



Fondazione
Marco Biagi

Università degli Studi di Modena e Reggio Emilia



Relazione

Contrattazione collettiva, tecniche di negoziazione e assetti di relazioni di lavoro

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Testo in lingua inglese

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Management studies, Psychology, Sociology, Economics and Law are disciplines that all attempt to understand the behaviour that groups or individuals engage in when negotiating. This understanding aims to not only explain behaviour, but find methods that will lead to the likelihood of beneficial agreements. It should be noted that in the context of this discussion, negotiation as a term is synonymous with bargaining.

In the context of employer and employee relationships, conflict is unavoidable, and thus negotiation becomes a necessary tool of management. Within an organization, the primary difference between managers and those in non-management positions is not necessarily their income difference, but that of one group engaging in supervisory activities and the other not. Learning the skill to negotiate effectively as a manager or worker assists in creating a win-win situation when unavoidable conflict arises.

The aim of these two seminars was two-fold. Firstly, to discuss the theory behind the practice of negotiation, and secondly to as a class engage in exercises that would demonstrate this theory. An interdisciplinary approach to negotiation was engaged in, using examples from management studies, psychology and sociology. The theoretical approach discussed was that of Bounded Rationality.

Bounded Rationality

The model that bounded rationality proposes states that human beings are rational. This model of objective rationality assumes that individuals think before they act, they do not make automatic stimulus responses. The theory goes further to discuss that although individuals are rational, what influences their behaviour the most often are the short-term effects of their decision and not long term goals and values as most would assume. The theory does not negate the existence of long term goals, but states that they are often too far away and vague guides on which one can make a decision. Thus individuals will act in a given situation, at a given time in a particular manner that will be based on their immediate short term goals. Bounded rationality does not set out to describe the behaviours of groups where collective action such as uprisings and revolutions take place.

What bounded theory proposes is not irrationality on the part of individuals, but limited, subjective rationality. This limited rationality is because of individual mental limitations, the usual complexity of situations, and the obscurity of the future. Whereas one may assume that decisions are made in a linear fashion where values influence goals and goals are materialized in an individual's behaviour, bounded rationality shows that this model has a number of limitations. We behave rationally within the bounds of our own rationality. Conflict between us and others comes when others may not see situations the way that we do. The key to negotiation and management is to attempt to

** Nello scorso mese di aprile (22 e 23 aprile 2009) il Professor Jacques Rojot (Università Panthéon-Assas Paris II) ha tenuto il corso Contrattazione collettiva e tecniche di negoziazione alla Scuola di Alta formazione in Relazioni industriali e di lavoro di Adapt e della Fondazione Marco Biagi, Università degli Studi di Modena e Reggio Emilia. Alcuni dottorandi hanno utilizzato gli appunti delle lezioni, i materiali segnalati dal docente e alcuni saggi di dottrina per realizzare un approfondimento su Contrattazione collettiva, tecniche di negoziazione e assetti di relazioni di lavoro. Questa nota contiene una sintesi dei punti che maggiormente caratterizzano detta tematica.*

see a situation through the eyes of the other. Thus, a concrete bound on rationality is perception.

Another bound on rationality is memory, our memory is tarnished. We are biased, omit important information, we incorporate information that has not actually taken place, and misattribute a number of actions. Furthermore, we frame all our experiences. This is referred to as cognitive heuristics and biases. While this is necessary for our individual survival, it again creates another bound on rationality. Operating under pressure, taking the thought best solution (without taking into consideration a new situation), cognitive dissonance, social norms, our personal commitments, views of the world and economies of convention are all other bounds on our rationality.

The seminars discussed these bounds on our rationality with examples from various actual events which included scientific experiments and psychological findings to name just two. We engaged in a one-to-one negotiation exercise that proved that certain skills are required to negotiate effectively. The conclusion that we came to was that when negotiating, «To fail to prepare, is to prepare to fail».

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Dottoranda di Ricerca

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