

J O H N A . F O S S U M

LABOR RELATIONS

DEVELOPMENT,

STRUCTURE,

PROCESS

SEVENTH EDITION



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J O H N A. F O S S U M

*Industrial Relations Center
University of Minnesota*

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*To all my parents
Peter, Almeda, Herb, and Jane*

*To
Alta for vigilance and support*

*To
Andy, Jean and Steve, and KC for reality, success, and equanimity*

*And to
Solidarność (the free Polish trade union movement)
for its central role in overcoming totalitarian rule in eastern Europe and validating the
essential role of democratic trade unions in creating and maintaining a free society*



A B O U T T H E A U T H O R

John Fossum is a Professor of Human Resources and Industrial Relations in the Industrial Relations Center, University of Minnesota. He has been a faculty member at the University of Wyoming and the University of Michigan. Professor Fossum holds his M.A. from the University of Minnesota and his Ph.D. from Michigan State University. At Minnesota, he has been Director of the Industrial Relations Center—a teaching, research, and service unit; and Director of Graduate Studies in Human Resources and Industrial Relations, which includes more than 200 masters and 15 doctoral students. He has also held visiting faculty appointments at UCLA, Cornell, Lyon (France), and the Warsaw School of Economics (Poland). He is active in the Academy of Management and the Industrial Relations Research Association, and his research and writing cover a broad area of employment issues.



P R E F A C E

The seventh edition of *Labor Relations: Development, Structure, Process* is being published twenty years after the introduction of the first edition. The 20 years that have elapsed since the original edition have seen a major and continuing transition in employment. During the period, the economic globalization has grown rapidly, U.S. manufacturing employment continued to decrease as a proportion of total employment, unionization of the work force (in percentage terms) fell by half, the way in which goods and services are produced has been changed dramatically, and the role of government regulation of private sector business has declined markedly. As noted in the preface to the sixth edition, financial performance is an increasingly important driving force in the structure of organizations and employment.

At the same time that unionization has declined in the private sector, it has gained in the public sector as concerns about job security have increased. Research on the effects of unions and unionization on employers and individuals has continued to grow in volume and sophistication. The findings of current research studies are incorporated into the subject matter of this text and their documentation serves to introduce students to more intensive research into areas of particular interest.

As with the previous editions, the seventh is an evolutionary product. Major changes include: a new chapter on union avoidance and management campaigns during organizing drives (incorporating material from the previous edition's chapter on employee relations in nonunion organizations), a simplified modern job structure for the mock negotiation exercise, expanded material on union-management cooperation, a summary of state labor relations laws applying to public sector employees, and a substantial expansion of the chapter on international and comparative labor relations. All chapters incorporate the results of recent research studies.

I hope that you will see this book as presenting a perspective that reflects and balances the viewpoints of both labor and management; includes economic, institutional, and behavioral perspectives. In developing my approach to this book, I am indebted to many institutions and individuals—my graduate school professors at the University of Minnesota and Michigan State University; my academic colleagues at the University of Wyoming, University of Michigan, UCLA, and now the Industrial Relations Center at the University of Minnesota; and the many

academics and practitioners from whom I have received ideas in academic meetings, human resource manager contacts and consulting, and international union representative contacts and consulting.

In an age of mergers and acquisitions, it's important to trace the family tree of a surviving project. There are many people who have contributed to this book's existence and continued success. The first edition was brought forth as a result of the substantial risk-taking of Jim Sitlington and Cliff Francis of Business Publications, Inc. (BPI), a highly successful start-up subsidiary of Richard D. Irwin, Inc. By the fourth edition, BPI was reabsorbed into Irwin, which, in turn, had been sold to Dow Jones. The fifth and sixth editions were published by Irwin under the ownership of the Times Mirror Corporation. Between the sixth and the seventh, Irwin was sold by Times Mirror to McGraw-Hill. Thus, over the 20 year period the book has been in print, it has been published by three different houses under four different owners. What has remained constant is the high quality of the publishing professionals who have worked closely with me on the production and marketing of this project.

By the fifth edition, Irwin had been sold to Times Mirror. The thorough reviews and helpful comments of Hoyt Wheeler of the University of South Carolina (and my first faculty industrial relations colleague as we began our careers at the University of Wyoming) and I. B. Helburn of the University of Texas significantly assisted me in preparing the first edition. The second was aided by suggestions and comments from Jim Chelius of Rutgers University, Sahab Dayal of Central Michigan University, and George Munchus of the University of Alabama at Birmingham. The third was aided by the reviews of George Bohlander of Arizona State University, Richard Miller of the University of Wisconsin, Edmond Seifried of Lafayette College, and Bobby Vaught of Southwest Missouri State University. The fourth benefited from comments and suggestions from Edward Reinier of the University of Southern Colorado and Jack E. Steen of Florida State University. The fifth was helped by A. L. "Bart" Bartlett of Pennsylvania State University, Robert Seeley of Wilkes University, R. H. Votaw of Amber University, and Frank Balanis of San Francisco State University. Ed Suntrup of the University of Illinois at Chicago and Bill Cooke of Wayne State University provided particularly helpful comments on specific portions of the text. The sixth edition was assisted by comments of Alison E. Barber of Michigan State University, Robert A. Bolda of The University of Michigan-Dearborn, Michael R. Buckley of University of Oklahoma, Constance R. Campbell of Georgia Southern University, Paula Phillips Carson of University of Southwestern Louisiana, Paul F. Clark of Penn State University, Harry P. Cohany of Towson State University, Millicent Collier of Chicago State University, Peter Feuille of University of Illinois-Champaign, Robert J. Forbes of Oakland University, Gilbert J. Gall of Penn State University, Denise Tanguay Hoyer of Eastern Michigan University, Foard Jones of University of Central Florida, Gundars E. Kaupins of Boise State University, William R. Livingston of Baker College Flint, Michael P. Long of Oakland University, Kathleen J. Powers of Willamette University, Gary C. Raffaele of University of Texas at San Antonio,

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Reference materials are particularly important in preparing a text, and reference librarians are thus helpful in pointing out new information and locating it. I have been assisted by several in preparing this text. For the first two editions, JoAnn Sokkar, Mabel Webb, and Phyllis Hutchings of the Industrial Relations Reference Room at the University of Michigan provided this assistance. Editions three through seven were aided by Georgianna Herman, Mariann Nelson, and Jennifer Clement of the Industrial Relations Center Reference Room at the University of Minnesota. Research assistants for this edition were Chris McGraw (undergraduate degree from Ohio State) and Brye Paetznick (undergraduate degree from Minnesota).

Finally, I owe a permanent debt to all of the parents of my family who provided me with the examples and support to undertake an academic career; to my wife, Alta, who has made the personal sacrifices of moving several times, has subordinated her interests during times when I was writing, and has offered the wisest counsel; and to my children Andy and Jean who have grown up and succeeded despite their father's failings.

John A. Fossum



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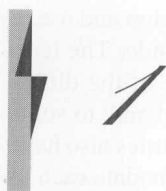
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