Cornell University
ILR School

LS 200 Collective Bargaining 3.0 Credits
September 14-December 14, 2016 Course Syllabus*

Instructor
Art Wheaton

Contact Information
phone: (716) 777-0303 (office/cell)
email: acw18@cornell.edu (...though Canvas is preferred)
admin: Veronica Moore - (716) 852-4191 Ext. 109 – vam6@cornell.edu

Office Hours & Communication: Office hours will be posted weekly in the Canvas website. Additional office hours available if requested.

When you have questions, please try the video/conference call office hours. If you cannot do that, your next step should *not* be to email me. Why not? I used to pride myself on promptly answering students’ email queries, but I don’t anymore. I found that the rest of the class was missing out on the answers I sent to individual students, which seemed unfair. So, I have come up with a solution.

Please direct all *administrative* (i.e., non-substantive, e.g., “Can you tell me again from where to download the readings?”) issues to the Administrative Questions forum on Canvas. This gives your classmates the opportunity to help you. Where confidentiality is required, the concern is unique to you, or the forum is otherwise inappropriate then you can email acw18@cornell.edu.

If you have *substantive* questions (i.e., questions about the material, e.g., “What’s a ‘yellow dog’ contract?”), please post them to the Substantive Questions forum on Canvas. That way, your fellow students can provide an answer first if they get to it before I do, and all can share in your learning.

Purpose and Objectives
The primary objectives of this course are as follows:

- Familiarization with the institutions, structures, and processes that characterize labor-management relations, with primary emphasis on private-sector collective bargaining in the United States.
- Development of the analytical skills required to engage in the practice of labor relations, in particular, techniques for and perspectives on bargaining and dispute resolution.
**Readings**
The textbook we’ll use for the course is:


It is important that you use the 4th edition rather than an earlier one. Used copies should be available as are “print on demand” paperback copies.

I will place additional readings on e-reserve so that you can access them via Canvas. And from time to time, I might email/post readings for the class.

**Requirements**
I expect you to have done the required reading for class and to engage in the online class discussions, polls, etc. In addition, there will be three exercises, a preliminary exam, and a final exam. Beyond what appears below, I will provide additional details over the course of the semester.

**Class Participation (15%)**
Staying engaged in this course is crucial to getting a lot of out of it. And, in this course, participation can take many forms. Participating during class in the form of asking on-topic questions, helping to sustain/generate interesting discussions on course material, and participating in discussion boards is strongly encouraged. There may also be opportunities for you to participate “virtually” between classes by responding to my survey/polling questions, asking or responding to discussion forum questions (including those questions posed by classmates), serving up discussion questions for upcoming guest speakers, tweeting, etc.

**Union Organizing Campaign Exercise**
(individual assignment) (10%)
You will be given a detailed case study of an organizing drive and asked to answer four, detailed questions in advance of a class discussion.

**Private Sector Bargaining Exercise**
(group activity and individual paper) (20%)
The mock bargaining exercises will be a group activity. You will have the opportunity to select your own groups, and I will organize group discussion boards for any individuals who have not selected their own group. The grade on the mock bargaining exercises will be based on your participation in the exercise and an individual reaction paper (3-5 pages) discussing your bargaining session, which will be due one week after the completion of bargaining. Group members will be asked to comment on their fellow group members’ quality of participation in the exercise. The bargaining sessions will take place online and may be asynchronous (not at same time). It is absolutely essential that you participate fully in these bargaining sessions.

**Public Sector Bargaining Exercise**
(group activity and individual paper) (20%)
This bargaining exercise is structured and graded just like the private sector one. Once again, the bargaining sessions will take place online and may be asynchronous. Again, it is absolutely essential that you participate in bargaining sessions.
**Preliminary Exam (15%)**

The preliminary exam will consist of True/False/Why False? questions and short answer questions. All course materials— lectures, readings, movies, handouts, guest speakers, etc.—will be covered.

**Final Exam (20%)**

The final exam will be cumulative and consist of True/False/Why False? questions and short answer questions. It will be due the last week of class. All course materials— lectures, readings, movies, handouts, guest speakers, etc.—will be covered.

<table>
<thead>
<tr>
<th>Week</th>
<th>Topics/Activities</th>
<th>Pre-Class Reading/viewing</th>
<th>Miscellaneous Milestones</th>
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<tbody>
<tr>
<td>Week 1</td>
<td>Course Overview, Introduction to Collective Bargaining and Industrial Relations: The Three-Tiered Framework</td>
<td>KKC Chapters #1 and #2</td>
<td>Get used to using Canvas website</td>
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<tr>
<td>Week 2</td>
<td>The Sources and Determinants of Bargaining Power</td>
<td>KKC Chapters #3 and #4</td>
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<td>Week 3</td>
<td>Patterns of Industrial Relations: Management Strategies and Structures for Collective Bargaining Union Growth and Decline</td>
<td>KKC Chapter #5 and #6</td>
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<td>Week 4</td>
<td>Union Organizing</td>
<td>KKC Chapter #7</td>
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<td>Week 5</td>
<td>Strikes</td>
<td>KKC pp.209-232 in chapter #8 and all of Chapter #9</td>
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<td>Week 6</td>
<td>Industrial Relations in Multinational Corporations</td>
<td>KKC Chapter #14</td>
<td>Preliminary exam</td>
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<td>Week 7</td>
<td>The Negotiations Process and mock bargaining assignments</td>
<td>KKC pp.192-209 in Chapter #8 and other assigned readings</td>
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<td>Week 8</td>
<td>Mock Bargaining</td>
<td>KKC Chapter #10 and Chapter #11</td>
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<td>Week 9</td>
<td>Participation Processes and Concessionary Bargaining</td>
<td>KKC Chapter #12 and Chapter #13</td>
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<td>Week 10</td>
<td>Grievance Procedure and Economic Impact of Collective Bargaining</td>
<td>KKC cases #1, #2, #3, #4 in Appendix C</td>
<td>Be prepared to arbitrate cases by preparing answers to questions</td>
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<td>Week 11</td>
<td>Structural Changes in Employment Relationships and Challenges</td>
<td>KKC Chapter #15</td>
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<td>Week 12</td>
<td>Review and Final Exam</td>
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<td>Final Exam</td>
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