

**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