

# Table of Contents

<b>1. Introduction to Labor Relations</b> Michael R. Carrell/Christina Heavrin	<b>1</b>
<b>2. Private Sector Labor Relations: History and Law</b> Michael R. Carrell/Christina Heavrin	<b>41</b>
<b>3. Public Sector Labor Relations: History and Law</b> Michael R. Carrell/Christina Heavrin	<b>83</b>
<b>4. Establishing a Bargaining Unit and the Organizing Campaign</b> Michael R. Carrell/Christina Heavrin	<b>123</b>
<b>5. Negotiation Models, Strategies, and Tactics</b> Michael R. Carrell/Christina Heavrin	<b>169</b>
<b>6. Negotiating a Collective Bargaining Agreement</b> Michael R. Carrell/Christina Heavrin	<b>217</b>
<b>7. Wage and Salary Issues</b> Michael R. Carrell/Christina Heavrin	<b>259</b>
<b>8. Employee Benefits</b> Michael R. Carrell/Christina Heavrin	<b>301</b>
<b>9. Job Security and Seniority</b> Michael R. Carrell/Christina Heavrin	<b>341</b>
<b>10. Unfair Labor Practices and Contract Enforcement</b> Michael R. Carrell/Christina Heavrin	<b>381</b>
<b>11. Grievance and Disciplinary Procedures</b> Michael R. Carrell/Christina Heavrin	<b>431</b>
<b>12. The Arbitration Process</b> Michael R. Carrell/Christina Heavrin	<b>457</b>
<b>Appendix: Texts of Statutes</b> Michael R. Carrell/Christina Heavrin	<b>495</b>