

Spring 2013

Professor LaRocco

CALIFORNIA STATE UNIVERSITY, SACRAMENTO
College of Business Administration

HROB 157 — Industrial Relations

Mondays
6:00 p.m. to 8:50 p.m.

Course Syllabus

Instructor: John B. LaRocco, B.S., M.S., J.D., LL.M.
Office: TAH 2046
Office Hours: Mondays: 10:15 a.m. to 12:15 p.m.
5:00 p.m. to 6:00 p.m.
Telephone: (916) 278-6405
E-Mail: laroccoj@csus.edu
Prerequisite: Upper Division Standing

I. REQUIRED TEXTBOOK

Holley, William H., Jennings, Kenneth M. and Wolters, Roger S., *The Labor Relations Process*, (Cengage: 10th Edition: 2012)

II. COURSE OBJECTIVES

The course introduces students to labor relations and follows with an in-depth analysis of the practical and philosophical aspects of the labor-management relationship. The readings cover the historical, social, economic, legal and political forces which govern the relationship between employers and employees and between companies and labor organizations. Emphasis is placed on the unionized private sector of the economy and includes a study of labor history, labor law, union organizing, collective bargaining, contract administration, arbitration, strikes and bargaining impasse procedures. In addition, we will examine the effect of labor organizations on the non-union sector of the economy. Finally, we will cover the relationship between unions and their members. We will study public sector labor relations with a special focus on the relationship between public employees and public employers in California.

The course is designed to provide the student with a balanced, neutral study of industrial relations. While unions and companies often engage in adversarial relationships, we will find that they have some common objectives which can sometimes facilitate a cooperative atmosphere. The

course is designed not only to provide students with basic knowledge of the substantive concepts of labor relations but also to encourage students to independently analyze complex issues which arise between employers and groups of employees. Students are free to take sides. The course should help students understand more about their bias in favor of management or labor and a better understanding of the "other side's" position.

III. COURSE GOALS

The objectives of HROB 157 are to:

- i. Teach students about the historical evolution of the American labor movement.
- ii. Assist students in researching the history, theories, practices and applications of industrial relations.
- iii. Develop the students' ability to communicate, in writing, the history, theories, practices and applications of labor relations.
- iv. Develop students' understanding of the major federal statutes (especially the National Labor Relations Act) in the regulation of industrial relations.
- v. Develop students' understanding about the union organizing process.
- vi. Assist students in understanding the theories, practices, policies and operation of collective bargaining.
- vii. Help the students acquire skills and techniques for successful collective bargaining.
- viii. Develop the student's understanding of the subject matters of collective bargaining.
- ix. Develop the student's understanding of the resolution of bargaining impasses including strikes and lockouts.
- x. Develop the students' understanding about the administration and enforcement of collective bargaining agreements including labor arbitration.
- xi. Expose the students to the practices and standards for disciplining employees within the context of just cause.
- xii. Develop students' understanding of the major similarities and differences between labor relations in the private sector and labor relations in the public sector.
- xiii. Assist students in understanding ethical problems in labor relations including the deliberate commission of unfair labor practices and the credibility of negotiators.

IV. GRADING POLICIES

The final grade in this course will be based on the cumulative numerical score which the student receives on two examinations and a research paper. The grade increments of "+" and "-" will be utilized in this course. The total points are allocated as follows:

First Examination	100 points
Second Examination	100 points
<u>Research Paper</u>	<u>100 points</u>
Total	300 points

Final grades will be derived from the numerical scale according to the schedule below:

A	276 - 300 points
A-	270 - 275 points
B+	264 - 269 points
B	246 - 263 points
B-	240 - 245 points
C+	234 - 239 points
C	216 - 233 points
C-	210 - 215 points
D+	204 - 209 points
D	186 - 203 points
D-	180 - 185 points
F	179 and below

Please note that there is not any extra credit in this course under any circumstances. No matter how close a student's total points are to the next highest grade, the student's score will not be adjusted to a higher grade. The grade is based on total points accumulated as opposed to a percentage.

V. EXAMINATIONS

There will be two examinations. Each examination is worth 100 points. The examinations are not cumulative. The second examination will emphasize the material covered since the first examination but some of the principles and concepts covered in the second half of the course build on principles and concepts studied during the first half of the course. The exams may consist of Multiple Choice, Identification of Terms, Short Answer to Case Problems or Labor Relations Issues, and a Long Essay. Exams will be closed book and closed notes. Students should provide their own Blue Book and Scantron Form 882-ES for the examinations. I will inform you before each examination if there will be any multiple choice questions on the examination. The first examination will be one hour and thirty minutes long. The second examination will be at least one hour and thirty minutes but no longer than two hours. I will announce the length of the second examination in class.

The examinations are difficult because they not only require students to show that they have mastered the material but also, they must apply the concepts to real life situations. The latter means students must be able to manipulate the knowledge which they learned. I hope you find this "thinking" part of the course fun and challenging.

*****NO MAKE-UP EXAMS WILL BE GIVEN*****

Students will be excused from taking an examination only if they present a written excuse attesting to a genuine illness or a serious family emergency. The student must provide a written note from a physician attesting to the nature of the illness and treatment administered. If a student is

properly excused from an examination, the student will be given a project to complete (which will be graded) in lieu of a make-up examination. Ordinarily, the projects are more difficult than the examinations. Under no circumstances will a student be excused from more than one examination.

The two examinations will be administered on the dates specified in the syllabus. Thus, you should plan to attend class on those days no matter what. Several students have failed in the past because I did not accept their excuses for missing an examination.

VI. RESEARCH TERM PAPER

Each student is required to complete one research term paper on or before the date listed in the class schedule. **No late papers will be accepted.** The research paper shall be a minimum of six pages and should not exceed twelve pages. A bibliography shall accompany each paper that is excluded from the total pages. Each paper shall be typed (or word processing), double-spaced, and have reasonable margins on each page.

The topic for your research paper shall be either: (1) An in-depth study and analysis of an historical figure, organization or event in the American labor movement, or, (2) The analysis of a collective bargaining relationship between a particular employer and its union(s).

If you select the first option, the historical figure or organization must have achieved prominence or the event (in the labor movement) must have occurred before 2005.

The student should do a complete analysis of how the person, organization or event affected the evolution of the labor movement or labor management relations. To help decide on a topic as well as researching the topic, the student might want to consider the following source materials:

1. *A History of American Labor*, Joseph G. Raybeck.
2. *American Labor, A Bicentennial History*, M. B. Schnapper.
3. *The American Labor Movement*, Leon Litwack.
4. *History of Labor in the United States*, John R. Commons.
5. *The Story of a Labor Agitator*, Joseph R. Buchanan.
6. *Labor in America: A History*, Foster Dulles.
7. *The Labor Wars: From the Molly Maguires to the Sitdowns*, Sidney Lens.
8. *Seventy Years of Life and Labor*, Samuel Gompers.
9. *Samuel Gompers and Organized Labor in American*, Harold C. Livesay.
10. *The AF of L in the Time of Gompers*, Phillip Taft.
11. *Organized Labor in American History*, Phillip Taft.
12. *The Pullman Strike*, Almont Lindsay.
13. *Zieger, American Workers, American Unions 1920-1985*.
14. *Kozlana, Working Women - Past, Present and Future*.
15. *Strauss, The State of the Unions*, (IRRA 1991).

The textbook lists more sources including journals. There are many books in your library dealing with American labor history in addition to the above cited books. While I do not prohibit research using internet web sites, students should be skeptical of the information on many sites. It is almost always biased and usually inaccurate. I will take one letter grade off a paper that has exclusively internet sources and citations. You must research other than on-line sources. You should try to verify internet information from traditional, reliable sources. Also, please remember that copying information from a web site is plagiarism. My assistant checks papers against many web sites.

Besides discussing your topic, I am interested in your own conclusions and insights about your topic. How did the person, event, etc., influence the history of labor relations or collective bargaining? Make and state your own judgments and opinions.

The historical paper will be primarily graded on:

1. The thoroughness, quality and breadth of research;
2. Your understanding of the topic; and,
3. Your own conclusions, insights and opinions.

If the student selects the second option, the student must research and conduct an analysis of a recent or current collective bargaining relationship between an employer and its union(s). The following list is a compilation of suggested treatises, books and journals which will help you in your research, however, your paper can consist of "field" or "empirical " research. [NOTE: The following are also sometimes good sources for the historical paper as well.]

1. *Industrial and Labor Relations Review* (Cornell).
2. *Industrial Relations: A Journal of Economy and Society* (Berkeley).
3. *Industrial Relations Law Journal* (Berkeley).
4. *Labor Law Journal* (Commerce Clearing House).
5. *Annual Proceedings of the National Academy of Arbitrators* (NAA).
6. *Annual Proceedings of the Industrial Relations Research Association* (University of Illinois).
7. *The Dispute Resolution Journal* (American Arbitration Association).
8. *Journal of Labor Research* (George Mason University).
9. *Government Union Review* (Public Service Research Foundation).
10. *Collective Negotiations in the Public Sector* (Baywood Publishing Company).
11. *Monthly Labor Review*.
12. *Monthly Publication of the Bureau of Labor Statistics* (U.S. Department of Labor).
13. *Journal of Labor Economics*.
14. *The Labor Lawyer* (American Bar Association).
15. Elkouri and Elkouri, *How Arbitration Works*, Sixth Edition (BNA).
16. Granof, M. H., *How To Cost Your Labor Contract* (BNA).
17. *Collective Bargaining and Negotiations*, (BNA).
18. Mills and McCormick, *Industrial Relations in Transition*.

19. Twomey, *Labor Law and Legislation*, South-Western Publishing Co.
20. *Annual Proceedings of the Society of Professionals in Dispute Resolution*, Washington, D.C.
21. Gould, *Primer on American Labor Law*, MIT Press.
22. Freeman & Medoff, *What Do Unions Do?*, Basic Books (1984).
23. Colosi & Berkeley, *Collective Bargaining, How It Works and Why*.
24. *California Public Employee Relations* (CPER) (Journal of UC-Berkeley).
25. *Perspectives on Work* (University of Illinois).

After discussing the type of collective relationship between the particular company and union you have chosen, you should analyze the relationship and include your own personal insights developed from the research or empirical evidence to reach a conclusion on whether or not collective bargaining has been successful in fixing the wages, hours and working conditions for the employees.

You may do field research instead of or in conjunction with library research. If you have access to officers of a particular union or company, you may wish to interview them to obtain information on their relationship. Field research is not required. You may also do internet research but, the paper cannot be based exclusively on internet sources.

The analysis of a collective bargaining relationship paper will be primarily graded on:

1. The thoroughness and completeness of data or research;
2. Your understanding of the parties' relationship; and,
3. Your conclusions, insights and opinions.

If you have any problems with researching or writing the paper, please contact me for advice, suggestions and counseling. Although it is unnecessary, you may clear your topic with me before writing to make certain you are properly handling the research paper.

VII. CLASS PARTICIPATION

This course is taught by a combination of the lecture, discussion and problem methods. There will be no grade for class attendance or class participation. However, as in the past, those students who regularly attend class and participate in class discussions are likely to achieve a better score on the examinations.

In class, I will sometimes stress certain materials in the book. However, I will frequently cover subjects not found in the book. Even if I lecture about material in the book, I usually try to present the material from a different perspective to facilitate your understanding of the readings.

I have been in the labor relations field for many years (centuries☺☺☺). I have represented both management and labor. Currently, I am a neutral—an arbitrator and mediator (besides being a professor). I will try to bring some of my "real world" experiences into the classroom. I hope you enjoy these peeks at the "real world."

VIII. CHEATING

Unfortunately, a few students cheat. Some are caught and some are not. I police cheating by using my own investigative techniques as well as the honor system. The latter places the responsibility on you, the student, to turn in cheaters. While peer pressure may discourage you from doing so, you must understand that, in the long run, a cheater not only harms himself/herself but also taints all of society. Any student caught cheating will be expelled from class and assigned a failing grade. I reserve the right to inform potential employers about the student's misconduct. These sanctions are in addition to any punishment meted out by the College of Business and the University.

IX. COURSE GRADES

If you wish to receive your second examination score and/or your course grades before they are posted on My Sac State, please provide me with a self-addressed, stamped envelope on the last day of class. Unfortunately, I cannot e-mail grades to students due to privacy considerations.

X. OFFICE HOURS AND CONFERENCES

In addition to my published office hours, I am available for student conferences at other times. Please make an appointment with me in class or by e-mail.

XI. CLASS SCHEDULE AND ASSIGNMENTS

Following is a schedule of class assignments. Any changes will be announced in class. Please note, the exam dates are fixed.

<u>DATE</u>	<u>TOPIC/EXAMS/PAPER</u>	<u>ASSIGNMENTS & DEADLINES</u>
January 28	Introduction/American Labor History.....	
February 4	American Labor History/Labor Law.....	Chapters 1, 2 & 3
February 11	Labor Law/Union Structure	Chapters 3 & 4
February 18	Union Structure/Organizing	Chapter 5
February 25	Organizing/Collective Bargaining	Chapter 6
March 4	Bargaining/Bargaining Impasse	Chapter 9
March 11	Strikes & Lockouts	Chapter 9
March 18	FIRST EXAMINATION	Chapters 1-6 & 9
.....	NO MAKE-UP EXAMS	
April 8	Bargaining Subjects	Chapter 7
April 15	Bargaining Subjects	Chapter 8
April 22	Agreement Administration/Arbitration.....	Chapter 10
.....	RESEARCH PAPERS DUE – NO LATE PAPERS	
April 29	Arbitration/Employee Discipline	Chapter 12
May 6	Public Sector Labor Relations.....	Chapter 13
May 13	Public Sector Labor Relations in California	Chapter 13
May 20	SECOND EXAMINATION	Chapters 7-8 & 10-13
[5:15 p.m. to 7:15 p.m.]¹	NO MAKE-UP EXAMS	

¹ Please note the class starting time for the second examination.