

List of tables	ix
Preface	xii
Acknowledgements	xvii
<b>1 Industrial relations as a field of study</b>	<b>1</b>
<b>2 The larger environment of collective bargaining</b>	<b>21</b>
<b>3 Trade unions as organizational entities and bargaining agents</b>	<b>44</b>
<b>4 Management strategy, structures, and policies for industrial relations</b>	<b>75</b>
<b>5 The essence of collective bargaining and bargaining structure</b>	<b>103</b>
<b>6 Collective bargaining processes, conflict, and power</b>	<b>127</b>
<b>7 Collective bargaining and the interaction with the environment</b>	<b>164</b>
<b>8 The changing role of the State in the industrial-relations system</b>	<b>191</b>
<b>9 Beyond collective bargaining</b>	<b>226</b>

## *Contents*

<b>10 Back to the future?</b>	256
Appendix	283
Notes and references	288
Index	336

# List of tables

1.1	Proportion of manual workers in private-sector establishments where trade unions were recognized or not, by region, 1980 and 1984	17
2.1	Unemployment rates for the United Kingdom, 1975–85 (in percentages)	22
2.2	The rate of change in consumer prices and hourly earnings in manufacturing in the United Kingdom for selected periods	24
2.3	Factors influencing the level of pay in the most recent settlements (in percentages)	25
2.4	Average annual percentage change in output per head, manufacturing	25
2.5	Features of traditional and new organizations	30
2.6	Decline of the working-class vote for Labour Party (as percentage of popular vote)	32
2.7	Rank orderings of countries according to their degree of centralization	35
3.1	Estimate of authority of central union bodies in selected countries	51
3.2	Trade unions: numbers and membership, 1975–86	64
3.3	Union members' views of union activities at their workplace, 1979	73
4.1	Acquisitions, divestments, and buy-outs, 1969–85 and 1986 (to third quarter)	81
4.2	Eight principles of company excellence in performance	85
4.3	Critical human-resource activities at different organizational or business-unit stages	96

## *Change in industrial relations*

4.4	Management styles towards employee relations	98
5.1	The extent of collective bargaining coverage, all industries/services, 1973, 1978, and 1985 (in percentages)	105
5.2	Percentage of full-time employees whose pay was affected by various types of collective agreements: all industries/services, 1985	114
5.3	Percentage of employees in the public sector covered by a national agreement but also affected by a supplementary agreement	117
5.4	Most important levels of bargaining influencing pay increases in private manufacturing and private services, separately	118
5.5	Coverage by collective agreement (manual workers) in Scotland and selected other areas, 1980	125
6.1	The essence of principled negotiations	129
6.2	Examples of organizational development (OD) interventions	134
6.3	A check-list of gains and losses to the various parties in the 1980 steel strike	145
6.4	Strikes in Britain: annual averages for 1960–9, 1970–9, and 1980–7	149
7.1	The union wage gap in Britain, 1973 and 1978	170
7.2	Some features of the economic environment in Britain, 1960s and 1970s	175
7.3	The profit share for selected countries in recent years	176
8.1	Annual conciliation workload of ACAS, 1976–86	199
8.2	ACAS arbitration case load, 1976–86	202
8.3	Wage inflation and incomes policy in the 1970s in Britain	209
8.4	Employment changes, by sector, 1981–7	219
9.1	Practices for competitiveness	233
9.2	Four strategies for control in organization	238
9.3	Stereotypes of personnel management and human-resource management	248

9.4	Management philosophy at the new Pilkington plant at St Helens, Merseyside	251
10.1	Union density in a large corporation, by individual company, 1977 and 1985	270
10.2	Recent examples of individual union recruitment and membership services initiatives	275