

Name

Class

Date

: _____ : _____ e: _____

CHAPTER 1 Union-Management Relationships in Perspective

True / False

1. "Employees" often represent the least significant participant category in the labor relations process since their actions are controlled by union leaders and/or management officials.

- a. True
- b. False

ANSWER:

False

2. Arbitrators, unlike mediators do not have authority to make final and binding decision concerning labor disputes.

- a. True
- b. False

ANSWER:

False

3. One general category of work rules pertains to employees' and employers' job rights and obligations, such as no employee strike or employer lockouts.

- a. True
- b. False

ANSWER:

True

4. Mediators have binding legal authority to require the parties to settle an interest dispute, but they often first restrict themselves to offering advice to help each party to clarify their own priorities and assessment of costs or risks associated with failing to reach a voluntary agreement.

- a. True
- b. False

ANSWER:

False

5. Arbitrators differ from mediators because arbitrators are almost always appointed by the government to resolve strikes in the private sector.

- a. True
- b. False

ANSWER:

False

6. Public opinion can affect one or more phases of the labor relations process, as well as the content of negotiated work rules.

- a. True
- b. False

ANSWER:

True

7. Work rules, while complex in nature, have a common dimension since they all pertain to compensation for work performed.

- a. True
- b. False

ANSWER:

False

8. Public opinion of institutions in general is low in the United States, with more than one-third of the public expressing

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confidence in only 5 out of 17 surveyed institutions.

- a. True
- b. False

ANSWER: True

9. Although union leaders are usually elected by the members, members and leaders do not completely agree on bargaining priorities.

- a. True
- b. False

ANSWER: True

10. Public opinion, while a potentially powerful influence, pertains only to the first phase of the labor relations process, particularly union organizing drives.

- a. True
- b. False

ANSWER: False

11. Negotiation of the labor agreement occurs during the third phase of the labor relations process.

- a. True
- b. False

ANSWER: False

12. Union membership in the United States has shown a steady decline as a proportion of the total labor force (i.e., comprising all employed persons 16 years of age or older).

- a. True
- b. False

ANSWER: True

13. The skills, wage levels, and availability of employees in a relevant labor market can affect negotiated work rules.

- a. True
- b. False

ANSWER: True

14. Union density, the proportion of a total group comprised of union members, is one measure of relative union strength or potential influence.

- a. True
- b. False

ANSWER: True

15. Work rules in organizations where employees are unrepresented (no union) are typically not determined unilaterally by management.

- a. True
- b. False

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ANSWER: False

16. Significant employee pension and health care benefit gains under union contracts are now referred to as “high legacy costs” by unionized employers.

- a. True
- b. False

ANSWER: True

17. “Employees” need to be viewed as a separate category of participants since they can have loyalties to both the employer and union organizations.

- a. True
- b. False

ANSWER: True

18. Many of today’s fastest growing occupations are on opposite ends of the level of education and skills required for effective job performance.

- a. True
- b. False

ANSWER: True

19. Regarding the management organization, labor relations managers and representatives are often found at the corporate, divisional, and plant levels.

- a. True
- b. False

ANSWER: True

20. The growth in part-time employment also has a small, but significant, positive impact on union density.

- a. True
- b. False

ANSWER: False

21. From management’s perspective, phase one of the labor relations process may be the most important phase of the phases involved in the labor relations process.

- a. True
- b. False

ANSWER: False

22. The work rules category that governs compensation in all its forms also may specify performance standards, promotion qualifications and procedures, and layoff procedures.

- a. True
- b. False

ANSWER: True

23. A good example of a work rule in the Health Care industry is that bilingual employees do not receive additional compensation for this skill.

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- a. True
- b. False

ANSWER: False

24. Management consultants are individuals hired from outside the organization to provide some special service or expertise.

- a. True
- b. False

ANSWER: True

25. The technology of a particular workplace is not an influence on the creation of work rules.

- a. True
- b. False

ANSWER: False

Multiple Choice

26. _____ are third-party neutrals hired by the union and management officials to make a final and binding decision on a disputed issue.

- a. Arbitrators
- b. Mediators
- c. Retired company presidents
- d. Consulting managers
- e. Employees

ANSWER: a

27. The four dimensions of a workplace technology does not include:

- a. Equipment used in the operation
- b. The pace of work.
- c. Characteristics of the work environment.
- d. Information exchange.
- e. Structuring of administrative duties.

ANSWER: d

28. The “labor relations process” occurs when:

- a. Government dictates labor-management activities.
- b. Historical aspects of organized labor affect current decision.
- c. Management and the exclusive bargaining agent (the union) engage in the joint determination and administration of work rules.
- d. Privately held companies go public.
- e. Unions find international affiliations.

ANSWER: c

29. Elements in the labor relations process does not include:

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- a. International forces.
- b. State of the Economy.
- c. Product market.
- d. Public opinion.
- e. Outsourcing

ANSWER:

e

30. Which of the following is not a “state of the economy” factor affecting negotiation and administration of work rules?

- a. Rising inflation rate.
- b. Rising health costs.
- c. Decreased employees’ standard of living.
- d. Unemployment rates.
- e. Union membership

ANSWER:

e

31. Technological advances in the workplace:

- a. Can reduce or eliminate employees in a particular job classification.
- b. Can slow down production.
- c. Is encouraged to attract unions.
- d. Is not available in most industries.
- e. discourages outsourcing.

ANSWER:

a

32. The “focal point” of labor relations represents:

- a. The government.
- b. The negotiation and administration of work rules.
- c. Public opinion.
- d. Union and management officials.
- e. Technology

ANSWER:

b

33. The negotiation of compensation for and number of intervals for bus drivers reflects which technological component?

- a. Tasks to be performed.
- b. Equipment used.
- c. The pace and scheduling of work.
- d. Forced labor.
- e. Holiday pay.

ANSWER:

c

34. “Probationary work periods” would be most desired by management when the labor market:

- a. Has a low unemployment rate and a low number of unskilled employees.
- b. Has a low unemployment rate.

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- c. Has a low number of unskilled employees
- d. Has a high unemployment rate and many skilled employees.
- e. Has a high number of unskilled employees.

ANSWER:

e

35. U.S. unions believe that “free trade” will:

- a. Serve to raise the living standards of workers in their own countries.
- b. Ensure that domestic companies can compete effectively in global markets.
- c. Reduce the labor cost advantage of moving work done by U.S. workers.
- d. Fostering more cooperation with foreign-based labor organizations.
- e. Enhance job security for U.S. workers.

ANSWER:

e

36. One union estimate found that management consultants hired to counter a union organizing campaign:

- a. Are often ridiculed by employees who overwhelmingly voted for union representation.
- b. Are seldom if ever used by corporations.
- c. Are involved in 75 percent of the union organizing campaigns.
- d. Did not persuade employees to vote in a union.
- e. Do not provide special services.

ANSWER:

c

37. When the North American Free Trade Act (NAFTA) was passed, it:

- a. Substantially lowered the wages of Mexican employees, such as truck drivers, in comparison to their U.S. counterparts.
- b. Contained a 25-year phase-in to increase tariffs between Canada, Mexico, and the U.S.
- c. Was unsuccessfully opposed by organized labor.
- d. Involved only the United States and Mexico.
- e. Benefited the United States more than other countries.

ANSWER:

c

38. Work rules:

- a. Are determined unilaterally by the unions.
- b. Are jointly determined and administered by managers and union representatives.
- c. Are determined unilaterally by managers.
- d. Are the same across public and private sector organizations.
- e. Reflect the dynamic nature of the management.

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ANSWER:

b

39. An analysis of 40 years of *The New York Times* columns concerning labor unions found that the frequency of strikes has:

- a. Reached a record high.
- b. Been exaggerated.
- c. Remained relatively constant from one year to the next.
- d. Can't be determined since the required statistics were not kept until 1985.
- e. Widely fluctuated from one year to the next.

ANSWER:

b

40. The sequence of the labor relations process is:

- a. random.
- b. unpredictable.
- c. independent.
- d. cumulative.
- e. unpredictable and random.

ANSWER:

d

41. The mass media:

- a. Often tend to perpetuate a positive stereotype of unions.
- b. Portrays unions as ethical and benevolent organizations.
- c. Minimize strike activity coverage.
- d. Often serve as a generator and conduit of community opinion.
- e. Focuses on the concerns of workers rather than the effect on consumer prices.

ANSWER:

d

42. The labor relations process consists of _____ basic phase(s).

- a. 1
- b. 2
- c. 3
- d. 4
- e. 5

ANSWER:

c

43. Union officials seek to enhance public opinion by:

- a. Calling for more strikes.
- b. Ignoring negative comments made in the media.
- c. Using secrecy.
- d. Avoiding attention to union activities.
- e. Getting organized labor's positive message out to the community and forming alliances with various groups in the community.

ANSWER:

e

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44. The product market:

- a. Is where the company either sells its product or purchases key elements for its manufacture or can make management more vulnerable.
- b. Encourages importing products for manufacturing.
- c. Is basically an irrelevant influence on the labor relations process.
- d. Is where strikes are encouraged by management during product delivery.
- e. Is where the company obtains skilled laborers for product manufacturing.

ANSWER:

a

45. The most important factor in the gradual decline or stagnation in union membership has been attributed to:

- a. Political and legal conditions governing the workplace.
- b. Structural changes in the labor force.
- c. Improved management practices in organizations.
- d. Increase of government employees.
- e. Decrease of automobile manufacturing workers.

ANSWER:

b

46. The federal government's role in private sector collective bargaining activities is basically:

- a. Illegal.
- b. Direct and prohibited.
- c. Direct.
- d. Prohibited.
- e. Indirect.

ANSWER:

e

47. The phase of the labor relations process which states that employees have a legal right to form and join a union or to refrain from doing so is the:

- a. Negotiation of the labor agreement.
- b. Administration of the labor agreement.
- c. Focal point of labor relations.
- d. Recognition of the legitimate rights and responsibilities of union and management representatives.
- e. Key participants in the labor relations process.

ANSWER:

d

48. The following is not an element of the labor relations process:

- a. Discouraged workers.
- b. State of the economy.
- c. International forces.
- d. Product market.
- e. Financial market.

ANSWER:

a

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49. The basic assumption underlying U.S. labor relations which states that employees should have a right to determine for themselves what is in their best interests and pursue such interests legally is that:

- a. The free enterprise economic system in the U.S. creates an inherent conflict of interest between employers and employees.
- b. Collective bargaining provides a process for meaningful employee participation through independently chosen representatives in the determination of work rules.
- c. The unemployment rate affects work rules that provide job protection.
- d. Employees in a free and democratic society have a right to independently pursue their employment interests using lawful means.
- e. Government takes a direct role in determining work rules.

ANSWER:

d

50. The key participants in the labor relations process who represent the interest of the ownership as well as their own self-interests are the:

- a. Management consultants.
- b. Employees.
- c. Managers.
- d. Arbitrators.
- e. Mediators.

ANSWER:

c