COLLECTIVE BARGAINING (Freehold Campus) 37:575:314, Section 80 - Spring 2012 Thursday, 6:00 p.m. to 8:40 p.m.

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Office Hours by Appointment: Tuesdays, 3:00 to 5:00 pm

Collective bargaining is the process by which a labor union and an employer negotiate the terms and conditions of employment for the employees represented by the union. While only a minority of American workers are currently covered by collective bargaining agreements, collective bargaining has played an important role in our economy and employment relations system. The purpose of this course is to provide students with an overview of collective bargaining in the U.S., including its historical evolution since the first labor unions were formed, the key factors that have shaped collective bargaining, the main elements of the bargaining process, key provisions of a labor contract, and the future of collective bargaining.

In addition to studying the theory and history of collective bargaining, students will engage in the "practice" of collective bargaining by participating in a collective bargaining simulation in the second half of the course.

Here are some important guidelines for student participation in the class:

- Students are expected to read the material assigned for each class and be prepared to discuss it. We will have group discussions in most of the classes.
- Check Sakai and your email several days before the class to see if there are any changes in the class schedule or requirements.
- Take careful lecture notes. Material from the lectures will be included in the exams.

ON-LINE ACCESS TO READING ASSIGNMENTS

All of readings can be accessed and downloaded through Rutgers' "sakai" web site. Here are the steps for accessing this material:

- 1. Go to http://sakai.rutgers.edu
- 2. Enter your Rutgers' email account UserID and password at the top right corner
- 3. Click tab 37:575:314:80 Spring 2012
- 4. Click resources the list of reading materials will appear
- 5. For specific readings, click on the date and reading listed
- 6. You will need Adobe Acrobat or a similar program to download and print the material

Description of Classes and Assignments Due

Class #1 - January 19, 2012

Introductory Discussion/Course Requirements:

We discuss what collective bargaining is and why it plays a key role in the employment relations system in the United States. The syllabus and course requirements will be discussed; some aspects of the syllabus will be "negotiated" by the instructor and the students.

Class #2 - January 26, 2012

The History of Collective Bargaining in the United States

While labor unions have existed in the U.S. since the 1790s, collective bargaining has evolved as labor unions, the economy, and our political system have undergone significant changes. In this class, we will examine the changes that have had the greatest impact on collective bargaining.

Readings:

- Katz, H. and Kochan, T. (2000). <u>An Introduction to Collective Bargaining and Industrial Relations</u>, McGraw-Hill, pp. 49-72.
- Slott, M. & Voos, P. (2010). "Key Events in the History of Collective Bargaining & Labor Unions in the United States," pp. 1-15.

Class #3 - February 2, 2012

Economic, Political, and other Key Contexts for Collective Bargaining

Collective bargaining does not occur in a vacuum. When a labor union and an employer negotiate a contract, the overall state of the economy, labor market conditions in the industry, the role of the government, and the power resources that each side brings to the table are powerful determinants of the actual results of bargaining. In this class, we discuss the key contexts for collective bargaining.

Reading:

Katz, H. and Kochan, T. (2000). <u>An Introduction to Collective Bargaining and Industrial Relations</u>, McGraw-Hill, pp. 73-99.

****Assignment Due: 3 pages "response paper" on the assigned reading

Class #4 - February 9, 2012

The Bargaining Process

How does collective bargaining work? In this class we examine the legal and procedural aspects of bargaining, different types of bargaining, key provisions of a contract, and dispute resolution procedures. Students will view the *Final Offer*, an account of contract negotiations in 1985 between General Motors and the Canadian Auto Workers (CAW).

Reading:

- Carrell, M. and Heavrin, C. (2007). <u>Labor Relations and Collective Bargaining</u>, Prentice-Hall, pp. 206-269.
- Slott, M. (2010). "Union Contract Provisions"

Class #5 - February 16, 2012

In Between Contract Negotiations: Membership Representation and the Grievance Procedure

Once a contract has been negotiated, a labor union enforces the provisions of the contract through the "grievance and arbitration procedure." We discuss the steps of the grievance and arbitration procedure and how union representatives advocate on behalf of union members. Finally, we do a "mock grievance "hearing regarding the discipline of an employee to examine the basic elements of "just cause" in disciplinary grievances.

Readings:

- Grievance Material
- Katz, H. and Kochan, T. (2000). <u>An Introduction to Collective Bargaining and Industrial Relations</u>, McGraw-Hill, pp. 268-297.
- Maurer, Michael (2001). <u>The Union Member's Complete Guide</u>, Annapolis, MD: Union Communication Services, Inc., pp. 67-85.

Class #6 - February 23, 2012

Collective Bargaining and Membership Involvement: The Contract Campaign

The ability of a union to achieve its contract objectives depends less on what occurs at the bargaining table than on whether or not union members are unified and show support for the union's contract proposals. In this class, we highlight the crucial role of membership activity and involvement in collective bargaining. Students will view *American Dream*, a movie about a strike of meatpackers in Minnesota in 1985/86.

Readings:

- Labor Notes. (2005). <u>A Troublemaker's Handbook 2: How to Fight Where You Work and Win</u>, Detroit: Labor Notes, pp. 92-107.
- Wilson, R. & and Witt, M. (1999). "The Teamsters' UPS Strike of 1997: Building a New Labor Movement," <u>Labor Studies Journal</u>, 24(1), pp. 58-72.

****Assignment Due: 3 pages response paper on the assigned readings.

Class #7 - March 1, 2012

The Future of Collective Bargaining in the U.S.

As union membership has declined as a percentage of the private sector workforce, some have argued that collective bargaining has become increasingly irrelevant. We discuss that argument, as well as proposals within the labor movement to strengthen unions and expand the role of collective bargaining.

Readings:

- Troy "Beyond Unions and Collective Bargaining," Working USA, 3(5), (2000), pp. 102-134.
- Fine "Why Labor Needs a Plan B: Alternatives to Conventional Trade Unionism," *New Labor Forum*, (2007), pp. 35-44.
- Freeman & Rogers "A Proposal to American Labor," *The Nation*, June 6, 2002, pp. 1-6.
- Moody U.S. Labor in Trouble and Transition: The Failure of Reform from Above, the Promise of Revival from Below(2007), pp. 198-199, 234-247.

Class #8 - March 8, 2012 - Mid-term

SPRING BREAK - MARCH 10 TO MARCH 18

Class #9 - March 22, 2012

Provisions of a Contract (1): Wage/Salary Issues

In this class we discuss one of the most important elements of a labor contract: wages/salaries and other forms of compensation.

Reading:

 Carrell, M. and Heavrin, C. (2007). <u>Labor Relations and Collective Bargaining</u>, Prentice-Hall, pp. 271-320. **** Assignment Due: 3 pages response paper on the assigned reading.

Class #10 - March 29, 2012

Provisions of a Contract (2): Benefits and Paid Time Off

Disputes over health benefits, pensions, and paid time off (e.g. vacation days) have emerged as primary causes of labor-management conflicts, including strikes. In this class we examine why benefits and paid time off issues often make contract negotiations so problematic.

Reading:

 Carrell, M. and Heavrin, C. (2007). <u>Labor Relations and Collective Bargaining</u>, Prentice-Hall, pp. 321-364.

Class #11 - April 5, 2012

Provisions of a Contract (3): Working Conditions

"Working conditions" refer to all the provisions of a contract that regulate employees' status on the job and daily conditions of work, including seniority, scheduling, staffing, health and safety, etc. We complete our examination of what is in a contract by discussing these issues.

Readings:

 Carrell, M. and Heavrin, C. (2007). <u>Labor Relations and Collective Bargaining</u>, Prentice-Hall, pp. 365-411.

Class # 12 - April 12, 2012

Bargaining Simulation (1): Develop Proposals and Positions

We begin our bargaining simulation by reviewing the background information and data that union and management teams will be using to negotiate the contract. Then, students will work with their teams to develop a set of proposals and prepare their bargaining positions.

Readings:

- Costing Out material and exercise
- Collective Bargaining Simulation Material

**** Assignment Due: "Response Paper" on costing out and the collective bargaining simulation material.

Class #13 - April 19, 2012

Bargaining Simulation (2): Exchange Proposals

Students will begin bargaining with each other and exchange proposals during the class. Each team will submit a "status" report on their negotiations

Class #14 - April 26, 2012

Bargaining Simulation (3): Continue and Finish Bargaining

Students will conclude the bargaining in this class, with the goal of achieving a contract settlement. Each team will submit a final report on their negotiations.

May 3, 2012 - Bargaining Simulation Analysis (Individual) Due

Course Requirements

For the purpose of grading, there are four components of the class.

Component #1 -Mid-term Exam (Due March 8, 2012 - Class #8)

The exam will be based on the reading assignments, class discussion, and lectures from Class #1 to #7.

30% of the grade

Component #2 - Collective Bargaining Simulation Analysis (Due May 3, 2012)

Students will do an analysis of the collective bargaining simulation in which they participated.

20% of the grade

Component #3 - Response Papers and Take-home Quiz

Students will submit three "response" papers – 3 pages in length – on reading assignments for Class #3 (2/2/12), Class #6 (2/23/12), and Class #9 (3/22/12). Students will also submit a take-home quiz on costing out economic proposals and the collective bargaining simulation material for Class #12 (4/12/12). 40% of the grade

Component #4 - Bargaining Simulation Final Report

Each group of negotiators will submit a final report on the results of their negotiations. Each student's grade will be based on the grade for the group that they are in. **10**% **of the grade**

Absenteeism – Impact on Grade:

Students are expected to attend all classes; if you expect to miss one or two classes, please use the University absence reporting website https://sims.rutgers.edu/ssra/ to indicate the date and reason for your absence.

Please note: My policy is that a student who has two or more unexcused absences during the semester will have their grade reduced.