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Chapter 11 Outline

Issues in Bargaining
Mandatory Issues
Voluntary Issues
Illegal Issues
Reasons Behind Bargaining
Preparing for Negotiation
Choosing a Negotiation Team
Negotiation Strategies
Distributive Bargaining
Integrative Bargaining
Attitudinal Structuring
Intraorganizational Bargaining
Boulwarism
Mediation and Arbitration
Mediation
Arbitration
Mediation-Arbitration
Strikes
Types of Strikes
Management Approaches During
Strikes
Strikes in the United States and
Around the World
Grievances
Sources of Grievances
The Grievance Procedure
Preventing Grievances
Concerns of Non-Union Properties
Establishing Non-Union Property
Grievance Procedures

Competencies

1. Identify mandatory, voluntary, and illegal collective bargaining issues and common economic and non-economic reasons behind bargaining. (pp. 367–370)
2. Describe how managers should prepare for collective bargaining, choose a negotiation team, and select a bargaining strategy. (pp. 370–374)
3. Differentiate between mediation and arbitration and explain how they may affect negotiations. (pp. 374–375)
4. Describe the role of strikes in collective bargaining, define various types of strikes, and outline possible management responses to strikes. (pp. 375–377)
5. Identify major sources of grievances, describe typical grievance procedures, and outline how to prevent grievances at union properties. (pp. 377–383)
6. Explain how non-union properties can address grievance procedures. (p. 384)