

MULTIPLE CHOICE. Choose the one alternative that best completes the statement or answers the question.

- 1) What was the most important lesson learned by management in the wake of the 1970 Lordstown riots? 1) _____
- A) the benefits of civil rights legislation
 - B) the value of having highly educated auto workers
 - C) not to pay workers too well
 - D) the need to give workers even better pay and longer vacations to keep them content
 - E) the need to attend to workers' intrinsic as well as extrinsic motivation

Answer: E

- Explanation:
- A)
 - B)
 - C)
 - D)
 - E)

- 2) Which argument do proponents of mandatory retirement most often advance in support of their position? 2) _____
- A) Older people are needed at home to look after young children.
 - B) Most jobs are too demanding for people over 65.
 - C) Older people are incapable of learning new skills and keeping up with advancing technology.
 - D) Few workers over 65 are capable of doing a full day's work.
 - E) Mandatory retirement at 65 creates jobs for younger workers.

Answer: E

- Explanation:
- A)
 - B)
 - C)
 - D)
 - E)

- 3) Scientific management, broadly defined, was largely responsible for all but which one of the following? 3) _____
- A) a reduction in the powers of foremen
 - B) increase in relatively permanent job tenure
 - C) a greater concern with the physical environment in which work was done
 - D) shorter working hours
 - E) growth in employment-related legislation

Answer: E

- Explanation:
- A)
 - B)
 - C)
 - D)
 - E)

- 4) All but which one of the following helped to explain the American labour movement's declining size and clout during the 1970s? 4) _____
- A) the severing of longstanding political ties between the AFL-CIO and Congressional liberals.
 - B) Meany's support for the Vietnam War.
 - C) Meany's staunch support of the Progressive Labor Party.
 - D) AFL-CIO president George Meany's lack of interest in organizing the unorganized.
 - E) Meany's support for large weapons systems and clandestine intelligence operations.

Answer: C

- Explanation: A)
B)
C)
D)
E)

- 5) All but which one of the following statements about demand-deficient unemployment is true? 5) _____
- A) There seems to be little political will to address it.
 - B) Cutting taxes and lowering interest rates could help reduce it.
 - C) Public works spending could help reduce it.
 - D) It continues to be a serious problem.
 - E) Education and training are the best solutions for it.

Answer: E

- Explanation: A)
B)
C)
D)
E)

- 6) All but which one of the following statements about the coercive drive system of management is true? 6) _____
- A) It eliminated the role of skilled tradespeople.
 - B) It led to an increase in the employment of women and children.
 - C) Employers and managers had virtually total control over workplaces.
 - D) It featured long work days and little if any employment security.
 - E) It led to increased labour-management conflict.

Answer: A

- Explanation: A)
B)
C)
D)
E)

- 7) Which of the following best explains why large numbers of academic IR departments were established in the early postwar period? 7) _____
- A) the signing of large numbers of collective agreements and establishment of IR departments in firms
 - B) the desire of many firms to operate union-free
 - C) the need to create jobs for large numbers of unemployed managers and union officials
 - D) post-war veterans' benefits programs
 - E) the growth of employment-related legislation

Answer: A

- Explanation:
- A)
 - B)
 - C)
 - D)
 - E)

- 8) All but which one of the following trends were associated with welfare capitalist management? 8) _____
- A) company-sponsored recreation programs and sports teams
 - B) employee savings plans
 - C) a more prominent role for personnel departments
 - D) maternity leave benefits
 - E) night school courses arranged by employers

Answer: D

- Explanation:
- A)
 - B)
 - C)
 - D)
 - E)

- 9) Which of the following best explains the rise of a new supervisory class (foremen) between workers and owners? 9) _____
- A) the diffusion of scientific management techniques
 - B) rapid growth in the number of Canadian MBA programs
 - C) increase in the size of factories
 - D) the Canadian government's growing recognition of working-class political power
 - E) the growing unionization of skilled tradespeople

Answer: C

- Explanation:
- A)
 - B)
 - C)
 - D)
 - E)

10) Which of the following statements about frictional unemployment is false?

10) _____

- A) It may be higher in good times than in bad.
- B) Its rate is typically around 2 percent.
- C) It's the most serious type of unemployment affecting Canada today.
- D) It affects those who are changing jobs (usually voluntarily).
- E) There is no policy solution for it.

Answer: C

- Explanation:
- A)
 - B)
 - C)
 - D)
 - E)

11) Recent research reveals which paradox regarding unionization rates between Canada and the United States?

11) _____

- A) Even with higher unionization rates, American workers express greater interest in joining unions.
- B) Even with equal unionization rates, Canadian workers express greater interest in joining unions.
- C) Even with lower unionization rates, American workers express greater interest in joining unions.
- D) Even with higher unionization rates, Canadian workers express greater interest in joining unions.
- E) Even with equal unionization rates, American workers express greater interest in joining unions.

Answer: C

- Explanation:
- A)
 - B)
 - C)
 - D)
 - E)

12) Which of the following statements is NOT true?

12) _____

- A) During low points of the business cycle, any strikes which do occur are apt to be longer.
- B) Strike rates normally rise during high points of the business cycle.
- C) Workers only join unions for economic reasons.
- D) Union membership normally increases at times of high inflation.
- E) Strikes are more apt to be over wages in good times.

Answer: C

- Explanation:
- A)
 - B)
 - C)
 - D)
 - E)

- 13) All but which one of the following statements about the paternalistic management era is true? 13) _____
- A) All those who did work for others were well treated.
 - B) Profit as such was not a primary motive for most employers.
 - C) At this time, relatively few Canadians worked for others.
 - D) Most business establishments were extremely small by today's standards.
 - E) Workers had few if any legal rights.

Answer: A

Explanation: A)
B)
C)
D)
E)

- 14) Which of the following statements comparing Taylorism to the coercive drive approach is most nearly true? 14) _____
- A) They took a similar approach to the question of workplace conflict.
 - B) They were applied to the same groups.
 - C) They have some similarities, but also some differences.
 - D) They are one and the same.
 - E) They have little in common.

Answer: C

Explanation: A)
B)
C)
D)
E)

- 15) Cutting labour costs led many employers to engage in all but which of the following practices? 15) _____
- A) decreased use of temporary and part-time workers
 - B) tough concession bargaining
 - C) relocating to "union-free areas"
 - D) two-tier wage systems
 - E) shifting employment to outside suppliers

Answer: A

Explanation: A)
B)
C)
D)
E)

- 16) Which of the following statements about solutions for demand-deficient unemployment is true? 16) _____
- A) There are many possible solutions for it.
 - B) Reducing work hours will have little impact on unemployment.
 - C) In the current economic and political environment, stimulating the economy seems the best way to reduce it.
 - D) Canada has done more to reduce work hours than have most European countries.
 - E) The short-term compensation program introduced during the early 1980s didn't work very well.

Answer: A

Explanation: A)
B)
C)
D)
E)

- 17) Which of the following statements comes closest to describing current Canadian management practice? 17) _____
- A) almost completely dominated by progressive HRM
 - B) generally bureaucratic, with a bit of consensual management at enlightened organizations
 - C) marked by a general reversion to coercive drive management
 - D) very much different than it was 15 to 20 years ago
 - E) a mix of several different approaches, none of which is dominant

Answer: E

Explanation: A)
B)
C)
D)
E)

- 18) What motivated most workers during the coercive drive era was 18) _____
- A) love.
 - B) a desire to get out of the house.
 - C) loyalty to their employers.
 - D) fear.
 - E) pride in their craft.

Answer: D

Explanation: A)
B)
C)
D)
E)

- 19) Which of the following statements is most accurate, in your view? 19) _____
- A) Almost no one is working regular hours any more.
 - B) Moonlighters are greedy people who want two or three jobs at a time when many don't even have one.
 - C) There has been little change in the proportion of workers working a standard work week.
 - D) Unions are relatively indifferent to the increase in home-based work and self-employment.
 - E) There has been significant growth in non-standard employment in recent years.

Answer: E

- Explanation: A)
B)
C)
D)
E)

- 20) High Performance Work Systems are also called all but which of the following? 20) _____
- A) high-innovation
 - B) innovative work systems
 - C) high-commitment
 - D) alternative work practices
 - E) high-involvement

Answer: A

- Explanation: A)
B)
C)
D)
E)

- 21) What might today's managers learn from studying the management history of the 1930s? 21) _____
- A) You can get more and better work from people through negative, rather than positive reinforcement.
 - B) It's a good idea to hire criminals and ex-prizefighters if you want to keep your plant union-free.
 - C) Enlightened management practice is all very well in good times, but a luxury you can afford to dispense with when times get tough.
 - D) You can get away with anything, indefinitely, if people are desperate enough for a job.
 - E) Reversion to coercive drive management is likely to result in increased conflict and more frequent unionization drives.

Answer: E

- Explanation: A)
B)
C)
D)
E)

- 22) Provincial and Federal governments are subject to different contextual influences in all but which one of the following? 22) _____
- A) implementation of employment practices
 - B) regulation of industrial relations
 - C) electoral processes
 - D) enforcement of industrial relations
 - E) implementation of employer policies

Answer: C

- Explanation:
- A)
 - B)
 - C)
 - D)
 - E)

- 23) All except which of the following statement about unionization of part-time workers is true? 23) _____
- A) There are sometimes legislative barriers in the way of it .
 - B) Part-timers are more apt to quit if they don't like working conditions than to try to improve conditions where they are.
 - C) Union membership rates among part-timers are roughly the same as among full-timers.
 - D) In many cases, employer opposition to unionization of part-timers is particularly strong.
 - E) Such workers tend to be costlier for unions to organize than full-timers.

Answer: C

- Explanation:
- A)
 - B)
 - C)
 - D)
 - E)

- 24) Which of the following is not a commonly used typology for the strategies available under Kochan's Strategic Choice Theory? 24) _____
- A) union removal
 - B) union substitution/avoidance
 - C) union resistance
 - D) union tolerance
 - E) union acceptance

Answer: D

- Explanation:
- A)
 - B)
 - C)
 - D)
 - E)

25) Which of the following best describes the principal objectives of welfare capitalism?

25) _____

- A) increasing workers' drive toward cooperative self-help
- B) empowering workers
- C) keeping people off the welfare rolls
- D) extracting the maximum amount of work from employees
- E) cementing workers' loyalty to reduce costly turnover

Answer: E

Explanation: A)
B)
C)
D)
E)

SHORT ANSWER. Write the word or phrase that best completes each statement or answers the question.

26) In what ways did management IR and personnel practice become more complex during the early postwar period?

26) _____

Answer: In addition to abiding by company personnel policies, management now had to abide by collective agreements, administered jointly by management and unions. In addition, personnel practice in both unionized and non-unionized firms became more complex because firms were expected to adhere to a growing body of employment-related legislation.

Explanation:

27) What are some of the implications of Canada's aging work force?

27) _____

Answer: In collective bargaining, older workers are strong defenders of seniority which protects their job security and places them at the top of the wage payment scale. However, they may be open to reduced work hours schemes which would give them more time with their families, or for leisure activities. Mandatory retirement has also become a major issue, particularly in occupations such as university teaching. A related development is that the aging work force has led to concerns about the solvency of Canada's public pension funds.

Explanation:

28) Why might a firm wishing to cut its labour costs be more likely to adopt a union-replacement strategy in the U.S. than in Canada?

28) _____

Answer: First, the U.S. has, thanks to the 1947 *Taft-Hartley Act*, a large "union-free" zone to which anti-union employers can relocate (or threaten to relocate). This makes a union-replacement strategy a good deal more feasible than it would otherwise be. Second, many of the tactics used to advance union-replacement strategies are illegal, or at best of questionable legality. Canada's significantly stricter enforcement of labour relations legislation means that firms contemplating the use of such tactics stand a far greater likelihood of being caught, and are thus less likely to actually use them. (Although this point is not discussed in this part of the book, it is also perhaps worth pointing out that the American labour movement is considerably weaker, which means that a union facing a tough union-replacement battle would have a better chance of finding support from other unions in Canada than it would in the U.S. This again would increase the "cost" of a union-replacement strategy to Canadian employers).

Explanation:

- 29) In addition to a broad range of benefit plans, what were some methods used by "welfare capitalist" employers to cement workers' loyalty, reduce turnover, and remain union-free? 29) _____
 Answer: A shorter (generally 8-hour) work day; internal promotion ladders based on merit; "works councils" or other worker representation bodies; an implicit guarantee of job security; aggressive anti-union tactics to drive out unions.
 Explanation:
- 30) Why is the Canadian system of Industrial Relations unique in the world? 30) _____
 Answer: Canada has a decentralized system that resulted from a fragmented regulatory structure. This fragmentation has resulted in the development of at least eleven unique sub-systems—the Federal and provincial governments, plus the increased autonomy of the Territories—each with their own equivalent authority over IR in their relevant jurisdiction.
 Explanation:
- 31) What are some ways in which the current economic and political environment has made life more difficult for managers? 31) _____
 Answer: First, managers have been little more immune from downsizing than other groups. Many firms have done away with large numbers of managers; this has meant that those remaining have had to work longer and harder (frequently without being compensated for overtime hours). Many IR and HR managers must now spend a good deal of their time terminating their fellow employees, which is hardly a joyous task. As well, the pace of decision-making has picked up, putting even more stress on managers, while at the same time growing foreign competition has put even more pressure on managers to contain labour costs.
 Explanation:
- 32) Why is Taylorism generally associated with the de-skilling of workers? 32) _____
 Answer: Because the basis of Taylorism was detailed time-motion studies which broke each job down into its smallest and simplest components, simplifying each worker's task to allow each worker to achieve the maximum possible output from any given amount of effort. This reduced the skill level needed in many factory jobs and made factory work much more boring than it might otherwise have been. For example, instead of assembling an entire automobile, an auto plant worker might well spend his entire day doing nothing but attaching handles to left front car doors.
 Explanation:
- 33) What are management's major aims? Has it always been possible for management to achieve both these aims simultaneously? 33) _____
 Answer: Management's major aims are to make a profit and maintain control of the enterprise. It has frequently not been possible for management to achieve both of these objectives at the same time, particularly at times when worker/union resistance has been relatively effective.
 Explanation:
- 34) How does today's Canadian labour force differ from that of, say, 30 or 40 years ago? 34) _____
 Answer: Overall, it is older, includes more women and members of ethnic minority groups, and contains more part-time workers, more self-employed individuals, and more people who do all or part of their work at home.
 Explanation:

35) Assuming a firm has decided to adopt a union-avoidance strategy, what factors are likely to underlie its choice of hard or soft tactics designed to achieve that end? 35) _____

Answer: The relevant factors may include the degree of unionization in the industry, worker and community characteristics, managerial values, the previous history of labour-management relations within the organization, and many others.

Explanation:

36) What were some "positive" ways in which management sought to increase workers' productivity and commitment to the firm during the late 1970s and the 1980s? 36) _____

Answer: Of greatest importance were employee-involvement or joint labour-management participation schemes, some of which went along with a guarantee of job security. Other methods included joint labour-management training programs and the elimination or reduction of traditional barriers between white-collar and blue-collar workers. Still other firms went in for incentive-based compensation schemes (including pay-for-knowledge), job rotation, or the creation of semi-autonomous work teams. (Note: this should be considered suggestive rather than definitive).

Explanation:

37) Is the labour movement happy about the recent growth in non-standard employment? 37) _____

Answer: Definitely not! Non-standard employment such as part-time and temporary workers is both more difficult and costlier for unions to organize. Also, because they are less apt to stay at a job for a long period of time than full-timers, even if they do join a union they may soon be working somewhere else, thus forcing the union to keep on organizing new people just to maintain its membership levels.

Explanation:

38) What current management practices are in use today? What's new about these practices. 38) _____

Answer: Autonomous work teams - An employee team with the power to make decisions usually made by managers or supervisors.
Quality circles - A gathering of employees to identify and find a solution to the root cause of a problem.
Total quality management - A philosophy and set of practices aimed at continual improvement in managing quality, meeting customer requirements, improving production processes and reducing costs.

What is new about these established practices is that they are now being bundled together in High Performance Work Systems.

Explanation:

39) Today's workforce has a greater proportion of women and minorities within it. What are the implications for both unions and employers of this development? 39) _____

Answer: For Unions - internal scrutiny re the makeup of union leadership, decision making processes and collective bargaining agendas.

For employers - similar scrutiny as the unions plus the increasing importance of equity and human rights issues.

Explanation:

40) Compare the three types of unemployment.

40) _____

Answer: Frictional - temporary unemployment due to time lost switching between jobs. This is to be expected in any economy and can even be an indication of strong economy as people are freely moving between jobs by their own choice.

Structural - a mismatch of available jobs and skills, or of location of jobs and available workforce. This can usually be best overcome by retraining and relocation programs by the government, but is a natural consequence of a large, geographically and economically diverse country such as Canada.

Demand-deficient - an overall lack of jobs in the economy. This is usually what people consider to be unemployment as it is the result of the classic mismatch of demand and supply of jobs in the economy. It can only be overcome by macroeconomic stimulation of the economy by government or market forces.

Explanation:

41) What are some of the most important differences between management in the early paternalistic era and the coercive drive system of management which followed?

41) _____

Answer: During the early paternalistic era, the profit motive as such played a comparatively unimportant role. This meant that employers did not have to extract the maximum possible value from employees and did not have to engage in strict time monitoring. As well, few firms sought to serve markets beyond their immediate local area, and most competed on the basis of reputation and quality rather than price. In addition, most people worked for a friend, relative, or neighbour—someone they already knew. While this did not prevent all forms of arbitrary behaviour or exploitation, peer and community pressure probably did provide some kind of a check on the extreme forms of abuse characteristic of the coercive drive era.

Explanation:

42) The holistic approach of recent IR research is based on what assumption.

42) _____

Answer: - that regions are intellectual constructs that vary by discipline, meaning that each province provides its own unique context of historical, psychological, political and social forces that affects their own individual system of IR.

Explanation:

43) What stance does a Union Acceptance strategy expect an employer to take? Does it matter whether it is done willingly?

43) _____

Answer: Union Acceptance requires that an employer recognizes that remaining non-union or that getting rid of an already existing union is not a feasible or realistic goal. Once this acceptance has been made an employer can focus on getting the best possible collective agreement and limiting the union's power. It does not matter whether this acceptance is done willingly or not as long as it is made.

Explanation:

44) Compare and contrast workers' legal rights under paternalistic and coercive drive management. 44) _____

Answer: Basically the same: all but non-existent. Near the end of the coercive drive period, a few of the most onerous laws against workers were relaxed slightly, but workers still had virtually no protection against even the most arbitrary and abusive behaviour by employers. Not until much later did workers have the legal right to join a union, strike, or file a grievance against management. The prevailing attitude was, and continued to be: If you don't like the way things are here, why not get a job somewhere else?

Explanation:

45) What were some ways in which management sought to cut labour costs during the late 1970s and the 1980s? 45) _____

Answer: The methods used included tough concession bargaining, which in some cases resulted in "two-tier" wage systems whereby new hires were paid far less than the existing workforce. Other methods included layoffs, the relocation of plants to "union-free" areas, the replacement of human workers by machinery, and the replacement of full-time workers by part-time, temporary, and contractual ones.

Explanation:

TRUE/FALSE. Write 'T' if the statement is true and 'F' if the statement is false.

46) Structural Unemployment refers to an overall lack of jobs. 46) _____

Answer: True False

Explanation:

47) Any level of Frictional Unemployment is abnormal and undesirable. 47) _____

Answer: True False

Explanation:

48) Canada's Industrial Relations system of eleven, and possibly more, unique sub-systems, is a standard world model. 48) _____

Answer: True False

Explanation:

49) In general, union membership rates are likely to rise when inflation is low. 49) _____

Answer: True False

Explanation:

50) The relative size of IR and HR staffs (as a proportion of total staff) may be a good indicator of management's concern for workers. 50) _____

Answer: True False

Explanation:

51) Welfare capitalism satisfied most workers whose firms used it. 51) _____

Answer: True False

Explanation:

52) Changes in the economy have generally made life easier for managers. 52) _____

Answer: True False

Explanation:

- 53) Considerable variation of goals and values exist between the various sub-groups that comprise the Canadian mosaic. 53) _____
 Answer: True False
 Explanation:
- 54) Management has almost always been able to achieve both its major objectives. 54) _____
 Answer: True False
 Explanation:
- 55) Until the early 20th century, most employers personally oversaw all the work done by their workers. 55) _____
 Answer: True False
 Explanation:
- 56) Taylorism sought to increase workers' skill levels. 56) _____
 Answer: True False
 Explanation:
- 57) The pattern of strikes is different in bad times than in good. 57) _____
 Answer: True False
 Explanation:
- 58) Unions welcome the shift to such non-standard employment as temporary, part-time, and home-based work. 58) _____
 Answer: True False
 Explanation:
- 59) Today's changing Canadian labour force presents challenges for both workplace equity and government policy. 59) _____
 Answer: True False
 Explanation:
- 60) The entry of large numbers of women into the labour force has had important implications for collective bargaining. 60) _____
 Answer: True False
 Explanation:
- 61) The changes we're seeing in today's economy are mostly of a temporary nature; things should be back to normal soon. 61) _____
 Answer: True False
 Explanation:
- 62) Union acceptance is often conceded as a given in modern management strategy. 62) _____
 Answer: True False
 Explanation:
- 63) Most people who have a job today can feel confident that so long as they do their job reasonably well, they will be able to keep that job for as long as they like. 63) _____
 Answer: True False
 Explanation:

- 64) There is general consensus among today's managers as to the best management approach to use. 64) _____
Answer: True False
Explanation:
- 65) Legalizing collective bargaining eliminated most Canadian strikes. 65) _____
Answer: True False
Explanation:
- 66) In order to cut labour costs, some firms engaged in seemingly contradictory hard-line and more participative practices. 66) _____
Answer: True False
Explanation:
- 67) Most employers remain neutral during the organizing phase of union certification. 67) _____
Answer: True False
Explanation:
- 68) The direction of the transformation of the Human Resource Management system of most firms is clearly determined. 68) _____
Answer: True False
Explanation:

ESSAY. Write your answer in the space provided or on a separate sheet of paper.

69) Discuss the shifts in the Industrial Relations environment as traced through the various practices of Bureaucratic Management Practices.

Answer: (suggested):

Bureaucratic management practices developed after the Great Depression along with the legalization of collective bargaining. As many firms were now faced with employment relationships governed by a collective agreement, they established industrial relations departments to deal with collective bargaining and such related practices as grievances. Along with collective agreements, employees were also expected to follow the formal codified rules as set out in company personnel manuals and developed by management.

The bureaucratic aspect of these management practices came about with the increasing number of laws governing the employment relationship for both unionized and non-unionized workers. As workers began to get more rights and protections, both from jointly negotiated collective agreements and from employment legislation, practices and protections started to spill over from regime to the other.

As employment relations became more rule bound by laws and collective agreement, personnel functions were overtaken by industrial functions. This continued to the 1960's, when commentators such as Fischer, started to push a more proactive role on personnel departments and encouraged them to assume a more strategic role in the overall management of a firm.

Beginning in the 1970's however, a series of economic, social and political developments lead to another transformation of management practice and the devilment of quality of working life schemes. These were intended to replace the old practice of buying off worker discontent with large wage and benefit packages, which were no longer affordable or desired by a new generation of workers.

At the same time a new wave of employment related legislation, such as human rights and equity laws were establishing a new set of bureaucratic rules under which employers and employees had to function. This then lead to the current management practices in Canada.

70) Discuss the key goals of Welfare Capitalist firms. Why were these practices not maintained?

Answer: (suggested):

Welfare Capitalist firms had two major objectives. These were to increase productivity and to reduce unionization rates, strikes and turnovers. These objectives were largely met in the 1920's by the adoption of practices designed to exploit the link between efficiency and morale as established by scientific management theories.

Many companies established personnel departments to provide worker welfare and resolve disputes. They also saw a developing role in hiring and firing practices. This was spurred on also by the replacement of temporary employment systems with one of relatively permanent tenure. Along with this were a number of training and education programs designed to make workers more productive and efficient.

Concomitant with these developments, personnel departments also started to oversee a number of increasing employee benefits, such as pensions. Insurance, paid vacations and loans. The purpose for these practices was one of anti-union animus, and they were designed to make unionization an unnecessary or even undesirable option.

Unfortunately, the Great Depression made these practices expensive as they already were, impossible to maintain. Many employers found themselves reverting to the traditional hard-line coercive drive approach that had served them, if not their employees so well.

71) Discuss the key features of the coercive drive system of management.

Answer: (suggested). Underlying the coercive drive system was the extensive growth of factories, most far larger than earlier craft shops and factories, during the First Industrial Revolution. At this time, many more people entered into employee status, and many began working for people they hadn't previously known. Because these factories had to sell to a market beyond the owner's immediate local area in order to pay for themselves, the goods they produced now had to compete on the basis of price. This, in turn, meant that the profit motive, previously of relatively little importance, became pivotal. Since employers could do little to control the cost of raw materials or land, they turned their attention to controlling the cost of the one "input" they did have some control over: that of labour. Clocks, bells, and stopwatches became an everyday part of industrial life, as did strict monitoring of output and the growth of a new, supervisory class between workers and employers. It was this class' sole raison d'être to extract the maximum possible output from the workers under them; to this end, they used fines, verbal abuse, and even on occasion beatings, as well as the ever-constant threat of dismissal, in an economy where job security was all but unheard of. The six-day week and ten-hour or even twelve-hour day were the norm; unpaid overtime was frequent. Where possible, employers would replace skilled, adult male tradespeople with less skilled women or even boys, both because women and children commanded lower wages and because they were regarded as cleaner, more sober, and more tractable. Work was also de-skilled to the extent possible. Overall, fear was what was used to motivate workers, who were generally paid barely enough to keep body and soul together.

72) Which of the Labour force trends will have the most significant impact on society as a whole?

Answer: (suggested): (Answer will vary depending on the student's point of view)

Labour Force trends:

Aging of the Labour Force: This trend sees the population over the age of 65 increasing to 15% by 2011. Also, 48% of the workforce will be between the ages of 45 and 64. As many will continue to work past the age of 65, either by choice or through necessity, this will have serious implications for the workforce. There will be escalating wage rates, fewer working taxpayers to support an increasing dependant population and skill shortages. Also, there will be fewer new positions available for people entering the workforce. There may also be the development of more non-standard types of employment to deal with the challenges and choices of this demographic.

More Women and Minorities at work: This trend has changed the focus of workplace issues to deal with the needs and interests of these previously marginal groups. Issues like maternity leave and day care, as well as equity and human rights issues will be of increasing importance and may set the agenda for future collective bargaining negotiation and legislative change.

Rapid Growth in Non-Standard Employment: This trend sees a fundamental shift in the employment market and economy. The concern with this trend is that Canadian public policy and Industrial relations has developed based on the model of full-time, full-year employment contracts of indefinite length and does not respond adequately to the issues faced by the increasing number of people in non-standard employment situations.

73) Discuss the implications of increased non-standard employment for management, individual workers, unions, and government agencies.

Answer: (suggestions):

For management: Likely to save money because of lower wages and benefits. But may lead to scheduling problems, poorer morale, and problems with quality, as well as higher turnover. Also harder to motivate part-timers in many cases, and harder to build loyalty to the organization.

For individual workers: Increased emotional and financial stress. May be harder to plan child care; often harder to plan family gatherings or social events. Contractual and home-based work has variable impacts. For professionals or skilled technical workers, may offer good pay and reasonable freedom; for manual workers, often highly exploitative.

For unions: Harder to organize (smaller units, costlier, more management opposition, workers may feel they can't afford dues). Harder to service (the same people aren't there all the time; meetings may be hard to arrange). Next to impossible to organize home-based workers. Trend will likely lead to lower membership rates if it continues.

For government agencies: Harder to enforce health and safety and employment law, esp. in case of home-based workers. May need to make special arrangements to permit unionization of home-based workers. Union certification cases become more complex.

74) Compare and contrast coercive drive management with early (Taylorist) scientific management.

Answer: (suggested). Both sought to maximize workers' output. In fact, Taylorism was able to do this to an even greater extent than coercive drive management, because the simplification of work and breaking down of jobs into their simplest possible components enabled managers to "use" the workers under them more efficiently than the arbitrary supervisory methods characteristic of coercive drive. Both also led to the de-skilling of workers. Here again, the de-skilling of workers associated with Taylor's "think-do" dichotomy was to prove far more extensive than the less systematic de-skilling associated with coercive drive management. Indeed, Taylorism was to provide the basis for industrial innovations which forced human workers to adapt their pace to that of machines.

Perhaps the most important difference was in the way workers were motivated under the two systems. Coercive drive motivated workers almost entirely through fear. Taylorism made greater use of positive monetary incentives; under Taylorism, those exceeding their daily quota would receive a bonus. Taylor believed that through the use of these quotas, "scientifically" determined by "experts," he could bring about worker-management cooperation and reduce conflict in workplaces. While he may well have been somewhat misguided in these assumptions, and while fear was not entirely absent from Taylorism, since those failing to meet their daily quotas could be penalized, his practice nonetheless represented an advance on coercive drive management insofar as he was at least concerned with providing positive motivation for workers and achieving workplace harmony—neither things with which coercive drive managers concerned themselves in the slightest. Beyond that, scientific management's concern for the total workplace environment and the quality of management would result in cleaner, safer, and pleasanter factories and, eventually, in more skilled and humane management practice.

(Not in this chapter, but perhaps worth considering if this is something you have emphasized in class). In the long run, Taylorism may eventually have proved the more effective form of worker control, since to a large extent the unions "bought into it" after World War II, forgetting their earlier concerns with the intrinsic quality of the work experience in a quest for greater wages and benefits. In contrast, coercive drive managers were rarely if ever concerned with eliciting the consent of those who worked under them.

75) What is the impact on continuing high unemployment on the balance of workplace power?

Answer: (suggested):

Continuing high employment has seen the balance of workplace power shift away from workers and unions and towards management. This is due in part to the fact that the unemployment was of the demand-deficient type which, unlike frictional unemployment, is not a signal of a strong economy with high worker mobility. It also is not like structural unemployment which may be directly addressed by retraining and relocation programs and incentives by the government.

Instead, demand-deficient unemployment sees the demand for jobs — or available workforce — being greater than the supply of jobs. With management now having a surfeit of choice of employee, both in ability and numbers, they are better able to dictate the terms of employment and to seek concessions from both workers and unions. Conversely however, unions assume a greater role in a situation of demand-deficient unemployment as they are the best guardian of job security, wages and benefits.

76) Discuss the key features of Industrial Relations Management practices in the Pre-Industrial Era.

Answer: Pre-industrial era management practices can best be described as paternalistic. Relatively few people worked for others, at least on a permanent basis. Most Canadians were self-employed as farmers, fishers or artisans. What few manufacturing concerns there were, were mainly small scale with an average of five employees. Most owners of a business were also the managers, and they tended to employ family members, friends or neighbours.

As the relationship between employer/employee had other elements than boss and worker, most employers assumed a paternalistic role over their employees. They looked out for their best interests as they would for a child. As employment relationships of this time could be legally regarded as one of master and servant, with corresponding fewer rights for the servant, this paternalistic approach at least gave some protection to the workers, although arbitrary and abusive practices by management still took place.

77) Discuss some of the most important impacts of today's changing labour force on management, unions, and the government agencies which regulate employment.

Answer: (suggestions): In general, while it may make workplaces richer, it makes life more complicated for all parties.

For management: Demands for more flexible scheduling and personal leave time to accommodate family needs. Demands for special facilities to accommodate workers with disabilities. Need to take into account anti-harassment policies designed to protect women and ethnic minorities. Demands for special scheduling to accommodate workers from non-Christian religious backgrounds. Difficulty of motivating older workers in a stagnant economy.

For unions: Need to develop different organizing strategies to attract minority group members. May need to use women to organize women, minorities to organize minorities. Organizing often more difficult because many of these workers don't know what unions are all about. Need to include flexible scheduling, personal leave, anti-discrimination and anti-harassment items on collective bargaining agendas. "Duty to accommodate" affects interpretation of collective agreement provisions. New anti-discrimination and anti-harassment emphasis may lead to increased pressure on grievance processes.

For government agencies: Additional human rights legislation to enforce. Enforcement may be more difficult when workers (such as new arrivals to Canada) aren't aware of their rights or are afraid to stand up for them. Employment equity and pay equity legislation creates additional enforcement demands.

Answer Key

Testname: C2

- 1) E
- 2) E
- 3) E
- 4) C
- 5) E
- 6) A
- 7) A
- 8) D
- 9) C
- 10) C
- 11) C
- 12) C
- 13) A
- 14) C
- 15) A
- 16) A
- 17) E
- 18) D
- 19) E
- 20) A
- 21) E
- 22) C
- 23) C
- 24) D
- 25) E
- 26) In addition to abiding by company personnel policies, management now had to abide by collective agreements, administered jointly by management and unions. In addition, personnel practice in both unionized and non-unionized firms became more complex because firms were expected to adhere to a growing body of employment-related legislation.
- 27) In collective bargaining, older workers are strong defenders of seniority which protects their job security and places them at the top of the wage payment scale. However, they may be open to reduced work hours schemes which would give them more time with their families, or for leisure activities. Mandatory retirement has also become a major issue, particularly in occupations such as university teaching. A related development is that the aging work force has led to concerns about the solvency of Canada's public pension funds.
- 28) First, the U.S. has, thanks to the 1947 *Taft-Hartley Act*, a large "union-free" zone to which anti-union employers can relocate (or threaten to relocate). This makes a union-replacement strategy a good deal more feasible than it would otherwise be. Second, many of the tactics used to advance union-replacement strategies are illegal, or at best of questionable legality. Canada's significantly stricter enforcement of labour relations legislation means that firms contemplating the use of such tactics stand a far greater likelihood of being caught, and are thus less likely to actually use them. (Although this point is not discussed in this part of the book, it is also perhaps worth pointing out that the American labour movement is considerably weaker, which means that a union facing a tough union-replacement battle would have a better chance of finding support from other unions in Canada than it would in the U.S. This again would increase the "cost" of a union-replacement strategy to Canadian employers).
- 29) A shorter (generally 8-hour) work day; internal promotion ladders based on merit; "works councils" or other worker representation bodies; an implicit guarantee of job security; aggressive anti-union tactics to drive out unions.
- 30) Canada has a decentralized system that resulted from a fragmented regulatory structure. This fragmentation has resulted in the development of at least eleven unique sub-systems—the Federal and provincial governments, plus the increased autonomy of the Territories—each with their own equivalent authority over IR in their relevant jurisdiction.

- 31) First, managers have been little more immune from downsizing than other groups. Many firms have done away with large numbers of managers; this has meant that those remaining have had to work longer and harder (frequently without being compensated for overtime hours). Many IR and HR managers must now spend a good deal of their time terminating their fellow employees, which is hardly a joyous task. As well, the pace of decision-making has picked up, putting even more stress on managers, while at the same time growing foreign competition has put even more pressure on managers to contain labour costs.
- 32) Because the basis of Taylorism was detailed time-motion studies which broke each job down into its smallest and simplest components, simplifying each worker's task to allow each worker to achieve the maximum possible output from any given amount of effort. This reduced the skill level needed in many factory jobs and made factory work much more boring than it might otherwise have been. For example, instead of assembling an entire automobile, an auto plant worker might well spend his entire day doing nothing but attaching handles to left front car doors.
- 33) Management's major aims are to make a profit and maintain control of the enterprise. It has frequently not been possible for management to achieve both of these objectives at the same time, particularly at times when worker/union resistance has been relatively effective.
- 34) Overall, it is older, includes more women and members of ethnic minority groups, and contains more part-time workers, more self-employed individuals, and more people who do all or part of their work at home.
- 35) The relevant factors may include the degree of unionization in the industry, worker and community characteristics, managerial values, the previous history of labour-management relations within the organization, and many others.
- 36) Of greatest importance were employee-involvement or joint labour-management participation schemes, some of which went along with a guarantee of job security. Other methods included joint labour-management training programs and the elimination or reduction of traditional barriers between white-collar and blue-collar workers. Still other firms went in for incentive-based compensation schemes (including pay-for-knowledge), job rotation, or the creation of semi-autonomous work teams. (Note: this should be considered suggestive rather than definitive).
- 37) Definitely not! Non-standard employment such as part-time and temporary workers is both more difficult and costlier for unions to organize. Also, because they are less apt to stay at a job for a long period of time than full-timers, even if they do join a union they may soon be working somewhere else, thus forcing the union to keep on organizing new people just to maintain its membership levels.
- 38) Autonomous work teams - An employee team with the power to make decisions usually made by managers or supervisors.
Quality circles - A gathering of employees to identify and find a solution to the root cause of a problem.
Total quality management - A philosophy and set of practices aimed at continual improvement in managing quality, meeting customer requirements, improving production processes and reducing costs.

What is new about these established practices is that they are now being bundled together in High Performance Work Systems.

- 39) For Unions - internal scrutiny re the makeup of union leadership, decision making processes and collective bargaining agendas.

For employers - similar scrutiny as the unions plus the increasing importance of equity and human rights issues.

- 40) Frictional - temporary unemployment due to time lost switching between jobs. This is to be expected in any economy and can even be an indication of strong economy as people are freely moving between jobs by their own choice.

Structural - a mismatch of available jobs and skills, or of location of jobs and available workforce. This can usually be best overcome by retraining and relocation programs by the government, but is a natural consequence of a large, geographically and economically diverse country such as Canada.

Demand-deficient - an overall lack of jobs in the economy. This is usually what people consider to be unemployment as it is the result of the classic mismatch of demand and supply of jobs in the economy. It can only be overcome by macroeconomic stimulation of the economy by government or market forces.

Answer Key
Testname: C2

- 41) During the early paternalistic era, the profit motive as such played a comparatively unimportant role. This meant that employers did not have to extract the maximum possible value from employees and did not have to engage in strict time monitoring. As well, few firms sought to serve markets beyond their immediate local area, and most competed on the basis of reputation and quality rather than price. In addition, most people worked for a friend, relative, or neighbour—someone they already knew. While this did not prevent all forms of arbitrary behaviour or exploitation, peer and community pressure probably did provide some kind of a check on the extreme forms of abuse characteristic of the coercive drive era.
- 42) - that regions are intellectual constructs that vary by discipline, meaning that each province provides its own unique context of historical, psychological, political and social forces that affects their own individual system of IR.
- 43) Union Acceptance requires that an employer recognizes that remaining non-union or that getting rid of an already existing union is not a feasible or realistic goal. Once this acceptance has been made an employer can focus on getting the best possible collective agreement and limiting the union's power. It does not matter whether this acceptance is done willingly or not as long as it is made.
- 44) Basically the same: all but non-existent. Near the end of the coercive drive period, a few of the most onerous laws against workers were relaxed slightly, but workers still had virtually no protection against even the most arbitrary and abusive behaviour by employers. Not until much later did workers have the legal right to join a union, strike, or file a grievance against management. The prevailing attitude was, and continued to be: If you don't like the way things are here, why not get a job somewhere else?
- 45) The methods used included tough concession bargaining, which in some cases resulted in "two-tier" wage systems whereby new hires were paid far less than the existing workforce. Other methods included layoffs, the relocation of plants to "union-free" areas, the replacement of human workers by machinery, and the replacement of full-time workers by part-time, temporary, and contractual ones.
- 46) FALSE
- 47) FALSE
- 48) FALSE
- 49) FALSE
- 50) TRUE
- 51) TRUE
- 52) FALSE
- 53) TRUE
- 54) FALSE
- 55) FALSE
- 56) FALSE
- 57) TRUE
- 58) FALSE
- 59) TRUE
- 60) TRUE
- 61) FALSE
- 62) TRUE
- 63) FALSE
- 64) FALSE
- 65) FALSE
- 66) TRUE
- 67) FALSE
- 68) FALSE

Answer Key

Testname: C2

69) (suggested):

Bureaucratic management practices developed after the Great Depression along with the legalization of collective bargaining. As many firms were now faced with employment relationships governed by a collective agreement, they established industrial relations departments to deal with collective bargaining and such related practices as grievances. Along with collective agreements, employees were also expected to follow the formal codified rules as set out in company personnel manuals and developed by management.

The bureaucratic aspect of these management practices came about with the increasing number of laws governing the employment relationship for both unionized and non-unionized workers. As workers began to get more rights and protections, both from jointly negotiated collective agreements and from employment legislation, practices and protections started to spill over from regime to the other.

As employment relations became more rule bound by laws and collective agreement, personnel functions were overtaken by industrial functions. This continued to the 1960's, when commentators such as Fischer, started to push a more proactive role on personnel departments and encouraged them to assume a more strategic role in the overall management of a firm.

Beginning in the 1970's however, a series of economic, social and political developments lead to another transformation of management practice and the devilmint of quality of working life schemes. These were intended to replace the old practice of buying off worker discontent with large wage and benefit packages, which were no longer affordable or desired by a new generation of workers.

At the same time a new wave of employment related legislation, such as human rights and equity laws were establishing a new set of bureaucratic rules under which employers and employees had to function. This then lead to the current management practices in Canada.

70) (suggested):

Welfare Capitalist firms had two major objectives. These were to increase productivity and to reduce unionization rates, strikes and turnovers. These objectives were largely met in the 1920's by the adoption of practices designed to exploit the link between efficiency and morale as established by scientific management theories.

Many companies established personnel departments to provide worker welfare and resolve disputes. They also saw a developing role in hiring and firing practices. This was spurred on also by the replacement of temporary employment systems with one of relatively permanent tenure. Along with this were a number of training and education programs designed to make workers more productive and efficient.

Concomitant with these developments, personnel departments also started to oversee a number of increasing employee benefits, such as pensions. Insurance, paid vacations and loans. The purpose for these practices was one of anti-union animus, and they were designed to make unionization an unnecessary or even undesirable option.

Unfortunately, the Great Depression made these practices expensive as they already were, impossible to maintain. Many employers found themselves reverting toe the traditional hard-line coercive drive approach that had serve them, if not their employees so well.

Answer Key

Testname: C2

71) (suggested). Underlying the coercive drive system was the extensive growth of factories, most far larger than earlier craft shops and factories, during the First Industrial Revolution. At this time, many more people entered into employee status, and many began working for people they hadn't previously known. Because these factories had to sell to a market beyond the owner's immediate local area in order to pay for themselves, the goods they produced now had to compete on the basis of price. This, in turn, meant that the profit motive, previously of relatively little importance, became pivotal. Since employers could do little to control the cost of raw materials or land, they turned their attention to controlling the cost of the one "input" they did have some control over: that of labour. Clocks, bells, and stopwatches became an everyday part of industrial life, as did strict monitoring of output and the growth of a new, supervisory class between workers and employers. It was this class' sole raison d'être to extract the maximum possible output from the workers under them; to this end, they used fines, verbal abuse, and even on occasion beatings, as well as the ever-constant threat of dismissal, in an economy where job security was all but unheard of. The six-day week and ten-hour or even twelve-hour day were the norm; unpaid overtime was frequent. Where possible, employers would replace skilled, adult male tradespeople with less skilled women or even boys, both because women and children commanded lower wages and because they were regarded as cleaner, more sober, and more tractable. Work was also de-skilled to the extent possible. Overall, fear was what was used to motivate workers, who were generally paid barely enough to keep body and soul together.

72) (suggested): (Answer will vary depending on the student's point of view)

Labour Force trends:

Aging of the Labour Force: This trend sees the population over the age of 65 increasing to 15% by 2011. Also, 48% of the workforce will be between the ages of 45 and 64. As many will continue to work past the age of 65, either by choice or through necessity, this will have serious implications for the workforce. There will be escalating wage rates, fewer working taxpayers to support an increasing dependant population and skill shortages. Also, there will be fewer new positions available for people entering the workforce. There may also be the development of more non-standard types of employment to deal with the challenges and choices of this demographic.

More Women and Minorities at work: This trend has changed the focus of workplace issues to deal with the needs and interests of these previously marginal groups. Issues like maternity leave and day care, as well as equity and human rights issues will be of increasing importance and may set the agenda for future collective bargaining negotiation and legislative change.

Rapid Growth in Non-Standard Employment: This trend sees a fundamental shift in the employment market and economy. The concern with this trend is that Canadian public policy and Industrial relations has developed based on the model of full-time, full-year employment contracts of indefinite length and does not respond adequately to the issues faced by the increasing number of people in non-standard employment situations.

Answer Key

Testname: C2

73) (suggestions):

For management: Likely to save money because of lower wages and benefits. But may lead to scheduling problems, poorer morale, and problems with quality, as well as higher turnover. Also harder to motivate part-timers in many cases, and harder to build loyalty to the organization.

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