

WARWICK PAPERS IN INDUSTRIAL RELATIONS ISSN 0964-539X

1. Anthony Ferner and Michael Terry (IRRU), "'The Crunch Had Come": A Case Study of Changing Industrial Relations in the Post Office', November 1985.

An analysis of a tough new managerial policy in industrial relations. Relates this to changing government policy.
2. John Edmonds (General Secretary Elect, General, Municipal, Boilermakers and Allied Trades Union), 'Democracy in Trade Unions', January 1986.

The new General Secretary of the country's third largest union tackles the controversial issue of democracy in unions, arguing the need to endorse secret pre-strike ballots and to work out a legal framework for the place of unions in society.
3. Alistair Graham (General Secretary, Civil and Public Services Association), 'The Future of Trade Unions', January 1986.

The General Secretary of the largest civil service union considers the future of the union movement, identifying some of the positive, as well as the negative, features of the present climate for unions. Unions need a system of positive legal rights but must also adopt a realistic approach to the wishes of their members.
4. Nick Cowan (Director and Secretary, Federation of London Clearing Bank Employers), 'The Future Role of the Personnel Manager', March 1986.

A personnel specialist with experience in many parts of industry examines the changing context in which personnel management is operating. The function will continue to play a key role, although the focus is shifting from negotiation with unions towards human resource management and the decentralisation of personnel policy.
5. Paul Roots (Director of Industrial Relations, Ford Motor Company), 'Collective Bargaining: Opportunities for a New Approach', April 1986.

The senior industrial relations manager of one of Britain's largest firms assesses how collective bargaining is changing, offering a candid view of British management and the government's labour relations legislation, and providing an insight into Ford's approach.
6. P.K. Edwards (IRRU), 'Industrial Relations: Challenges and Prospects. A Report on the Warwick Conference of March 1986', May 1986.

A summary of the proceedings of a conference of more than 70 senior practitioners of industrial relations. Issues covered include employer policies, the position of trade unions, and the future role of labour law.
7. M.P. McTiernan (ex-MA student, University of Warwick), 'Workers' Alternative Plans: A Case Study at United Biscuits' Liverpool Plant', May 1986.

A case study of an 'alternative plan' produced when a plant closure was threatened. Argues that all plans have an inherent contradiction: either they fail to challenge managerial legitimacy and can thus be dismissed, or they mount a real challenge, in which case management cannot afford to let them succeed.

8. Ewart Keep (IRRU), 'Designing the Stable Door: A Study of how the Youth Training Scheme was Planned', May 1986. An exploration of the political process that produced the YTS. Argues that the scheme was conceived in haste and that none of the parties could develop proper long-term plans. Of interest to students of public policy as well as to industrial relations specialists.

9. Paul Marginson (IRRU), 'Labour and the Modern Corporation: Mutual Interest or Control?' June 1986.

A thorough critique of the 'efficient institutions' school of economics. The approach is flawed in its treatment of the employment relation, and inadequate in its view of power and authority in enterprises. The concept of efficiency is itself also open to serious question.

10. Michael Terry and Anthony Ferner (IRRU), 'Political Change and Union Democracy: The Negotiation and Internal Order in the Union of Communication Workers', June 1986.

A companion article to Paper No.1 in this series investigates how the Union of Communication Workers responded to new managerial initiatives. The paper also throws light on the nature of democracy within trade unions more generally.

11. Paul Marginson, P.K. Edwards (IRRU), Roderick Martin (Imperial College, London), John Purcell (Templeton College, Oxford) and Keith Sisson (IRRU), 'The Management of Industrial Relations in Large Enterprises' August 1986.

Summary of a survey of 176 large enterprises. Unique in looking at several levels of managements and in analysing where authority lies on a wide range of issues.

12. Tom Schuller (University of Warwick), 'Pensions, Bargaining and Corporate Policy', August 1986.

Describes the growing importance of pension funds and assesses key issues of their control, together with the implications for collective bargaining.

13. John Purcell (Templeton College, Oxford), Paul Marginson, Paul Edwards and Keith Sisson (IRRU), 'The Industrial Relations Practices of Multi-plant Foreign Owned Firms', October 1986.

Reproduces a submission, based on the survey analysed in Warwick Paper No. 11, to the House of Commons Select Committee on Employment.

14. Graham Mather (Institute of Economic Affairs) and Lord McCarthy (Nuffield College, Oxford). 'The Future of Labour Law: Two Views', May 1987.

Two experts on labour law offer very different assessments of the controversial area of labour law, and outline contrasting models for the future.

15. Peter Armstrong (IRRU), 'The Abandonment of Productive Intervention in Management Teaching Syllabi', June 1987.

A historical account of developments in management education which stresses the growth of the view of management as a general capacity divorced from productive activity; and a powerful critique of current tendencies which reinforce this image of management.
16. Ewart Keep (IRRU), 'Britain's Attempts to Create a National Vocational Education and Training System', September 1987.

A companion to Paper No. 8, reviewing the many recent changes in education and training and arguing that they lack coherence and integration.
17. John Storey (IRRU), 'Development in the Management of Human Resources: An Interim Report', November 1987.

Initial results of an intensive fieldwork study of new styles of labour management and the role of line managers, demonstrating a shift of responsibility to the line but also raising questions about the coherence of 'HRM' initiatives.
18. Nicholas Jones (Labour Correspondent, BBC), 'The Media and Industrial Relations: the Changing Relationship', November 1987.

A leading journalist explores the use of the media by parties to industrial disputes and assesses the shift in labour reporting away from instant news.
19. Anna Pollert (IRRU), 'The "Flexible Firm": A Model in Search of Reality (or a Policy in Search of a Practice)?', December 1987.

Detailed critique of the fashionable idea of flexibility, assessing its empirical and conceptual weaknesses and exploring the origins of the flexible firm model.
20. Roy Lewis (IRRU), 'Strike-Free Procedures: Are They What They Seem?', January 1988.

An analysis of the procedural aspects of strike-free deals, arguing that they are in several respects similar to conventional contracts and high-lighting unresolved issues, notably problems with the operation of arbitration.
21. T. Watanabe (visiting fellow, IRRU), 'New Office Technology, Labour Management and The Labour Process in the Contemporary Japanese Banking Sector', July 1988.

A summary of the author's extensive Japanese-language reports, arguing that managerial control of work has intensified and that worker's skills have been reduced.
22. Peter Nolan and Paul Marginson (IRRU), 'Skating On Thin Ice? David Metcalf On Trade Unions And Productivity, December 1988.'

Recent claims that trade unions in Britain are bad for productivity are subjected to empirical and theoretical scrutiny, and it is argued that there is no evidence to support these claims.

23. Paul Edwards and Colin Whitston (IRRU), 'The Control Of Absenteeism: An Interim Report, January 1989'.
- A survey of 25 organisations reveals that absence control is a growing issue for many companies, examines the methods of control, and assesses their operation.
24. Peter Turnbull (IRRU), 'Trade Unions And Productivity: Opening The Harvard 'Black Boxes' January 1989.
- An extended critique of efforts to measure trade unions' impact on productivity, arguing for a more qualitative approach that is sensitive to the processes involved.
25. Stephen Bach (Centre for Health Planning and Management, University of Keele), 'Too High A Price To Pay? A Study of Competitive Tendering for Domestic Services in the NHS', July 1989.
- A case study of competitive tendering shows that it was associated with lower standards of work, but that when the contract returned in-house work effort was intensified and wages were lowered.
26. T. N. C. Garfit, OBE (Former Secretary, Oil and Chemical Plant Constructors' Association), 'The Making of the UK Engineering Construction Industry: A Case Study of Multi-Employer and Multi-Union Bargaining', September 1989.
- Account of the origins of national-level bargaining in the industry, arguing that this contained the chaos of industrial relations and contributed to greatly improved productivity.
27. Anthony Ferner (IRRU), 'Ten Years of Thatcherism: Changing Industrial Relations in British Public Enterprises', November 1989.
- Summary of trends towards privatisation, and assessment of the effects on employment and industrial relations.
28. Brian Dillon and Sean O Siochru (SUS Research, Dublin), 'Trade Unions and The Internal Market: The Contribution of Contemporary Theory to Strategy', November 1989.
- Assessment of two models of economic development, and the implications for unions, in the context of European integration and 1992.
29. Sabine Erbes-Seguín (CNRS, Paris), 'Public Policies and Employment', November 1989.
- Framework of analysis for the impact of the state on employment levels and patterns, comparing France, Britain and West Germany.
30. Herman Knudsen and Jens Lind; Otto Jacobi, 'European Unification and National Industrial Relations Systems: Two Studies,' November 1989.
- Experts on the Danish and the German systems of industrial relations assess the likely impact of European integration and the 'social dimension'.

- 31 Hugh Clegg, 'The Oxford School of Industrial Relations', January 1990.
A leading member of the 'Oxford School', and subsequently the IRRU's first director, contemplates the character, history and achievements of the school.
- 32 P.K. Edwards (IRRU), 'Class and Work: in Search of the Connections', June 1990.
Reviews contemporary debates on class, arguing that their approach of classifying groups needs complementing with analysis of the process of class formation within the workplace.
- 33 Christine Tillsley (ex-MA student, now researching at Reading University), 'The Impact of Age upon Employment,' October 1990.
Detailed assessment of the extent of age discrimination in employment, and an evaluation of legal attempts to remedy the problem.
- 34 Richard Herding, (an Associate of the Institute of Social-ecological Research at Frankfurt am Main, FRG) 'European Unions and the Problems of an Ecology of Work'.
Argues that issues of the ecology and people's physical health have been neglected by European trade unions, and that they may become more salient.
- 35 Harvie Ramsay (IRRU), '1992 - The Year of the Multinational? Corporate Behaviour, Industrial Restructuring and Labour in the Single Market'.
Collates material on multi-national companies and European integration; arguing that the problems of job loss and employment re-structuring have been underestimated.
- 36 John Black (ex-MA student, University of Warwick), 'Industrial Relations in the Prison Service: A Case Study of a Dispute'.
A case study of an industrial dispute analyses the conduct of the dispute itself and throws light on the changing nature of industrial relations in the prison service.
- 37 Anthony Ferner (IRRU), 'Changing Public Sector Industrial Relations in Europe' ISSN 0964-539X, October 1991.
An overview of industrial relations in the public sector throughout Western Europe, covering managerial policy, pay bargaining, conflict, and trade union organization.
- 38 Keith Sisson, Jeremy Waddington and Colin Whitston (IRRU), 'The Structure of Capital in the European Community: The Size of Companies and The Implications for Industrial Relations'.
Exhaustive compilation of data on the size and structure of companies in the European Community, focusing in particular on firms which would be subject to the proposed European Works Council Directive.
39. Mark Hall (IRRU), 'Legislating for Employee Participation: A Case Study of the European Works Councils Directive'.

Account of the origins of proposals for European-level legislation on information and consultation, stressing the role of European institutions.

40. Anne-Marie Plumer (ex-MA student, IRRU), 'Equal Value Judgements: Objective Assessment or Lottery?'

Detailed scrutiny of experts' reports in equal value claims, showing a marked lack of consistency in approach and measurement.

41. Mark Hall (IRRU), 'The European Works Council: Setting the Research Agenda'.

Summary of Workshop involving researchers and practitioners from 12 countries.

42. Anna Pollert (IRRU) and Teresa Rees (University of Wales), 'Equal Opportunities and Positive Action in Britain: Three Case Studies', November 1992.

Case studies of three organizations, noting value of positive action programmes but also limits and challenges.

43. Edwards, Ferner and Sisson (University of Warwick), 'People and the Process of Management in the Multinational Company: A Review and Some Illustrations', July 1993.

Case studies in three organizations reveal the political processes of management in MNCs, assess issues of management development in international context, and question existing models of such firms.

44. Evans and Hudson (University of Warwick), 'Standardised Packages Individually Wrapped? A Study of the Introduction and Operation of Personal Contracts in the Port Transport and Electricity Supply Industries', July 1993.

Two sets of case studies question in the rhetoric of personal contracts as freely negotiated agreements; the contracts did not promote employee commitment and tended to strengthen unilateral management power.

45. Marginson, Armstrong, Edwards, Purcell and Hubbard, 'The Control of Industrial Relations in Large Companies: an Initial Analysis of the Second Company Level Industrial Relations Survey', December 1993.

Initial analysis of a major survey of 176 large companies, examining HR policy and its context of financial control and accounting systems.

46. Hall (University of Warwick), 'Works council for the UK? Lessons from the German system', November 1993.

A report on the German co-determination system and its implications for the UK.

47. Marginson, Olsen and Tailby, 'The Ecticism of Managerial Policy Towards Labour Regulation: Three Case Studies', February 1994.

The paper explores management approaches to both the individual and collective regulation of labour at three companies. Though the re-assertion of managerial prerogative was widespread, specific policies were mixed, uncertain, and contingent on external conditions.

48. Judy Wajcman, 'Organisations, Gender and Power: Papers from an IRRU Workshop', December 1993.
- The paper draws together the contributions to a workshop organised by Judy Wajcman held at the Unit in December 1993.
49. Aliko Mouriki, 'Flexible Working: Towards Further Degradation of Work, or Escaping from Stereotypes?', June 1994.
- The present paper was written by Aliko Mouriki, a researcher at the National Centre for Special Research, Athens, as part of her programme of work as a research fellow in IRRU under the EU's Human Capital and Mobility Programme.
- Aliko argues that part-time work can be used to develop flexibility in ways which are more beneficial than the current approach which tends to marginalise part-timers.
50. The Centre for International Employment Relations Research, 'Employment Relations 2000: Proceedings of a conference to launch the Centre for International Employment Relations Research', July 1994.
- This paper summarises the proceedings of a conference held on 20 May 1994 at the University of Warwick, to launch formally the Centre for International Employment Relations Research (CINTER). The paper also contains a summary of CINTER's research programme.
51. Helen Newell and Sue Dopson, 'Middle Management Careers: A Case Study of the Experience of Middle Managers in British Telecom'.
- Interviews with middle managers in BT point to increased responsibility, but also stress and insecurity. 1994.
52. Trevor Colling, 'From Hierarchy to Contract? Subcontracting and Employment in the Service Economy'.
- A survey of firms carrying out contracts for others, highlighting the changing economic structure and diversity of the sector, and the implications for the regulation of the employment contract. 1995.
53. Matti Pringle and Paul Edwards, 'Donkeys in the Age of Smart Machines: A Case Study of Electronic Control and Worker Responses'.
- Participant observation in an 'electronic surveillance' company shows extent of managerial control but also some scope for worker autonomy. 1995.
54. Noelle Donnelly and Chris Rees, 'Industrial Relations and Multinational Companies in the European Community: The work of the International Companies Network'.
- Report of a conference, held in Dublin in 1994, of the Industrial Relations in the European Community (IREC) network focusing on the activities of a network of young scholars. August 1995.
55. Mark Cully and Paul Marginson, 'The workplace Industrial Relations Surveys: Donovan and the Burden of Continuity'.

Considers the current shape and future of the workplace Industrial Relations Surveys, underlining the growing importance of non-union arrangements in Britain. The authors conclude by addressing some fundamental issues over the design of the fourth WIRS. August 1995.

56. Paul Marginson, 'The Coverage of UK-Owned Companies by the Directive on European Works Councils'

Examines how many British firms fall within the scope of the European Works Council directive. Finds a smaller number than previously thought. January 1996.

57. Sonia Liff, 'Managing Diversity: New Opportunities for Women?'

Surveys two apparently different equality approaches, equal opportunities and managing diversity, and draws out similarities and differences. January 1996.

58. Harry Scarbrough and Michael Terry, 'Industrial Relations and the Reorganization of Production in the UK Motor Vehicle Industry: A Study of the Rover Group'

Describes the history of work re-organization in Rover Cars. Through a case study of the Cowley plant, argues that developments have been ad hoc, rather than conforming to the lean production model. February 1996.

59. Paul Edwards and Mark Gilman, 'A National Minimum Wage: Stimulus to Economic Efficiency?'

This paper reviews the theoretical argument underpinning the effects of the introduction of national minimum wage legislation to the UK. It highlights that the employment effects are indeterminate while efficiency effects could be beneficial. Much will depend on employers' responses to the signals sent out by government. February 1998.

60. Graham Moffat 'The Regulation of Working Time: A European Odyssey'.

This paper analyses the evolution of European-level initiatives that culminated in the Working Time Directive of November 1993. It explores how the content of the directive and the process of its adoption were shaped by conflicting interpretations of the links between employment protection, labour market flexibility and competitiveness, and by unresolved problems concerning the relationship between the legal competence of the Commission and the role of the social partners in EU policy-making. February 1998.

61. Tony Edwards. 'Multinational Companies and the Diffusion of Employment Practices: A Survey of the Literature'

The paper surveys the extensive literature concerned with the diffusion of employment practices within multinational companies. The literature concentrates on the transfer of practices from country of origin to the foreign subsidiaries, which is termed 'forward diffusion'. The aim of the paper is to establish the key findings of, and identify gaps in, this body of work. November 1998

62. Keith Sisson, James Arrowsmith, Mark Gilman and Mark Hall. 'A preliminary review of the industrial relations implications of economic and monetary union'.

This paper analyses the industrial relations implications of the crucial phase of economic and monetary union beginning in January 1999. Drawing on their extensive research covering recent trends in industrial relations in the EU – as well as the literature on EMU – the authors explore the ways in which market restructuring might impact on national systems of industrial relations. January 2000

63. Valeria Pulignano, Implications of teamwork for the trade unions: evidence from the car industry in the UK and Italy

This paper explores the implications of teamwork for trade unions, especially the widespread assumption that new management strategies supporting teamwork may lead to marginalisation of union organisation and influence. Two case studies – based at Fiat and Rover – are used to explore significant differences in the response of trade unions to teamwork. October 1999

Also available: Texts of public lectures given by the Leverhulme Visiting Professors in Industrial Relations.

Wolfgang Streeck 'Industrial Relations and Industrial Change in the Motor Industry'. (1986)

A leading authority on the motor industry examines current developments in labour management. He sees strong trade unions not as a barrier to industrial change but as an incentive, for their presence encourages firms to make the necessary changes.

Sabine Erbes-Seguin, 'Industrial Relations, Labour Law and Employment: Elements for a Comparison'. (1987)

Dr. Erbes-Seguin is one of the pioneers of industrial relations and industrial sociology in France, and has recently been Director of the CNRS Institute in the University of Paris. This paper compares the role of labour law in industrial relations in Britain and France.

Silvana Sciarra, 'Regulating the Unions: An Issue for 1992'. (1989)

Professor Sciarra presents a comparative survey of the varying relationship between trade union organisation and legal regulation. In the light of current debates on the social dimension of the European Community she assesses previous attempts to apply international standards guaranteeing the right to associate, and comments critically on recent British legislation.

Walther Müller Jentsch, 'Productive Forces and Industrial Citizenship: An Evolutionary Perspective on Labour Relations'. (1990)

A wide-ranging survey of industrialization, examining its connections with the place of the citizen in society. Identifies three major industrial revolutions, based respectively on the transition to early factories, the growth of mass production, and the contemporary transition to flexible specialisation; and considers the effects of each on managerial labour policies and on workers' responses.

Steen Scheuer, 'Leaders and Laggards: Who goes first in bargaining rounds?' (1991)

An expert on Scandinavian industrial relations considers the pattern of pay bargaining in these countries and whether their systems are tending to become more decentralized.

Peter Leisink, 'Is Innovation A Management Prerogative? Changing Employment Relationships, Innovative Unions'. (1993)

A comparison of the British and Dutch printing industries is used to explore the impact of technical change and the possibilities of, and conditions permitting, innovative policies by unions.

Berndt Keller, 'Towards a European System of Collective Bargaining? Perspectives Before and After Maastricht'.

A survey of conditions facilitating or restricting European-level collective bargaining; argues that the prospects remain highly uncertain.