CONTENTS

List of Figures and Tables vii
List of Common Abbreviations ix
List of Contributors xi
Preface xv

Introduction

1 Work, the Employment Relationship and the Field of Industrial Relations 3
   Trevor Colling and Michael Terry

Section One  British Industrial Relations in Comparative Context 27

2 British Industrial Relations: Between Security and Flexibility 29
   Colin Crouch

3 British Industrial Relations: The European Dimension 54
   Richard Hyman

Section Two  Actors 81

4 Management: Caught Between Competing Views of the Organization 83
   Keith Sisson and John Purcell

5 State, Capital and Labour Relations in Crisis 106
   Jason Heyes and Peter Nolan

6 Trade Unions: Power and Influence in a Changed Context 125
   Melanie Simms and Andy Charlwood

Section Three  Contexts 149

7 Public Sector Industrial Relations: The Challenge of Modernization 151
   Stephen Bach

8 Industrial Relations in the Private Sector 178
   James Arrowsmith
9 Multinational Companies: Transforming National Industrial Relations? 207
  Paul Marginson and Guglielmo Meardi

10 Industrial Relations in Small Firms 231
  Monder Ram and Paul Edwards

Section Four Processes 253
11 Negotiation and Collective Bargaining 255
  William Brown

12 Employee Representation 275
  Michael Terry

13 The Changing Legal Framework of Employment Relations 298
  Linda Dickens and Mark Hall

14 Legal Institutions and the Regulation of Workplaces 323
  Trevor Colling

Section Five Outcomes 347
15 Pay and Working Time: Shifting Contours of the Employment Relationship 349
  Damien Grimshaw and Jill Rubery

16 Industrial Relations and Economic Performance 378
  Paul Edwards and Sukanya Sengupta

17 Skills Policy and the Displacement of Industrial Relations: The Elephant in the Corner? 398
  Ewart Keep, Caroline Lloyd and Jonathan Payne

18 Equality and Diversity: The Ultimate Industrial Relations Concern 422
  Deborah Dean and Sonia Liff

Index 447
FIGURES AND TABLES

Figures

6.1 Trade union membership density 1950–2006 131
11.1 The approximate coverage of principal pay fixing arrangements for private sector employees in Great Britain, 1940–2004 257
15.1 Trends in the relative level of the minimum wage, 1999–2007 356
15.2 Changes in the average gender pay ratio 358
15.3 Trends in flexible working arrangements, 2001–06 372

Tables

2.1 Policies and practices for combining flexibility and security 31
2.2 UK policies and practices for combining flexibility and security 39
2.3 Female participation in employment (2007), European countries and the USA 41
2.4 Percentage foreign population (2007), European countries 42
2.5 Balance of trade as % of GDP (2007) and average annual growth rates (%) (1999–2008), advanced economies 43
2.6 Annual balance sheet totals of credit institutions as % of GDP (2006 or 2005), European countries 44
2.7 Mortgages as a % of disposable income (2006), selected countries 45
2.8 Women employed in health and other care occupations as % of all persons employed (2007), European and selected other countries 48
2.9 Social protection payments per capita in € (2006), European Union 49
4.1 Mergers and acquisitions in the UK, 1997–2006 92
4.2 Competing views of the work organization 98
7.1 Proportions employed within the UK public and private sectors by key characteristic in 2006 (%) 153
7.2 UK public sector employment by sector; headcount (000s) 158
7.3 UK public sector workforce in the UK headcount 160
7.4 Membership of UK trade unions with more than 100 000 members in 2007 170
8.1 Workforce jobs by industry (000s), 1978–2007 180
8.2 Manufacturing employment, 1998–2006 189
10.1 Dimensions of organization: the sector and the firm 245
14.1 Mapping responses to legislation 327
15.2 Listing of national minimum wage rates 355
15.3 Incidence of variable pay schemes, 2004 360
15.4 Usual weekly hours worked, by percentage share of employees, 1992–2008 365
15.5 The incidence of paid and unpaid overtime in WLB2 and WLB3 366
15.6 Reasons for working long hours, % of employees by occupational group 367
15.7 Flexible working and leave arrangements for non-managerial employees in continuing workplaces, 1998 and 2004 371
17.1 Joint regulation of training – % of workplaces 409