

Chapter 1 – Introduction

TRUE/FALSE

1. A strike is an action by workers in which they stop performing duties and do not report to work.

ANS: T PTS: 1 REF: p. 4

2. Some argue that the term “employee relations” is anti-union, yet some unions use the term for internal staff positions.

ANS: T PTS: 1 REF: p. 4

3. Dunlop’s concept of shared ideology refers to a set of common beliefs held by the actors of the IR system.

ANS: T PTS: 1 REF: p. 7

4. Procedural rules refer to the outcomes of employment relationships.

ANS: F PTS: 1 REF: p. 8

5. Technology is NOT included in the economics subsystem of the IR systems framework of the textbook.

ANS: F PTS: 1 REF: p. 10

6. According to equity–efficiency theory, unions usually focus on efficiency.

ANS: F PTS: 1 REF: p. 12

7. Employee morale is a conversion mechanism in the industrial relations system.

ANS: F PTS: 1 REF: p. 13

8. Strikes can be both outputs and conversation mechanisms in the IR systems framework.

ANS: T PTS: 1 REF: p. 15

9. Dunlop’s concept of shared ideology is not consistent with the human resources/strategic choice view of industrial relations.

ANS: T PTS: 1 REF: p. 17

10. A goal of Marxism is to overthrow management and allow employees to have more control of their workplace.

ANS: T PTS: 1 REF: 18

MULTIPLE CHOICE

1. Which term refers to employment relationships and issues, often in unionized workplaces?
- a. labour relations
 - b. employment relations
 - c. industrial relations
 - d. workplace relations

ANS: C

PTS: 1

REF: p. 3

MSC: Remember

2. Which term refers to employment relationships and issues between groups of employees (usually in unions) and management?
- a. labour relations
 - b. employment relations
 - c. industrial relations
 - d. human resources management

ANS: A

PTS: 1

REF: p. 3

MSC: Remember

3. What was Barbash's contribution to industrial relations?
- a. He established employee productivity goals.
 - b. He described the balance between equity and efficiency goals.
 - c. He defined public sector labour relations.
 - d. He researched union-management conflict.

ANS: B

PTS: 1

REF: p. 3

MSC: Higher order

4. Which document outlines the terms and conditions of employment in a unionized workplace?
- a. employee handbook
 - b. policy manual
 - c. employment contract
 - d. collective agreement

ANS: D

PTS: 1

REF: p. 4

MSC: Remember

5. Which term refers to the employment relationship between employers and individual employees?
- a. labour relations
 - b. employment relations
 - c. industrial relations
 - d. human resources management

ANS: D

PTS: 1

REF: p. 4

MSC: Remember

6. Which term refers to the employment relationships and issues in union and nonunion workplaces?
- a. labour relations
 - b. employment relations
 - c. industrial relations
 - d. human resources management

ANS: B

PTS: 1

REF: p. 4

MSC: Remember

7. Which scholar was one of the first to develop a systemized way to examine employment relationships in North America?
- John Dunlop
 - Alton Craig
 - Robert Hebdon
 - Travor Brown

ANS: A PTS: 1 REF: p. 6 MSC: Remember

8. How many actors are described in Dunlop's industrial relations model?
- 2
 - 3
 - 4
 - 5

ANS: B PTS: 1 REF: p. 6 MSC: Remember

9. In which context does a shared set of ideas and beliefs figure prominently?
- strategic choice perspective
 - Marxist political economy
 - Dunlop's IR systems model
 - equity/efficiency theory

ANS: C PTS: 1 REF: p. 6, 7 MSC: Higher order

10. What is meant by the "web of rules" in the industrial relations system?
- clauses in collective agreements
 - steps in preparing for collective bargaining
 - three approaches to defining rights and responsibilities
 - all the laws governing workplace matters

ANS: C PTS: 1 REF: p. 8 MSC: Higher order

11. Why has Dunlop's systems approach been criticized over the past 30 years?
- It is out of date.
 - It is too simplistic.
 - It lacks explanatory power.
 - It applies to non-union workplaces

ANS: C PTS: 1 REF: p. 8, 9 MSC: Higher order

12. The outputs of the IR systems model in the text are most similar to which of Dunlop's concepts?
- substantive rules
 - procedural rules
 - contexts
 - shared ideology

ANS: A PTS: 1 REF: p. 8, 15 MSC: Higher order

13. A collective agreement is an example of which type of Dunlop's rules?
- a. substantive
 - b. procedural
 - c. contractual
 - d. legal

ANS: A PTS: 1 REF: p. 8, 15 MSC: Higher order

14. In the IR system, outputs of the system flow back to the external environment. What is this process called?
- a. external inputs
 - b. internal inputs
 - c. feedback loop
 - d. conversion mechanisms

ANS: C PTS: 1 REF: p. 9 MSC: Remember

15. The text's adaptation of Dunlop's IR systems model adds which of the following groups as actors in the IR system?
- a. labour (employees and their associations)
 - b. employers and their associations
 - c. government and associated agencies
 - d. end users

ANS: D PTS: 1 REF: p. 9 MSC: Remember

16. According to the text, the decrease in unionization in the United States calls into question one of Dunlop's concepts. Which concept is it?
- a. actors
 - b. contexts
 - c. shared ideology
 - d. web of rules

ANS: C PTS: 1 REF: p. 9 MSC: Remember

17. Which of the following are internal inputs of Craig's IR system?
- a. contracts
 - b. actors
 - c. ideologies
 - d. strategies

ANS: D PTS: 1 REF: p. 9, 12 MSC: Remember

18. Which of the following can be both a conversion mechanism and an outcome in the IR systems model?
- a. strike or lockout
 - b. grievance arbitration
 - c. day-to-day employment relations
 - d. work climate

ANS: A PTS: 1 REF: p. 9, 13 MSC: Remember

19. The legal subsystem of the IR system includes how many areas of law?
- a. 2
 - b. 3
 - c. 4
 - d. 5

ANS: B PTS: 1 REF: p. 10 MSC: Remember

20. Which subsystem of the industrial relations model includes technology?
- a. political
 - b. social/cultural
 - c. legal
 - d. economic

ANS: D PTS: 1 REF: p. 10, 11 MSC: Higher order

21. Which subsystem of the IR systems model varies the most in its impact on actors?
- a. economic
 - b. ecological
 - c. sociological
 - d. political

ANS: B PTS: 1 REF: p. 11 MSC: Higher order

22. Which of the following conversion mechanisms of the IR system is an example of a third-party intervention?
- a. arbitration
 - b. collective bargaining
 - c. grievances
 - d. goal setting

ANS: A PTS: 1 REF: p. 13 MSC: Higher order

23. Which process is used to assess proposals from employer and labour prior to a strike/lockout?
- a. interest arbitration
 - b. mediation
 - c. conciliation
 - d. grievance arbitration

ANS: C PTS: 1 REF: p. 13 MSC: Remember

24. Which term refers to the amount of time a person has belonged to a union?
- a. employment record
 - b. longevity
 - c. employment history
 - d. seniority

ANS: D PTS: 1 REF: p. 15 MSC: Remember

25. What do we call a group of workers who are legally permitted to negotiate working conditions with their employer?
- a. collective bargaining association
 - b. union
 - c. industrial relations association
 - d. syndicate

ANS: B PTS: 1 REF: p. 15 MSC: Higher order

26. Which of the following are outputs of the industrial relations system model?
- a. conciliator's reports
 - b. collective agreements
 - c. political economics
 - d. conversion mechanisms

ANS: B PTS: 1 REF: p. 15 MSC: Higher order

27. Health and safety concerns are often addressed by which conversion mechanism in the IR systems model?
- a. third-party dispute resolution
 - b. joint committees
 - c. day-to-day relations
 - d. government agencies

ANS: B PTS: 1 REF: p. 15 MSC: Higher order

28. Which statement describes the neoclassical economics view of industrial relations?
- a. It focuses on factors related to the satisfaction of labour demands.
 - b. It often examines the impact of class struggle and conflict.
 - c. It sees unions as integral to the labour market.
 - d. It examines issues related to the effects of unions on poverty.

ANS: A PTS: 1 REF: p. 16 MSC: Higher order

29. Which statement describes the pluralist/institutional view of industrial relations?
- a. It sees unions as failing to balance the interests of employer and employees.
 - b. It is the foundation of criticism of Dunlop's model.
 - c. It is the predominant view of IR in Canada.
 - d. It downplays the inherent conflict between workers and management.

ANS: C PTS: 1 REF: p. 16-17 MSC: Remember

30. The pluralist/institutional view of industrial relations is closely linked to which of the following?
- a. human resources management
 - b. political science
 - c. employment relations
 - d. industrial relations systems approach

ANS: D PTS: 1 REF: p. 16-17 MSC: Higher order

31. Which views of industrial relations are based in economics?
- neoclassical economics and pluralist
 - human resources/strategic choice and political economy
 - neoclassical economics and human resources/strategic choice
 - pluralist and political economy

ANS: A PTS: 1 REF: p. 16-18 MSC: Higher order

32. Why do some scholars reject the human resources/strategic choice view of industrial relations?
- The labour market has shifted to nonunionized workplaces.
 - It erodes workplace democracy.
 - It downplays the natural conflict between employers and employees.
 - A shared ideology no longer exists.

ANS: C PTS: 1 REF: p. 17 MSC: Higher order

33. Which of the following applies to the human resources/strategic choice perspective of industrial relations?
- It is only used in management schools.
 - It was developed by Noah Meltz.
 - It is anti-union.
 - It emphasizes management's efforts at cooperation.

ANS: D PTS: 1 REF: p. 17 MSC: Higher order

34. What is the fundamental element of the political economy view of industrial relations?
- It focuses on the inherent conflict between employers and employees.
 - It examines issues related to long-term stability.
 - It claims to be the predominant view of IR in Canada.
 - It is associated with economic analysis of labour markets.

ANS: A PTS: 1 REF: p. 18 MSC: Higher order

35. Which view of industrial relations is based on Marxist theory?
- human resources/strategic choice
 - pluralist and institutional
 - neoclassical economics
 - political economy

ANS: D PTS: 1 REF: p. 18 MSC: Remember

SHORT ANSWER

1. Name the four actors of the IR system as presented in the text.

ANS:

- labour (employees and associations)
- employers and associations
- government and associated agencies
- end users

PTS: 1 REF: p. 9

2. Name three labour outcomes of the IR system.

ANS:

1. union security/rights
2. hours of work
3. wages and benefits
4. job rights
5. work rules

PTS: 1

REF: p. 9

3. Compare and contrast the pluralist/institutional view of IR and the political economy view.

ANS:

Pluralist/Institutional: Unions counterbalance the power of employers relative to employees. This view sees importance of strong institutions (and three actors—labour, management, and government) in order to have a stable employment system and democratic rights in the workplace. Thus, this view emphasizes a shared ideology and thereby minimizes the role of conflict.

Political Economy: Labour is seen as necessary since there is inherent conflict between employers and employees. Rather than shared ideology, there is a class struggle between the parties. This view focuses on the role of power and conflict between parties.

PTS: 1

REF: p. 16, 18

4. Name the three contexts of Dunlop's IR system.

ANS:

1. market and budgetary
2. technological characteristics of the workplace
3. distribution of power in the larger society

PTS: 1

REF: p. 17

5. What are three criticisms of Dunlop's IR system?

ANS:

1. descriptive in nature
2. underestimates importance of power and conflict
3. static in nature
4. cannot explain recent/rapid decrease in unionization in the U.S.

PTS: 1

REF: p. 17