

the mechanisms for converting the inputs into outputs. These mechanisms may take various forms. First, the outputs may be determined unilaterally by one party alone, be it the employer or the state. This is true in our country, for example, in those firms or companies which are not yet unionized. Secondly, the inputs may be converted into outputs through bilateral negotiations between labour and management. Thirdly, the outputs may be determined by labour and management with the assistance of outside agencies, such as government or private mediators or arbitrators. This kind of three-way breakdown is a structural one. For our purposes, however, we will concentrate on the second and third structural types and discuss the various processes which organized labour and management may use for converting the inputs into outputs.

The most common process on the North American continent and most European countries is that of collective bargaining between labour and management, with government playing a mediatory role, at least most of the time. A great deal has been written about the collective bargaining process, about the mechanics of this process, the strategies which may be used by either of the parties, and the great emotional fanfare that accompanies the achievement of a contract settlement.⁽⁵⁾ However, one of the most significant books written on this subject in recent years is that of Walton and McKersie entitled a Behavioural Theory of Labour Negotiations⁽⁶⁾ which breaks the labour negotiation process down into four sub-processes, as