38:578:560:01 COLLECTIVE BARGAINING Mondays Fall 2012

Professor: Jeffrey H. Keefe

Office Hours: by appointment, usually before or after class.

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SYLLABUS

Texts: Harry Katz, Alex Colvin, and Thomas Kochan. 2007. An Introduction to

Collective Bargaining and Industrial Relations. (NY: McGraw-Hill 4th Edition).

Michael Evan Gold. 1998. An Introduction to Labor Law, Revised Edition (NY:

Cornell University ILR Press

Readings: All readings should be completed prior to the date noted on the syllabus.

E-Mail: It is each student's responsibility to maintain a current e-mail address. Required

reading materials, other than the textbooks, and assignments will be posted on

Sakai.

Grades: There will be three graded case analyses, a contract costing quiz, a mock

bargaining exercise with two parts, a grievance analysis and a final exam. All three case analyses must be successfully completed on time before a student can join a negotiating team. Failure to complete the cases on time will result in either a withdrawal or an incomplete for the course. Free riding is not tolerated. The mock negotiations are scheduled for *Sunday, November 18*. Please check your Saturday schedule now. Neither a midterm nor graded recitations are scheduled, but could become necessary if students come to class unprepared. Just as in bargaining and contract administration, due dates and deadlines are firm. Unless you can get *prior approval*, each day late costs you a letter grade. Grading weights are as follows:

Organizing Case Analyses	10%	Oct 1
Bargaining Power Case Decline of Manufacturing	10%	Oct 8
Bargaining Power Case Analyses of Bargaining Relations	10%	Oct 15
Costing Quiz	5%	Oct 29
Mock Bargaining: Offers	20%	Nov 12
	November 18	
Mock Bargaining: Negotiations (Sunday)	Nove	mber 18
Mock Bargaining: Negotiations (Sunday) Mock Bargaining: Outcomes	Novel	mber 18 Nov 19
Mock Bargaining: Outcomes	15%	Nov 19

I. Introduction: What Are Unions and Why Are They Declining?

Sept 10 PowerPoint Slides will be available on Sakai, no later than 4pm the day of class.

II. Dynamics of Union Growth and Decline and Shifting Employment Patterns

Sept 17 CB&IR Chapters 1&2

Lawrence Mishel with Matthew Walters. 2003. *How Unions Help All Workers*. Economic Policy Institute Briefing Paper. (Sakai)

Richard Freeman. 2008. *America Works* Chapter 5 "Where have all the unions gone ... long time passing?" Sakai

Richard B. Freeman. 2007. *Do Workers Still Want Unions? More Than Ever*. EPI Briefing Paper. Economic Policy Institute, February 22, 2007, Briefing Paper #182 Sakai

Andrew Sum, Ishwar Khatiwada, Joseph McLaughlin, Sheila Palma. 2011. *The "Jobless and Wageless" Recovery from the Great Recession of 2007-2009: The Magnitude and Sources of Economic Growth Through 2011 I and Their Impacts on Workers, Profits, and Stock Values.* Center for Labor Market Studies, Northeastern University. May 2011.

http://www.trinity.edu/bhirsch/unionstats/

III. Collective Bargaining, Public Policy, and the NLRB

Sept 24 Michael Evan Gold. 1998. <u>An Introduction to Labor Law</u>. (NY: ILR Press).

Go to: http://www.nlrb.gov/

National Labor Relations Act: Sections 1, 2, 7, 8, & 9. (Sakai)

Notes on Labor Law by Sakai

CB&IR Chapter 7 Organizing

** Case Analyses instructions will be distributed in class

Cases will be Available on Sakai

IV. Union Avoidance and Union Organizing

Oct 1 ** Analysis of Organizing Cases is to be submitted on Sakai before the start of class.

*** Assignment: Cases Analyses & Comparisons on *Bargaining Power in Manufacturing*Cases will be Available on Sakai

Assignment is due next week.

*** Manufacturing Case Analyses & Comparisons

Required Background for Case Comparison:

CB&IR Chapters 4, 5, 6 and 13

V. Unions, Collective Action, and Industrial Democracy

Oct 8 **"The Final Offer" - A Film.

Due -- Cases Analyses & Comparisons on Bargaining Power in Manufacturing

CB&IR Chapter 7 and 8

*** Assignment: Case Analyses of Bargaining Relationships: Strategy and Tactics to Address Changing Environments: Cases will be Available on Sakai

VI. The Management Labor Relations Organization and Collective Bargaining

Oct 15 *** Case Analyses of Bargaining Relationships: Strategy and Tactics to Address Changing Environments Due

Bargaining teams will be formed and mock bargaining material will be distributed. Instructions and Rules for Mock Bargaining will be distributed in class.

Suggested Background Material Available at the Carey Library (LEC) and on the web.

Maurice Better. 1993. <u>Contract Bargaining Handbook For Local Union Leaders</u>. (DC: BNA).

Charles Laughran. 2010. Negotiating a Labor Contract: 4th ed. (DC: BNA).

BNA: Contracts and Negotiations: A Binder Series

BNA. Basic Patterns in Union Contracts 14th ed. (DC: BNA)

Bureau of Labor Statistics. (Periodical) Compensation and Workings Conditions.

Bureau of Labor Statistics Website: http://www.bls.gov/

You Tube Waldenville Negotiations Parts 1-5 and Mediation Parts 1-4 http://www.youtube.com/results?search_query=waldenville

VII. Management Organization, Costing, Ability to Pay and Contract Preparation

Oct 22 Contract Costing Handout.

Samuel Bacharach and Edward Lawler. 1998. "Political Alignments in Organizations." In R.M. Kramer and Margaret Neale eds. <u>Power and Influence in Organizations</u>. CA: Sage Publications. (Sakai)

VIII. Terms of the Agreement

Oct 29 ** Quiz on Contract Costing

CB&IR Chapters 10

Notes on Bargaining and Negotiations (Sakai).

IX. Negotiations Strategies in Collective Bargaining

Nov 5 CB&IR Chapter 8

X. Perspectives on Bargaining and Negotiations

Nov 7 The Negotiations Process

XI. -- Grievance-Arbitration: Contract Interpretation

Nov 12

** Mock Bargaining Preparation Notebook is due *** CB&IR Chapter 11.

Nov 18 ****Bargaining Saturday and will commence at 9 am (6 hours)

XII. Collective Bargaining Outcomes and Grievance-Arbitration: Discipline and Discharge

Nov 19 Collective Bargaining Outcomes Due

Notes on Employee Discipline & Grievance Handling (Sakai).

Grievance Analysis will be assigned for next class

XII. Contract Administration and Interpretation

Nov 26 Notes on Contract Interpretation & Grievance Handling Sakai.

** Review Questions for the Final Exam will be distributed.

XIV. Is There a Future for Collective Bargaining and Pluralism in a Global Economy

Dec 3 **Grievance Analysis is due at the beginning of class.

CB&IR Chapters 14 & 15. Neoliberalism and International Labor Standards for a Global Economy?

XV. Final Exam Dec 10

Dec 19 **3 Hour Comprehensive Exam.**

Labor Relations Websites:

1. The National Labor Relations Board (NLRB)

http://www.nlrb.gov - This is the homepage for the federal agency that administers the nation's main, private sector, collective bargaining law, the National Labor Relations Act (also called NLRA).

2. The Legal Information Institute (LII)

http://www.law.cornell.edu/topics/collective)bargaining.html - This is an outstanding tool for legal research connected to collective bargaining.

3. ICG (Institute for Global Communications) Labornet

http://www.igc.org/igc/labornet/ - This has a union-friendly slant and has many interesting links, particularly to labor organizations around the globe.

4. Society for Human Resource Management (SHRM))

http://www.shrm.org/hrlinks/labor.htm - This website helps human resource managers track current labor relations developments. It has some interesting links, including one to a website that tracks layoffs.

5. LPA (Labor Policy Association)

http://www.lpa.org/ - This is an employer association that lobbies for pro-employer amendments to the National Labor Act and generally opposes labor unions.

- 6. SelectSurf http://www.selectsurf.com/business/labor/ This is a good source of union and government web-links.
- 7. AFL-CIO http://www.aflcio.org/
- 8. union.org http://www.unions.org/home/1-intro.php Unions.org manages a database of Unions organizations across the United States. Unions.org serves as an advertising platform for Unions, with its proprietary internet marketing software.
- 9. http://www.unionfacts.com/ The Center for Union Facts has gathered a wealth of information about the size, scope, political activities, and criminal activity of the labor movement in the United States of America. Antiunion website
- 10. http://www.americanrightsatwork.org/about-us.html The American Rights at Work Education Fund is an educational and outreach organization dedicated to promoting the freedom of workers to form unions and bargain collectively. Prounion website.