



School of Management
and Labor Relations

Collective Bargaining

Summer 2021

Instructor: Professor John Castella
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37:575:314:T1
Online

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.

Textbook: A textbook is not required for this class. Most of your reading assignments will come from the textbook below.

Readings: We will read excerpts from several books, including:

- Harry Katz, Thomas Kochan and Alexander Colvin, *An Introduction to Collective Bargaining and Labor Relations* 4th Ed., abbreviated as “KKC”.
- John W. Budd *Labor Relations: Striking a Balance* (6th edition), abbreviated as “Budd”
- Michael R. Carrell and Christina Heavrin *Labor Relations and Collective Bargaining: Public and Private Sectors*, tenth edition, abbreviated as “Carrell”
- Thomas Berkeley and Arthur Colosi *Collective Bargaining: How it Works and Why*.

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

The readings must be done prior to class.

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.

REQUIRED Bargaining Exercise: A synchronous collective bargaining simulation in which small groups of union and management teams negotiate the terms of a new collective bargaining agreement. Teams for this exercise will be assigned by Professor Castella. You will be required to have headphones with a microphone to participate in this exercise.

Final grades are based on the following:

Forum Posts 15%	Bargaining 20%
Paper 10%	Final Exam 30%
Midterm Exam 25%	

[Grading Scale](#)

[Course Outline](#)

Week 1: Introduction to the course and collective bargaining.
Tuesday, June 1st- Sunday, June 6th

Review syllabus and discuss class rules and expectations, Administrative matters.

[Readings:](#)

- Chapter 1, “A Framework for Analyzing Labor Relations” in Katz, Harry C, Thomas A Kochan, and Alexander JS Colvin. 2015. *Labor Relations in a Globalizing World*: Cornell University Press.

- Chapter 2, “The Historical Evolution of the U.S. Industrial Relations System” KKC.

Discussion: Forum #1

Class Conference (Online): Wednesday, June 2nd at 7p.m.

**Week 2: How Does the Bargaining Process Work? Determination of a Bargaining Unit/
The Process of Negotiation and How to Prepare.**

Monday, June 7th- Sunday, June 13th

Readings:

- Colosi & Berkeley, Collective Bargaining: How it Works and Why, Section 5, “The Battle” [Colosi_Berkeley-The Battle.pdf](#)
- Colosi & Berkeley, Collective Bargaining: How it Works and Why, Section 2, “The Parties”, Section 6 “The Table Process Examined” [Colosi_Berkeley The Process Examined.pdf](#)

Week 3: The Bargaining Environment Part 1: The Law

Monday, June 14th - Sunday, June 20th

Readings:

- Budd Chapter 4 (109-148)
- Colosi and Berkeley Section 5, The Battle (33-52)
- [National Labor Relations Board Basic Guide to the National Labor Relations Act \(1997\)](#)

For reference, see: [National Labor Relations Act](#)

Discussion: Forum #2

Week 4: The Bargaining Environment: Political Economy

Monday, June 21st- Sunday, June 27th

Reading:

- Lewin, David, Jeffrey J. Keefe, and Thomas A. Kochan. "The new great debate about unionism and collective bargaining in US State and local governments." *Ind. & Lab. Rel. Rev.* 65 (2012): 749-975.
- Givan, Rebecca Kolins. 2013. "Why Teachers Unions Make Such Useful Scapegoats." *New Labor Forum*.
- Katz, Kochan, Colvin, Chapter 4

Discussion: Forum #3, Are Unions Good for the Economy?

Week 5: Negotiation Basics

Monday, June 28th - Sunday, July 4th

Readings:

- Budd, Chapter 7 (excerpt 246-268)
- Introduction and Chapter 1 from Babcock and Laschever *Women Don't Ask*. Princeton: Princeton University Press, 2003
- Fisher and Ury *Getting to Yes* (read all of the book)

View: The Secret to Gaining the Upper Hand in Negotiations

Discussion: Forum #4

Class Conference (Online): Wednesday, June 30th at 7p.m.

Week 6: **Midterm Exam, Bargaining Exercise Discussion, Contract Costing**

Monday, July 5th - Sunday, July 11th

Complete the midterm by July 5th. You will have two hours to complete the exam, once it's started.

Readings:

- Carrell Chapters 7 and 8

Week 7: Final Offer (Film)

Monday, July 12th - Sunday, July 18th

View: *Final Offer*

Final Offer is a Canadian film documenting the 1984 contract negotiations between the United Auto Workers Union (UAW) and GM. Ultimately, it provided a historical record of the birth of the Canadian Auto Workers Union (CAW) as Bob White, the head of the Canadian sector of the UAW, led his membership out of the International union and created the CAW.

The movie depicts life in an era of massive industrial change in North America. The audience sees the emergence of automation and how it begins to affect the lives of the working class. Other themes depicted are labour relations, life on the picket line, and corporate restructuring.

Film runtime: 79 minutes.

Paper: Due by July 23rd. Submit via the dropbox.

Week 8: Bargaining Structure

Monday, July 19th - Sunday, July 25th

Reading:

- Budd Chapter 7
- Colosi and Berkeley: Section 6, The Table Process Examined; Section 13, Table Manners; Section 16, Table Tactics

Week 9: Bargaining Session #1

Monday, July 26th- Sunday, August 1st

We will be online bargaining, Wednesday, July 28th

Week 10: Bargaining Session #2

Monday, August 2nd - Sunday, August 8th

We will be online Bargaining, Wednesday, August 4th

Week 11: Group Presentations and Final Review

Monday, August 9th - Sunday, August 15th

We will be online Wednesday, August 11th

Week 12: Final

Monday, August 16th- Wednesday, August 18th