

CONTENTS

List of Figures and Tables	vii
List of Common Abbreviations	ix
List of Contributors	xi
Preface	xv
Introduction	1
1 Work, the Employment Relationship and the Field of Industrial Relations <i>Trevor Colling and Michael Terry</i>	3
Section One British Industrial Relations in Comparative Context	27
2 British Industrial Relations: Between Security and Flexibility <i>Colin Crouch</i>	29
3 British Industrial Relations: The European Dimension <i>Richard Hyman</i>	54
Section Two Actors	81
4 Management: Caught Between Competing Views of the Organization <i>Keith Sisson and John Purcell</i>	83
5 State, Capital and Labour Relations in Crisis <i>Jason Heyes and Peter Nolan</i>	106
6 Trade Unions: Power and Influence in a Changed Context <i>Melanie Simms and Andy Charlwood</i>	125
Section Three Contexts	149
7 Public Sector Industrial Relations: The Challenge of Modernization <i>Stephen Bach</i>	151
8 Industrial Relations in the Private Sector <i>James Arrowsmith</i>	178

9	Multinational Companies: Transforming National Industrial Relations? <i>Paul Marginson and Guglielmo Meardi</i>	207
10	Industrial Relations in Small Firms <i>Monder Ram and Paul Edwards</i>	231
Section Four Processes		253
11	Negotiation and Collective Bargaining <i>William Brown</i>	255
12	Employee Representation <i>Michael Terry</i>	275
13	The Changing Legal Framework of Employment Relations <i>Linda Dickens and Mark Hall</i>	298
14	Legal Institutions and the Regulation of Workplaces <i>Trevor Colling</i>	323
Section Five Outcomes		347
15	Pay and Working Time: Shifting Contours of the Employment Relationship <i>Damien Grimshaw and Jill Rubery</i>	349
16	Industrial Relations and Economic Performance <i>Paul Edwards and Sukanya Sengupta</i>	378
17	Skills Policy and the Displacement of Industrial Relations: The Elephant in the Corner? <i>Ewart Keep, Caroline Lloyd and Jonathan Payne</i>	398
18	Equality and Diversity: The Ultimate Industrial Relations Concern <i>Deborah Dean and Sonia Liff</i>	422
	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
15.1	Pay determination in UK workplaces, 1998–2004	353
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