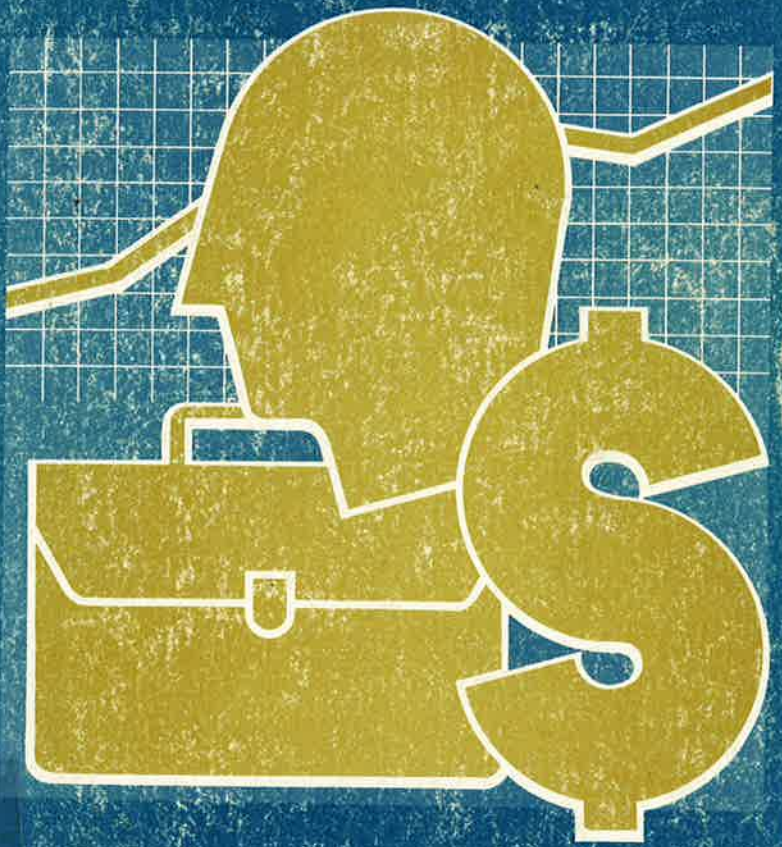
The Elements of INDUSTRIAL RELATIONS



Jack Barbash

NCIR
NCI Library
3 9006 01042943 1
6461
OF INDUSTRIAL RELATIONS
SHORT LOAN
ONE WEEK ONLY

THE ELEMENTS OF INDUSTRIAL RELATIONS

This book is due for return on or before the last date shown below.

15 DEC 2000

31 MAR 2001

Don Gresswell Ltd., London, N.21 Cat. No. 1208 DG 02242/71

SHORT LOAN
ONE WEEK ONLY

THE ELEMENTS OF INDUSTRIAL RELATIONS

Jack Barbash

TIONAL COLLEGE
LIBRARY
OF INDUSTRIAL RELATIONS

THE UNIVERSITY OF WISCONSIN PRESS

NATIONAL COLLEGE OF INDUSTRIAL RELATIONS
LIBRARY

To Kitty with love

SHORT LOAN
ONE WEEK ONLY

Published 1984

The University of Wisconsin Press
114 North Murray Street
Madison, Wisconsin 53715

The University of Wisconsin Press, Ltd.
1 Gower Street
London WC1E 6HA, England

Copyright © 1984
The Board of Regents of the University of Wisconsin System
All rights reserved

First printing

Printed in the United States of America

For LC CIP information see the colophon

ISBN 0-299-09610-6 cloth
ISBN 0-299-09614-9 paperback

Contents

Preface / vii
Abbreviations / 2

CHAPTER 1. *Introduction and Preview* / 3
CHAPTER 2. *Roots of the Labor Problem* / 9
CHAPTER 3. *Cost Discipline and Organization* / 17
CHAPTER 4. *The Work Society* / 34
CHAPTER 5. *The Union* / 50
CHAPTER 6. *Management as a Bargaining Organization* / 75
CHAPTER 7. *The Collective Bargaining Interaction* / 85
CHAPTER 8. *The State in Industrial Relations* / 106
CHAPTER 9. *Comparative Industrial Relations* / 116
CHAPTER 10. *Industrial Relations and Conflict* / 130

Bibliography / 139
Index / 149

ONE WEEK ONLY
NATIONAL COLLEGE
LIBRARY
OF INDUSTRIAL RELATIONS

BIBLIOGRAPHY
INDEX

Bibliography

American Management Association [AMA]. 1974. *Flexible Work Time: Can It Work for You?* Announcement of Conference. New York, September 17, 1974.

———.1980. "The Non-Union Employer: Preventive Labor Relations." Course Prospectus. New York.

Baldamus, W. 1961. *Efficiency and Effort.* London: Social Science Paperbacks, in association with Tavistock Publications.

Barbash, Jack. 1956. *Practice of Unionism.* New York: Harper.

Barnett, George E. 1933. "Presidential Address." *American Economic Review,* March.

Blauner, Robert. 1960. "Work Satisfaction and Trends in Modern Industrial Society." In *Labor and Trade Unionism,* ed. Walter Galenson and Seymour Martin Lipset. New York: Wiley.

Blumberg, Paul. 1969. *Industrial Democracy: The Sociology of Participation.* New York: Schocken.

Bognanno, Mario F., and Kim, Sookon. 1981. "Collective Bargaining in Korea." *Proceedings of the Industrial Relations Research Association* [IRRA].

Bok, Derek C., and Dunlop, John T. 1970. *Labor and the American Community.* New York: Simon and Schuster.

Boulding, Kenneth. 1953. *The Organizational Revolution.* New York: Harper.

Brown, J. Douglas. 1952. "University Research in Industrial Relations." *Proceedings of the IRRA.*

Bücher, Carl. 1919. "The Factory System." In *Current Economic Problems,* ed. Walton H. Hamilton. Chicago: Univ. of Chicago Press.

Bukharin, N., and Preobrazhensky, E. [1922] 1969. *The ABC of Communism.* Baltimore: Penguin.

Business Week. 1966. "Putting a Dollar Sign on Everything," July 16.

———. 1977. "What Undid Jarman: Paperwork Paralysis," January 24.

Chamberlain, Neil. 1960. "Issues for the Future." *Proceedings of the IRRA.*

———. 1962. *The Firm: Micro-Economic Planning in Action.* New York: McGraw-Hill.

———. 1965. *The Labor Sector.* New York: McGraw-Hill.

———. 1967. "Strikes in a Contemporary Context." *Industrial and Labor Relations Review,* July.

———. 1968. "Unions and the Managerial Process." In *Technology, Industry, and Man,* ed. C. R. Walker. New York: McGraw-Hill.
Chamberlain, Neil, and Kuhn, James W. 1965. *Collective Bargaining.* 2nd ed. New York: McGraw-Hill.
Clark, Kenneth. 1969. "The Negro and the Urban Crisis." In *Agenda for the Nation,* ed. Kermit Gordon. Washington: Brookings Inst.
Cobbs, John. 1975. "When Companies Get Too Big to Fail." *Business Week,* January 27.
Collier, Ruth Berns, and Collier, David. 1979. "Inducement versus Constraints: Disaggregating 'Corporatism,'" *American Political Science Review* 73 (December).
Commons, John R. 1919. *Industrial Goodwill.* New York: McGraw-Hill.
———. 1921. "Industrial Relations." In *Trade Unionism and Labor Problems.* Boston: Ginn.
———. 1923. "American Shoemakers, 1648–1895." In *Labor and Administration.* New York: Macmillan.
———. 1924. *Legal Foundations of Capitalism.* New York: Macmillan.
———. 1936. "Institutional Economics." *American Economic Review,* Supplement, March.
Cox, Archibald. 1973. Quoted in D. E. Feller, "A General Theory of the Collective Bargaining Agreement. *California Law Review* 61 X (May).
Craft, James A. 1975. "Human Resource Accounting and Manpower Management." *Journal of Economics and Business* (Univ. of Illinois), Fall.
Crittenden, Ann. 1976. "Closing in on Corporate Payoffs Overseas." *New York Times,* February 15.
Crozier, Michael. 1969. "A New Rationale for American Business." *Perspectives on American Business, Daedalus,* Winter.
Dalton, Melville. 1959. *Men Who Manage.* New York: Wiley.
Davis, Louis E., and Taylor, James C., eds. 1972. *Design of Jobs.* London: Penguin.
Dennison, Edward F. 1962. *The Sources of Economic Growth and the Alternatives before Us.* New York: Committee for Economic Development.
———. 1979. "Explanations of Declining Productivity Growth." *Survey of Current Business,* August.
Drucker, Peter. 1962. *The New Society.* New York: Harper & Row.
———. 1964. *The Concept of the Corporation.* New York: New American Library.
Dunlop, John T. 1967. "The Function of the Strike." In *Frontiers of Collective Bargaining,* ed. John T. Dunlop and Neil W. Chamberlain. New York: Harper & Row.
———. 1973. "Predictions on Trends in Industrial Relations." *Labor Relations Reporter,* vol. 84.
———. 1976. "The Limits of Legal Compulsion." *Labor Law Journal,* February.

Eckstein, Otto. 1926. "Econometric Models and the Formation of Business Expectations." *Challenge,* March–April.
Essenberg, Bert. 1981. "The Interaction of Industrial Relations and the Political Process in Developing Countries: A Review of the Literature." *Labour and Society* 6 (January–March).
Etzioni, Amitai. 1964. *Modern Organizations.* Englewood Cliffs, N.J.: Prentice-Hall.
Fayol, Henri. [1908] 1970. Quoted in *Management Thinkers,* ed. A. Tillett, T. Kemone, and G. Wills. Baltimore: Penguin.
Feller, David E. 1973. "A General Theory of the Collective Bargaining Agreement." *California Law Review* 61 X (May).
Flanders, Allan. 1968. "Collective Bargaining: A Theoretical Analysis." *British Journal of Industrial Relations,* March.
Fleming, R. W. 1968. *The Labor Arbitration Process.* Urbana: Univ. of Illinois Press.
Ford, Henry, in collaboration with Crowther, Samuel. [1922]1965. *My Life and Work,* quoted in Alfred Chandler, Jr., *Giant Enterprise.* New York: MacFaddan.
Foulkes, Fred K. 1980. "Large Nonunionized Employers." In *U.S. Industrial Relations, 1950–80: A Critical Assessment,* ed. J. Stieber et al. Madison, Wis: IRRA.
Fox, Alan. 1971. *A Sociology of Work in Industry.* London: Collier-Macmillan.
Freedman, Audrey. 1982. "A Fundamental Change in Wage Bargaining." *Challenge,* August.
Freeman, Richard B. 1982. "Labor Studies." *Reporter* (National Bureau of Economic Research), Summer.
Fried, Marc A. 1966. "Role of Work in a Mobile Society." In *Planning for a Nation of Cities,* ed. S. B. Warner. Cambridge: MIT Press.
Fuller, Stephen H. 1980. "How Quality-of-Worklife Projects Work for General Motors." *Monthly Labor Review,* July.
Galbraith, John Kenneth. 1968. *The New Industrial State.* New York: New American Library.
Gardner, Burleigh. 1946. *Human Relations in Industry.* Chicago: Irwin.
General Motors Corporation. 1978. *Statement on the Changing Work Environment.* Report submitted to the Joint Economic Committee of the Congress of the United States. Washington, June 28.
Gladstone, Alan. 1979. "Trade Unions, Growth, and Development." International Industrial Relations Association, Geneva.
Goldberg, Arthur J. 1966. Quoted in H. S. Roberts, "Toward an Understanding of the Public Interest in Collective Bargaining." In *The Labor Movement: A Re-Examination,* ed. Jack Barbash. Madison, Wis.: IRRI.
Goldthorpe, John H., et al. 1968. *The Affluent Worker: Industrial Attitudes and Behavior.* Cambridge: Cambridge Univ. Press.

———. 1969. *The Affluent Worker in the Class Structure.* Cambridge: Cambridge Univ. Press.
Goodwin, Leonard. 1972. *Do the Poor Want to Work?* Washington: Brookings Inst.
Gregory, Charles O. 1961. *Labor and the Law.* New York: Norton.
Grether, E. T. 1966. *Marketing and Public Policy.* Englewood Cliffs, N.J.: Prentice-Hall.
Halberstam, David. 1973. *The Best and the Brightest.* Greenwich, Conn.: Fawcett-Crest.
Harbison, Fred, and Coleman, John. 1951. *Goals and Strategy in Collective Bargaining.* New York: Harper.
Hare, A.E.C. 1965. *The First Principles of Industrial Relations.* New York: St. Martin's.
Heller, Walter. 1967. *New Dimensions of Political Economy.* New York: Norton.
Herrick, Neal Q., and Quinn, Robert P. 1971. "The Working Conditions Survey as a Source of Social Indicators." *Monthly Labor Review,* April.
Herzberg, Frederick. 1970. "The Motivation-Hygiene Theory." In *Management and Motivation,* ed. Victor H. Vroom and Edward L. Deci. Baltimore: Penguin.
Hitch, Charles. 1967. "Program Planning and Budgeting." In *Planning, Programing, and Budgeting.* U.S. Senate, Subcommittee on National Security and International Operations, Committee on Government Operations.
Holton, Richard H. 1969. "Business and Government." *Perspectives on Business, Dqedalus* (Cambridge, Mass.), Winter.
Homans, G. C. 1961. *Social Behavior: Its Elementary Forms.* New York: Harcourt, Brace.
Hooper, Frederic. 1960. *Management Survey.* London: Pelican.
Hoxie, Robert. 1923. *Trade Unionism in the United States.* New York: Appleton.
Ingram, J. K. [1894] 1965. Quoted in Sidney and Beatrice Webb, *The History of British Trade Unionism.* Reprint of 1894 ed. New York: Kelley.
Ishikawa, Akihiro. 1982. "A Survey of Seven Studies in the Japanese Style of Management." *Economic and Industrial Democracy* (Stockholm) 3 (February).
Janis, Irving L., and Mann, Leon. 1977. Quoted in Christopher Jencks, "Decisions, Decisions," a review of *Decision Making: A Psychological Analysis of Conflict, Choice, and Commitment* by Irving L. Janis and Leon Mann. *New York Times Book Review,* July 3.
Jautcher, Gerald R. 1973. *Federal Aids to the Maritime Industries.* Washington: Brookings Inst.

Jensen, M. C. 1975. "Corporate Corruption Is Big Business." *New York Times,* September 14.
Jerome, William T., III. 1970. "Kinds of Control." In *Readings in Management.* ed. Ernest Dale. New York: McGraw-Hill.
Johnson, Lyndon B. 1969. Quoted in *AFL-CIO News,* January 18.
Johri, C. K. 1967. *Unionism in a Developing Economy.* New Delhi: Asia Publishing.
Juris, Hervey A., and Roomkin, Myron, 1980. *The Shrinking Perimeter.* Lexington, Mass.: Lexington Books.
Kahn, Robert L. 1958. "Human Relations on the Shop Floor." In *Human Relations and Modern Management,* ed. E. M. Hugh-Jones. Amsterdam: North-Holland.
Karnik, V. B. 1969. *Indian Trade Unions: A Survey,* quoted in Everett M. Kassalow, *Trade Unions and Industrial Relations.* New York: Random House.
Kassalow, Everett M. 1969. *Trade Unions and Industrial Relations.* New York: Random House.
Katona, George. 1963. *Psychological Analysis of Economic Behavior.* New York: McGraw-Hill.
Kaufman, Bruce E. 1982. "Determinants of Strikes." *Industrial and Labor Relations Review* 35 (July).
Kennedy, John F. 1962. Quoted in *New York Times,* June 12.
Kerr, Clark, ed. 1964. *Labor and Management in Industrial Society.* New York: Doubleday-Anchor.
Khatkhate, Deena R. 1971. "Management in Developing Countries." *Finance and Development Quarterly,* 3.
Kirkland, Lane. 1976. Quoted in "Labor's Role in Politics Keyed to Inpendent Union Policies." *AFL-CIO News,* October 2.
Knight, Frank H. [1921] 1957. *Risk, Uncertainty, and Profit.* 8th impression. London: London School of Economics.
Koontz, Harold, and O'Donnell, Cyril, 1968. *Management: A Book of Readings.* New York: McGraw-Hill.
Kuhn, James W. 1961. *Bargaining in Grievance Settlement.* New York: Columbia Univ. Press.
———. 1967. "The Grievance Process." In *Frontiers of Collective Bargaining,* ed. John T. Dunlop and Neil W. Chamberlain. New York: Harper & Row.
———. 1980. "Electrical Products." In *Collective Bargaining: Contemporary American Experience,* ed. Gerald G. Somers. Madison, Wis.: IRRA.
Lawler, Edward E., III. 1970. "Job Design and Employee Motivation." In *Management and Motivation. See* Herzberg 1970.
Leiserson, William M. [1931] 1969. "The Economics of Restriction of Output. In *Restriction of Output among Unorganized Workers,* ed. S. B. Mathewson. Carbondale: Southern Illinois Univ. Press.

Lenin, V. I. [1902] 1943. *What Is To Be Done?* New York: International Pub.

Levitan, Sar A., and Johnson, William B. 1973. *Work Is Here to Stay, Alas.* Salt Lake City: Olympus.

Lewis, Flora. 1981. "The American Ailment," a summary of "Le Mal Americain" by Michael Crozier. *New York Times,* January 19.

Likert, Rensis. 1967. *The Human Organization: Its Management and Value.* New York: McGraw-Hill.

———. 1970. "New Patterns of Management." In *Management and Motivation. See* Herzberg 1970.

Malthus, Thomas R. [1798] 1956. Quoted in Reinhard Bendix, *Work and Authority in Industry.* New York: Wiley.

Marceau, LeRoy, ed. 1969. *Dealing with a Union.* New York: American Management Assoc.

Marshall, Alfred. [1890] 1948. *Principles of Economics.* 8th ed. New York: Macmillan.

Martin, Norman H., and Sims, John H. 1964. "Power Tactics." In *Readings in Managerial Psychology,* ed. Harold J. Leavitt and Louis R. Pondy. Chicago: Univ. of Chicago Press. Originally published in *Harvard Business Review,* November–December 1956.

Mathewson, S. B., ed. [1931] 1969. *Restriction of Output among Unorganized Workers.* Carbondale: Southern Illinois Univ. Press.

Maslow, A. H. [1943] 1970. "A Theory of Human Motivation." In *Management and Motivation. See* Herzberg 1970.

Mayo, Elton. [1919] 1970. "Social Growth and Social Disintegration." In *Readings in Management,* ed. Ernest Dale. New York: McGraw-Hill.

McCarthy, W. E. J. 1969. "Collective Bargaining in Perspective." Trade Union Seminar on New Perspectives in Collective Bargaining. Paris: Organization for Economic Cooperation and Development. Mimeographed.

McDonald, John. 1970. "How Social Responsibility Fits the Game of Business." *Fortune,* December.

McMurry, R. N. 1967. "War and Peace in Labor Relations." In *Unions, Management, and the Public,* ed. E. Wight Bakke, Clark Kerr, and Charles Anrod. New York: Harcourt, Brace and World.

Mehta, Asoka. 1957. "The Mediating Role of the Trade Union in Underdeveloped Countries." In *Economic Development and Cultural Change.* Chicago: Univ. of Chicago Press.

Meyerson, Adam. 1982. "The Best and the Brightest Eye the Economy," a review of *Minding America's Business* by Ira C. Magaziner and Robert B. Reich. *Wall Street Journal,* March 31.

Miles, Raymond E. 1974. "Organization Development." In *Organizational Behavior, Research, and Issues,* ed. George Strauss et al. Madison, Wis.: IRRA.

Mills, D. Quinn. 1980. "Construction." In *Collective Bargaining: Contemporary American Experience,* ed. Gerald G. Somers. Madison, Wis.: IRRA.

Morse, Nancy C., and Weiss, Robert S. 1970. "The Function and Meaning of Work and the Job." In *Management and Motivation. See* Herzberg 1970.

National Industrial Conference Board [NICB]. 1963. "Employee Motivation—What Role for Personnel," *Management Record,* September.

Opsahl, Robert L., and Dunnette, Marvin D. 1970. "The Role of Financial Compensation in Industrial Motivation." In *Management and Motivation. See* Herzberg 1970.

Ozanne, Robert. 1967. *A Century of Labor-Management Relations at McCormick and International Harvester.* Madison: Univ. of Wisconsin Press.

Paladino, Morris. 1979. "Unions in Asia: Ten Years of Concern." AFL-CIO *American Federationist,* July.

Parisi, Anthony J. 1978. "Management: GE's Search for Synergy." *New York Times,* April 16.

Perlman, Selig. [1928] 1949. *A Theory of the Labor Movement.* Reprint of 1928 ed. New York: Augustus Kelley.

Pestillo, Peter J. 1979. "Learning to Live without a Union." *Proceedings of the IRRA.*

Porket, J. L. 1975. "Participation in Management in Communist Systems in the 1970's." *British Journal of Industrial Relations,* November.

———. 1978. "Industrial Relations and Participation in Management in the Soviet-Type Communist Systems." *British Journal of Industrial Relations,* March.

Prasow, Paul, and Peters, Edward. 1970. *Arbitration and Collective Bargaining.* New York: McGraw-Hill.

Price, Don K. 1968. "Science, the New Technologies, and Government," quoted in Charles R. Walker. *Technology, Industry, and Man.* New York: McGraw-Hill.

Rehn, Gösta. 1957. "Unionism and Wage Structure in Sweden." In *The Theory of Wage Determination,* ed. John Dunlop. New York: St. Martin's.

Rivlin, Alice M. 1971. *Systematic Thinking for Social Action.* Washington: Brookings Inst.

Rogers, Daniel. 1978. *Work Ethic in Industrial America, 1850–1920.* Chicago: Univ. of Chicago Press.

Ross, Arthur M. 1948. *Trade Union Wage Policy.* Berkeley: Univ. of California Press.

Ross, Ian, and Zander, Alvin. 1970. "Need Satisfactions and Employee Turnover." In *Management and Motivation. See* Herzberg 1970.

Rostow, W. W. 1960. *The Stages of Economic Growth.* Cambridge: Cambridge Univ. Press.

Ruble, Blair A. 1979. "Dual Functioning Trade Unions in the USSR." *British Journal of Industrial Relations* (July).
Runciman, Walter. 1966. *Relative Deprivation and Social Justice.* Berkeley: Univ. of California Press.
Samoff, Bernard. 1970. "Law School Education in NLRB Representation Cases." *Labor Law Journal,* November.
Sayles, Leonard R. 1958. *Behavior of Industrial Work Groups.* New York: Wiley.
Schelling, Thomas C. 1963. *The Strategy of Conflict.* New York: Oxford Univ. Press.
Schumacher, E. F. 1973. *Small Is Beautiful.* New York: Harper Torchbooks.
Schumpeter, Joseph A. 1947. *Capitalism, Socialism, and Democracy.* New York: Harper.
Selekman, Benjamin M. 1947. *Labor Relations and Human Relations.* New York: McGraw-Hill.
Selznick, Philip. 1969. *Law, Society, and Industrial Justice.* New York: Russell Sage.
Serrin, William. 1969. "At Ford Everyone Knows Who Is the Boss." *New York Times Magazine,* October 19.
Sheppard, Harold, and Herrick, Neil. 1973. *Where Have All the Robots Gone?* New York: Free Press.
Shimada, Haru. 1980. *The Japanese Employment System.* Tokyo: Institute of Labor.
Shonfeld, Andrew. 1969. "Business in the Twenty-First Century." *Perspectives on Business, Daedalus,* Winter.
Schultz, George P. 1968. "Priorities in Policy and Research for Industrial Relations." *Proceedings of the IRRA.*
Siegel, Irving H., and Weinberg, Edgar. 1982. *Labor-Management Cooperation.* Kalamazoo: Upjohn.
Silk, Leonard. 1972. "Why Overruns in the Defense Market?" *New York Times,* April 19.
Simon, Herbert. 1959. "Theories of Decisionmaking in Economics and Behavioral Science." *American Economic Review,* June.
Sloan, Alfred P., Jr. 1965. *My Years with General Motors.* New York: Macfadden.
Smith, William H. 1959. *Current Trends in Collective Bargaining.* Berkeley: Institute of Industrial Relations, Univ. of California.
Spero, Sterling, and Capozzolla, John M. 1972. *The Urban Community and Its Unionized Bureaucracies.* New York: Dunnellen.
Strauss, George. 1964. "Organization Man: Prospect for the Future." *California Management Review,* Spring.
———. 1972. "Management by Objective: A Critical View." *Trade and Development Journal,* April.

Strauss, George, and Sayles, Leonard R. 1960. *Personnel.* Englewood Cliffs, N.J.: Prentice-Hall.
Tannenbaum, Arnold S. 1966. *Social Psychology of the Work Organization.* Belmont, Calif.: Wadsworth.
Tannenbaum, Frank. 1951. *A Philosophy of Labor.* New York: Knopf.
Taylor, Frederick W. [1911] 1947. *Scientific Management.* New York: Harper.
Taylor, Stuart, Jr. 1981. "Execution of a Union." *New York Times,* September 19.
Trades Union Congress [TUC]. 1966. *Trade Unionism.* London: TUC.
Trist, Eric. 1976. "Critique of Scientific Management in Terms of Socio-Technical Theory." In *Job Satisfaction,* ed. M. Weir. London: Fontana.
———. 1981. *The Evolution of Socio-Technical Systems.* Occasional Paper no. 2. Ontario: Ontario Ministry of Labor, June.
United Steelworkers [USW] v. Warrior Gulf and Navigation Co., 363 U.S. 574, 579–80 (1960).
U.S. Bureau of Labor Statistics [USBLS]. 1964.
———. 1965. *Glossary of Current Industrial Relations and Wage Terms.* Bulletin 1438.
———. 1980. *Directory of National Unions and Employee Associations, 1979.* Washington: USDL.
U.S. Cabinet Committee on Price Stability. 1969. *Studies by the Staff of the Cabinet Committee on Price Stability.* Washington: GPO, January.
U.S. Department of Labor [USDL]. 1970. *Manpower Report of the President.* Washington: GPO, March.
U.S. National Mediation Board. 1950. *Fifteen Years under the Railway Labor Act, 1934–1949.* Washington: GPO.
Walker, Charles R. 1968. *Technology, Industry, and Man.* New York: McGraw-Hill.
Walker, Charles R., and Guest, Robert H. 1952. *The Man on the Assembly Line.* Cambridge: Harvard Univ. Press.
Walton, Richard E., and McKersie, Robert B. 1965. *A Behavioral Theory of Labor Negotiations.* New York: McGraw-Hill.
Ware, Norman J. [1924] 1964. *The Industrial Worker, 1840–1860.* Chicago: Quadrangle.
Weber, Max. [1920] 1958. *The Protestant Ethic and the Spirit of American Capitalism.* New York: Scribners.
Weidenbaum, Murray. 1981. Quoted in Leonard Silk, "Reagan Goals and Labor." *New York Times,* September 18.
Wellington, Harry H. 1968. *Labor and the Legal Process.* New Haven: Yale Univ. Press.
Westphal, Larry E. 1982. "The Private Sector as 'Principal Engine' of Development: Korea." *Finance and Development* (June).

Whiting, Basil. 1972. *Worker Alienation.* Testimony in hearings before the U.S. Senate Subcommittee on Employment, Manpower and Poverty, 92nd Cong., 2nd sess.

Whyte, William F. 1955. *Money and Motivation.* New York: Harper.

———. 1969. *Organizational Behavior.* Homewood, Ill.: Irwin-Dorsey.

Wiener, Norbert. 1954. *The Human Use of Human Beings.* 2nd ed. rev. New York: Doubleday-Anchor.

Wilensky, Harold. 1966. In *Labor in a Changing America,* ed. William Haber. New York: Basic Books.

Witte, Edwin E. 1932. *The Government in Labor Disputes.* New York: McGraw-Hill.

Woll, Mathew. 1960. Quoted in Robert D. Papkin, "Craft Unit vs. Industrial Unit Bargaining under the National Labor Relations Act." *George Washington Law Review,* December.

Woodward, Joan. 1966. *Management and Technology.* London: HMSO.

Young, Arthur. [1835] 1965. *Travels in France,* quoted in Phyllis Deane, *The First Industrial Revolution.* Cambridge: Cambridge Univ. Press.

Index

Absenteeism, 42, 133
Accountability, 59
Adversarialism, 60, 90, 101, 131, 135
Affirmative action, 110
Affluent society, 41, 42, 46
Agreement, 7, 90–96
Alienation, 37, 41, 65
Altruism, 135
American Federation of Labor (AFL), 51
American Federation of Labor-Congress of Industrial Organizations (AFL-CIO), 52, 68, 72, 98, 109
American Management Association (AMA), 76
Arendt, Hannah, 34
Autonomous work groups, 30, 31
Autonomy, 26, 46

Bargaining, 6, 47, 131. *See Also* Collective bargaining
Bargaining structures, 72, 96. *See also* Collective bargaining
Black workers, 58, 122
Boulwarism, 97
Building and Construction Trades Department, 96
Bureaucracy, 74
Business agent, 53
Business unionism, 54

Capitalism, 12, 18, 50, 116–29
Chavez, César, 81, 98
Chicano farm workers, 122
Chrysler (Auto Co.), 30, 61, 86
Civil rights, 58, 73, 122
Class struggle, 132
Clayton Act, 108
Closed shop, 53
Coalition bargaining, 97
Coalition of Labor Union Women, 57
Codetermination, 60–61, 85, 102, 119
Collective bargaining, 6, 14, 25, 30, 50, 54–55, 60–63, 67, 70, 75, 80, 83, 85–105, 118
Collusion, 81
Commitment, labor force, 14–15, 122
Commodity, labor as a, 25, 27, 28
Commons, John R., 4, 114
Communism, 119
Comparative industrial relations, 29, 116–29
Competitiveness, 35
Conflict, 102, 130–38
Conlfict resolution, 131
Confrontation, 88
Congress of Industrial Organizations (CIO), 52
Construction unions, 96
Consultation, 85
Consumer boycott, 64
Control, 19, 25
Coolidge, Calvin, 113
Cooperatives, 119, 123
Cooptation, 81
Corporatism, 125
Cost-benefit analysis, 22
Cost discipline, 4, 10, 17–33; and social costs, 32; as art, 33; tensions of, 35
Craftsmen, 35, 50, 58, 123

Craft unions, 51, 53–54, 70, 72–73, 86, 96

Davis-Bacon, 112, 114
Decentralization, 98
Democrats, 68
Direct action, 63–64
Division of labor, 9, 19, 35

Economism, 103
Efficiency, 10. *See also* Cost discipline
Effort value, 48
Electoral activity, 68. *See also* Political action
Employers associations, 97
Equal Employment Opportunities Commission, 114
Equal opportunity, 107, 110
Equity, 39, 44
Ethnicity, 53, 57, 61, 69
Exchange, 134
Exploitation, 35, 36

Factory, 23
Factory unionism, 94
Fair Labor Standards Act, 112
Farm workers, 81
Federation, 72. *See also* AFL-CIO
Flexible work schedule, 30, 31
Ford, Gerald, 113
Ford, Henry, 19, 26, 96
Fractional bargaining, 93

Gamesmanship, 104
General Electric, 18, 97
General Motors, 19, 82
Goldthorpe, John, 27
Government, 22. *See also* Public sector
Great Depression, 51, 113
Grievance-arbitration, 90–96, 103

Hawthorne (Western Electric), 27
Health and pension plans, 111
Herzberg, Frederick, 27 40
Hoffa, James, 97, 98
Hoover, Herbert, 113
Human relations, 27–29, 85
Human resources accounting, 32
Hungary, 128

Impartial chairman, 93. *See also* Grievance-artibration
India, 124
Industrial democracy, 85
Industrial relations, definition of, 3
Industrial revolution, 9, 15, 26
Industrial union, 94
Industrial unionism, 52–54, 70, 72–73, 96
Industrial Workers of the World, 64
Industrialism, 9, 17, 35
Information, 18
Institutional economics, 4
Insurgency, 73
Integrative bargaining, 82
Intermediate body, 71
Internal bargaining, 21, 79, 87
International Harvester Co., 88

Japan, 16, 102, 120
"Job consciousness," 38
Job design, 31
Job enlargement, 31
Job enrichment, 31
Job rotation, 30, 31
Johnson, Lyndon, 111
Jurisdiction, 73
Jurisdictional disputes, 72

Kennedy, John, 108
Keynes, John Maynard, 13
Knights of Labor, 51
Kohler (Manufacturing Co.), 81

Labor force, 14, 35, 42
Labor-Management Relations Act. *See* Taft-Hartley Act
Labor-Management Reporting and Disclosures Act. *See* Landrum-Griffin
Labor market, 24
Labor market policy, 110

Labor parties, 69, 119
Labor relations and the state, 106
Labor scarcity, 120
Labor standards, 107
Labor surplus, 120
Landrum-Griffin, 73, 109, 110, 113
Latin America, 125
Leadership, 97–98
Lenin, V. I., 62
Less developed countries, 120–29
Lewis, John L., 98, 101
Linear programming, 22
Lobbying, 68, 83. *See also* Political action
Local union, 70
Lockout, 62. *See also* Sanctions
Low wages, 57–58, 69

McGregor, Douglas, 27
McNamara, Robert, 33
Management, 8, 75–84
Management by objective, 30, 31
Management ethic, 29–30, 31
Management prerogatives, 78.
Management rights, 78
"Managerial elite," 12
Manual workers, 56
Market systems, 116–29
Marxism, 18, 28, 36, 45, 50, 118, 132
Maslow, Abraham, 27
Mayo, Elton, 27
Meany, George, 72, 111
Mine Workers Union, 96
Molders union, 88
Monotony, 35, 36
Morale, 25
"More," 28, 61
Multiemployer bargaining, 97
Murray, Philip, 98

National Industrial Recovery Act, 109
National Labor Relations Act, 111. *See also* Wagner Act
National Labor Relations Board, 3, 66, 72, 111, 112, 114
National union, 71
Nationalism, 119–22
Negotiation, 88–89, *See also* Collective bargaining
"The new class," 2
New Deal, 51, 65, 108, 109, 114
Nixon, Richard, 111, 113
Norris-LaGuardia Act, 109

Occupational Safety and Health Administration (OSHA), 107, 112, 114
Organization, 11, 17–33
Organization development, 31
Organizational behavior, 4, 28
Organizing, 55

Pan American (Airlines), 30
Participation, 30–31
Participative management, 47
PEEP, 5–7, 38–39
Picket line, 64, *See also* Sanctions
Planning, 18
Planning, programming and budgeting (PPB), 22
Pluralism, 128
Political action, 67–70, 77
Political action, management, 83
Politics, 130
Positive public policy, 110–11
Postindustrial society, 9
Poverty, 41
Power, 40, 44, 59, 98, 104–5
PPB. *See* Planning, programming, and budgeting
Price of labor, 43, 58–59, 104, 122
Problem-solving, 30
Procurement, 13
Professionalization, 18, 83, 117
Professionals, 24, 45, 55, 57
Profit, 17
Profit-sharing, 26
Protectivism, 103
Public sector, 22, 33, 65–66, 80, 84, 97
Public sector unionism, 54

Quality circle, 99

Quality of worklife, 25, 28, 30, 46, 47, 99, 102, 104–5

Radical unionism, 51
Railway Labor Act, 109, 111
Rank and file, 62, 73, 95
Rationalization, 17, 22, 103, 117, 132
Reagan, Ronald, 13, 68, 99, 111, 113 114, 115
Republicans, 70
Restriction of output, 48–49
Revolution, 61, 117
Roosevelt, Franklin D., 99–101, 114. *See also* New Deal

Sabotage, 64
Sanctions, 63, 88. *See also* Strike
"Satisficing," 20
Scale, 9, 12
Scientific management, 22, 24, 27, 81. *See also* Frederick W. Taylor
Secondary boycott, 63
Self-actualization, 27
Self-management, 128
Sensitivity training, 31
Sit-down strike, 64
Sloan, Alfred, 19
Slowdown, 64
"Social contract," 117
Social democracy, 118, 119
Social justice, 68
Social welfare, 14, 107
Socialism, 18, 69, 119
Socialist enterprise, 33
Socialist systems, 125. *See also* Comparative industrial relations
Socio-technical system, 28, 30. *See also* Tavistock Institute
Soviet industrial relations. *See* USSR
Soviet-type systems, 126–27
Specialization, 18, 24
State, 4, 7, 13, 106–15, 116–29, 130. *See also* Government; Public sector
State planning, 13–14
Strike, 6, 55, 62–67, 80, 88, 90, 123, 131. *See also* Sanctions; Withholding
Strikebreaking, 81
Subcontracting, 80
Subordination, 35
Supply-side economics, 113
Sweden, 110
Syndicalism, 86

Taft-Hartley Act, 109, 113
Tavistock Institute, 27, 28, 30. *See also* Socio-technical system
Taylor, Frederick W., 27, 28, 30, 44. *See also* Scientific management
Teamsters union, 73
Technology, 4, 9, 19, 28, 45
Technostructure, 12
Tensions, 49, 102
Time horizon, 21
Trades Union Congress, 70
Trust, 135

Uncertainty, 4, 15, 35, 37
Union, 50–74, 124
Union democracy, 74
Union government, 70
Unionism, 6, 26, 28, 34
Union of Soviet Socialist Republics (USSR), 8, 116–17. *See also* Comparative industrial relations
"Union substitutions," 76
Unions in corporate boards, 30
"Unit (NLRB)," 86
United Auto Workers (UAW), 61, 81, 86
U.S. Department of Labor, 113–14
U.S. Supreme Court, 91
United Steelworkers, (USW), 91
University of Wisconsin "school," 4

Values, 135
Violence, 66, 133
Voluntarism, 113

Wage-price policy, 110
Wagner Act, 83
Walsh-Healy Act, 112
Warrior Gulf & Navigation Co., 91
Weber, Max, 17, 74
Weidenbaum, Murray, 113
Welfare, 43
Western Europe, 29
Westinghouse, 97
White-collar employees, 45, 52, 55–57
Withholding, 48, 62–63. *See also* Strike
Wildcat strike, 64
Wilson, Woodrow, 109
Women, 57
Work, 24, 34–49
Work design, 30
Work ethic, 26, 34, 41, 115
Work humanization, 28. *See also* Quality of worklife
Work in America, 27
Work society, 4–6, 16, 34–49, 127
Workers' control, 85
Workers' rights, 115

Young workers, 41
Yugoslavia, 128

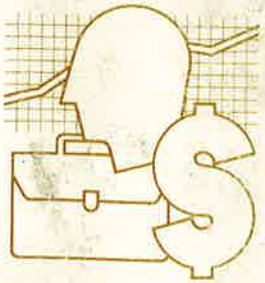
TEXT DESIGNED BY ED FRANK
COMPOSED BY THE COMPOSING ROOM
KIMBERLY, WISCONSIN
MANUFACTURED BY CUSHING-MALLOY, INC.
ANN ARBOR, MICHIGAN



Library of Congress Cataloging in Publication Data
Barbash, Jack.
The elements of industrial relations.
Bibliography: pp. 139–148.
Includes Index.
1. Industrial relations. I. Title.
HD6971.B34 1984 331 83-40258
ISBN 0-299-09610-6
ISBN 0-299-09614-9 (pbk.)

The Elements of INDUSTRIAL RELATIONS

Jack Barbash



"Written by a renowned scholar, this volume is must reading for those engaged in the study and practice of industrial relations. It is especially timely given the current emphasis upon reexamining our world of work. This book synthesizes a lifetime of reflection and experience into a coherent theory of industrial relations—one that clarifies the function of labor relations in contemporary society, analyzes the nature of the industrial relations tension, and examines the various elements of the collective bargaining process. In so doing, Barbash progressively examines industrial relations from the perspective of management and labor, discusses the role of the state and public policy in developing industrial relations systems, reviews the nature of collective bargaining and conflict resolution, and offers a multinational comparison of American industrial relations practices. This succinct, yet detailed, examination of the industrial relations system integrates concepts from across the disciplines of labor economics, labor relations, and organizational behavior and represents a significant contribution to the literature."

—*Choice*

The University of Wisconsin Press
114 North Murray Street, Madison, Wisconsin 53715

ISBN 0-299-09614-9