
CASE ANALYSIS #2 – “Does this Company Need a Union”

The Case

The case presents a description of a fictionalized management team in a fictionalized company; however, the organizational problem described therein is realistic.

The Assignment

As with all case assignments, you are required to:

- (1) *summarize* the case, highlighting what you believe to be the key problem or dilemma,
- (2) *analyze* the problem, drawing on content (theory, models, typologies, definitions, etc.) from the textbook, assigned readings, or any other appropriate source, and
- (3) *recommend* well-reasoned strategies for managing the problem—in this case, a recommendation for how the management team, led by Jane Wellington, should proceed.

To help with your analysis, I recommend referring to the chapter in your textbook which discusses conflict management and negotiation, the other readings I assigned for this topic, as well as your notes from classroom discussion. The degree to which you are capable of demonstrating that you understand course concepts will largely affect your grade.

This case is primarily about negotiation, but it is also about teamwork and diversity—meaning the different values and needs of a diverse workgroup. The best papers will likely integrate concepts from multiple units in their analysis.

Important note: This case deals with labor unions, employees' right to organize, and other labor law concerns. *I do not expect you to know the ins and outs of labor law, and therefore you will not be evaluated on whether or not your analysis or recommendations are relevant or irrelevant in light of what is legal or illegal.* What I want you to focus on, and what you will be evaluated on, is your presentation of the parties to the conflict, their positions and interests, and recommending an appropriate solution or course of action.

Please appropriately cite any ideas you present or borrow which are not your own.

As with other written assignments, I *highly recommend* that you take advantage of the resources of the Learning Center, both those available online (www.ship.edu/~learning) and by appointment with a writing tutor (477-1420).

Length

The assignment can be satisfactorily completed in about four pages—assuming that you double-space, use an 11 or 12 point font, with 1” margins—exclusive of title page, a list of references (I prefer APA formatting; you may find this [reference guide](#) helpful), and any tables or figures you may or may not want to include. If you can complete the assignment in less than four pages, terrific. I can foresee no need for more than five pages.