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**HRER 462, Employment Relations, Fall 2018**  
**Thursdays, Schreiber Center, Room 605, 6-9 p.m.**

**Catalog Description**

- This course examines critical labor laws in the United States and the structure and function of our employment relations system.
  
- Students will demonstrate understanding of basic case law in the field of labor relations and how unions, management representatives, and government dynamically interact to provide employee representation, balance group interests, and ideally avoid disruptive workplace conflict.

**Course Overview**

- Employment Relations is a field that studies and provides solutions to address conflict at work. Labor Relations addresses unionized settings, and HR Employee Relations covers non-union settings. The most relevant laws are the primary factual knowledge you will learn, while theories of *power*, *justice*, and *efficiency* are critical to building general knowledge about how to resolve conflicts and proactively build a positive work environment.
- This class incorporates core factual knowledge and theories of employment relations through lectures and reading. Classroom time will be used primarily for dialogue and in-class activities, including presentations by students.

**Course Objectives and Learning Outcomes**

- gaining factual knowledge about the U.S. employment and labor relations system,
- learning fundamental principles and theories of employment relations,
- learning to apply general theories and principles (to improve problem solving and decision-making), and
- developing specific skills and competencies needed by professionals in the

fields of management, human resources, and employment/labor relations.

### Required Materials

- **Course Readers:** The course reader and materials listed in the syllabus available on Sakai as two separate PDF documents. Each is over 100 pages. You may wish to have these printed and bound at a copy shop. One is titled “ER Book Fall 2018.pdf” and the other is “Course Reader.pdf”.
- **Book** Gold, Michael E. (2014). *An Introduction to Labor Law*, Cornell University Press.
- **Assigned Reading:** The instructor may assign additional reading to inform subsequent in-class discussions and activities.

### Expectations for students

- **Integrity** is essential, and any cheating, plagiarism or poor citation practices will result in a failing grade for the assignment, and possibly the class. Assignments are to be submitted through Sakai and using the TurnItIn system. Be familiar with the University policy on Academic Integrity ([http://www.luc.edu/academics/catalog/undergrad/reg\\_academicintegrity.shtml](http://www.luc.edu/academics/catalog/undergrad/reg_academicintegrity.shtml)) and other relevant university policies (<http://www.luc.edu/academics/catalog/undergrad/reg.shtml>).
- If you have any questions about a particular practice, or require clarification or accommodations due to disability or extenuating circumstances, please consult with the instructor.

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### Week-by-Week Class Outline

**A note on readings:** This is a reading intensive class, but not every reading matters equally for grades. You should be familiar with the case study materials each week and be prepared to discuss them; however, for weeks in which you are not presenting the case study, you can skim. Case study materials are not on the midterm. Reading materials content in Weeks 1-5 are all fair game for the midterm.

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#### 1. August 30: Introduction to Employment Relations

- ER Book Fall 2018.pdf: Read the case, Susan Fowler’s Strange Year at Uber” and be prepared to discuss in class.

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#### 2. September 6: Introduction to ER Continued

- ER Book Fall 2018.pdf: Read everything in “II Combining Case and Theory.” Pay attention to the case, “Wage Fixing in Silicon Valley,” and be prepared to discuss as a class.

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ONLINE CLASS – The September 13 class will be held online.

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**3. September 13: Employment at Will, Wages & Hours Regulations – I**

- **Assignment due: 3 slides on a current ER issue. Assignment details provided in class in Week 2.**
- Course Reader.pdf: Read everything in “Week 3 – The Individual and the Employment Relationship.” Answer all questions in the course reader document.

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**4. September 20: Employment Discrimination**

- Course Reader.pdf: Read everything in “Week 4 – The Individual and the Employment Relationship Continued.” Answer all questions in the course reader document.
- ER Book Fall 2018.pdf: Read everything in “III – Power”

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**5. September 27: Collective Action and the Employment Relationship**

- *An Introduction to Labor Law*, Michael Gold. Read the book.
- Course Reader.pdf: answer all question in “Week 5 – Collective Action and the Employment Relationship.”

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**6. October 4: Midterm & Bargaining Exercise Introduction**

- **Mandatory attendance.** No assigned readings.
- The midterm will take approximately 60 minutes. At 7:15 p.m., I will provide instructions and assignments for the bargaining exercise. After an initial meeting with your team you may leave, but attendance at the midterm and the bargaining exercise instructions is mandatory.

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ONLINE CLASS – The October 11 class will be held online.

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**7. October 11: Bargaining Exercise Meeting**

- Course Reader: Part III, Justice.
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**8. October 18: Case Presentations**

- Bargaining exercise and presentations.
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ONLINE CLASS – The October 25 class will be held online.

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**9. October 25:**

- Bargaining exercise and presentations.
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**10. November 1: Effective Leadership and the 21<sup>st</sup> Century Employment Relationship**

- Bargaining Exercise must be completed by start of class.
  - Individual case analysis must be completed by start of class.
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**Grading**

- **The Midterm Exam (20%)** is the primary method used in this class to assess factual knowledge. The first five weeks of this class present an overview of the legal and regulatory environment faced by HR and Labor Relations managers in the United States. The exam in week 6 is multiple-choice and may include both reading materials and lecture content from the first five weeks (although it does not cover facts from cases). The test assesses not just what we discuss in class, but also materials found only in the reading. Study prompt questions (to encourage note-taking and preparation) are provided by the instructor. The test will be challenging even for students who take notes and prepare diligently as passing the test is

- intended to represent a thorough grounding in ER. Any factual knowledge contained in assigned readings, discussed in class, in lectures is fair game for **multiple-choice** questions tested in the midterm exam.
- **Individual Case Study Analysis (30%)** is a 5-6 page analysis of a contemporary employment relations topic. You proactively research and learn the factual knowledge involved with a specific Employment Relations issue, and your application of an appropriate theory to the case.
  - **Group Case Study Analysis (20%)** involves a 7 minute in-class, interactive or visual presentation. The presentation, if using Powerpoint, should be visual. If interactive, creative options are welcome. 10 minutes are budgeted for questions at the conclusion of the presentation. Group sign-ups should be completed by the end of the third class. You proactively research and learn the factual knowledge involved with a specific Employment Relations issue, and your application of an appropriate theory to the case. Peer evaluations will be a component of your grade for this activity.
  - **Bargaining Exercise (20%)** Students participate in a simulated bargaining exercise described in greater detail in the first week of class. Grading is based upon your active participation in your group and in the negotiation activity, including peer evaluations.
  - **Attendance and Participation (10%)**: missing up to two classes will result in no loss of points, but only active participation will earn full participation credit. Students are expected to come to each class having done the reading, prepared for discussion, and able to contribute to group activities.

### **Earn Bonus Points**

1 bonus point equal to 1% of the course grade can be earned by attending one of the designated events that is sponsored by Loyola's Institute of Human Resources and Employment Relations during the term. To earn points students are required to write a one-page paper identifying what they learned at the event. This paper can be handed in during class or emailed to me at any time throughout the term or semester. Events that qualify for bonus points will be posted on Sakai. Note that bonus points are only awarded for attending one event during the term and you cannot use a single event to qualify for bonus points for more than one class during the term.

The opportunity to earn bonus points is provided to encourage you:

- To enrich your human resource and employment relations knowledge

- To develop your professional network of students, alumni and other HRER professionals in the Chicago-land area.
- To involve you in important discussions taking place in the HRER field

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### **Grammar and Accuracy Bonus Points**

Professor Norlander prepared original written materials and presentations for this class. Grammatical and other types of mistakes might slip in. Students can boost their grades by up to 2% by being the first to catch and point out grammatical and other errors in these documents, either before or after class or via e-mail. Possible examples of errors include: grammar, typos, citations, incompleteness, poor explication, etc. Each error spotted is worth 1/5th of a grade point, so finding and being the first to report 10 can increase the final grade by up to 2%

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### **ADDENDUM**

The instructor reserves the right to amend the above at any time, for any reason.

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