

Contents

	Tables and Exhibit	vii
	Preface	ix
Part One	Collective Bargaining Efforts	1
One	Early Collective Bargaining	3
Two	Marvin Miller and the MLBPA	19
Three	Collective Bargaining in the 1980s	41
Part Two	Collective Bargaining Participants	71
Four	Owners, Commissioners, Media, and Agents	73
Five	Manager-Player Relationships	99
Six	Player Pressures and Problems	125
Part Three	Remaining Player-Management Issues	155
Seven	The Race and Ethnic Issue	157
Eight	Player Mobility and Salary Arbitration	181
Nine	Salary Trends and Controversy	211
	Notes	235
	Selected Bibliography	263
	Index	271

Tables and Exhibit

TABLES

1.1	The Payroll of the First Professional Baseball Team	4
2.1	Estimated Profits and Potential Profits for Baseball Teams in 1970	28
2.2	Major Bargaining Issues in 1973 Negotiations with Early Owner/Player Positions	33
2.3	Major League Baseball Players Benefit Plan—Monthly Retirement Benefits	38
7.1	Offensive Player Yearly Leaders, 1957–1986	164
7.2	Positional Distribution of Black and Hispanic Players on the Major League Teams, 1987	176
7.3	Proportion of Black and Hispanic Players Found in the Top 25 Percent of Selected Performance Categories, 1987	178
7.4	Percent of Blacks and Hispanics in Selected Populations and Those in the Upper Quartile Salary Range	180
8.1	Selected Salary Arbitration Statistics, 1974–1988	201
8.2	Year-by-Year Salary Gains for Players Who Have Filed for and/or Used Salary Arbitration, 1983–1988	202

8.3	Salary Arbitration Decisions by Player-Management Salary Offer Ratio, 1974–1989	203
8.4	Salary Arbitration Decisions by Player’s Current Offer to Player’s Last Year Salary, 1983–1989	204
9.1	Minimum and Average Player Salaries in Major League Baseball, 1967–1987	213
9.2	Comparison of Selected Statistics from the Baseball Players’ Pension Fund, 1967 and 1987	217
9.3	Pay-for-Performance Measures for the 24 Free Agents in 1977	223
9.4	Relationship between the Top and Bottom 25 Percent of Salaried Players and the Top and Bottom 50 Percent of Performance Statistics, 1987	229
9.5	Average Player Salaries and Team Win-Loss Rankings, 1977, 1987, and 1988	230
 EXHIBIT		
8.1	Criteria That Arbitrators Can and Cannot Use in Salary Arbitration	207