

# Contents

<i>List of Illustrations</i>	viii
<i>Acknowledgements</i>	ix
<i>Notes on Contributors</i>	x
1 Introduction: Themes and Historical Backdrop	1
<i>Mike Richardson and Peter Nicholls</i>	
The case studies	1
The labour process	3
The British economy and the power relations between business and labour, pre-1914	5
2 Labour, Management and Control: The Early Railway Industry in Britain	9
<i>Peter Nicholls</i>	
Introduction	9
Joint stock companies, engineers and salaried managers	10
The transfer of military experience into a commercial setting	13
Controlling labour, hierarchy and grades	16
Paternalism, sectionalism and discipline	18
Sustaining an extensive surplus	21
The slow emergence of trade unions	23
Conclusion	27
3 Women, Mechanization and Cost Savings in Twentieth Century British Banks and Other Financial Institutions	32
<i>Peter Wardley</i>	
The origins of office mechanization and antecedents of computers in the British financial sector	36
Attitudes to women clerks by male staff in the British financial sector	38
Female employment in twentieth century Britain and its financial institutions	44
What changed in interwar British banks?	49
Conclusion	52

4	Bliss Tweed Mill Strike 1913–14: Causes, Conduct and Consequences	60
	<i>Mike Richardson</i>	
	The historical development of Bliss Mill	63
	Changes in management style and managerial control	65
	Demands for union recognition and the subsequent conflict	67
	Reflections and conclusion	75
5	Rapprochement and Retribution: The Divergent Experiences of Workers in Two Large Paper and Print Companies in the 1926 General Strike	83
	<i>Mike Richardson</i>	
	Dickinson before the General Strike	84
	The General Strike and its aftermath at Dickinson	87
	Robinson before the General Strike	92
	The General Strike and after at Robinson	95
	Conclusion	98
	Appendix 5.1: Regulations of the Union of the House of Dickinson	99
6	Work Relations: Compositors' Experiences in a Family-Owned Printing Company, J. W. Arrowsmith 1918–39	107
	<i>Mike Richardson</i>	
	Historical development of the firm	107
	Economic performance	109
	Labour management	111
	Mechanization and the division of labour	116
	Compositors and collective action	120
	Conclusion	125
7	Organization, Ideology and Control – Founding Principles: The Case of the BBC	130
	<i>Peter Nicholls</i>	
	Personal capitalism and the impact of war: issues for management control	133
	Class and the corporation: the influence of Reith	134
	Uncertainty, hierarchy and paternalism	139
	Consensus, control and labour representation	142
	The cosy duopoly, work organization and the development of television	144

	The battleground	147
	Neo-liberal reforms?	149
	Conclusion	152
8	Taylorism in the Mines? Technology, Work Organization and Management in British Coalmining before Nationalization	155
	<i>Stephanie Tailby</i>	
	Work organization and mine management before the onset of mechanization	157
	Coal-cutters, conveyors and the 'unit system'	163
	Colliery mechanization in the interwar period	169
	Conclusions and postscript	174
9	Shop-Floor Bargaining and the Struggle for Job Control in the British Automobile and Aerospace Industries, 1950–82	182
	<i>Mike Richardson, Paul Stewart and Andy Danford</i>	
	Introduction	182
	Informality and localism: regulation and control on the shop floor	183
	Aerospace industry: piecework to measured day work	187
	Automobile industry: piecework to measured day work	192
	Conclusion	197
	<i>Index</i>	203