

**ST. JOHN'S UNIVERSITY, SCHOOL OF EDUCATION  
DEPARTMENT OF ADMINISTRATIVE AND INSTRUCTIONAL  
LEADERSHIP**

***EDU 5721 - COLLECTIVE NEGOTIATIONS IN EDUCATION***  
***Professor Jonathan Hughes***

**Course Description**

Educational Managers are now expected to know the essential elements of job and organization design, employee motivation, collective bargaining and human resources management in addition to the more traditional administrative functions. Today's administrators must be analytical, even prescient, in dealing with supervisory behaviors and the challenging issues surrounding the increased focus on human resources and employment opportunities for all segments of the population. To help educational managers fulfill these requirements, this course aims to introduce students to the essentials of negotiating and bargaining in what is becoming a critical management function.

To accomplish those goals, this course aims to provide:

≅ A social science overview necessary to analyze dynamic, unpredictable negotiation and personnel problems that managers will constantly confront.

≅ The skills and understanding to deal with these problems through consistent, integrated strategies, rather than isolated responses to crisis.

≅ A broad perspective that integrates and applies the contributions of specific disciplines such as social psychology and sociology with labor relations.

≅ Theory, always illustrated by concrete examples, to be used as tools for solving real contract problems.

≅ Case problems and illustrations from actual school personnel systems and collective bargaining.

≅ An identification with the complexities and ambiguities of management's personnel and bargaining responsibilities.

≅ A systems approach which recognizes that there are no neat compartments separating contract problem areas.

. An experiential based problem set which simulates today's personnel agreements and issues.

## **Course Prerequisites**

Doctoral program admission or by special permission of instructor or Dean.  
Some familiarity with IBM-compatible personal computer and the Windows operating system is recommended.

## **Class Meetings/Times**

Per Doctoral Program Approved Schedule

## **Course Instructor**

Jonathan T. Hughes, Ph.D.  
Professor and Director  
Center for Educational Leadership and Accountability  
St. John's University, Oakdale Campus  
Office: Rm 4, Miguel Center  
631-218-7731 (office)

## **Office Hours**

Tuesday: 1:00 - 5:00 p.m.  
Other office hours may be arranged on a call by call basis.

## **Skill-Based Teaming**

Each seminar will be conducted by a professor with school administration personnel, finance and negotiating experience. When appropriate, workshop participants are divided into teams in order to work on class projects designed to introduce and strengthen newly acquired skills in each of the major areas.

## **Computer Laboratory Experience**

Course participants will use IBM laptop personal computers for completion of some classroom laboratory exercises and assignments. Exercises and assignments will be closely coordinated with the topic and course participants will do lab assignments using word processing, spreadsheets, business graphics and other data-analysis software.

## **Course Credit**

Participants may register for **EDU 5721--Collective Negotiations in Education** to earn three graduate credits to be applied towards meeting the course requirements of the St. John's University Doctoral (Ed.D.) degree program.

## **Course Requirements**

There will be a number of negotiating problem sets leading up to a culminating project. All problem sets will involve classroom content and possible computer laboratory follow-ups. Students are expected to complete all problem sets no later than the end of class within two weeks following the distribution of the problem. Completed problem sets will account for 60% of the course grade; the culminating project will account for 40% of the final grade.

## **Culminating Project**

You will be asked to complete the preparation, analysis and bargaining of a contract for a school system. Final projects will include materials leading up to the last best offer and a subsequent analysis of final positions relative to initial offers. A report to the Board of Education outlining bargaining success related to initial goals and objectives will complete the project. A more complete detailing of the final project and the procedures to be followed will be discussed in class.

## **Course Texts**

The course draws primarily from two texts, selected readings, and multiple supporting texts. Supplemental texts will be available in the doctoral center office.

### **Primary Texts:**

Lewicki and Litterer, Negotiation. Homewood, Illinois, Irwin:1999.

Fischer and Ury, Getting to Yes. New York, New York, Penguin Group:1981.

Selected Readings on Negotiations

### **Secondary Texts and Materials**

Herman and Megiveron, Collective Bargaining in Education, Lancaster, Penn. Technomic:1993.

Sharp, Collective Bargaining in the Public Schools, Carbondale, Ill., Brown and Benchmark:1993.

Jandt, F. Win-Win Negotiating, New York, New York, John Wiley and Sons, 1993.

### **Other Resource Texts and Materials**

Negotiations 1991, New York State School Boards Assoc, Albany, New York, NYSSB:1991.

Schoenfield and Schoenfield, The McGraw-Hill 36-Hour Negotiating Course, New York, New York, McGraw-Hill:1991.

Lax and Sebenius, The Manager as Negotiator, New York, New York, The Free Press:1986.

Nierenberg, The Complete Negotiator, New York, New York, Berkeley Books:1986.

Bolton, People Skills, New York, New York, Touchstone:1979.

Bazerman, Managerial Decision Making, New York, New York, Wiley and Sons:1986.

Dixit and Nalebuff, Thinking Strategically, New York, New York, W.W. Norton:1991.

Bennis and Nanus, Leaders, New York, New York, Harper and Row:1985.

Chase and Reveal, How to Manage in the Public Sector, New York, New York, McGraw-Hill:1983.

There will also be a variety of hand-outs pertaining to course topics, particularly on negotiation strategies, throughout the course.

### **Course Reading Assignments**

Lectures 1,2    Lewicki - Chapters 1, 2, 3  
                  Fisher - Chapter 1,2

Lectures 3,4,5    Lewicki - Chapters 4, 5  
                  Fisher - Chapter 3,4,5

Lectures 6,7    Lewicki - Chapters 6, 7  
                  Fisher - Chapter 6,7,8

Lectures 8, 9    Lewicki - Chapters 8, 9  
                  Fisher - Section IV

Lectures 10, 11, 12    Lewicki - Chapter 10, 11

Lectures 13, 14,15    Lewicki - Chapter 12, 13

## **COURSE OUTLINE**

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Lectures:

### **Lectures 1,2 Collective Bargaining and the Workplace**

Working and Living Together in the Workplace  
Historical Perspectives of Negotiations  
Benefits/Drawbacks to Bargaining  
School-based Management and Negotiations

### **Lectures 3,4 The Nature of Negotiations**

Key Aspects of Negotiations  
Laws, Practices and Precedence  
Analyzing a Labor Contract

### **Lectures 5,6 Preparation and Planning for Negotiations**

Roles, Teams, Behaviors of Bargaining  
Preparing the Bargaining Notebook  
Contract Data Collection and Analysis

### **Lectures 7-11 The Process of Collective Bargaining**

Developing and Exchanging Proposals  
Receiving, Responding to and Presenting Proposals  
Establishing Ground Rules  
Bargaining Strategies and Tactics  
Reaching Closure/Impasse  
Finalizing an Agreement

### **Lectures 12-15 Contract Management and Implementation**

Communicating Contract Provisions  
Training Staff  
Grievances and Due Process  
Discipline and Just Cause  
Re-openers