



TEXAS A&M UNIVERSITY
SAN ANTONIO

MGMT 4326 600, Labor Relations & Collective Bargaining, Fall 2026

CRN: 10880

Department of Management and Marketing, College of Business

Course Syllabus

Class Modality:	Online Synchronous
Class Meeting Time and Place:	Thursday, via Zoom 3:30-4:45 PM
Class Duration:	8/24/2026-12/11/2026
Instructor:	Dr. S. Michelle Cox Virtual Office Tel: 210-887-3471 E-Mail: Susan.Cox@tamusa.edu Student emails will receive a reply within two business days.
Course Website:	https://tamusa.blackboard.com/
Office Hours:	By appointment via phone or zoom

Catalog Course Description: This course offers students a survey of the historical, legal, and social framework for and the process of negotiating a labor contract and handling typical grievance issues. Students will examine key elements to the organizing process, contract negotiations, and contract administration. Cognitive elements emphasized include knowledge, comprehension, application, and analysis. Students will have the opportunity to develop skills important to the performance of managing labor relations activities.

Prerequisites: Completion of the College of Business prerequisites MGMT 3311

Student Learning Outcomes:

After successful completion of this course, students will be able to:

- Define key concepts associated with contemporary labor relations practices.
- Apply knowledge of labor relations management concepts through analysis of available data applied to contemporary issues and problem situations.
- Discuss the evolution of the American labor movement and its contribution to labor – management relations.
- Discuss key legislation leading to a national U. S. Labor Policy.
- Analyze unfair labor grievances, actions and disputes to determine arbitrability.
- Plan bargaining strategies, organize demands, research budgetary & economic constraints necessary to negotiate a collective bargaining agreement.
- Analyze factors necessary for formulating a union avoidance strategy.

AACSB Assessment:

The College of Business received AACSB accreditation in Spring 2023. As part of that ongoing process, students will be assessed on program level outcomes based on course outcomes from various courses. The materials from this course may be used for assessing such program level outcomes, and hence students must follow the necessary rigor to ensure mastery and retention of the above course outcomes.

Required Materials:

Students are encouraged to select the format of their choice (ebook, kindle, hardcover, paperback, loan options vs. buying options) for the required reading materials and supplemental learning materials based on their needs, resources, and learning style preferences.

- **Textbook:** *Labor Relations: Striking a Balance*, 6th Edition, by Budd, John W., McGraw-Hill
- **Blackboard:** Connect to <http://tamusa.blackboard.com>. You will have lecture notes, multimedia materials and other supplementary materials in Blackboard.
- **Computer Hardware:** In order to participate in online sessions, you will need a computer with an internet connection, a microphone, and speakers/headphones.
- **Time Expectation for coursework:** You are expected to spend 4-8 hours per week for the course. Based on the background, some student may require more time. Time spent may be longer when assignment/exams are due.

Course Requirements every student must fulfill in order to succeed in course:

1. Students should check the Course Calendar, Announcements, and Messages (e-mail) systems in Blackboard on a regular basis.
2. Students should keep current with all course assignments, quizzes, and examinations.
3. Students should ask questions and communicate with the instructor either in class, online, off-line or during office hours.
4. For all classwork, exams, and quizzes, if a student is completing it off-campus, then they are responsible for availability of internet connectivity.
5. Students should remember that online and hybrid courses assume greater responsibility and independent learning skills by the student for their own learning outcomes.
6. For online courses, students should keep current on class recordings, if not attending the live class (either in person or online).

Grading Policy: The final course grade will be based on your performance on the presentation, exams, development plan, and class participation using the following weights:

Discussion Questions	15%
NLRM Case/Union Website Study	15%
Team Simulation Project	20%
Mid-term Exam	14%
Final Exam (as per University Schedule)	20%
Class Attendance and Participation	16%
Total	100%

The final letter grades will be assigned as follows: Above 90% ⇒ A; 80 – 89% ⇒ B; 70 – 79% ⇒ C; 60 – 69% ⇒ D; Below 60% ⇒ F.

This course has a requirement of a grade of C as a minimal grade for satisfactory completion of this course.

Examinations:

There will be a mandatory mid-term exam and a mandatory final exam (as per university schedule). Being absent / non-submission of an exam will result in a grade of zero for that exam and may result in a failing grade in the course. The exams will consist of conceptual multiple-choice questions, true/false, problem-solving questions, and short essay questions. The exam materials will come from lecture notes, the text, and class discussions. Questions will emphasize understanding and applications of concepts and topics covered in class.

Discussion Questions:

There will be multiple instances during the semester where we will start a discussion in class and/or blackboard that will be completed on blackboard. You will be discussing a recent situation (within the last three years) that relates to the chapter of the week. In the classroom, both face to face and on blackboard, the discussion will be providing facts, data, relevant laws, economic issues, social issues, and outcomes (if there has been time for outcomes to occur).

NLRB Case/Union Website Study:

Each of you will review a NLRB Case or Union Website and present it on blackboard for review by your classmates. Everyone must pick a different case or union website, so there will be a sign up in a discussion thread. It will be first come, first served. In the review, using PowerPoint or Prezi, you will present what you found in the case or website. Please discuss how it ties to a concept you have learned throughout the semester.

Team Simulation Project:

The class will be broken into two teams. Each team will be assigned a role, the business or the union representing the workers. Each team will then break the simulation into different work that will be researched and presented in class as we go through the simulation of negotiations. Attendance and participation in this project is graded. Lack of support for the teams' work will result in a lower grade.

Make up and Late Assignment/exam/quiz policy: As a general rule, make-ups or late submissions will NOT be offered or accepted for any missed assignments/exams/quizzes. Late submissions or make-ups may be accepted/administered only in extra-ordinary circumstances such as an excused official university activity, a severe illness, or a dire emergency. However, you must provide comprehensive documentation either before or within a few days of the missed assignment/quiz/exam.

Class conduct and civility code: Everyone in class is expected to follow all rules in the student handbook, as well as common courtesy during classroom lectures and discussions in class and online, including the following:

1. Attendance will be taken by reviewing the participant list in blackboard.
2. Student must retain copies of all assignments and graded work for verification purposes and provide it to the instructor, if necessary. Keep own copies of all computer files and e-mails till final grade is received.
3. For any questions about the exams and assignments, a student should contact the instructor, well in advance of the day they are due, so the instructor may have enough time to provide feedback.
4. All communications will be via e-mail communications to the Texas A&M University e-mail account, and students are expected to use their school provided email account. The instructor will reply to a student e-mail messages and voice messages within 2 business days (Monday-Friday).
5. All assignment submissions must be uploaded as instructed by the due date and time. Submission window may close or marked late.

Anyone violating these policies may be subject to disciplinary actions.

Class attendance and Participation:

A vital part of every student's education is regular attendance of class meetings. Any absences tend to lower the quality of a student's work, and frequent or persistent absences may result in a failing grade. Students are responsible for the materials covered in class. The course covers a lot of material and most students find at least some parts of it difficult. Class participation is highly encouraged as it makes the class more interesting and enhances the learning experience. Students are strongly encouraged to ask questions, participate in class discussions and problem solving, and contact the instructor during office hours in case of questions or concerns. Good attendance and participation will be rewarded when final grades are assigned.

The course is intensive and challenging and you are expected to master the materials presented in class. The structure of the class makes your individual study and preparation outside of class extremely important, and may vary considerably based on student background. However, a **minimum** of two hours of work outside the class is expected for every one hour of class period per week. Reading the assigned chapter(s) and having some familiarity with them before class will be very useful for understanding lectures.

Financial Aid and Verification of Attendance: According to the following federal regulation, 34 CFR 668.21: U.S. Department of Education (DoE) Title IV regulation, a student can only receive Title IV funds based on Title IV eligibility criteria which include class attendance. If Title IV funds are disbursed to ineligible students (including students who fail to begin attendance), the institution must return these funds to the U.S. DoE within 30 days of becoming aware that the student will not or has not begun attendance. Faculty will provide the Office of Financial Aid with an electronic notification if a student has not attended by the published Census Date (the first week of class). Any student receiving federal financial aid who does not attend prior to the published Census Date (the first week of class) will have their aid terminated and returned to the DoE. Please note that any student who stops attending at any time during the semester may also need to return a portion of their federal aid.

Fall 2026 MGMT 4326 600 Class Schedule:

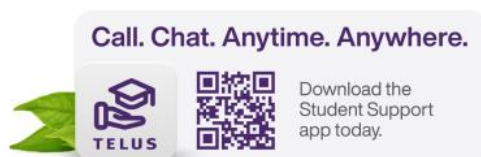
The provisions and information set forth in the schedule below are intended to be informational and not contractual in nature. The instructor reserves the right to amend, alter, change, delete or modify the provisions of the schedule.

<i>Week</i>	<i>Dates</i>	<i>Chapter and Topic</i>	<i>Due Day and Time</i>
1	Aug 24-30 (online synchronous only)	Syllabus, Chapter 1 Contemporary Labor Relations: Objectives, Practices, and Challenges	Submit Choice of NLRB Case or Union Website
2	Aug 31- Sep 6	Chapter 2 Labor Unions: Good or Bad?	Teams Assigned Start Work
3	Sep 7-13	Sep. 7 Labor Day Holiday Chapter 3 Historical Development	Chapter 3 Discussion
4	Sep 14-20	Chapter 4 Labor Law	
5	Sep 21-27	Chapter 5 Labor and Management: Strategies, Structures, and Constraints	Chapter 5 Discussion
6	Sep 28-Oct 4	Chapter 6 Union Organizing	Chapter 6 Discussion
7	Oct 5-11	Chapter 7 Bargaining	Chapter 7 Discussion
8	Oct 12-18	Chapter 8 Impasses, Strikes, and Dispute Resolution	Mid-term Exam in Blackboard
9	Oct 19-25	Chapter 9 Contract Clauses and Their Administration	
10	Oct 26-Nov 1	Chapter 10 The Evolving Nature of Work	Chapter 10 Discussion
11	Nov 2-8	Chapter 11 Globalization and Financialization	
12	Nov 9-15	Chapter 12 Comparative Labor Relations	Submit Presentation in Blackboard
13	Nov 16-22	Chapter 13 What Should Labor Relations Do?	Simulation in Class Part 1
14	Nov 23-29 (online synchronous only)	Employee and Labor Relations, Dr. Michelle's Lived Experience November 26-28 Thanksgiving Holiday	
15	Nov 30- Dec 4	Simulation in Class Part 2	
16	December 5-11	Final Exams – As per University Schedule	Final Exam in Blackboard

Counseling/Mental Health Resources: As a college student, there may be times when personal stressors interfere with your academic performance and negatively impact your daily functioning. If you are experiencing emotional difficulties or mental health concerns, support is available to you through the Student Counseling Center (SCC). To schedule an appointment, visit our website, call 210-784-1331 or visit Madla 120 between the hours of 8:00 AM and 5:00 PM.

All mental health services provided by the SCC are free and confidential (as the law allows). The Student Counseling Center provides brief individual and group therapy, crisis intervention, consultation, case management, and prevention services. *Crisis support is available 24/7/365 by calling the SCC at 210-784-1331 or through the TELUS student support App.*

The TELUS Student Support App provides a variety of mental health resources to including 24/7/365 support for in the moment distress, crisis support, an anonymous peer-to-peer support network, mental health screenings, podcasts, and articles to improve your mental wellbeing.



Jaguar Writing, Language, and Digital Composing Center (WLDCC): The Jaguar Writing Center provides writing support to graduate and undergraduate students in all three colleges as well as faculty and staff. Writing tutors work with students to develop reading skills, prepare oral presentations, and plan, draft, and revise their written assignments. Our language tutors support students enrolled in Spanish courses and students composing in Spanish for any assignment. Our digital studio tutors support students working on digital projects such as eportfolios, class presentations, or other digital multimedia projects. The Writing Center offers face-to-face, synchronous online, and asynchronous digital appointments. Students can schedule appointments with the Writing Center in JagWire under the Student Services tab. Click on “Writing, Language, and Digital Composing Center” to make your appointment. Students wanting to work in real-time with a tutor can schedule an “Online Appointment.” Students wishing to receive asynchronous, written feedback from a tutor can schedule an “eTutoring” appointment. More information about what services we offer, how to make an appointment, and how to access your appointment can be found on our [website](#) . The Writing Center can also be reached by emailing writingcenter@tamusa.edu.

Academic Learning Center: All currently enrolled students at Texas A&M University-San Antonio can utilize the Academic Learning Center for subject-area tutoring. The Academic Learning Center provides free course-based tutoring to all currently enrolled students at Texas A&M University-San Antonio. Students wishing to work with a tutor can make appointments through the Brainfuse online tutoring platform. Brainfuse can be accessed in the *Tools* section of Blackboard. You can contact the Academic Learning Center by emailing tutoring@tamusa.edu, calling (210) 784-1307, or visiting the Central Academic Building, room 202. Online tutoring is also available for after hours and weekend assistance.

While tutoring hours may change based on tutor schedules and availability, the current tutoring hours for MATH in the ALC are as follows:

Appointments available MATH Walk in Tutoring – No appointment needed

	Appointments available	Walk in Tutoring – No appointment needed
MONDAY	8 am – 6 pm	9 am – 5 pm
TUESDAY	8 am – 6 pm	9 am – 5 pm
WEDNESDAY	8 am – 6 pm	9 am – 5 pm
THURSDAY	8 am – 6 pm	9 am – 5 pm
FRIDAY	8 am – 5 pm	11 am – 4 pm

University Email Policy and Course Communications: All correspondence between professors and students must occur via University email accounts. You must have your Jaguar email account ready and working. If it is not working, contact the help desk at helpdesk@tamusa.edu or at 210-784-HELP (4357). If you don't hear back within 48 hours, contact them again. They have many requests during the first part of the semester, so you may need to follow up with them.

Meeting Basic Needs: Any student who has difficulty affording groceries or accessing sufficient food to eat every day or who lacks a safe and stable place to live, and believes this may affect their performance in the course, is urged to submit a [CARE report](#) for support. Furthermore, please notify the professor if you are comfortable in doing so. This will enable them to direct you to available resources. A food pantry is available on campus; click [here](#) for hours and contact information.

Military Affairs: Veterans and active-duty military personnel are welcomed and encouraged to visit the Office of Military Affairs for any question involving federal or state VA Education Benefits. Visit the Patriots' Casa building, room 202, or to contact the Office of Military Affairs with any questions at military.va@tamusa.edu or (210)784-1397.

Religious Observances: Texas A&M University-San Antonio recognizes the diversity of faiths represented among the campus community and protects the rights of students, faculty, and staff to observe religious holidays according to their tradition. Under the policy, students are provided an opportunity to make up any examination, study, or course work requirements that may be missed due to a religious observance provided they notify their instructors before the end of the second week of classes for regular session classes.

The Six-Drop Rule: Students are subject to the requirements of Senate Bill (SB) 1231 passed by the Texas Legislature in 2007. SB 1231 limits students to a maximum of six (6) non-punitive course drops (i.e., courses a student chooses to drop) during their undergraduate careers. A non-punitive drop does not affect the student's GPA. However, course drops that exceed the maximum allowed by SB 1231 will be treated as "F" grades and will impact the student's GPA.

Academic Accommodations for Persons with Disabilities: Texas A&M University-San Antonio is committed to providing all students with reasonable access to learning opportunities and accommodations in accordance with The Americans with Disabilities Act, as amended, and Section 504 of the Rehabilitation Act. If you experience barriers to your education due to a disability or think you may have a disability, Disability Support Services is located in the Central Academic Building, Suite 210. You can also contact us via phone at (210) 784-1335, visit us at the [website](#) or email us at dss@tamusa.edu. Disabilities may include, but are not limited to, attentional, learning, mental health, sensory, physical, or chronic health conditions. All students are encouraged to discuss their academic accommodations with Disability Support Services and their instructors as soon as possible.

Emergency Preparedness: JagE Alert is Texas A&M University-San Antonio's mass notification system. In the event of an emergency, such as inclement weather, students, staff and faculty, who are registered, will have the option to receive a text message, email with instructions and updates. To register or update your information visit: <https://tamusa.bbcportal.com/>. More information on emergency response may be found at: [EOP-Public.pdf](#) and the [Emergency Action Plan - Updated October 13, 2022](#). Download the SafeZone App (<https://safezoneapp.com/>) for emergencies or call (210) 784-1911. Non-Emergency (210) 784-1900.

Statement of Harassment and Discrimination: Texas A&M University-San Antonio is committed to the fundamental principles of academic freedom, equal opportunity, and human dignity. To fulfill its multiple missions as an institution of higher learning, A&M-San Antonio encourages a climate that values and nurtures collegiality and the uniqueness of the individual on our campus and within our state, nation, and world. All decisions and actions involving students and employees are to be based on applicable law and individual merit. Texas A&M University-San Antonio, in accordance with applicable federal and state law, prohibits discrimination, including harassment, on the basis of race, color, sex, religion, national origin, age, disability, genetic information, veteran status, sexual orientation, or pregnancy/parenting status. Individuals who believe they have experienced harassment or discrimination prohibited by this statement are encouraged to contact the University's Civil Rights Officer at 210-784-2061 or titleix@tamusa.edu.

Texas A&M University-San Antonio faculty are committed to providing a safe learning environment for all students and for the university as a whole. If you have experienced any form of sex discrimination or harassment, including sexual assault, sexual harassment, domestic or dating violence, or stalking based on sex, know that help and support are available. A&M-San Antonio's Title IX Coordinator can support those impacted by such conduct in navigating campus life, accessing health and counseling services, providing academic and housing accommodations, and more. The university strongly encourages all students to report any such incidents to the Title IX Coordinator. Please be aware that all A&M-San Antonio employees (other than those designated as confidential resources such as counselors and trained victim advocates) are required to report information about such discrimination and harassment to the university. This means that if you tell a faculty member about a situation of sexual harassment, sexual violence, or other related sex-based misconduct, the faculty member must share that information with the university's Title IX Coordinator (titleix@tamusa.edu, 210-784-2061, CAB 439K). If you wish to speak to a confidential employee who does not have this reporting requirement, you can contact the Student Counseling Center at (210) 784-1331 or visit them in Madla 120.

Pregnant/Parenting Students: Texas A&M-San Antonio does not require a pregnant or parenting student, solely because of that status or issues related to that status, to (1) take a leave of absence or withdraw from their degree or certificate program; (2) limit the student's studies; (3) participate in an alternative program; (4) change the student's major, degree, or certificate program; or (5) refrain from joining or cease participating in any course, activity, or program at the University. The university will provide such reasonable accommodations to pregnant students as would be provided to a student with a temporary medical condition that are related to the health and safety of the student and the student's unborn child. These could include maintaining a safe distance from substances, areas, and activities known to be hazardous to pregnant individuals and their unborn child; excused absences because of illness or medical appointments; modified due dates for assignments; rescheduled tests/exams; taking a leave of absence; and being provided access to instructional materials and video recordings of lectures for excused absences, if these would be provided to any other student with an excused absence. Pregnant/parenting students are encouraged to contact the Title IX Coordinator with any questions or concerns related to their status (titleix@tamusa.edu; 210-784-2061; CAB 439K).

Texas A&M-San Antonio has also designated the Title IX Coordinator as the liaison officer for current or incoming students who are the parent or guardian of a child younger than 18 years of age. The Title IX Coordinator can provide students with information regarding support services and other resources.

Young Jaguars can support parenting students with daycare if students meet this criteria: (1) must be enrolled in classes at Texas A&M-San Antonio in the current semester, (2) must be Pell eligible or a single parent, (3) child(ren) must be aged 3 to 12-years-old, and (4) child(ren) must be enrolled in Pre-K-3 through 6th grade. Hours of operation is Monday-Thursday 3:30pm-9:00pm. For more information, please contact Young Jaguars at youngjaguars@tamusa.edu or call (210) 784-2636.

Students' Rights and Responsibilities: The following statement of students' rights and responsibilities is intended to reflect the philosophical base upon which University Student Rules are built. This philosophy acknowledges the existence of both rights and responsibilities, which is inherent to an individual not only as a student at Texas A&M University-San Antonio but also as a citizen of this country.

Students' Rights

1. A student shall have the right to participate in a free exchange of ideas, and there shall be no University rule or administrative rule that in any way abridges the rights of freedom of speech, expression, petition and peaceful assembly as set forth in the U.S. Constitution.
2. Each student shall have the right to participate in all areas and activities of the University, free from any form of discrimination, including harassment, on the basis of race, color, national or ethnic origin, religion, sex, disability, age, sexual orientation, or veteran status in accordance with applicable federal and state laws.
3. A student has the right to personal privacy except as otherwise provided by law, and this will be observed by students and University authorities alike.
4. Each student subject to disciplinary action arising from violations of university student rules shall be assured a fundamentally fair process.

Students' Responsibilities

1. A student has the responsibility to respect the rights and property of others, including other students, the faculty, and administration.
2. A student has the responsibility to be fully acquainted with the published University Student Rules found in the Student Handbook, [Student Code of Conduct](#), on our website, and University Catalog, and to comply with them, as well as federal, state, and local laws.
3. A student has the responsibility to recognize that student actions reflect upon the individuals involved and upon the entire University community.
4. A student has the responsibility to recognize the University's obligation to provide an environment for learning.
5. A student has the responsibility to check their university email for any updates or official university notification.

We expect that students will behave in a manner that is dignified, respectful, and courteous to all people, regardless of sex, ethnic/racial origin, religious background, sexual orientation, or disability. Conduct that infringes on the rights of another individual will not be tolerated.

Students are expected to exhibit a high level of honesty and integrity in their pursuit of higher education. Students engaging in an act that violates the standards of academic integrity will find themselves facing academic and/or disciplinary sanctions. Academic misconduct is any act, or attempt, which gives an unfair advantage to the student. Additionally, any behavior specifically prohibited by a faculty member in the course syllabus or class discussion may be considered as academic misconduct. For more information on academic misconduct policies and procedures please review the [Student Code of Conduct](#) or visit the resources available in the [OSRR website](#)

No Use of Generative AI Permitted

MGMT 4301:600 assumes that all work submitted by students will be generated by the students themselves, working individually or in groups. Students should not have another person/entity do the writing of any portion of an assignment for them, which includes hiring a person or a company to write assignments and/or using artificial intelligence (AI) tools like ChatGPT. Use of any AI-generated content in this course qualifies as academic dishonesty and violates Texas A&M-San Antonio's standards of academic integrity.

Important Fall 2026 Dates:

Dates	Event
August 20	Tuition & Fee Payments deadline
August 24	First day of class
September 7	Labor Day Holiday—No Classes/University Closed
September 9	Census date—Students not paid in full or enrolled in a payment plan by 4:59 pm may be dropped for non-payment
October 5-October 16	Midterm grading period
November 13	Last day to drop with an automatic “W”
November 25	Study Day-No classes
November 26-November 28	Thanksgiving Holiday-No Classes/University Closed
November 30	Last day to drop a course or withdraw from the University
December 4	Last day of classes
December 5-December 11	Final exams
December 19	Commencement

The complete [academic calendar](#) is available online