



## Advanced Certificate in Labor Relations

---

Email Contact: Rob Callaghan, [rob.callaghan@cuny.edu](mailto:rob.callaghan@cuny.edu)

### The Program

The Advanced Certificate in Labor Relations offers students the opportunity to develop the practical skills necessary for participation in collective bargaining, conflict resolution, and contract administration. It also provides a theoretical and historical understanding of labor law, public policy and the role of worker organizations in employment relations.

The program is designed to provide students with skills and knowledge in the areas of collective bargaining, organizing, labor law, arbitration, contract negotiation, organizational administration and leadership development. It will help prepare students for careers in the areas of union organizing, labor relations, contract administration, employment law and conflict resolution.

### Admissions Criteria

Candidates for admission to advanced certificate programs must possess a bachelor's degree with a 3.0 GPA or higher from an accredited undergraduate institution. A personal statement is also required.

### Program Requirements

12 credits are required for the certificate as follows:

#### Required Core

6 credits (two courses) from the following:

#### **LABR 603 - Labor-Management Relations (3 Credits)**

Prerequisite: None

This course covers the development of labor relations in the United States, from the period preceding collective bargaining through the emergence of theories of management and corresponding stages of labor relations practice in the 20th century. The latter include: the rise of contract unions; industrial relations in an era of unionization and collective bargaining; the crisis resulting from increased competition and globalization; and the subsequent transformation of American labor-management relations. Students will develop a comparative perspective by studying labor-management relations across advanced capitalist economies. Finally, the course will examine the future of labor-management relations, exploring the extent to which they will be adversarial or cooperative, and considering alternative models of worker representation.

#### **LABR 620 - Collective Bargaining Theory and Practice (3 Credits)**

Prerequisite: None

This course will provide students with a theoretical understanding of the collective bargaining process in the U.S. In addition to studying union and management theories of bargaining, students will analyze contemporary and historically significant bargaining scenarios in the private and public sectors and will develop advanced knowledge of labor relations in a variety of workplace environments. Students will examine the legal framework of collective bargaining and will study the evolution of public policy governing labor relations. In addition to studying the bargaining process and



methods of contract enforcement, students will discuss alternative models of worker representation in a global economy. They will gain practical understanding by designing and participating in mock bargaining sessions.

### **LABR 630 - Union Organization and Function (3 Credits)**

Prerequisite: None

This course will provide students with an advanced understanding of social science concepts and organizational theories that are designed to analyze the structures, functions, and practices of unions. Students will examine the main functions of unions, including collective bargaining, political action, and organizing, and explore the ways in which various types of union structures are matched to industry structures. Topics will include workforce demographics, diversity, models of union leadership, governance and decision-making, power relations, conflict, and diversity in union membership and leadership. In analyzing how unions are built and sustained, students will examine such factors as motivation, commitment and personality as well as the behavior of individuals and groups in unions. Unions, like other organizations, are under substantial pressure from the external environment to adapt to changing industrial and economic conditions. Concepts related to the change process, such as stakeholder analysis, resistance to change, and participative design will be discussed and applied to case studies of union transformation.

### **LHIS 601 - U.S. Labor History (3 Credits)**

Prerequisite: None

Students in this course will examine U.S. labor history from several perspectives, seeking to understand how the experience of workers and the nature of working-class institutions have evolved in the context of larger historical developments. In this process, the course will try to account for patterns of growth and decline in the labor movement, paying particular attention to: industrialization and deindustrialization; patterns of migration and immigration; and the historical relationships between organized labor and other movements for social justice. Students will explore how the ideologies and structures of organized labor have been shaped by major economic, political and social forces as well as diverse cultural expressions. At every level of analysis, students will address issues of race, gender, and sexual orientation, especially as these categories of social identity relate to class and class formation. Assigned texts reflect a range of scholarship and differing points of view. Thus, students will become familiar with historiographical debates about topics covered in this course.

### **Employment and Labor Law**

3 credits (one course) from the following:

#### **LABR 604 - Labor Law (3 Credits)**

Prerequisite: None

This course examines the statutes, procedures, and legal remedies as interpreted by the National Labor Relations Board (NLRB) and courts concerning the unionization of employees; the collective bargaining process; and the relationship between workers and employers and between employees and their union. The course begins by examining the doctrines of labor law in the nineteenth and early twentieth centuries and continues with an exploration of the statutory bases of labor law. In subsequent sessions, case law concerning organizing and union recognition; unfair labor practices; collective bargaining; the right to strike and concerted action; arbitration; the duty of fair representation; and discrimination will be analyzed and discussed. Finally, the course will examine and evaluate various interpretations of the political/economic origins of modern labor law and its impact on unions and contemporary labor-management relations.

#### **LABR 623 - Comparative Labor and Employment Law (3 Credits)**

Prerequisite: None

This course is designed to provide students with an overview of labor and employment law in several countries representing different approaches to the fundamental social and legal project of protecting workers' rights and regulating the relationship between labor and capital. By exploring labor and employment laws that are rooted in



different histories, political economies, and sociocultural and legal systems, students will develop a broader understanding and deeper appreciation of the fundamental labor / management issues confronting contemporary industrial societies, including the US. Individual and collective contracts, wages and benefits, working hours and leave entitlements, protections from discrimination and unfair dismissal, the right to organize, bargain collectively, and seek redress of grievances - these are some of the issues that will be explored in a comparative framework. In an era of global supply chains, decentralized production, and the increasingly rapid and transnational movement of capital, goods, information and people, it is important for students of labor to develop a comparative and international perspective on the laws that govern labor relations.

### **LABR 624 - Labor Law: A Case-Study Approach (3 Credits)**

Prerequisite: None

This course will examine the body of law governing union organizing, labor relations, and employee rights through the study of case law and legal precedents. The course will cover federal labor law, embodied in the National Labor Relations Act and the Railway Labor Act, as well as state laws regarding the public sector and the legal environment in “right-to-work” states. In studying precedent-setting case law, students will analyze the impact of U.S. labor law on the right to organize, the collective bargaining process, contract enforcement, and dispute resolution. They will debate the strengths and weaknesses of current law in terms of protections for workers and will evaluate the range of strategies employed by unions to circumvent obstacles presented by the law, including third-party card check in organizing and efforts to pass reform of current law.

#### **Electives**

3 credits (one course) from the following or courses not completed from those above:

### **LABR 608 - Issues in Organizing (3 Credits)**

Prerequisite: None

This course deals with current debates concerning the future of organized labor in the United States. Students will examine a wide range of opinion, both within the labor movement and among scholars of the labor movement, concerning several key questions: Considering current socio-political conditions in the global economy, are unions still relevant? If so, is growth possible? If not, what other forms of worker organization are possible? To answer these questions, students will examine arguments advanced by top U.S. labor leaders and students of the labor movement. These arguments will be posed against a range of theoretical and historical perspectives, starting with Marx and Commons and including the work of contemporary scholars and researchers. Students will grapple with current issues and problems in organizing, including attitudes of workers; employer anti-union tactics; legal impediments; and alternative venues for union certification in both the public and private sector. They will discuss the importance of strategic research and media outreach. Finally, they will develop a set of criteria for evaluating the success of organizing initiatives.

### **LABR 609 - Comparative Labor Movements (3 Credits)**

Prerequisite: None

This course will examine labor movements in the advanced industrialized economies of Western Europe as well as in the industrializing economies of Latin America, Africa and Asia. The course will focus on differences and similarities among and between these labor movements and the U.S. labor movement in terms of union density, collective bargaining structure, and industrial relations at the plant level. Among the main topics addressed in this course is globalization and its impact on labor movements throughout the world. The course will address critical issues confronting labor movements in the industrializing economies, particularly the “Southern cone” (Chile, Argentina and Uruguay); Mexico; Brazil; South Africa; China; and India. Particular attention will be paid to the relationship between unions and political systems in the U.S. and other nations. The course will explore relationships between workers and works councils in Western Europe; the relationship between unions and political action; the challenges of immigration, diversity and declining union power globally; and strategies for revitalization of labor movements in the industrialized democracies.



The course will also study labor movements under authoritarian regimes and military dictatorships, examining the role of unions in struggles for democracy.

### **LABR 619 - Comparative Labor Relations Models (3 Credits)**

Prerequisite: None

This course will introduce students to the labor relations systems in a number of countries and provide a framework for examining labor relations systems globally. Participants will discuss the varied socioeconomic and political environments in which labor relations systems have developed and explore how they are responding to the challenge of globalization and capitalism in the 21st century. Particular emphasis will be placed on union strategies for growth and revitalization. By studying the labor relations systems of various countries, it is possible to gain a broader perspective and thus better understand labor movements more generally and the forces that continue to shape labor's choices and strategies.

### **LABR 622 - Strategic Research Methods (3 Credits)**

Prerequisite: None

This course examines research methods designed to support union growth and representation, including market analysis, market surveys, corporate research, policy research, public pension fund research and worker surveys. There is particular emphasis on corporate research techniques, including analysis of financial statements, property record research, litigation research, public record requests, and use of on-line resources. Students will also learn basic database design and spreadsheet skills to facilitate market analysis and analysis of collective bargaining agreements.

### **LABR 669 - Selected Topics in Labor Studies (3 Credits)**

Prerequisite: **Permission of the Department Chair**

This course will offer qualified students the opportunity to study special topics within the scope of Labor Studies that are not covered, or are only partially covered, in courses offered. Topics may vary from semester to semester and could include study of particular industries or particular global regions of production; examinations of working-class experience; demographic research; uses of technologies in organizing and other mobilizations; worker centers and other alternative organizations for non-unionized workers; alliances between labor organizations and other advocacy organizations.