



School of Management  
and Labor Relations

Collective Bargaining

37:575:314:80, Spring 2020

Instructor: Professor John Castella  
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Wednesday 6:00p.m. – 8:40p.m.  
Room: 303

**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.

**Course Objective:** 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.

**Readings:** A textbook is required for this class. Most of your reading assignments will come from the textbook below.

**Textbook:** *LABOR RELATIONS: Striking a Balance* by John W. Budd (2018) 5<sup>th</sup> Edition | ISBN-13: 978-1-259-41238-7.

Click here for book- [LABOR RELATIONS: Striking a Balance](#)

Other reading material will be posted on Canvas for you to view and download.

Click here for Canvas- [Rutgers Canvas](#)

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 exam 25%	Attendance/ Participation 10%
Paper 15%	Bargaining 15%
Final 35%	

## **Course Outline**

### **January 22nd - 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?

### **January 29th - 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. 65-104

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

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

## The Labor Relations Process

### Union Organizing

#### **February 5th - Mounting an Organizing Drive**

##### **Readings:**

Budd. Chapter 6. "Union Organizing" From *Labor Relations, Striking a Balance*. pp. 195-231

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

#### **February 12th - 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. 159-189

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

### Bargaining

#### **February 19th - 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. 237-269

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

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

**\*Midterm review\***

**February 26th – Midterm**

**March 4th - Film**

**Readings:**

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

**Watch:**

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

**Discussion about the paper that will be due**

**Dispute Resolution**

**March 11th - Strikes, lockouts, picketing, boycotts and injunctions**

**Readings:**

Budd. Chapter 8. “Impasses, Strikes, and Dispute Resolution” From *Labor Relations, Striking a Balance*. pp. 273-303

**Watch:**

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

**March 25 - Alternative dispute resolution, negotiation, mediation, and arbitration**

**Readings:**

Budd. Chapter 9. “Contract Clauses and Their Administration” From *Labor Relations, Striking a Balance*. pp. 309-348

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

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

## **April 1st - Labor Law and the Environment**

### **Readings:**

Budd. Chapter 4. "Labor Law" From *Labor Relations, Striking a Balance*. pp. 111-153

Katz and Kochan. "The Role of the Environment." From *Introduction to Collective Bargaining and Industrial Relations*. (Canvas)

### **\*Paper due this week\***

Discuss bargaining project and set up teams

**The remaining classes will be devoted to a collective bargaining exercise and final review. Exercise details to follow.**

**April 8th - Bargaining-** Details to be announced

**April 15th - Bargaining-** Details to be announced

**April 22nd – Bargaining exercise presentation and course wrap-up**

**April 29th – Final review**

**May 13<sup>th</sup>- Final**