

Contents

<i>Preface to Fifth Edition</i>	ix
<i>Preface to First Edition</i>	x
<i>Introduction</i>	xi
PART ONE: THE BACKGROUND TO INDUSTRIAL RELATIONS	
1 Labour Markets and the Economic Context	1
1.1 The Importance of Labour Markets	3
1.2 The Working Population	3
1.3 Labour Market Analysis	5
1.4 Technological Change and the Labour Market	17
1.5 National Economic Management	30
1.6 The European Union Labour Market	34
1.7 Summary Points	39
1.8 References	42
	43
2 Theories of Industrial Relations	
2.1 Unitary Theory	44
2.2 Conflict Theory	44
2.3 Social Action Theory	47
2.4 Systems Theory	49
2.5 Marxist Theory	50
2.6 Collectivism and Individualism in Industrial Relations	52
2.7 Summary Points	54
2.8 References	58
	59
PART TWO: THE INSTITUTIONAL FRAMEWORK	
3 Employers and Management	61
3.1 Employing Organizations	63
3.2 The Employer–Employee Relationship	63
3.3 The Role of Management in Enterprises	65
3.4 Managing Industrial Relations	67
3.5 Managerial Approaches to Industrial Relations	71
3.6 Employee Motivation, Involvement and Commitment	73
3.7 Summary Points	77
3.8 References	88
	89
4 Employers' Associations	
4.1 Origins and Growth	92
4.2 Types of Employers' Associations	92
	93

Contents

4.3	Activities	97
4.4	Internal Structures and Administration	101
4.5	Summary Points	103
4.6	References	104
5	Trade Unions	105
5.1	The Characteristics of Trade Unions	105
5.2	The Origin and Growth of Trade Unions	107
5.3	Developments in Trade Unionism	109
5.4	Factors Influencing Union Membership	112
5.5	Classification and Structural Determinants	118
5.6	Multiunionism and Union Mergers	122
5.7	Democracy and Internal Affairs	126
5.8	Relations Between Unions	132
5.9	The European Community and the European Union	136
5.10	Trade Union Responses and Emerging Strategies	139
5.11	Summary Points	141
5.12	References	142
6	Collective Bargaining	143
6.1	The Nature of Collective Bargaining	143
6.2	Developments in Collective Bargaining	146
6.3	Bargaining Structure	152
6.4	Patterns of Collective Bargaining	155
6.5	Collective Agreements	167
6.6	Industrial Action	172
6.7	Summary Points	178
6.8	References	179
PART THREE: THE STATE AND INDUSTRIAL RELATIONS		181
7	The Politics of Industrial Relations	183
7.1	Trade Unions and the Labour Party	183
7.2	Employers and the Conservative Party	191
7.3	The Trades Union Congress	194
7.4	The Confederation of British Industry	199
7.5	The Electorate and Changing Political Alignments	204
7.6	Summary Points	207
7.7	References	208
8	Public Policy and Industrial Relations	210
8.1	The Traditional Role of Government in Industrial Relations	210
8.2	The Changing Role of Government in Industrial Relations	214
8.3	Wage Councils and Pay Review Bodies	221
8.4	Conciliation, Arbitration and Inquiry	223
8.5	Other State Agencies	228
8.6	Summary Points	232
8.7	References	233

9 Individual Employment Law	234
9.1 The Contract of Employment	234
9.2 Unfair Dismissal	238
9.3 Redundancy Rights	245
9.4 Equal Opportunity	247
9.5 Other Individual Rights	253
9.6 Industrial Tribunals	263
9.7 European Union Labour Law	270
9.8 Summary Points	272
9.9 References	273
10 Trade Union Law and Law on Industrial Action	274
10.1 Trade Unions and the Law	275
10.2 Industrial Action and Legal Immunities	280
10.3 Picketing	283
10.4 The Closed Shop	286
10.5 Collective Bargaining and the Law	288
10.6 Union Ballots	292
10.7 Health and Safety at Work	295
10.8 Emergency Powers, Public Employees and Political Strikes	300
10.9 Summary Points	303
10.10 References	304
PART FOUR: INDUSTRIAL RELATIONS IN PRACTICE	307
11 Management and Employment Practices	309
11.1 The Right to Manage	309
11.2 Discipline, Dismissal and Company Handbooks	311
11.3 Traditional Payment Systems	315
11.4 Trends in Payment Systems	320
11.5 Employment Practices	324
11.6 Non-Union Firms	334
11.7 Summary Points	336
11.8 References	338
12 The Personnel Function	340
12.1 The Nature of the Personnel Function	340
12.2 Personnel and Human Resources Management (HRM)	346
12.3 Personnel Strategy and Policy	355
12.4 Personnel Work	360
12.5 Line Management and the Personnel Function	364
12.6 Employee Communication and Information	368
12.7 Summary Points	369
12.8 References	370
13 Workplace Trade Union Organization and Representation	373
13.1 Trade Unions and the Workplace	373
13.2 Workplace Representatives and Workplace Committees	381
13.3 Union Facilities at the Workplace	384

Contents

13.4	Collective Bargaining at the Workplace	389
13.5	Workplace Industrial Relations in the 1990s	393
13.6	Summary Points	398
13.7	References	399
14	Negotiation, Consultation and Involvement	400
14.1	Trade Union Recognition	400
14.2	Negotiating Scope	403
14.3	The Pay-Work Bargain	409
14.4	The Negotiation Process	412
14.5	Joint Consultation	416
14.6	Employee Involvement and Communication	420
14.7	Summary Points	428
14.8	References	429
15	Industrial Relations in Transition	431
	<i>Select Bibliography</i>	436
	<i>Index</i>	440