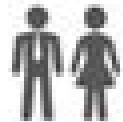


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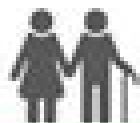
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Wolfgang Guggemos

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rules there is a tendency to equate labor relations with work rules and therefore to structure labor relations courses and textbooks around examination of these work rules In other words traditional labor relations textbooks have been dominated by rich descriptions of the how what and where of the major labor relations processes But what s missing is the why Labor relations are not about work rules Labor relations processes and work rules are simply a means to more fundamental ends or objectives What are these objectives Under what conditions are collectively bargained work rules a desirable or undesirable method for achieving these objectives In the today s world of work are there better ways of pursuing these objectives These are the central and engaging questions of labor relations questions ignored by textbooks that narrowly focus on how the existing labor relations processes and detailed work rules operate in practice The importance of moving beyond a process based focus in studying labor relations is underscored by the fact that today s labor relations processes are in the spotlight There has been an upsurge in worker activism but why and what are the goals Business professionals labor leaders politicians and diverse academics frequently criticize the operation of contemporary U S labor relations albeit usually for different reasons Analyzing whether the labor relations system needs updating and evaluating alternative options for reform requires an intellectual framework that is rooted in the objectives of the employment relationship A description of how the current processes work without any discussion of what the processes are trying to achieve fails to provide the basis for determining whether the processes are working and fails to supply metrics for judging alternative strategies policies and processes

Reforming the Municipal Labor Relations Process in New York City Raymond D. Horton, State Charter Revision Commission for New York City, 1975

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A Guide to Basic Law and Procedures Under the National Labor Relations Act United States, United States. National Labor Relations Board. Office of the General Counsel, 1990-06

Labor Relations Training '76-'77 Labor Relations Training Center (U.S.), 1976

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