

Exam

Name \_\_\_\_\_

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

- 1) The difference between the value of goods and services produced and their costs were referred to by Radicalists as 1) \_\_\_\_\_

A) surplus value.  
B) surplus cost.  
C) marginal value.  
D) marginal cost.  
E) profits.

Answer: A

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

- 2) Dunlop's "Common Ideology" is best defined as 2) \_\_\_\_\_

A) substantive rules regarding system outcomes such as pay.  
B) political affiliation shared by all actors in the system.  
C) common ideas defining the role, place and function of all actors in the system.  
D) rules governing behaviour by all actors in the system.  
E) economic ideas shared by all actors in the system.

Answer: C

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

- 3) Radicalists and Political Economists believe 3) \_\_\_\_\_

A) society is composed of one class that blends owners and workers.  
B) widespread inequality is an integral part of any capitalist system.  
C) existing political and economic arrangements can solve most current Industrial Relations issues.  
D) the value of goods and services produced by the workers is adequately reflected in wages.  
E) profits are equally shared by owners and workers.

Answer: B

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

4) A particular difficulty with the Canadian Industrial relations system, as viewed by Political Economists is

4) \_\_\_\_\_

- A) inadequate representation of skilled labourers.
- B) inadequate representation of professional disciplines.
- C) inadequate recognition of managerial action.
- D) inadequate representation of small business owners.
- E) inadequate representation of women.

Answer: E

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

5) Radicalists who believed that change in the Industrial relations system in Canada would come through a giant general strike were known as

5) \_\_\_\_\_

- A) Syndicalists.
- B) Classical Marxists.
- C) Reformists.
- D) Institutionalists.
- E) Political Economists.

Answer: A

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

6) According to Dunlop, an IR system includes all but the following:

6) \_\_\_\_\_

- A) a web of rules governing the actors' workplace behaviour.
- B) three major actors.
- C) a single, clear statement as to how the system works.
- D) a common ideology binding the system together.
- E) various contexts.

Answer: C

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

- 7) Political economists believe change in the Industrial Relations system should come through 7) \_\_\_\_\_
- A) direct actions such as general strikes.
  - B) employee ownership and management of business enterprises.
  - C) direct affiliation with a political party.
  - D) violent overthrow of society.
  - E) indirect Political activity such as lobbying.

Answer: B

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

- 8) All but which one of the following employment patterns has increased significantly over the past 20 years? 8) \_\_\_\_\_
- A) work done on a short- term contractual basis
  - B) regular part-time work
  - C) regular full-time work
  - D) work performed at home
  - E) self-employment

Answer: C

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

- 9) Political Economists believe in 9) \_\_\_\_\_
- A) centralizing of power issues.
  - B) use of direct action to bring the capitals class to its knees.
  - C) violent overthrow of the capitalist society.
  - D) decentralized power issues and the isolation of Industrial relations from large economical and societal developments.
  - E) irrelevancy of political solutions to Industrial relations issues.

Answer: A

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

- 10) Neoclassicists' major research strategy is:
- A) interviews of employers and employees.
  - B) case studies.
  - C) surveys of employees.
  - D) quantitative statistical analysis.
  - E) historical research.

10) \_\_\_\_\_

Answer: D

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

- 11) Which of the following does not do much to explain the difference in union membership rates between Canada and the U.S.?

11) \_\_\_\_\_

- A) different union certification processes in the two countries
- B) the existence of a social democratic party in Canada
- C) broad trends in the Canadian and American economies
- D) different laws governing the exclusion of various occupational groups from unionization
- E) the fact that, in the past, a fair number of American unions were heavily involved with organized crime

Answer: C

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

- 12) As an interdisciplinary subject, Industrial Relations draws on all of the following fields, except

12) \_\_\_\_\_

- A) Business Management.
- B) Political Science.
- C) Anthropology.
- D) Law.
- E) History.

Answer: C

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

- 13) Which of the following statements concerning Thomas Kochan and his associates' views of Dunlop's systems framework is inaccurate? 13) \_\_\_\_\_
- A) The systems framework doesn't go far enough in explaining the importance of workplace conflict.
  - B) Dunlop places too much emphasis on collective bargaining.
  - C) Dunlop pays insufficient attention to the role of management.
  - D) The systems framework is of no value at all.
  - E) The systems framework inaccurately assumes that all IR developments are carried out in isolation from other aspects of the firm's operations.

Answer: D

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

- 14) All but which one of the following are challenges posed to employers by today's changing work force and changing economy? 14) \_\_\_\_\_
- A) maintaining loyalty and commitment
  - B) finding good IR people to negotiate with their unions
  - C) modifying work schedules to meet the needs of people of different religious persuasions
  - D) providing same-sex medical benefits to meet the needs of gay and lesbian couples
  - E) providing physically accessible premises to meet the needs of disabled workers

Answer: B

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

- 15) Reformists' political position is best described as 15) \_\_\_\_\_
- A) far right.
  - B) right of centre.
  - C) left of centre.
  - D) centre.
  - E) far left.

Answer: C

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

- 16) Which of the following does not help explain why union-management relations is an inadequate definition of industrial relations? 16) \_\_\_\_\_
- A) government's role in the IR system
  - B) the role of customers and suppliers as stakeholders
  - C) the fact that over half the country's work force is not unionized
  - D) the role of entire communities as stakeholders
  - E) the growing importance of management in the IR system
- Answer: E
- Explanation: A)  
B)  
C)  
D)  
E)
- 17) According to Radicalists, the bourgeoisie control 17) \_\_\_\_\_
- A) entrepreneurship.
  - B) capital.
  - C) labour resources.
  - D) means of production.
  - E) raw materials.
- Answer: D
- Explanation: A)  
B)  
C)  
D)  
E)
- 18) Institutionalists' major interest is in 18) \_\_\_\_\_
- A) eliminating all workplace conflict.
  - B) incentive pay.
  - C) overthrowing the existing economic order.
  - D) unions' impact on wages.
  - E) real world IR institutions and public labour policy issues.
- Answer: E
- Explanation: A)  
B)  
C)  
D)  
E)
- 19) From a Marxist perspective, Trade Unions are 19) \_\_\_\_\_
- A) a band-aid solution and distraction from the working person's main mission.
  - B) a prelude to the total overthrow of the capitalist system.
  - C) a tool of the capitalists used to placate workers.
  - D) the best solution to Industrial relations issues.
  - E) a good compromise between a Marxist and capitalist view.
- Answer: A
- Explanation: A)  
B)  
C)  
D)  
E)

- 20) Which of the following statements concerning managerialists is closest to being true? 20) \_\_\_\_\_
- A) They will not work with a union under any conditions.
  - B) They believe in motivating through fear rather than through positive incentives.
  - C) They are strongly pro-union.
  - D) They believe that if workers are paid well enough, managers needn't pay much attention to intrinsic working conditions.
  - E) They believe that if progressive HRM policies are followed, most workplace conflict can be done away with.

Answer: E

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

- 21) Traditional Marxists believe change in the Industrial Relations system should come through 21) \_\_\_\_\_
- A) direct affiliation with a political party.
  - B) employee ownership and management of business enterprises.
  - C) direct actions such as general strikes.
  - D) indirect Political activity such as lobbying.
  - E) violent overthrow of society.

Answer: E

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

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

- 22) What are the important differences between Systems theory and Strategic Choice Theory? 22) \_\_\_\_\_

Answer: Strategic Choice Theory recognizes management has now become the dominant actor in Industrial Relations and that their values and attitudes will affect the range of options they will considered. Additionally the development of Industrial relations cannot be considered in isolation from other developments within the firm. Also, the potential extent of conflict and the possibility that it may not be solvable through collective bargaining is recognized more by Strategic Choice than Systems Theory.

Explanation:

- 23) What are some of the important differences between Radicalists and Political Economists? 23) \_\_\_\_\_

Answer: Radicalists believe that the Industrial relations system is broken and must be replaced through political means and/or direct actions, such as general strikes. Political economists believe that despite its flaws the Industrial System in Canada can be fixed through employee ownership and management of business enterprises and the involvement of workers in their communities.

Explanation:

24) What are some important differences between IR and organizational behaviour (OB), human resource management (HRM), and labour studies? 24) \_\_\_\_\_

Answer: IR is the only one of these fields to seek to strike a balance between equity and efficiency, and between the interests of workers and those of managers and employers. Whereas OB and HRM generally take a pro-management approach and labour studies, a pro-worker and often pro-union approach, IR takes into account the interests of all workplace actors.

Explanation:

25) List some advantages and disadvantages of today's increasingly fluid work schedules and lack of job security. 25) \_\_\_\_\_

Answer: The main advantage is that, what with people changing jobs and even careers far more often than their parents and grandparents did, there's less time to become bored. Just to stay afloat, many of us have to learn a broad range of job skills, which can increase our job satisfaction. The major disadvantage is that the lack of job security, even for a firm's best workers, can breed considerable resentment and frustration and lead to a high degree of stress among workers. It's also very difficult for employers to generate loyalty and commitment from workers who don't know if they'll have a job six months down the road.

Explanation:

26) Why (aside from the money they earn at work) do most people find work such an important experience? 26) \_\_\_\_\_

Answer: First, simply because we spend so much time at work—more time than we spend doing anything else, except sleeping. Second, because much of our adult identity is shaped there, and because we receive vital feedback and approval from our peers based on our work performance. Third, because many (if not most) of our adult relationships tend to be centred around the workplace. Many of us meet our life partners and a good many of our friends there. All this explains why people who don't have jobs often feel like second-class citizens and why being fired from one's job is such a traumatic experience.

Explanation:

27) List one major strength and one major weakness of the managerialist perspective. 27) \_\_\_\_\_

Answer: The strength of this perspective is that it has really zeroed in on workers' concerns regarding the quality of their workplace experience. Through interviews, surveys, and case studies, managerialists have found out a lot about what makes individual workers "tick" and how to motivate them. One of the perspective's major weaknesses is that it has paid inadequate attention to the role of unions, which tend to operate on the basis of a group rather than an individual dynamic. Since unions are the only organizations in Canada which can legally call strikes or file grievances, failure to study the role of unions means that any explanation of workplace conflict is likely to be seriously inadequate.

Explanation:

28) What common ideals are shared by Radicalists and Political Economists? 28) \_\_\_\_\_

Answer: Both believe that currently power is too centralized with the capitalists and that Industrial relations development must take place in the context of larger developments in society and the economy

Explanation:



29) What are some important differences between IR and labour economics and the sociology of work? 29) \_\_\_\_\_

Answer: Whereas labour economics focusses on work's economic aspects and the sociology of work, on its psychic aspects, IR treats both aspects as interrelated. The field's interdisciplinary approach also allows for a much broader range of approaches to be used in studying work-related issues.

Explanation:

30) What are some important differences between institutionalists and reformists? 30) \_\_\_\_\_

Answer: In principle, both believe strongly in unions and collective bargaining. In practice, institutionalists have a good deal more faith in the IR system as presently constituted than do reformists. The former generally believe that once good labour relations laws are in place, employers and unions can bargain on more or less equal terms. The latter would argue that given widespread economic and political inequality, the playing field is a long way from being level, particularly in peripheral areas of the economy, and that widespread changes are needed to the tax system and social programs as well as to the existing system of employment-related laws if collective bargaining is to work as it should.

Explanation:

31) What are the roles of managers, workers, and governments in Dunlop's systems framework? 31) \_\_\_\_\_

Answer: Managers' role is to direct work, giving instructions to workers, whose job is to do the work they are directed to perform. Government's primary role is that of peacekeeper and rule-maker, although within the public sector it also wears a second hat as employer of that sector's workers.

Explanation:

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

32) It would be fair to say that the field of IR really began in North America as a reaction against the neoclassical perspective. 32) \_\_\_\_\_

Answer: ☒ True ☐ False

Explanation:

33) Unions/management relations in Canada are conducted within a Federal legislative framework only. 33) \_\_\_\_\_

Answer: ☐ True ☒ False

Explanation:

34) Most people who work do it only for the money. 34) \_\_\_\_\_

Answer: ☐ True ☒ False

Explanation:

35) Employment Legislation and Labour Relations Legislation are two distinct areas of law with no interaction. 35) \_\_\_\_\_

Answer: ☐ True ☒ False

Explanation:

- 36) Dunlop's notion of shared ideology has proved useful in explaining the reasons for workplace conflict. 36) \_\_\_\_\_  
Answer: True ☒ False  
Explanation:
- 37) Few of today's workers need concern themselves very much with job security. 37) \_\_\_\_\_  
Answer: True ☒ False  
Explanation:
- 38) Unions have an easier time recruiting members in regions with a history of positive labour relations 38) \_\_\_\_\_  
Answer: ☒ True ☐ False  
Explanation:
- 39) It would be fair to say that there are a good many workaholics in the Canadian labour force. 39) \_\_\_\_\_  
Answer: ☒ True ☐ False  
Explanation:
- 40) Craig's version of the system framework places considerable importance on the role of management and management-related outcomes. 40) \_\_\_\_\_  
Answer: True ☒ False  
Explanation:
- 41) Members of the political economy school are more sophisticated in their political prescriptions than were traditional Marxists of earlier years. 41) \_\_\_\_\_  
Answer: ☒ True ☐ False  
Explanation:
- 42) Reformists would argue that as things stand, unions are unable to offer many workers any real protection against arbitrary or unfair treatment by their employers. 42) \_\_\_\_\_  
Answer: ☒ True ☐ False  
Explanation:
- 43) Union growth occurs unrelated to employment and economic trends 43) \_\_\_\_\_  
Answer: True ☒ False  
Explanation:
- 44) A general strike is the type of action that syndicalists believe will reform Industrial Relations. 44) \_\_\_\_\_  
Answer: ☒ True ☐ False  
Explanation:
- 45) Industrial relations (IR) has a single, very powerful theory which explains most phenomena in the field. 45) \_\_\_\_\_  
Answer: True ☒ False  
Explanation:
- 46) Countries that have a labour or social democratic party are likely to have higher union membership rates than countries which don't. 46) \_\_\_\_\_  
Answer: ☒ True ☐ False  
Explanation:

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

- 47) Explain how a study of Canadian and American union membership rates over time illustrates IR's interdisciplinary nature.

Answer: (suggested). Since union membership is to a large extent a response to economic phenomena, economics is clearly needed for any study of union membership growth. But Canada and the U.S. have had roughly similar economic experiences over the past three decades, and their economies have become increasingly integrated—yet the two countries' union membership rates have continued to diverge. Clearly, other approaches are needed to explain the divergence, which has increased at precisely the same time as the two countries' economies have become more closely intertwined. For example:

- 48) What were some of the developments that gave rise to the strategic choice framework?

Answer: (suggested): First, management had, in the view of Thomas Kochan and his associates, been inadequately treated in most of the existing IR literature. Many texts didn't even contain a chapter on management. Second, Kochan et al felt it was naive to assume that most workplace conflict could be worked out through collective bargaining, strikes, and the grievance process at a time when many employers were refusing to have anything to do with unions, some going to the extent of hiring consultants to show them how best to get rid of their union or keep unions out. Kochan et al were also critical of the systems framework's tendency to treat IR developments in isolation from the rest of the firm's activities, whereas at the time they were writing their theory, a growing number of firms were linking their IR and HR strategies to their overall strategies. (Note: This answer can be fleshed out, especially if you have used the strategic choice diagrams in class during your introductory lecture).

- 49) Of the important environmental differences between Canada and the United States, which is the most important in making Strategic Choice theory less applicable in Canada?

Answer: (suggested). The two important environmental differences are the existence in the U.S. of "right-to-work" states and the existence in Canada of publicly funded medicare and other social programs which allow Canadian unions to resist employer demands for concessions and make collective bargaining more successful.

The relative importance of either will be up to the student but will usually follow from one of two perspectives. If the student is anti-union they will argue that the American "right-to-work" idea is more conducive to freedom and recognition of individual employee merit. On the other hand, the student may look at Canada's social safety net and argue that, as it is in large part due to the political activities of unions and their political allies, and that as this is a benefit to society as a whole it is the more important difference.

50) From a reformist perspective, why must the Industrial Relations system be reformed to allow labour relations legislation and collective bargaining to work?

Answer: (suggested). Reformists believe that there must be major economic redistribution, pay and employment equity reforms and other employment law reforms to correct widespread political and structural inequality. This would allow unions to actually protect workers. Especially those in small businesses who, although representing the majority of Canadian workers, lack the strength to adequately assert their rights.

Some reformists, such as David Beatty, would use the *Charter of Rights and Freedoms* to bring more people, such as managers, agricultural and domestic workers, under the umbrella of labour relations legislation and that labour law should be appraised on how it affects the worst-off members of society.

A second group of academics focuses on power in the workplace and believe that the state has a hand in maintaining existing power imbalances. This group also focuses on specific issues to be addressed by labour relations legislation such as unsafe working conditions and layoffs.

The common theme is that there must be a change in the function of labour relations legislation at either a macro or systemic level, or a micro or individual issue level.

51) Discuss some of the strengths and weaknesses of the systems approach to IR.

Answer: (suggested). It offers a good insight into the field's interdisciplinary nature and provides a useful (if somewhat traditional) view of the role of the three major actors. It's particularly helpful for comparative IR, since it offers a convenient introductory approach to the study of systems with which a researcher is unfamiliar. By looking at the actors, the contexts in which they operate, and the web of rules governing the actors' behaviour, one can learn a good deal about new systems quite quickly. The systems framework also provides some kind of basis for comparing different systems (not in book, but good to consider anyway).

The systems framework is rather less satisfactory for the study of one's own system, or even a foreign system about which one already knows a good deal. It pays inadequate attention to environmental inputs other than those emanating from the three contexts identified by Dunlop. Its notion of a "shared ideology" presupposes that the actors have more in common than, perhaps, they do. Perhaps most serious of all, its treatment of conflict is seriously inadequate. Dunlop doesn't distinguish at all between "constructive" conflict, of the sort which can be worked out by the various institutions of collective bargaining, and "destructive" or dysfunctional conflict, which cannot. Nor does he indicate to what extent (if at all) conflict is inherent within the employment relationship and the IR system. Craig's version of the system model represents an improvement on Dunlop's initial formulation in a number of ways. His input-output framework allows for the identification of a broader range of inputs, and his position on conflict is somewhat more explicit. Craig at least implies that some level of conflict is inherent to the IR system through his identification of strikes, grievances, and lockouts as conversion processes. On the negative side, Craig's treatment of management is seriously inadequate; he does not even identify profit, market share, or the good or service being produced as management outputs. Most of his conversion processes presuppose the existence of unions and collective bargaining, a fact which severely limits the applicability of his framework in non-unionized workplaces. Finally, Craig appears to assume that most conflict can be worked out within the IR system through the various conversion processes. A number of recent developments, particularly the growing adoption of hard-line anti-union strategies by employers in Canada as well as the U.S., cast doubt on such an assumption. Overall, while the systems framework may constitute a useful starting-point for an investigation of the Canadian IR system, it needs to be supplemented by a more dynamic approach such as the strategic choice framework, which in particular offers more insight into the IR developments of the past two decades.

## Answer Key

Testname: C1

- 1) A
- 2) C
- 3) B
- 4) E
- 5) A
- 6) C
- 7) B
- 8) C
- 9) A
- 10) D
- 11) C
- 12) C
- 13) D
- 14) B
- 15) C
- 16) E
- 17) D
- 18) E
- 19) A
- 20) E
- 21) E
- 22) Strategic Choice Theory recognizes management has now become the dominant actor in Industrial Relations and that their values and attitudes will affect the range of options they will considered. Additionally the development of Industrial relations cannot be considered in isolation from other developments within the firm. Also, the potential extent of conflict and the possibility that it may not be solvable through collective bargaining is recognized more by Strategic Choice than Systems Theory.
- 23) Radicalists believe that the Industrial relations system is broken and must be replaced through political means and/or direct actions, such as general strikes. Political economists believe that despite its flaws the Industrial System in Canada can be fixed through employee ownership and management of business enterprises and the involvement of workers in their communities.
- 24) IR is the only one of these fields to seek to strike a balance between equity and efficiency, and between the interests of workers and those of managers and employers. Whereas OB and HRM generally take a pro-management approach and labour studies, a pro-worker and often pro-union approach, IR takes into account the interests of all workplace actors.
- 25) The main advantage is that, what with people changing jobs and even careers far more often than their parents and grandparents did, there's less time to become bored. Just to stay afloat, many of us have to learn a broad range of job skills, which can increase our job satisfaction. The major disadvantage is that the lack of job security, even for a firm's best workers, can breed considerable resentment and frustration and lead to a high degree of stress among workers. It's also very difficult for employers to generate loyalty and commitment from workers who don't know if they'll have a job six months down the road.
- 26) First, simply because we spend so much time at work—more time than we spend doing anything else, except sleeping. Second, because much of our adult identity is shaped there, and because we receive vital feedback and approval from our peers based on our work performance. Third, because many (if not most) of our adult relationships tend to be centred around the workplace. Many of us meet our life partners and a good many of our friends there. All this explains why people who don't have jobs often feel like second-class citizens and why being fired from one's job is such a traumatic experience.

## Answer Key

Testname: C1

- 27) The strength of this perspective is that it has really zeroed in on workers' concerns regarding the quality of their workplace experience. Through interviews, surveys, and case studies, managerialists have found out a lot about what makes individual workers "tick" and how to motivate them. One of the perspective's major weaknesses is that it has paid inadequate attention to the role of unions, which tend to operate on the basis of a group rather than an individual dynamic. Since unions are the only organizations in Canada which can legally call strikes or file grievances, failure to study the role of unions means that any explanation of workplace conflict is likely to be seriously inadequate.
- 28) Both believe that currently power is too centralized with the capitalists and that Industrial relations development must take place in the context of larger developments in society and the economy
- 29) Whereas labour economics focusses on work's economic aspects and the sociology of work, on its psychic aspects, IR treats both aspects as interrelated. The field's interdisciplinary approach also allows for a much broader range of approaches to be used in studying work-related issues.
- 30) In principle, both believe strongly in unions and collective bargaining. In practice, institutionalists have a good deal more faith in the IR system as presently constituted than do reformists. The former generally believe that once good labour relations laws are in place, employers and unions can bargain on more or less equal terms. The latter would argue that given widespread economic and political inequality, the playing field is a long way from being level, particularly in peripheral areas of the economy, and that widespread changes are needed to the tax system and social programs as well as to the existing system of employment-related laws if collective bargaining is to work as it should.
- 31) Managers' role is to direct work, giving instructions to workers, whose job is to do the work they are directed to perform. Government's primary role is that of peacekeeper and rule-maker, although within the public sector it also wears a second hat as employer of that sector's workers.
- 32) TRUE
- 33) FALSE
- 34) FALSE
- 35) FALSE
- 36) FALSE
- 37) FALSE
- 38) TRUE
- 39) TRUE
- 40) FALSE
- 41) TRUE
- 42) TRUE
- 43) FALSE
- 44) TRUE
- 45) FALSE
- 46) TRUE
- 47) (suggested). Since union membership is to a large extent a response to economic phenomena, economics is clearly needed for any study of union membership growth. But Canada and the U.S. have had roughly similar economic experiences over the past three decades, and their economies have become increasingly integrated—yet the two countries' union membership rates have continued to diverge. Clearly, other approaches are needed to explain the divergence, which has increased at precisely the same time as the two countries' economies have become more closely intertwined. For example:

- 48) (suggested): First, management had, in the view of Thomas Kochan and his associates, been inadequately treated in most of the existing IR literature. Many texts didn't even contain a chapter on management. Second, Kochan et al felt it was naive to assume that most workplace conflict could be worked out through collective bargaining, strikes, and the grievance process at a time when many employers were refusing to have anything to do with unions, some going to the extent of hiring consultants to show them how best to get rid of their union or keep unions out. Kochan et al were also critical of the systems framework's tendency to treat IR developments in isolation from the rest of the firm's activities, whereas at the time they were writing their theory, a growing number of firms were linking their IR and HR strategies to their overall strategies. (Note: This answer can be fleshed out, especially if you have used the strategic choice diagrams in class during your introductory lecture).
- 49) (suggested). The two important environmental differences are the existence in the U.S. of "right-to-work states and the existence in Canada of publicly funded medicare and other social programs which allow Canadian unions to resist employer demands for concessions and make collective bargaining more successful.

The relative importance of either will be up to the student but will usually follow from one of two perspectives. If the student is ant-union they will argue that the American "right-to-work" idea is more conducive to freedom and recognition of individual employee merit. On the other hand, the student may look at Canada's social safety net and argue that, as it is in large part due to the political activities of unions and their political allies, and that as this is a benefit to society as a whole it is the more important difference.

- 50) (suggested). Reformists believe that there must be major economic redistribution, pay and employment equity reforms and other employment law reforms to correct widespread political and structural inequality. This would allow unions to actually protect workers. Especially those in small businesses who, although representing the majority of Canadian workers, lack the strength to adequately assert their rights.

Some reformists, such as David Beatty, would use the *Charter of Rights and Freedoms* to bring more people, such as managers, agricultural and domestic workers, under the umbrella of labour relations legislation and that labour law should be appraised on how it affects the worst-off members of society.

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The common theme is that there must be a change in the function of labour relations legislation at either a macro or systemic level, or a micro or individual issue level.

- 51) (suggested). It offers a good insight into the field's interdisciplinary nature and provides a useful (if somewhat traditional) view of the role of the three major actors. It's particularly helpful for comparative IR, since it offers a convenient introductory approach to the study of systems with which a researcher is unfamiliar. By looking at the actors, the contexts in which they operate, and the web of rules governing the actors' behaviour, one can learn a good deal about new systems quite quickly. The systems framework also provides some kind of basis for comparing different systems (not in book, but good to consider anyway).

The systems framework is rather less satisfactory for the study of one's own system, or even a foreign system about which one already knows a good deal. It pays inadequate attention to environmental inputs other than those emanating from the three contexts identified by Dunlop. Its notion of a "shared ideology" presupposes that the actors have more in common than, perhaps, they do. Perhaps most serious of all, its treatment of conflict is seriously inadequate. Dunlop doesn't distinguish at all between "constructive" conflict, of the sort which can be worked out by the various institutions of collective bargaining, and "destructive" or dysfunctional conflict, which cannot. Nor does he indicate to what extent (if at all) conflict is inherent within the employment relationship and the IR system. Craig's version of the system model represents an improvement on Dunlop's initial formulation in a number of ways. His input-output framework allows for the identification of a broader range of inputs, and his position on conflict is somewhat more explicit. Craig at least implies that some level of conflict is inherent to the IR system through his identification of strikes, grievances, and lockouts as conversion processes. On the negative side, Craig's treatment of management is seriously inadequate; he does not even identify profit, market share, or the good or service being produced as management outputs. Most of his conversion processes presuppose the existence of unions and collective bargaining, a fact which severely limits the applicability of his framework in non-unionized workplaces. Finally, Craig appears to assume that most conflict can be worked out within the IR system through the various conversion processes. A number of recent developments, particularly the growing adoption of hard-line anti-union strategies by employers in Canada as well as the U.S., cast doubt on such an assumption. Overall, while the systems framework may constitute a useful starting-point for an investigation of the Canadian IR system, it needs to be supplemented by a more dynamic approach such as the strategic choice framework, which in particular offers more insight into the IR developments of the past two decades.