

## Relations industrielles Industrial Relations



*Coalition Bargaining : A Study of Union Tactics and Public Policy*, by William N. Chernish, Philadelphia : University of Pennsylvania Press, 1969. This study is Number 45 in the series published by the Industrial Research Unit, Department of Industry, Wharton School of Finance and Commerce, University of Pennsylvania, 269 pp.

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En effet, à la suite de la présentation de chaque cas, on trouve une abondante bibliographie, de sorte que l'étudiant ou le professeur qui veut replacer la discussion dans un cadre plus théorique trouve là nombre de références utiles.

Jean BERNIER

**Coalition Bargaining : A Study of Union Tactics and Public Policy**, by William N. Chernish Philadelphia : University of Pennsylvania Press, 1969. This study is Number 45 in the series published by the Industrial Research Unit, Department of Industry, Wharton School of Finance and Commerce, University of Pennsylvania, 269 pp.

This book provides the first in depth study on coalition bargaining by an author whose academic credentials are impressive. Part One provides the background material « deemed appropriate to coalition bargaining, and develops the nature and operation of the coalition concept. It contains an overall view of the reasons that coalitions come about, and gives a general picture of how the coalitions are organized and how they operate.

« Part Two deals with the significant cases in coalition bargaining. Contained here are examinations of the coalitions which faced American-Standard, Johns-Manville, American Home Products, General Electric and Westinghouse, Union Carbide, 3M, the nonferrous industry, and several others. From these cases it is possible to gain a more detailed picture of the operation and impact of coalitions, and to begin to become aware of the variety of approaches possible by the unions.

« Part Three examines first the public policy implications of the coalition concept, and treats the problems brought about for both companies and the public as a result of the coalition situations. Then the final chapter attempts to examine the overall course of coalitions, and to speculate somewhat as to the future. of such bargaining. » (p.x.)

The current coalition bargaining programmes have been under the sponsorship of the Collective Bargaining Section of the Industrial Union Department, AFL-CIO. Until 1964, the IUD had been concerned generally with organizational efforts for industrial unions, when « a special division was created by the IUD whose primary task was to be the development of coalition bargaining ». (p. 4.)

Coalition bargaining is « the joining together of a number of local unions, having different international affiliations, for the purpose of bargaining with a company of an industry as a single unit. It is a form of joint bargaining which seeks to increase union bargaining power in dealing with a firm that has several locations which are represented by different unions, and which usually has plants that are able to substitute production, or which deal in different markets...

« ...Coalition bargaining occurs as a union attempts to gain greater bargaining leverage in order to deal with a company whose structure makes it able to successfully stand against a single plant strike. The conglomerate corporation has been cited as one example of the sort of company which unions seek to engage in coalition bargaining because they are not able to extract sizable gains through existing bargaining relationships. In fact, the concept of coalition bargaining is one that seeks to enhance union economic strength in dealing with any firm which operates more than a single plant, and where employees are represented by more than one international union ». (pp. 5-6)

It is the rise of the conglomerate corporation that has « been the most important factor in bringing about a restructuring of the collective bargaining programs on the part of the AFL-CIO unions ». This is an expedient method for increasing union bargaining strength.

The techniques of the IUD are demonstrated in the discussion of the case studies where coalition bargaining was introduced. One significant demand has

been the insistence on coincidental contract expiry dates of the coordinating units. In a study of the cases, the attitudes, approaches, strategies and tactics of the industries can be seen, in their varied methods of combatting the enlarged union committees.

Some key questions have arisen repeatedly. Can an employer refuse to bargain with a committee which includes members in it not nominally part of the bargaining group. The tendency has been for the National Labour Relations Board to support the coalition bargaining processes with its « hasty pursuit of injunctions to force companies to bargain with coalition-constituted union committees » (p. 245) but this partisanship has been questioned.

But other government action other than by the NLRB has been instigated. « The Federal Mediation and Conciliation Service... has been active in nearly all coalition cases. The President has invoked the emergency procedures of the Taft-Hartley Act twice (production of essential goods for the Viet Nam War was endangered), and the Secretaries of Labor, Commerce, and Defense and the President himself have intervened directly in a number of ways ». (p. 248)

It is not difficult to foresee the potential in greatly increased strength of the unions should coalition bargaining spread. Coalition bargaining can easily be seen as the next stage in the development of trade unionism in the rich, industrial nations as the next stage in the progression takes over: from craft to industrial and general unions; from the traditional single employer, single union collective bargaining to a greatly expanded coalition bargaining.

**Joan SICHEL**

**Personnel Management: Theory and Practice**, by Dalton E. McPharland, The Macmillan Co., Don Mills, Ont., 1969, 694 pp.

Il existe quelques bons manuels en administration du personnel. Le volume du professeur McPharland se range parmi ceux-là. De fait, on peut

retrouver toutes les rubriques traditionnelles telles que l'historique et la nature de l'administration du personnel, l'organisation de cette fonction, la description des principales activités qu'on accomplit au sein d'un service du personnel.

On retrouve aussi des éléments qui font l'objet de chapitres nouveaux tels que la prévision des besoins en main-d'oeuvre, les problèmes de personnel soulevés par l'acquisition d'une autre firme ou par une fusion, la discrimination dans l'emploi, la formation au travail d'équipe, etc...

C'est surtout par le regroupement des chapitres sous trois chefs principaux que cet ouvrage diffère des autres. Une première partie traite des fondements administratifs de l'administration du personnel; une deuxième est centrée sur l'individu en tant que membre d'une organisation de travail. On s'arrête ici aux concepts de carrière, d'occupation, de mobilité pour aborder l'étude des différentes activités dans lesquelles une firme s'engage pour recruter une main-d'oeuvre qualifiée et la conserver à son emploi.

Une dernière partie met l'accent sur les relations du travail proprement dites en décrivant le processus de négociation et d'administration du contrat de travail. C'est l'individu en tant que membre d'un groupe de travail, d'une unité administrative ou membre d'un syndicat qui retient l'attention de l'auteur. Chaque partie est suivie de cas qui seraient grandement utiles aux étudiants en administration et en relations industrielles.

L'auteur a su utiliser intelligemment les données des recherches empiriques récentes en sciences du comportement et les diverses théories des organisations tout en conservant des connaissances de bases acquises depuis quelques décades dans le domaine de l'utilisation efficace des ressources humaines.

Nous aurions aimé que l'auteur consacre un chapitre à l'administration du personnel dans la fonction publique et qu'il étudie le rôle d'un directeur de personnel dans un processus de changement planifié.

**Laurent BELANGER**