



# **Strategic Negotiations: A Theory of Change in Labor-Management Relations (Cornell Paperbacks)**

*Richard E. Walton, Joel E. Cutcher-Gershenfeld, Robert B. McKersie*

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Strategic Negotiations makes a significant contribution to the literature on strategic choice (the explicit structuring by management and labor of business and bargaining strategies that use the economic and political environment as a framework to create bargaining power). The authors intentionally build upon previous work in *A Behavioral Theory of Labor Negotiations*, but this book also is a successful application of the three-tiered collective bargaining theory first developed in *The Transformation of American Industrial Relations*. Although scholars have identified strategic initiatives in the collective bargaining relationship, recent research has continued to emphasize economic explanations. This book provides an alternative framework of analysis. . . . [Strategic Negotiations] provides abundant evidence, both theoretical and empirical, that the traditional concerns of industrial relations researchers are still relevant. *Industrial and Labor Relations Review*

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