

Employed in organizations



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Change to win coalition arises whenever members of the union and management try to seek common grounds in order to reach an agreement. This type of approach is very useful during the discussions and implementations of a collective bargaining. For example, by establishing that the survival of the organization and sustaining employee satisfaction in the workplace are important elements for a firm, a change to win coalition is being adopted. 4. What are the primary reasons for employees joining labor unions? The first fundamental protection offered by a union is against unfair treatment at work.

This encompasses aid on discriminatory and iniquitous decisions on employees. Health and safety matters in the workplace are another important facet that a labor union normally prioritizes. The employee can also benefit from increasing pressure on better wages and working conditions on management. By allowing professionals tackling such matters, the force on such factors can be considerable increased, which normally directs towards favorable collective agreements.

In addition, the employee can attain legal advice from lawyers employed by the union and can thus enhance proper treatment at work. A labor union also offers membership benefits to employees subscribed. Such benefits differ according to the job undertaken. For instance, lecturers' members of a union are usually provided monthly magazines that highlight important factors concerning the teaching profession. 5. Define the following terms: a.

Local Union – this is a branch of a national union with the aim of representing and adhering with the corporate objectives formulated by such union. Local

unions are normally generated due to geographical reasons in order to enhance the reach of the union membership. b. Craft Union – is a union incorporated with the intention of unifying employees in a chosen industry that adhere with each particular product or service entailed in such industry.

Such union therefore distinguishes itself from an industrial union, where all employees are grouped together regardless of their skills. c. Industrial Union – as already stated in the previous definition, an industrial union groups all the employees of the industry together, without taking into account their skills.

d. National Union – is a union, which is normally formed in line with a basic aim.

Such union will encompass the local unions set. The national union also formulates the corporate objectives and necessary practices. Indeed such union is the governing body of the union, which coordinates and guides all the local unions formed.

7. What are the basic steps involved in the

collective bargaining process? The collective bargaining process

encompasses four basic steps that will be outlined below:

- STEP 1 – RECOGNITION: before the bargaining process commences, the employees should vote in order to appoint a union that can represent them in the collective bargaining process.

- STEP 2 – PARITY: the union recognized should then attain parity on the bargaining table. This implies that the union representatives are perceived as equals by the management.
- STEP 3 – EQUITY: Once management properly recognizes the union, the working conditions of staff can be boosted to a better level.
- STEP 4 – ADVANCEMENT: as its name implies,

advancement is the stage where employee improvements are requested by the union representatives. Such employee improvements encompass a variety of variables, like wage increase, additional benefits, improved working hours and more.

8. With regard to collective bargaining, interpret the statement, “ The realities of negotiations are not for the weak of heart and at times are similar to a high-stakes poker game. ” There are companies, especially those where employees are limited in that area, which may experience high pressure in the relationship with employees through collective bargaining. In instance, when labor supply is limited, those employees will possess a high bargaining power.

They will therefore be capable to exert high pressure in collective bargaining. This excessive pressure on such relationship may outweigh the differing interests in favor of the employees and indirectly affect the common interest of both parties. The contrary can apply to employees in instances where labor supply is high. In this respect negotiation skills are fundamental for the parties involved because the balance between management and employees may easily outweigh in the favor of one side. This thus substantiates the delicate aspect of negotiations during the collective bargaining process as outlined in the statement of this question.

The consequences of bad negotiations may be further illustrated with the aid of this hypothetical example. Let us presume that a software house is updating the collective agreement through collective bargaining. Presently the supply of system administrators and programmers is very limited. Due to

such external factor, the employees are imposing a 50% wage increase. The high bargaining power that they possess will damage the positive relationship with the employees, by removing the win/win situation that can be achieved from collective bargaining. Let us further assume that the managers are obliged to offer the wage increase, since if they deny such request an industrial action will arise and they will end up without employees due to their low supply.

This will indirectly influence managerial flexibility, because the firm cannot absorb such increase in labor costs, which will affect negatively the financial performance of the firm. This may in the long-term even conflict with the common interest of both parties, which is survival of the enterprise. It is therefore important that a collaborative relationship is always adopted by both parties in collective bargaining, because in the long run it will adversely affect both of them. 9.

Distinguish among mandatory, permissive, and prohibited bargaining issues. Mandatory issues are factors that ought to be considered in the bargaining process due to their critical importance for employment. These factors normally include wages and hours worked. Permissive subjects comprise elements that are not fundamental for the employment of people, but can be applied in order to further enhance such employment.

These factors are usually negotiated in the bargaining process and concern items like employee benefits, bonuses and more. Prohibited bargaining issues, as its name entails, are features that cannot be discussed and negotiated in the bargaining process due to their illegal nature. These factors

infringe regulations set in the country and thus cannot be adopted. An example of prohibited bargaining that comes to mind is an agreement concerning undeclared wages given to staff.

11. Define each of the following: a. Closed shop – means that membership to a union is an employment requirement and an employment thus cannot work in such industry until he is a member. Closed shops originated in United States and Canada in industries where employees work for a transitory period.

In order to refrain such factor from limiting the bargaining power of unions and maintain an appropriate union standard, a closed shop method was employed, necessitating all employees in such industry to enroll with the union. b. Union shop – under union shop employees are not required to become members of the union on commencement of their job. However, a timeframe is set starting from the date of employment in which the employee is required to become a member of the union. If he refrains he will lose that job. An important aim of such union method is to diminish the effect of the free rider problem.

c. Agency shop – such union necessitates employees to pay union membership irrelevant if they are members or not. This is obviously done to enhance membership. The pioneers of such union technique were Ford Motor Company, in the United States.

d. Maintenance of membership – this basically consists of renewing the union membership by paying the fee when due. Membership maintenance is very

important for a union, because otherwise they will lose not only their bargaining power but also an important source of finance. e.

Check off of dues – this is a membership payment procedure commonly known as check off agreement, where the employee authorizes the employer to deduct the union membership due from his pay. In this respect the employee's wage will be net of union membership fee. 12. What are the primary means by which breakdowns in negotiations can be overcome? Briefly describe each.

The three main methods through which dispute resolutions in collective bargaining can be rectified are: conciliation, arbitration and mediation. Conciliation consists of reconciling differences through the intervention of a conciliation officer. Under conciliation the interested parties are only aided towards an agreement. No recommendations are put forward under such resolution technique.

In arbitration, a third party is also involved, commonly known as the arbitrator who provides recommendations on how can settlement be reached by both parties. Arbitration is normally regarded as the last resolution resort to reach a settlement. To be effective arbitration ought to be agreed by both parties involved in the dispute. Pendulum arbitration is sometimes applied in critical arbitrations. Under such instance, a rigid arbitration is applied, where no middle ground exists and a final offer is put forward by the arbitrator either on the union or the management.

Such arbitration measure is normally adopted in order to refrain the involved parties to take an extreme position. Mediation is also an arbitration process

were recommendations are put forward by the arbitrator. However, such suggestions are not binding and the parties involved can abstain from accepting them. 16 Define decertification. What are the steps in decertification? Decertification can be defined as the process, where not only the technical authority to perform the task is removed, but also the certification attached with such role. For example, if a licensed accountant conducts unethical behavior decertification may arise.

Under such a stance he will be deferred his accountancy duties by cancellation of his accountant's license. The steps of decertification are: • Step 1 – Unethical or inappropriate performance conducted by individual. • Step 2 – Individual is informed that decertification process is commenced. • Step 3 – Governing body of certification is also informed of such incident. • Step 4 – Evidence pertaining the inappropriate behavior is put forward to a disciplinary board.

• Step 5 – Decision is reach concerning the decertification after hearing the defendant. • Step 6 – Appeal may arise to such decertification. 17. What is the status of unions today? Even though American unions only account for 12. 5% of salary workers and 7.

9% of employee in the private sector their powers have considerably increased. Apart from the legal benefits they attain, unions have managed to adopt more determined approaches in enhancing employees' welfare. Salting tactics were employed in organizations, which consist of placing professional union representatives in the company with the objective of enhancing control from the inside. Unions are also deploying intense efforts

in order to refrain employers to demand union recognition via an election as stipulated in the National Labor Relations Act. Corporate campaigns are normally adopted for such purpose, which comprise vast methods, such as lawsuits, limiting regulatory approval necessary for a project and more.

From the examples and methods noted above, we can thus see that unions gained considerable power in the market. This thus reflects an increasing bargaining power for such unions. 1. Explain the structure and purpose of the AFL-CIO. The American Federation of Labor and Congress of Industrial Organizations is the largest federation of unions present in the United States. It is composed of 54 national and international unions.

The union has developed a number of constituency groups during the years. These comprise of autonomous entities that are set up to improve the representational effectiveness of the union. The four main constituency groups consist of the A. Phillip Randolph Institute, the Alliance for Retired Americans, the Coalition of Black Trade Unionists and the Coalition of Labor Union Women. Allied organizations and groups also evolved during the years to further enhance the ability of the union to reach its main objectives.

The main objective of the American Federation of Labor and Congress of Industrial Organizations basically encompasses the strengthening of social and economic justice through the protection of employees on the job. Such protection comprises delivering and injecting the voice of workers to the management of business enterprises and safeguarding their rights. 2.

Describe important tactics you would expect the union to use during the union and election. Considerable public policy effort is offered by the union in

order to enhance the election votes and thus ensure that its recognition.

Sound statements of its mission and objectives are recurrently stated at this stage in order to portray that they have specific aims they intend to reach.

A heavy advertising campaign is also normally conducted in order to enhance its reach and thus increase the potential votes. 3. Briefly explain why labor law has gone through a cycle of repression and encouragement. Labor law arose from a persisting demand from two parties. One being the employees requesting better working conditions, while the other arose from employers necessitating employee power restrictions and enhanced efficiency.

Labor law firstly favored employers since it focused a lot on their demands thus leading to the repression cycle. As the economy and society evolved the needs of employees were put more into perspective. As a result labor law increasing the sections safeguarding employees on a vast array of factors. Examples that come to mind are health and safety, anti-discrimination, restricted working time and more.

4. What is meant by good faith bargaining? When is bargaining not in good faith? Good faith bargaining consists of collective bargaining done for the best interest of the interested parties, which are normally the employees of the company. To be in good faith, the entities engaged in the employment relationship ought to be dynamic and constructive in developing and continuing a fruitful employment relationship. Good faith is infringed whenever this basic principle is not adhered to.

For example, when collusion between the union and management arises to attain some personal benefit, the bargaining is not performed in good faith.

5. Define impasse, mediation, and strike and explain the techniques that are used to overcome an impasse. Impasse can be defined as the stage at which a dispute arising between the union and management is so severe that future meetings between such parties are useless. When an impasse arises, the most plausible solution that each party hold the right to do is to request a mediator from the Public Employment Relations Board.

The mediator, who is appointed and paid by the Public Employment Relations Board, holds the duty in trying to rectify the dispute that arose between the union and management. Strike, which is also known as industrial action, may arise whenever the union did not manage to reach an agreement with management concerning the collective agreement. This would entail persons refraining from performing certain duties in the organization. Such actions can either be for certain duties or for all the roles the employee is expected to perform.

1. Define Internal Employee Relations. Internal employee relations consist of the relationship between employers and employees arising in the working environment. Employee relations can be either formal or informal. Formal employee relations encompass relationships arising from contracts of employment, procedural agreements and other relevant factors stemming from the firm's operations. Informal, on the other side, entail a physiological contact that holds certain presumptions and expectations resulting from management demands and willingness of employees to deliver what is envisaged.

2. What is meant by the term employment at will? Employment at will is a working relationship in which the employee can relinquish his duties on the job at hand without any prior notification and no notice period is required to be work after such decision. Similarly, the employer can also terminate the employment without the obligation of a notice period. Such type of working relationship is normally adopted in non-profit making organizations, namely charitable institutions where the employee is providing voluntary work.

3. What is the difference between discipline and disciplinary action process? Discipline basically comprises the enforcing of rules in an organization in order to enhance controlled behavior and stimulate smooth running of the firm's operations. Disciplinary actions are the tools utilized in order to ensure that such disciplinary philosophy is adhered to. Indeed disciplinary actions take place whenever inappropriate work behavior takes place, which violate the envisaged discipline. For example discipline action may consist the suspension of an employee.

4. What are the steps to follow in the disciplinary action process? The disciplinary action process normally comprises a three level process. The first step being reprimand arises from the first minor infringement conducted by the employee. As its name entails it will encompass a written warning from the deputy director that will be filed in the employee records and will remain effective for one year. At this stage such infraction may be removed from the employee records once it expires. If another infringement takes place or a breach of a serious matter arises the second level of reprimand arises.

This consists of a written warning from management, which cannot be removed from the employee file after one-year expiration. In instances where the infractions continue to occur or a very serious infringement takes place like fraud, the third stage of the disciplinary action process takes place. This entails serious disciplinary actions such as suspension, demotions and even termination of employment. The latter stage of the disciplinary action process is the appeal case. This encompasses the employee appealing the decision on the disciplinary action taken by management.

Such measure is normally undertaken through an employment tribunal.