

**COLLECTIVE BARGAINING**  
Spring 2015  
DRAFT: SUBJECT TO CHANGE

Labor Studies 37:575:314:02  
Tuesdays, 5:35pm-8:35pm  
Labor Education Center Auditorium (Room 137)

Professor Rebecca Givan  
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Office Hours: By appointment

This course will explore and analyze the environment, participants, process, outcomes and impacts of collective bargaining. Students are expected to complete the assigned reading prior to class meetings and be prepared to discuss the material. 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.

**Books:**

There are no required books for this course. There is a Sakai site for the course, and readings will be posted there.

**Assignments:** Note - you must complete all assignments to receive credit for the course.

Participation (Includes attendance, thoughtful participation & all in-class work): 25%

Exam 1: (October 18th): 20%

Exam 2: (December 13th) 20%

Collective Bargaining exercise (including bargaining journal) 30%

Other written assignments (two news assignments and collective bargaining agreement worksheet): 5%

For all written assignments, please use 1" margins, double spacing and a 12-point font. All papers should be uploaded to Sakai.

**Learning Objectives.**

**After this course, the student is able to:**

***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).

***School of Management and Labor Relations:***

- Communicate effectively at a level and in modes appropriate to an entry level

professional (Goal I).

- Demonstrate an ability to interact with and influence others in a professional manner, and to effectively present ideas and recommendations (Goal VII).

***Additional Course Objective(s) from the Instructor:***

- Understand and implement principles of bargaining and negotiation

**Academic Integrity:**

You are responsible for understanding and following the Rutgers University Policy on Academic Integrity. Information on the policy is available here:

<http://academicintegrity.rutgers.edu/policy-on-academic-integrity>. Written assignments will be submitted via Sakai and processed through Turnitin.

**Class schedule:**

The schedule of readings and assignments is below. We may need to move some topics (and readings) to accommodate guest speakers or adjust the emphasis as a result of class discussion. However, exam dates and assignment deadlines will not change. You should complete all readings before class, and come to class ready to discuss what you have read. In general, lectures will not repeat the material in the readings, but build on this material, although you are encouraged to ask questions about the readings during class. **There will occasionally be an assignment at the beginning of class (such as a quiz or short writing assignment) based on the week's readings.**

We will read excerpts from many books, including:

Harry Katz, Thomas Kochan and Alexander Colvin, *An Introduction to Collective Bargaining and Labor Relations* 4<sup>th</sup> Ed., abbreviated as "KKC".

John W. Budd *Labor Relations: Striking a Balance* (4<sup>th</sup> edition), abbreviated as "Budd"

Michael R. Carrell and Christina Heavrin *Labor Relations and Collective Bargaining: Public and Private Sectors*, tenth edition, abbreviated as "Carrell"

**Week 1 Tuesday September 6th**

**Introduction**

**Week 2 Tuesday September 13th**

**What is collective bargaining?**

**Film (in-class) Final Offer**

**Reading:**

Chapter 1 (pp 3-25) "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.

**Week 3 Tuesday September 20th**

**The bargaining environment: law**

Reading:

Budd Chapter 4 (109-148)

National Labor Relations Act <http://www.nlr.gov/resources/national-labor-relations-act>

**Week 4 Tuesday September 27**

Collective Bargaining Agreement worksheet due.

Note: We will return to these collective bargaining agreements periodically throughout the semester. Please bring this CBA in hard copy or electronic form to every class with you.

Reading:

Budd Chapter 7 (235-246 ONLY)

Colosi and Berkeley Section 5, The Battle (33-52)

**Week 5 Tuesday October 4<sup>th</sup>**

**The bargaining environment: political economy**

Reading:

Alex Gourevitch "The Sound of the Police" <https://www.jacobinmag.com/2015/01/the-sound-of-the-police/>

Givan, Rebecca Kolins. 2013. "Why Teachers Unions Make Such Useful Scapegoats." *New Labor Forum*.

KKC Chapter 4

**1<sup>st</sup> news assignment due**

**Week 6 Tuesday October 11th**

**Negotiation Basics**

Reading:

Budd Chapter 7 excerpt (246-268)

Selection from Babcock and Laschever *Women Don't Ask*. Princeton: Princeton University Press, 2003

Selection from Roger Fisher and William Ury, *Getting to Yes: Negotiating Agreement without Giving In*. New York: Penguin, 1991

**Week 7 Tuesday October 18th**

**1<sup>st</sup> Exam**

**Week 8 Tuesday October 25th**

**Bargaining for economics**

**2<sup>nd</sup> news assignment due**

Reading:

Carrell Chapters 7&8

**Week 9 Tuesday November 1st**

**Bargaining in the low wage economy**

**Film (in class): Bread and Roses**

Reading:

Erickson, Christopher L., Catherine L. Fisk, Ruth Milkman, Daniel J. B. Mitchell, and Kent Wong. 2002. "Justice for Janitors in Los Angeles: Lessons from Three Rounds of Negotiations." *British Journal of Industrial Relations* 40:543-567.

Hanauer, Nick. "Confronting the Parasite Economy: Why low-wage work is bad for business, and all of us." *The American Prospect* May 16, 2016.

<http://prospect.org/article/confronting-parasite-economy>

**Week 10 Tuesday November 8th**

**Grievance, discipline and other non-economic issues.**

Reading:

Carrell Chapters 11 and 12

**Week 11 Tuesday November 15th Bargaining**

**Week 12 Tuesday November 22nd**

**No class (Thursday classes)**

**Week 13 Tuesday November 29th Bargaining**

**Week 14 Tuesday December 6<sup>th</sup> Debrief bargaining**

**Week 15 Tuesday December 13<sup>th</sup>**

**2<sup>nd</sup> Exam**

Peer evaluation due.

### **News Assignment**

The specific news issue will be announced in class 1-2 classes before the assignment is due. You must come to class with one page of notes including the following information:

- Who are the key players in this issue (unions, employees, consultants, mayors, shareholders, etc.)?

- What are the major issues?

- What are the major points of agreement and disagreement?

- Are there key laws determining what is happening?

- Is one side clearly right (or wrong)?

- What are the likely outcomes of this situation to be?

- What is the impact on the general public?

- Are there any intra-organizational issues here? Your notes should be

based on research you do using reliable news sources, other labor research resources, press releases etc from the interested parties. You should try to relate what is going on to the material we have discussed in class. We will discuss the issue in class on the assigned date, and your page of notes **may be collected. This material will be covered on the exams.**

## Collective Bargaining Agreement (CBA) Worksheet

Choose a collective bargaining agreement that is interesting or relevant to you. Read the ENTIRE CBA. Take notes on the following questions. Come to class with your notes as well as the CBA (in electronic form or hard copy). You must upload your notes to Sakai (the answers to these questions) no later than **noon Tuesday January 27<sup>th</sup>**. Choose a CBA that is of interest to you, as you will return to this contract throughout the semester. The CBA you choose should be currently in effect, or if expired, be the last agreement that exists for this unit (i.e. no successor agreement has been negotiated).

You can find many collective bargaining agreements online by searching for the name of the employer and/or the union and “collective bargaining agreement” or “cba.” Many CBAs also appear on the employer or union local’s website. You can also find a large number of CBAs online on the US Department of Labor’s website, at <http://www.dol.gov/Olms/regs/compliance/cba/index.htm>

What is the date of the CBA?

Who are the two (or more) parties to the CBA?

What are the start and end dates of the CBA? How long is the contract?

Are there any provisions for contract re-openers or extensions in particular circumstances?

Is this work in the public or private sector?

How many job classifications are there? What are they?

Are skilled and unskilled workers treated differently?

Is there a no-strike clause in the contract?

Is there an agency fee/ agency shop clause in the contract?

Are there specific performance/productivity goals or incentives in the contract? What are they?

What are the wage increases for each year of the contract? Is the wage increase the same for all workers?

Is there a COLA (Cost Of Living Adjustment) in addition to the other wage increase/s? How is it stated/ calculated?

What is the health insurance plan- how much do employers and employees pay, what kind of coverage do they receive, are dependents covered (and at what cost)?

Is there a pension plan? If yes, how is it structured. If no, is there a 401K or other retirement plan?

Is there a provision for life insurance?

How many vacation days do workers get? Which workers, and after how many years of employment?

How many paid holidays are there?

How many sick and personal days is each worker allowed?

Is there a provision for Jury Duty?

Is there a provision for parental leave? What is the policy?

Are there any unusual provisions in the CBA?