

**San José State University**  
**Master of Public Administration/Department of Political Science**  
**PADM 295-01. Topics in Public Administration—Labor Relations**  
**Class number: 26937**  
**Spring 2024**

**Course and Contact Information**

Instructor: Robert Ovetz, Ph.D.

Phone: Please email me for my personal phone number in cases of personal emergency

Email: [robert.ovetz@sjsu.edu](mailto:robert.ovetz@sjsu.edu)

Office hours: Tues 1:45-2:45 (Zoom) and Thurs 1:45-2:45 (in person). No appointments are needed.

Please email a proposed a day and time M-F 9-6 pm for an appointment by phone. Please do not text.

Office location: Clark Hall 402D

Class days and time: Thursdays 6-8:45 pm in person on campus

Classroom: Dudley Moorhead Hall 149A

**Course Description**

This course will examine labor relations and labor law in the private and public sectors. It will include an analysis of issues concerning unions, worker organizing, collective bargaining, and grievances from the perspectives of employers, unions, and workers.

**Workload and Credit Hour Requirements**

Success in this course is based on the expectation that students will spend, for each unit of credit, a minimum of 45 hours over the length of the course (normally 3 hours per unit per week with 1 of the hours used for lecture) for instruction or preparation/studying or course related activities as described in the syllabus.

**Course Learning Outcomes (CLO)**

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

1. Analyze private and public sector labor relations and law
2. Think critically about unions, conflicts in the workplace, and labor law
3. Identify the key competencies of leading and managing a union or employer labor relations
4. Develop a public sector union and employer contract campaign
5. Evaluate the impact, limits, and needed reforms of labor law
6. Reflect on the impact of private sector labor relations on the public sector

**MPA Program Learning Outcomes (PLO)**

1. Lead and manage in public governance
2. Participate in and contribute to the policy process
3. Analyze, synthesize, think critically, solve problems and make decisions
4. Articulate and apply a public service perspective
5. Communicate and interact productively with a diverse and changing workforce and citizenry

<b>Learning Outcomes</b>	<b>How the LOs will be Assessed</b>
--------------------------	-------------------------------------

	Weekly Discussion Questions	Weekly Discussion Questions Reports	Background Profiles	Campaign Planning Assignments	Collective Bargaining Assignments	Grievances & Arbitration Assignments
CLO 1	√	√			√	√
CLO 2	√	√	√		√	√
CLO 3			√	√	√	√
CLO 4				√	√	
CLO 5					√	√
CLO 6					√	√
PLO 1				√	√	
PLO 2					√	
PLO 3	√	√	√		√	√
PLO 4					√	√
PLO 5			√	√	√	√

### Important Dates

Note: Weekly Discussion Questions are due each week as indicated in the Course Outline below.

Tues 1/30—First day of class; read the syllabus, “Readings Discussion Questions and Question Report Assignment Instructions,” and “Collective Bargaining and Grievance Simulation Assignment Instructions”

Tues 2/6—Current CBA; Balance Sheet/General Fund Audit of employer

Tues 2/13—Background profiles on employer, labor relations, and union bargaining unit

Tues 2/20—Union & employer Bargaining team profile; Bargaining backgrounder and Bargaining summary form

Tues 2/27—Union Campaign strategy; Employer Continuation plan strategy

Tues 3/5—Union and Employer Opening statement; Union and Employer Proposed contract language

Tues 3/12 to Tues 4/16—Date TBD: Union Tentative Agreement/MOU, Case for a yes vote, Optional: ULP or injunction; and Employer Tentative Agreement/MOU, Case for a yes vote, Optional: ULP or injunction

Tues 4/2—Spring Break, no class

Tues 4/9—Request for impasse (TBD); Campaign materials (TBD); Court injunction motion and response (TBD)

Tues 4/23—Union Grievance Step 1 declaration; Employer Grievance Step 1 response; Union and Employer grievance settlement (TBD)

Tues 4/30—Union Grievance Step 2 declaration; Employer Grievance Step 2 response; Union and Employer grievance settlement or request for an arbitration hearing (TBD)

Tues May 7—Last day of class; Arbitration (TBD): Union and Employer Arbitration statement & joint settlement

Wed 5/22—Analysis Paper due on Canvas by 11:59 pm

<b>Graded Assignments</b>	<b>Percentage (100 total points each)</b>
Weekly Readings Discussion Questions (drop 1)	15
Weekly Readings Discussion Question Reports (drop 1)	10
Collective Bargaining and Grievance Simulation	15
Background Profile Assignments	10
Campaign Planning Assignments	10
Collective Bargaining Assignments	10
Grievance and Arbitration Assignments	10
<u>Analysis Paper</u>	<u>20</u>
<b>TOTAL</b>	<b>100</b>

### **Grading Scale**

A plus	96-100
A	93-95
A minus	90-92
B plus	86-89
B	83-85
B minus	80-82
C plus	76-79
C	73-75
C minus	70-72
D	60-69
F	0-59

### **Grading Policies**

- 10 percent will be deducted for each week that an assignment is turned in late. A period of 7 days or less is consider 1 week. No assignments will be accepted after 11:59 pm on the last official class day of the semester.
- There are no exams in this class.
- Missing assignments will receive a **0** and be graded as **late** when the paper is posted. Please contact me if the assignment is late due to medical, religious, or university related activities so that it can be made up. A verifiable demonstrable excuse should be related to a medical, religious, or university related events only. Please contact me in advance or as soon as possible and provide appropriate documentation or come to office hours to discuss other absences.
- Students may miss one bargaining session for any reason. Each additional absence without a verifiable demonstrable excuse will result in a **5 point** deduction in the Collective Bargaining Role Play grade.
- Grades will be rounded up to the next full letter only when the difference is .49 or less.

### **Classroom Policy**

- You may not copy, record or post any video or audio from this class.
- No electronic recordings or photographs of any kind of the class are allowed except as an accommodation with campus documentation. University Policy S12-7, <http://www.sjsu.edu/senate/docs/S12-7.pdf>, requires students to obtain instructor's permission to record the course.
- The posting of any electronic recordings, tapings or any other type of documentation of any aspect of this course on the internet is not allowed.
- Any act of plagiarism will result in an automatic "F" for the assignment.

- Any student who has special needs that may affect his or her performance in this class is asked to identify his or her needs to Dr. Ovetz in private by the end of the first day of the semester and provide documentation as soon as possible. Any resulting class performance problems that may arise for those who do not identify their needs will not receive any special grading considerations.

### **Canvas**

For help with using Canvas please see the Canvas Student Resources page at: [https://www.sjsu.edu/ecampus/teaching-tools/canvas/student\\_resources/](https://www.sjsu.edu/ecampus/teaching-tools/canvas/student_resources/). If you need immediate help please contact the Canvas Help at the tab on the left side of the Canvas page.

### **Notice About Further Strikes**

My union, the California Faculty Association (the labor union of Lecturers, Professors, Coaches, Counselors, and Librarians across the 23 CSU campuses), is in a difficult contract dispute with California State University management. Four CSU campuses struck in December and the Teamsters staff union struck on all 23 CSU campuses before that and on the same 4 days as our strikes. It is possible that we will call more strikes or other work stoppages this term. I promise to promptly inform you of any schedule disruption. Our working conditions are your learning conditions; we seek to protect both. For further information go to [www.CFABargaining.org](http://www.CFABargaining.org).

### **Required Readings**

Required course readings can be found in the following assigned books and readings. You are expected to complete the readings **before** they are scheduled to be discussed.

Harry C. Katz, Thomas A. Kochan, and Alexander J. S. Colvin, *An Introduction to U.S. Collective Bargaining and Labor Relations*, Cornell University Press/ILR Press, 5th edition, 2017, ISBN: 9781501713873.

Other required readings will be assigned. They are listed below in the Course Outline and pdf's can be downloaded on the Canvas page.

### **Library Liaison**

Please contact the Political Science librarian Essy Barroso-Ramirez to answer questions and provide help with research, citations, and other library needs. Essy can be reached by email at [essy.barroso-ramirez@sjsu.edu](mailto:essy.barroso-ramirez@sjsu.edu), 408-808-2041, and <https://libguides.sjsu.edu/politicalscience>

### **University Policies**

Per University Policy s16-9, university-wide policy information relevant to all courses, such as student responsibilities, academic integrity, accommodations, dropping and adding, consent for recording of class, etc. and available student services (e.g. learning assistance, counseling, and other resources) are listed on [Syllabus Information web page](http://www.sjsu.edu/gup/syllabusinfo/) (<http://www.sjsu.edu/gup/syllabusinfo/>) which is hosted by the Office of Undergraduate education. Make sure to visit this page to review and be aware of these university policies and resources.

### **Course Requirements**

The following requirements compose the graded work for the course.

### **Readings Discussion Questions and Question Report**

Students should briefly answer all the discussion questions at the end of each assigned chapter from the

Katz et al book. These answers should be cut and pasted into the appropriate assignment window in Canvas before class begins. Students should complete a minimum of 10 chapters to receive full credit. During class, students will discuss how they answered each of the questions pick one of the questions to discuss and briefly report back to the class. Please read the “Chapter Discussion Questions and Question Report Assignment Instructions” on Canvas for how to complete this assignment.

### **Collective Bargaining and Grievance Simulation**

During the entire semester students will work in groups to carry out two role plays of workers and their employer engaged in a unionization campaign, representation election, collective bargaining, and the grievance and arbitration process. The instructions for this project can be found in the “Collective Bargaining Project Assignment Instructions” on Canvas. All assignments should be cut and posted or uploaded to the Canvas assignment window. Where required, physical sample copies should also be made available to the rest of the class.

We will do report backs at the end of each class during which each group member is expected to contribute.

### **Analysis Paper**

Using outside research and reflecting on the class Collective Bargaining Project the student should reflect on the benefits and disadvantages of the current system of labor relations in either or both private and public sector. Students may focus on one or more issues discussed in the readings, role play, or in the outside literature. The paper should describe the problems and evaluate proposed solutions.

#### How to write the Analysis Paper and how it will be graded:

- Write as a formal research paper (eg, including an introduction, thesis, sections, and conclusion) using in text or footnoted references written in a single consistent citation style
- Organize the paper using section headers
- Proofread for syntax, spelling, organization, clarity of ideas
- Include at least 6 outside sources two each from academic, popular, and trade sources (see “About Sources and References” below)
- Maximum of 1,500 words

#### About Sources and References

There are 3 types of acceptable sources that may be obtained through the library print and database sources only. The 3 types of sources are:

- academic: books, specialized encyclopedias (academic field specific, do not use Britannica, Funk and Wagnall, etc), journal articles. These are written, read, and peer reviewed by academics and published by academic presses. Do not cite an academic paper if it hasn't been published in a book, journal or academic encyclopedia. Just because it appears on a site ending in “.edu” doesn't mean it's been published.
- trade: publications specific to an industry or non-profit sector, and governments/inter-governmental organization reports and read only by people who work in that field. Do not use factsheets or press releases.
- popular: newspapers, newsmagazines, documentary films, TV/radio news. These can be read by anyone and are written by professional journalists or guest experts.

Types of unacceptable sources: commercial non-news sources, aggregators, personal websites, blogs, social media, press releases, factsheets, editorials, open source wikis, or unpublished academic papers.

For help with identifying these required types of source please contact the reference librarians at the link below. You should also use this short guide on how to distinguish between the types of sources: <https://libguides.utoledo.edu/journalvsmagazine>

When citing sources in your paper and in the bibliography:

1. Use APA citation style only (use the Lunsford style guide on Canvas)
2. Use in text citations **and** a list of references. Do not use footnotes.
3. When using APA in text citations the cite should appear as follows: TEXT (last name, year, page number) for publications.
4. List your references in alphabetical order by last name—**do not** number your sources

### **About Grammar and Proofreading**

Grammar, or syntax, and formatting will count for **10 percent** of each Case Study Paper. One point will be deducted for each instance of incorrect syntax or formatting mistake up to four instances. After five or more instances the full 10 percent will be deducted from your grade. For this reason, it is essential that you carefully proofread your papers several times and utilize the writing center or tutoring before turning them in. Editing comments will not be given in the graded feedback.

You will be graded for grammar, punctuation and style to the extent that it reduces your ability to express your research and analysis clearly. While grammar, punctuation and style are not the most significant part of the grade you will receive, it does affect your ability to communicate your ideas and analysis clearly and effectively. If you have any issues concerning your language skills you wish to discuss with me please visit me during office hours.

### **Grammar and Proofreading**

You will be graded for grammar, punctuation and style to the extent that it reduces your ability to express your research and analysis clearly. While grammar, punctuation, and style are not the most significant part of the grade you will receive, it does affect your ability to communicate your ideas and analysis clearly and effectively. If you have any issues concerning your language skills you wish to discuss with me please visit me during office hours.

### **Where to Get Help with Your Writing**

Although I do not proofread student papers before they are turned in I am happy to help you with specific selections of text. For help I encourage you to **first** go to the Graduate Writing Support Services or the undergraduate Writing Center for help with your writing and the campus reference librarians for help with research and citations.

You can contact the Graduate Writing Support Services at <https://www.sjsu.edu/essc/gess/grad-writing.php>

I strongly encourage you to use the SJSU Writing Center's Homegrown Handouts on many aspects of the writing process here: <https://www.sjsu.edu/writingcenter/handouts/>

The Writing Center, <https://www.sjsu.edu/writingcenter/>, also offers up to two 45 minutes sessions per week by emailing them a request at [writingcenter@sjsu.edu](mailto:writingcenter@sjsu.edu). It is also partnered with MLK Library to

offer live chat services for students who have quick writing-related questions that can be addressed in 10-15 minutes. Live chat is available during select hours and no appointment is necessary.

The reference librarians can also help with using the library databases to find your outside sources and do the APA references (remember to use the Lunsford Guide). You can email or chat live with a librarian on the website here: <https://library.sjsu.edu/ask-librarian/ask-librarian>

You may also use the Lib Guide cited above and the short guides to writing research papers at <http://owl.english.purdue.edu/sitemap/>

### Course Outline

Note:

- The schedule is subject to change with fair notice by email or on Canvas.
- Complete all the readings for each topic **before** we begin the topic in order to complete the Readings Discussion Questions.

Week	Date	Topic	Katz et al Readings	Other Readings	Assignments Due
Week 1	Tues 1/30	<ul style="list-style-type: none"> <li>• Read before class:               <ul style="list-style-type: none"> <li>• syllabus</li> <li>• “Readings Discussion Questions and Question Report Assignment Instructions”</li> <li>• “Collective Bargaining Project Assignment Instructions”</li> </ul> </li> <li>• Review syllabus</li> <li>• Discuss Collective Bargaining Simulation</li> </ul>	None	None	None
Week 2	Tues 2/6	History of Labor Relations & Employment Law	chs. 1 and 2	<ul style="list-style-type: none"> <li>• Kim, “The Upstart Union Challenging Starbucks”</li> <li>• Van Meter and Ovetz, “Management Rights, Workers Wronged”</li> </ul>	<ul style="list-style-type: none"> <li>• Weekly Discussion Questions</li> <li>• Copy of current CBA</li> <li>• Balance sheet/ current financial statement/ operating budget/ general fund audit of employer</li> </ul>
Week 3	Tues 2/13	Unions & Bargaining Power	ch. 4	<ul style="list-style-type: none"> <li>• Lynd &amp; Gross, ch. 4, “a Rank and Filers Bill of Rights,” pp. 37-72</li> <li>• Van Meter and Ovetz, “Advice to new labor organizers”</li> </ul>	<ul style="list-style-type: none"> <li>• Weekly Discussion Questions</li> <li>• Background profiles on: employer, labor relations, and union bargaining unit</li> </ul>

Week 4	Tues 2/20	Union Organizing	ch. 7	Ovetz, “365-day organizing”	<ul style="list-style-type: none"> <li>• Weekly Discussion Questions</li> <li>• Union &amp; employer: Bargaining team profile, Bargaining backgrounder and Bargaining summary form</li> </ul>
Week 5	Tues 2/27	Strikes	chs. 8 and 10	<ul style="list-style-type: none"> <li>• CPER, ch. 6</li> <li>• <i>Labor Notes</i>, “How to Strike and Win”</li> </ul>	<ul style="list-style-type: none"> <li>• Weekly Discussion Questions</li> <li>• Union: Campaign strategy</li> <li>• Employer: Continuation plan strategy</li> </ul>
Week 6	Tues 3/5	<ul style="list-style-type: none"> <li>• Collective Bargaining Begins</li> <li>• Guest speaker: Kevin van Meter, SEIU S. Oregon staff organizer (TBD)</li> </ul>	ch. 5	<ul style="list-style-type: none"> <li>• Carrell &amp; Heavrin, ch. 6</li> <li>• Ovetz, “Open bargaining flips the power dynamic”</li> </ul>	<ul style="list-style-type: none"> <li>• Weekly Discussion Questions (reports TBD)</li> <li>• Union and Employer Opening statements &amp; ground rules</li> <li>• Union and Employer: Proposed contract language</li> </ul>
Week 7	Tues 3/12	<ul style="list-style-type: none"> <li>• Collective Bargaining</li> <li>• Guest Speaker: Dr. Eric Ramones, Associate Vice Chancellor of Human Resources, West Valley Mission Community College District (confirmed)</li> </ul>	ch. 6	<ul style="list-style-type: none"> <li>• Kearney &amp; Mareschal, ch. 3</li> <li>• Ovetz, “Let’s all work less”</li> </ul>	<ul style="list-style-type: none"> <li>• Weekly Discussion Questions (reports TBD)</li> <li>• Union (TBD): Tentative Agreement/MOU</li> <li>• Case for a yes vote</li> <li>• Optional: ULP charge or injunction motion</li> <li>• Employer (TBD): Tentative Agreement/MOU</li> <li>• Case for a yes vote</li> <li>• Optional: ULP charge or injunction motion</li> </ul>

Week 8	Tues 3/19	Collective Bargaining	Ch. 15	None	<ul style="list-style-type: none"> <li>• Weekly Discussion Questions (reports TBD)</li> <li>• Bargaining assignments TBD (see Week 7)</li> </ul>
Week 9	Tues 3/26	Collective Bargaining	None	None	Bargaining assignments TBD (see Week 7)
	Tues 4/2	Spring Break, no class	None	None	None
Week 10	Tues 4/9	Collective Bargaining	None	None	<ul style="list-style-type: none"> <li>• Bargaining assignments TBD (see Week 7)</li> <li>• Request for impasse (TBD)</li> <li>• Campaign materials (TBD)</li> <li>• Court injunction motion and response (TBD)</li> </ul>
Week 11	Tues 4/16	Collective Bargaining	None	None	Bargaining assignments TBD (see Week 7 or 10)
Week 12	Tues 4/23	<ul style="list-style-type: none"> <li>• Grievance and Arbitration</li> <li>• Guest speaker: Nicole Gray, Grievance Officer, Faculty Association, Foothill-DeAnza College (TBD)</li> </ul>	ch. 9	None	<ul style="list-style-type: none"> <li>• Weekly Discussion Questions (reports TBD)</li> <li>• Union: Grievance Step 1 declaration</li> <li>• Employer: Grievance Step 1 response to the grievance</li> <li>• Union and Employer grievance settlement (TBD)</li> </ul>

Week 13	Tues 4/30	Grievances and Arbitration	ch. 12	None	<ul style="list-style-type: none"> <li>• Weekly Discussion Questions (reports TBD)</li> <li>• Union: Grievance Step 2 declaration</li> <li>• Employer Grievance Step 2 response to the grievance</li> <li>• Union and Employer grievance settlement (TBD)</li> <li>• Union request for arbitration (TBD)</li> </ul>
Week 14	Tues 5/7	<ul style="list-style-type: none"> <li>• Last day of class</li> <li>• International Labor Relations in Other Countries &amp; the Future of US Labor Relations</li> </ul>	chs. 14 and 16	None	<ul style="list-style-type: none"> <li>• Weekly Discussion Questions (reports TBD)</li> <li>• Arbitration (TBD): Union declaration and Employer response</li> </ul>
	Wed 5/22	Analysis Paper due on Canvas by 11:59 pm	None	None	None