides information on how students can avoid plagiarism by understanding what it is and how to use the Library and Internet resources.

Citing Sources with APA Style

All students are expected to follow the *CSU-Global Guide to Writing and APA Requirements* when citing in APA (based on the APA Style Manual, 6th edition) for all assignments. For details on CSU-Global APA style, please review the APA resources within the CSU-Global Library under the “APA Guide & Resources” link. A link to this document should also be provided within most assignment descriptions on your course’s Assignments page.

Disability Services Statement

CSU–Global is committed to providing reasonable accommodations for all persons with disabilities. Any student with a documented disability requesting academic accommodations should contact the Disability Resource Coordinator at 720-279-0650 and/or email ada@CSUGlobal.edu for additional information to coordinate reasonable accommodations for students with documented disabilities.

Netiquette

Respect the diversity of opinions among the instructor and classmates and engage with them in a courteous, respectful, and professional manner. All posts and classroom communication must be conducted in accordance with the student code of conduct. Think before you push the Send button. Did you say just what you meant? How will the person on the other end read the words?

Maintain an environment free of harassment, stalking, threats, abuse, insults or humiliation toward the instructor and classmates. This includes, but is not limited to, demeaning written or oral comments of an ethnic, religious, age, disability, sexist (or sexual orientation), or racist nature; and the unwanted sexual advances or intimidations by email, or on discussion boards and other postings within or connected to the online classroom.

If you have concerns about something that has been said, please let your instructor know.

SAMPLE