

Rutgers University
School of Management and Labor Relations

Collective Bargaining

37:575:314

Fall 2017

Tuesday 6:00p.m. – 8:40p.m.
Western Monmouth Higher Education Center
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Syllabus is Subject to Change*

Course Description: This course examines labor relations and collective bargaining using three major processes: union organizing (how unions are formed), bargaining (how contracts are developed), and dispute resolution (how bargaining disputes and grievances are resolved). To facilitate the learning experience, the class will combine small group and class discussions, lectures and exercises. Additionally, students will participate in a mock contract negotiation.

Learning Objectives:

After successfully completing this course, you will be able to:

- Identify and explain key terms and various concepts, tools, and techniques relating to the negotiation process to include interest based and positional negotiations.
- Understand and be able to apply a framework for analyzing collective bargaining and negotiations.
- Explain the role and function of management and union strategies and structures for bargaining.
- Distinguish and discuss the various factors affecting labor law and history.
- Understand and become familiar with contract administration and dispute resolution processes.
- Analyze and relate various important issues regarding unions in the past, present and future.

From the School of Management and Labor Relations:

Application – Demonstrate an understanding of how to apply knowledge necessary for effective work performance (Part of Knowledge Theory, Practice and Application). Knowledge of the role of labor unions and their role in collective bargaining, provides the foundation for employment relations professionals.

Professional Development – Demonstrate an ability to interact with and influence others in a professional manner, and to effectively present ideas and recommendations. Communication skills and professionalism are essential roles for union or management representatives.

From the Labor Studies and Employment Relations Department:

Make an argument about a matter in the field using contemporary and/or historical evidence (Goal 4).

Work productively in teams, in social networks, and on an individual basis (Goal 13).

Readings: A textbook is required for this class. Most of your reading assignments will come from the textbook below. Other reading material will be posted on Sakai for you to view and download.

Textbook: *LABOR RELATIONS Striking a Balance* by John W. Budd (October 24, 2012) 4th Edition ISBN-10: 0078029430 | ISBN-13: 978-0078029431.

The readings must be done prior to class. You will come to class prepared to listen, learn, and participate as this will count towards a percentage of your grade.

Violations of academic integrity policies, including cheating, will result in penalties up and including a 0 for the semester. If an issue arises throughout the course which prevents you from attending class or keeping up with the assignments, I need to be notified. Every effort will be made to accommodate. However, you must be proactive and not wait until you are poorly performing.

Final grades are based on the following:

Midterm 25%

Attendance/ Participation 10%

Paper 15%

Bargaining 15%

Final 35%

Course Outline

September 5 - Introduction to The Course and Collective Bargaining.

Review syllabus and discuss class rules and expectations

Administrative matters.

What is a union and why do workers want to join?

** Students are to bring a recent article to class on Labor Relations/Collective Bargaining and be prepared to discuss it.

September 12 - Theory, History and Framework of U.S. Collective Bargaining and Industrial Relations

Union growth and decline. What are the reasons for the change?

Readings: Budd. Chapter 3. "Historical Development" From *Labor Relations, Striking a Balance*. pp. 63-102

Katz and Kochan. Chapter 1. "A Framework for Analyzing Collective Bargaining and Industrial Relations." From *Introduction to Collective Bargaining and Industrial Relations*. (Sakai)

The Labor Relations Process

Union Organizing

September 19 - Mounting an Organizing Drive

Readings: Budd. Chapter 6. "Union Organizing" From *Labor Relations, Striking a Balance*. pp. 193-229

David Forbes, *Sitel Workers Mount Historic Union Organizing Drive* (Sakai)

September 26 - Management and Union Strategies & Structures for Engaging In &/or Avoiding Collective Bargaining

Readings:

Budd. Chapter 5. “Labor and Management: Strategies, Structures, and Constraints”
From *Labor Relations, Striking a Balance*. pp. 157-187

Budd. Chapter 2. “Labor Unions: Good or Bad?” From *Labor Relations, Striking a Balance*. pp. 27-55

Bargaining

October 3 - How Does the Bargaining Process Work?

Determination of a bargaining unit/ The process of negotiation and how to prepare

Readings:

Budd. Chapter 7. “Bargaining” From *Labor Relations, Striking a Balance*. pp. 235-266

Colosi & Berkeley, *Collective Bargaining: How it Works and Why*, Section 5, “The Battle”; (Sakai)

Colosi & Berkeley, *Collective Bargaining: How it Works and Why*, Section 2, “The Parties”, Section 6 “The Table Process Examined”; (Sakai)

Midterm review

October 10 - Midterm

October 17 - Film

Final Offer- An account of 1984 contract negotiations between the United Auto Workers (UAW) and General Motors

Discussion about the paper that will be due

Reading: Jack Metzgar, *Striking Steel: Solidarity Remembered* (Philadelphia Temple University Press, 2000) Getting to 1959, 17-57 (Sakai)

Dispute Resolution

October 24 - Strikes, Lockouts, Picketing, Boycotts and Injunctions

Reading: Budd. Chapter 8. “Impasses, Strikes, and Dispute Resolution” From *Labor Relations, Striking a Balance*. pp. 269-302

Film: *American Dream* - Chronicles the six-month strike at Hormel in Austin, Minnesota, in 1985-86

October 31 - Alternative Dispute Resolution, Negotiation, Mediation, and Arbitration

Readings: Budd. Chapter 9. “Contract Clauses and Their Administration” From *Labor Relations, Striking a Balance*. pp. 307-346

Katz and Kochan. “Administering the Employment Relationship.” From *Introduction to Collective Bargaining and Industrial Relations*. pp. 283- 316 (Sakai)

Michael H Cimini “*Caterpillar’s Prolonged Dispute Ends*” (Sakai)

November 7 - Labor Law and the Environment

Readings: Budd. Chapter 4. “Labor Law” From *Labor Relations, Striking a Balance*. pp. 109-151

Katz and Kochan. “The Role of the Environment.” From *Introduction to Collective Bargaining and Industrial Relations*. (Sakai)

Paper due this week

Discuss bargaining project and set up teams

The remaining two and a half classes will be devoted to a collective bargaining exercise. Details to follow.

November 14 - Bargaining- Details to be announced

November 21 - No class

November 28 - Bargaining- Details to be announced

December 5 – Bargaining (if need be) course wrap-up and final Review

December 19 – Final exam