

Quadrant II - Notes

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COALITION

The term "coalition" is the denotation for a group formed when two or more people, factions, states, political parties, militaries etc. agree to work together temporarily in a partnership to achieve a common goal. The word coalition connotes a coming together to achieve a goal. A coalition is an organization of diverse interest groups that join their human and material resources to produce a specific change that they are unable to deliver as independent individuals or separate organizations.

STEPS OF COALITION-BUILDING

1. **Developing a party strategy:** The first step in coalition-building involves developing a party strategy that will lay the ground for successful negotiation. The more effort parties place on this step, the more likely they are to identify strategic partners, negotiate a good deal and avoid some of the common pitfalls associated with coalition-building.
2. **Negotiating a coalition:** Based on the strategy that each party has prepared, in Step 2 the parties come together to negotiate and hopefully reach agreement on the terms for the coalition. Depending on the context and objectives of the coalition, these negotiations may be completely secret or partially public. While some issues may be agreed on with relative ease, others may be more contentious and require different approaches to reach compromise.
3. **Getting started:** As negotiation begins to wrap-up, the agreement between political parties needs to be formally sealed. This includes finalizing a written agreement,

securing formal approval of the deal from the relevant structures of the coalition's member parties and announcing the coalition details to the general public.

4. **Working in a coalition:** As the coalition partners begin working to implement their agreement, they will need to maintain good relations by continuing efforts to increase or sustain trust and communication among the member parties. Each party will also need to strike a balance between respecting its obligations to the coalition and maintaining its individual identity.
5. **Drawing lessons learned:** Regardless of whether it plans to move forward alone or in another coalition, it is important for each party to review and document lessons learned from each coalition-building experience. This will make it possible to get a clearer picture of the positive and negative impacts of coalition-building on the party and to identify lessons learned that can inform any future coalition-building efforts.

FUNCTION

Coalitions branch into two expanding categories: internal coalitions and external coalitions.

- Internal coalitions consist of people who are already in an organization, such as a workplace. For example, the trade union is a type of coalition which was formed in order to represent employees' wages, benefits, and working conditions. Without this unity between employees, workers were subjugated to harsh working environments and low pay due to no practical regulations. Often, organizations prefer to council with members of their respective internal coalitions before implementing changes at the workplace to ensure support.
- In contrast, external coalitions consist of people that are members of different organizations who collaborate their efforts to achieve an overall objective. For example, in order to prevent gun violence and advocate gun control, several groups, unions, and non-profit organizations banded to form the Coalition to Stop Gun Violence. External coalitions base their confidence in gaining credibility on inviting unlikely partners who wish to attain the same end goal, but the reasons to achieve these goals differ.

USE OF COALITION

- **Government and politics**

Coalition government stands as an alternative model to majoritarian governance, the latter being characterized by winner-take-all "first-past-the-post" electoral systems that favour clear distinctions between winners and losers. Not only can coalitions of legislative groups form governments in parliamentary systems but they can form in divisions of power as well. The most usual analyses of coalitions in politics deal with the formation of multiparty cabinets in parliamentary regimes. When different winning coalitions can be formed in a parliament, the party composition of the government may depend on the bargaining power of each party and the presence, or not, of a dominant party. The Cambridge Dictionary defines coalition as "the joining together of different political parties or groups for a particular purpose, usually for a limited time, or a government that is formed in this way".

- **International relations**

The temporary collaboration of two or more separate parties with a set goal and common purpose can be viewed as a coalition in international relations. Coalition competitions are represented in international political dynamics. In international relations, a coalition can be an ad hoc grouping of nations united for specific purposes. Although persons and groups form coalitions for many and varied reasons, the most common purpose is to combat a common threat or to take advantage of a certain opportunity, resulting in the often temporary nature of coalitions. The common threat or existence of opportunity is what gives rise to the coalition and allows it to exist as all parties involved see the benefit in working together. Such collaborative processes allow the actors of the coalition to advance forward towards their overall goal or accomplish the task that the coalition was formed around. The behaviour and dynamics of coalitions in international relations are created by commonalities and differences within the groups joining together. Rationality, group dynamics, and gender are all contributing factors of coalitional behaviours in an international security framework.

- **Economics**

Economic agents can form coalitions. When a coalition is formed around economic goals, the reasoning is financial. In economics, when two opposing sectors such as a buyer and seller, or two sellers, come together it can be thought of as a coalition, in the denotative sense, as the two groups come together temporarily to achieve a goal. One example would be the 1997 deal between Microsoft and Apple. The deal consisted of Microsoft rescuing the then struggling Apple with an infusion of \$150 million. Unions can be viewed as coalitions of workers (usually of the same industrial sector). When the agents considered are countries, the

formation of an international treaty (e.g. trade agreements or international environmental agreements) can also be seen as a coalition. In economics a coalition's formation and its stability is mostly studied with tools from game theory.

- **Civil society**

In civil society, "coalition" connotes a group effort or a population of people coming together who believe strongly in their cause. The term also describes alliances between civil society organizations, such as labour unions, community organizations, and religious institutions. For example, workers from different sectors and unions comes together to aid each other in communicating a point. This coalition of unions is often very effective as it causes massive inconvenience to the country. The formation of coalitions such as the Community-Labour Coalition has proven to be an important strategy for social change in many contexts. In social groups, a coalition often forms from private citizens uniting behind a common goal or purpose. Many of these private citizen groups form grassroots organizations, such as the Christian Coalition, which is the largest grassroots political group in America. Activist groups in civil society are also viewed as coalitions for their respective cause. These activists are joined together by their belief in what they hope to achieve or accomplish.

- **Military**

Military coalitions can be built and united under a singular power by multiple states and governments. They are fluid in terms of membership not only does a country not have to have been a traditional ally to join a coalition, but nations can join, vary their contributions and caveats, withdraw, and be replaced by new members as the situation changes or national agendas change. The expansion of assets accessible to member nations to perform military operations is a crucial attribute of coalitions. In many ways, coalition warfare serves to make the crafting of a peace more difficult than the winning of the war itself. An example of such coalition happened during the Versailles Peace Conference in 1919 when the Allied powers attempted to reach a peace agreement.

Examples of military coalitions include the Coalition of the Gulf War, when George H. W. Bush ended Saddam Hussein's aggression in the Middle East by enlisting and leading a military coalition in the 1991 Gulf War's Operation Desert Storm as well as his son George W. Bush's efforts in the "Coalition of the Willing", a phrase employed during the 2003 campaign for the war in Iraq led by the United States and its allies. A contemporary example

is the United Nations coalition that intervened in the 2011 Libyan Civil War against Muammar Gaddafi. For coalitions to be effective in principle, let alone in action, participating nations have tended to require a single overpowering threat perhaps to freedom or a way of life or a crucial national interest—or the presence of a single despotic figure or regime whose continued existence is considered not only abhorrent to the generality of nations but also destabilizing to the region or world order.

- **Mathematics**

In mathematics the term coalition is linked to an equation which uses the coalition model for exponential population growth. This analytical equation was first published by mathematician Pierre François Verhulst in 1838 to allow for the approximation of the world's population at a given time by applying differential and integral techniques.

THE POWER OF A COALITION

Here's what a coalition can do:

- Strengthen the core program power base, enhancing your potential to gain attention and affect change.
- Provide talents, skills, and resources that can be shared to achieve program goals.
- Propel a strategic and concerted resolution of the problem.
- Allow coalition members to own, embrace, and commit to the program goals and enrol others in their particular organizations to personally commit to them.
- Ensure that community heart disease and stroke prevention approaches and materials are culturally sensitive for targeted audiences (because the coalition members themselves represent the community).
- Provide a forum for open discussion and mutual support of a common goal, with a ripple effect for the organizations that the coalition members represent. This broadens your base of support and trust.
- Reduce the chance of duplicating efforts, eliminate competition for resources, and improve communication within the community.
- Advocate for community environment and policies that support heart health.

HOW TO ENSURE THAT THE COALITION IS EFFECTIVE

- Ensure that all members understand, agree on, and support the goal of establishing heart disease and stroke prevention programs state-wide and those they understand that it will take environmental and policy changes to pave the road for such programs. If potential members favour intervention over prevention measures, they don't belong in the coalition!
- Confirm that members understand that their roles will include educating and convincing decision-makers about the need for prevention programs.
- Appoint strong leaders to facilitate the group.
- Treat members with dignity and respect, and develop a one-to-one relationship with each group member to address individual concerns as they arise.
- Invite members to volunteer to take on tasks.
- Make sure that members understand that they are working toward common goals that will be mutually advantageous. For example, proper diet and exercise can reduce the risk not only of heart disease and stroke but also of some cancers and other diseases.
- Encourage members to identify common ground and recognize that they will not agree on everything.
- Help them understand the necessity of temporarily subordinating their individual identities to that of the coalition to ensure that the coalition is effective.
- Keep meetings short and goal-oriented by closely following agendas.
- Ensure that members deliver on promises.
- Keep reports of each meeting and note successes.
- Have in place a conflict resolution process and a clear decision-making process.
- Keep communication open and frequent (through mail and discussion)

EFFECTIVE MANAGEMENT OF A COALITION

A coalition is just like any other organization: it requires management and a staff to carry out various functions and day-to-day activities. In some cases, one staff person might be sufficient to handle the initial phase of the coalition's objectives. This staff member can be "donated" by one of the members, but the donor must realize that his or her organization cannot dictate or control the staffer's activities. Generally, it is prudent to hire an outside staffer, if funds allow for this.

Other tasks the management needs to perform include the following:

- Creating a timeline.
- Determining functions and responsibilities.

- Setting policy about functions and responsibilities.
- Creating an action plan based on goals and sharing it with members.
- Ensuring that there is enough time to perform tasks within the legislature's time schedule.
- Ensuring that each member is adequately organized.
- Determining which groups have the most clout with which policymakers and decision makers.
- Outlining resources needed from each member organization.
- Developing strategies for each member to make contact with policymakers and decision makers and focusing on the desired outcome from these contacts.
- Monitoring and evaluating the members' implementation of strategies and progress.
- Consulting with individual members to avoid hurried decisions.
- Encouraging genuinely open discussions, making sure that everyone voices his or her opinion to prevent a member organization from privately disagreeing and subverting the eventual decision.
- Creating a decision-making process based on a working consensus or two-thirds majority.
- Anticipating difficulties that might arise among members, including opposition to a policy or decision and issues of power and control, and resolving them immediately.
- Negotiating and resolving conflicts by enrolling everyone in the resolution.
- Fostering intergroup sharing and defusing stereotypical treatment and group resentments.
- Praising diversity and cooperation.
- Keeping all members informed at all times of new opportunities or situations.
- Ensuring that your members are clear about their tasks and that they complete them.
- Putting their tasks in writing and requesting briefings concerning their progress.
- Praising members for their efforts. (A pat on the back goes a long way to building rapport and morale and maintaining commitment.)
- Offering meetings that are followed by parties, picnics, and other social events, which allow members to bond and shows appreciation for their participation in the coalition.

FRACTIONAL BARGAINING

Fractional bargaining that takes place at a department or unit level which may lead to an unwritten consensus to ignore certain provisions of a collective bargaining agreement. The formal and periodic centralized labour-management decision-making in pattern bargaining and companywide bargaining has a micro-level counterpart. The informal and continuous labour-

management decision-making that takes place at the work group and plant level has been termed “fractional bargaining”. Some of these agreements are reached within the framework of the grievance process. Other agreements between the parties have become local work rules. The description of interests being handled in contract negotiations, and rights being taken care of in the grievance process, is a bit simplistic. No contract is complete. Some situations are impossible to foresee. As conditions change, new issues may surface. Some vague or ambiguous language may be agreed upon in contract negotiation in order to reach a settlement and avoid a strike. This means these passages contain issues that must be sorted out during the life of the agreement. Moreover, the English language is simply not clear enough to avoid all possible misunderstandings. For all these reasons, the parties must negotiate during the life of the contract, rather than just applying the contract. In the prior package of notes, the process of filling in the gaps was called “interpolation,” which is different from “interpretation.” Neither party can exert the costs involved in a strike or a lockout against the other in day-to-day negotiations. Both sides, however, still have bargaining power.

The workers can apply pressure by engaging in wildcat strikes, slowdowns, flooding the grievance procedure, working to rule (i.e. following procedures so precisely the work process is slowed), turning in the employer for health and safety violations, sabotage, sickouts, refusing overtime, and rawhiding (i.e. playing dumb). These methods detract from productivity, consume managerial time and energy, and may worsen quality. Some people think of such activities as solely existing in unionized settings. It should be kept in mind some of the earliest field studies documented output restriction in non-union manufacturing. A union simply provides greater structure and elected leaders for such efforts. The union can function like a pest that keeps stinging the large and powerful employer. Small actions can foreshadow future problems. Further, as the story of Gulliver illustrates, even a giant can be overcome by a determined and organized group of little people. The true costs of the workers’ output restriction may be powerfully conveyed when they corkscrew production from very high to very low levels from one day to the next. It can be very enervating for supervisors to come to work not knowing what to expect from one day to the next. At the same time, the workers can vent their frustrations and assert greater control over their own destiny.

The managers also have bargaining power. Management can wield the heavy costs of lost jobs and wages involved in subcontracting and layoffs. Transfers and mandatory overtime can also provide leverage where the contract gives management power in these areas. The supervisors also have the managerial prerogative to set reasonable rules. When they are

concerned about a matter, they can implement a rule to deal with the matter. The company normally has more resources to support arbitration. This leverage can be put into play by refusing to settle cases, forcing the union to expend time and money to enforce the contract. Eventually, the union may have to pick and choose what cases to pursue with its dwindling resources.

A key initial step is involving the workers. An organizing committee should be formed to orchestrate the inside game. Whether one calls the recruitment of activists “one-on-one,” internal organizing or building solidarity, a large network of supporters must be formed. A “Solidarity Fund” should be built up to support any worker that is unfairly suspended or discharged. Donations can be obtained both externally from other unions and internally from one’s own union brothers and sisters. Research, education and communication must be undertaken to get out the word about how unfair what the employer has insisted upon is. As far as the internal strategies go, the aim is to take the employer out of known and predictable territory. Informational picketing, daily rallies, and wearing symbols of solidarity (hats, buttons armbands, bumper stickers and t-shirts). As mentioned earlier, the employees may work-to-rule, refuse to work out of classification, cite safety and health violations, take sick days, take their own hand-fashioned tools home, refuse overtime and call-ins, and take sick days in groups. Friends in the community may flood company phone lines and simultaneously draw attention to the unfairness of what is going on. Community groups should be contacted to obtain support. Media events should be held to get key messages into the press.

THE TACTICS OF FRACTIONAL BARGAINING

Each party in the grievance process seeks to negotiate bargainable issues by influencing the willingness of others to settle on its own terms. The tactics that force the opposite bargained to a settlement or that induces him to settle are the necessary, regular activities of union and management representatives. The tactics that the workers use are the most conspicuous since they cause obvious loss of work and production. These losses may lead an observer to overlook the benefits to management that workers can offer in their bargaining. Against the foremen and lesser line manager’s union representatives use minor tactics such as nuisance grievances, strict and literal interpretation of shop rules and provisions of the agree-mint, and the social freeze. A division chairman in one plant pointed out that for minor grievances social pressure is a useful tactic: “I try to keep up a little flattery with the foreman. Any-thing good the boys say I pass it on so he’ll appreciate a good reputation.

Then if something comes up and he's reluctant to settle on what the boys think are reasonable terms, I ask him if he wants to lose that reputation out on the floor." Workers and union representatives may support their grievance demands more strongly with major tactics such as bans on overtime, overloading the judicial procedures, refusals to co-operate in administration of the agreement, slowdowns, or stop-work meetings and walkouts. Management responds to these pressure tactics with its own measures.