

# Capsim Labor Negotiations Strategy

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 Negotiating a Labor Contract  
 Labor Relations in the Public Sector, Fourth Edition

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## YULIANA RAMOS

*Labor Relations* Springer

Retrieval bargaining is the process of removing, through collective bargaining, benefits won by employees in previous negotiations. This document treats the retrieval bargaining process, explaining first the factors that could make such cutback management techniques necessary in the public sector, including federal funding reductions, inflationary pressures, and declines in client populations. Potential obstacles to retrieval bargaining, notes the author, include union resistance, civil service job security provisions, government regulations, public opinion, and public employee unions' concepts of productivity. Counseling against cutting employee salaries except as a last resort, the author suggests several areas for cutting costs and proposes a procedure for handling retrenchment in a hypothetical case. Finally, the author recommends tactics that public sector employers can use when conducting retrieval bargaining. Among these tactics are publicizing the financial position of the agency, ensuring the support of members of the agency's governing body, reviewing the current contract, modifying compensable benefit provisions, increasing employee workloads, cutting salaries, and providing cost-free benefits. (PGD)

*Negotiating With Agility* Pearson Higher Ed

Strategic Negotiations examines the current changes in labor-management relations. The authors identify & explain three key negotiating strategies: forcing change, fostering cooperative attitudes & solutions, & escaping the relationship. They illustrate how these strategies succeed or fail in real organizations by drawing on in-depth examples from 13 companies in 3 industries: pulp & paper, railroads, & auto supply. The resulting theory has broad implications for strategic negotiations in many settings.

*Collective Bargaining and Labor Relations* CRC Press

Presents 12 case studies on negotiated change within a variety of enterprises. Examines the concepts of forcing and fostering strategies. Examines lessons learned about negotiation for change and highlights tools and techniques available to guide the strategic negotiator.

*Front Stage, Backstage* McGraw-Hill/Irwin

In this book, Walton and McKersie attempt to describe a comprehensive theory of labor negotiation. The authors abstract and analyze four sets of systems of activities which they believe account for much of the behavior found in labor negotiations. The first system of activities, termed "distributive bargaining," comprises competitive behaviors that are intended to influence the division of limited resources. The second system is made up

of activities that increase the joint gain available to the negotiating parties, referred to as "integrative bargaining." They are problem-solving behaviors and other activities which identify, enlarge and act upon the common interests of the parties. The third system includes activities that influence the attitudes of the parties toward each other and affect the basic relationship bonds between the social units involved. This process is referred to as "attitudinal structuring." The fourth system of activities, which occurs as an integral aspect of the inter-party negotiations, comprises the behaviors of a negotiator that are meant to achieve consensus within one's own organizations. This fourth process is called "intra-organizational bargaining." Each sub process has its own set of instrumental acts or tactics. Therefore, each of the four model chapters is followed by a chapter on the tactics which implement the process. These chapters translate the model into tactical assignments and include an abundance of supporting illustrations from actual negotiations. This study should be of interest to several audiences, including students and teachers of industrial relations, social scientists interested in the general field of conflict resolution, as well as practitioners of collective bargaining and other individuals directly involved in international negotiations. The overall theoretical framework has been derived by a mixture of inductive and deductive reasoning. Extensive fieldwork and several dozen printed case studies have provided the bulk of the empirical data. In terms of meaning, the study has three touchstones: the field of collective bargaining; the field of conflict resolutions; and the underlying disciplines of economics, psychology, and sociology.

*Management Strategy in Collective Bargaining Negotiations* Business Expert Press

This is an inquiry into the tactics and strategy of conflict (and cooperation) as they related to collective bargaining negotiation. *Employer's Handbook for Labor Negotiations* Independently Published

Major changes within and between organizations are now generally negotiated by the parties that have a stake in the consequences of the changes. This was not always so. In 1965, with *A Behavioral Theory of Labor Negotiations*, Richard Walton and Robert McKersie laid the analytical foundation for much of the innovation in the practice of negotiation that has occurred over the last thirty-nine years. Since that time, however, the field has undergone significant changes, and Walton and McKersie's ideas have been applied to a wide variety of situations beyond labor negotiations. *Negotiations and Change* represents the next generation of thinking. Experts on negotiations, management, and organizational behavior take stock of what has been learned since 1965. They extend and apply the concepts of Walton and McKersie and of other leaders in the study of negotiations to a

broad range of business, professional, and personal concerns: workplace teams, conflict management systems, corporate governance, and environmental disputes. While building on those foundations, the essays demonstrate the continued robustness and relevance of Walton and McKersie's behavioral theory by suggesting ways it could be used to improve the management of change. Returning to its roots, the volume concludes with a retrospective by Richard Walton and Robert McKersie.

**A Behavioral Theory of Labor Negotiations** Mit Press

*Interest-Based Bargaining: A User's Guide* provides a detailed account of why it makes sense to negotiate on the basis of interests rather than positions. It provides a detailed set of guidelines for negotiators who wish to develop a cooperative, problem solving approach to their bargaining. It draws on the experiences of using interest-based approaches in the USA and Ireland. Interest-based bargaining is an approach to collective bargaining that is focused on understanding the interests of parties and on building solutions around these. It uses problem-solving tools such as brainstorming, flip charting and consensus decision-making. This book will be of particular value to management and union representatives who are already working in a cooperative way and who wish to deepen that cooperation. *The Union Steward's Pocket Guide to Negotiating* Bna Books Rev. ed. of: *Negotiating a labor contract: a management handbook* / Charles S. Loughran. 3rd ed. 2003.

*The Process of Negotiation: Strategy and Tactics in Industrial Relations* Cornell University Press

Professor Rojot's work links the theory of negotiation to its more practical aspects and bridges the gap between theoretical work and 'how to' manuals. The theoretical analysis is rooted in the field of sociology in general and in the strategic analysis of organisations in particular. This sets it apart from most treatises on negotiation which tend to be based on social-psychology, political science or economics.

*Negotiating a Labor Contract* Praeger

In this carefully detailed and rigorous study of the social processes of labor negotiations, the author uncovers the pressures and motivations felt by negotiators, showing why the bargaining process persists largely in its traditional form despite frequent calls for change. Raymond Friedman approaches labor negotiations with a conviction that negotiators are situated in a social network that greatly influences bargaining styles. In this carefully detailed and rigorous study of the social processes of labor negotiations, he uncovers the pressures and motivations felt by negotiators, showing why the bargaining process persists largely in its traditional form despite frequent calls for change. Friedman first focuses on the social structure of labor negotiations and the logic of the traditional negotiation process. He then looks

at cases where the traditional rituals of negotiation were set aside and new forms emerged and, in the light of these examples, addresses the options for and obstacles to change. In an unusual twist Friedman describes the persistence of the traditional negotiation process by developing a dramaturgical theory in which negotiators are seen as actors who perform for teammates, constituents, and opponents. They try to convince others of their skill, loyalty, and dedication, while others expect them to play the role of opponent, representative, and leader. Friedman shows that the front-stage drama fulfills these needs and expectations, while backstage contacts between lead bargainers allow the two sides to communicate in private. The traditional labor negotiation process, he reveals, is an integrated system that allows for both private understanding and public conflict. Current efforts to change how labor and management negotiate are limited by the persistence of these roles, and are bound to fail if they do not account for the benefits as well as the flaws of the traditional rituals of negotiation. For negotiation scholars, Friedman's perspective provides an alternative to the rational-actor models that dominate the field; his dramaturgical theory is applicable to any negotiations done by groups, especially ones that face political pressures from constituents. For labor scholars, this is the first integrated theory of the negotiation process since Walton and McKersies's classic text, and one that helps unite the four elements of their model. For sociologists, the book provides an example of how a dramaturgical perspective can be used to explain the logic and persistence of a social institution. And practitioners will appreciate this explanation of why change is so difficult. Organization Studies series

**Strategy and Tactics in Labor Negotiations** Cornell University Press

This guide to negotiations and impasse resolution in the public sector proceeds from a general examination of the legal and strategic contexts of collective bargaining. This leads to a discussion of labor law, contract negotiations, impasse creation, negotiation strategies and tactics, and relevant economic and behavioral issues. The authors examine the steps typically found in statutory impasse resolution procedures, mediation techniques and the situations in which they prove successful, the procedures used in fact-finding and interest-arbitration hearings, and the differing decisional standards employed by arbitrators and fact-finders in cases involving economic and language issues. Other topics include: factors affecting impasse resolution, and the effects of impasse resolution on labor relations. ISBN 0-89930-247-5: \$42.95.

**Smarter Bargaining** W. E. Upjohn Institute

For undergraduate and graduate courses in labor relations and collective bargaining. Bring your best case to the table by putting theory into practice with this guide to labor relations, unions, and

collective bargaining. Labor Relations and Collective Bargaining: Cases, Practice, and Law introduces students to collective bargaining and labor relations. This text is concerned with application, as well as coverage of labor history, laws, and practices.

**Negotiations and Change** Cornell University Press

Paper discussing labour relations strategies and techniques involved in the collective bargaining process - covers human relations aspects, management attitudes, conciliation, arbitration, workers representation, etc. References.

**Negotiating Labor-management Contracts** Praeger

This is the first and only book ever written showing the actual negotiation of a labor agreement. This story places you at the bargaining table, attending every negotiation meeting, from the first to the surprise ending. Few people know how wages and salaries are determined. Why do people doing the same job, but at different companies, receive different wages? Why do some companies give better fringes benefits, as insurance or vacation timeoff? Do Labor Agreements affect non-union plants and salaries and executive compensation? For the first time an insider speaks out and explains how the system works. You learn how to negotiate from a Chief Negotiator. No college teaches how to. The story is based on actual events. It is a fast paced, rollicking story with interesting side roads. Since the story affects the lives of 10,000 employees and indirectly the lives of the 80,000 Atwater Industries employees. The story characters talk of the events they live in during 1963. The story is well told and clearly told. You will see the standards and morals of 1963 are reflected in the story's characters. Come! Join us at the bargaining table.

**Interest-Based Bargaining** Canada Law Book Limited

This guide contains practical, field-tested advice concerning the development of a suitable negotiating strategy for management's use in public sector collective bargaining. The author stresses that strategies are long-term plans of action and that this book does not consider bargaining tactics--the individual methods used to achieve the strategic objectives. The book consists of 20 "how to" sections covering the following topics: detecting and using trends in labor relations; developing a master strategy plan; dealing with different bargaining styles; managing human relations; overcoming major obstacles; avoiding common serious errors; managing the scope of negotiations; retaining management rights; evaluating demands; beginning the flow of agreements; compromising; making bargaining work; making benefits work for the employer; breaking temporary deadlocks; countering union tactics; dealing with charges of unfair labor practices; closing negotiations; using power; handling public involvement; and coping with strikes and strike threats. A final section discusses 14 predictions regarding the future of public sector labor relations.

(PGD)

**Front Stage, Backstage** MIT Press

At last: a concise, practical guide that shows managers how to create agility at the bargaining table through thoughtful planning and preparation in the weeks, months, and years before formal negotiations begin, and how to do that on top of your regular full-time job. Agility in labor agreement negotiations is the ability to recognize and respond in the moment to threats and opportunities, both anticipated and unexpected. Agility gives you the confidence to talk with a party you may or may not be able to trust and have a conversation the outcome of which will significantly impact your company and future collective bargaining agreements. Agility allows you to pivot.

**A Negotiations Notebook** Trafford Publishing

Delve into the essential strategies and insights that empower Union Stewards in navigating the intricate landscape of Labor Negotiations. Packed with practical tips for real-world scenarios, this pocket guide equips Stewards with the necessary tools to advocate effectively, fostering collaboration and securing favorable outcomes for their Union members. An indispensable resource for those committed to promoting fairness and achieving mutually beneficial agreements in the dynamic realm of Labor Relations.

**Resolving Internal Management Conflicts for Labor Negotiations**

BNA Books (Bureau of National Affairs)

In this carefully detailed and rigorous study of the social processes of labor negotiations, the author uncovers the pressures and motivations felt by negotiators, showing why the bargaining process persists largely in its traditional form despite frequent calls for change.

**Negotiations Strategies**

Labor negotiation is like no other negotiation. This book tells you how to plan your strategy, approach difficult topics, and conclude successfully. In step-by-step chapters, the author tells you how to prepare the management team, present your agenda, cost out demands and offers, draft contract language, and more. You get important background facts on negotiating health and welfare benefits, pension plans, and other volatile issues. Plus, the book includes successful approaches for negotiating joint union-management programs such as stock-option plans and gainsharing. The author explains the law with real-life examples to guide you to a cooperative, mutually beneficial agreement.

**The Chief Negotiator**

Appropriate for Labor Relations and/or Collective Bargaining courses. This book provides students with a conceptual framework for understanding the field of collective bargaining and labor relations. The Fourth Edition has been significantly updated and revised containing a number of totally new chapters and sections on the most relevant topics in the field today.