

## Relations industrielles Industrial Relations



Edward E. HERMAN, Alfred KUHN, Ronald SEEBER : *Collective Bargaining and Labor Relations. (2nd ed.)*, Englewood Cliffs, Prentice Hall, 1987, 621 pp., ISBN 0-13-140576-6

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Chapters 5 and 6 deals with new directions and policy implications of the «new technology». The authors indicate «workers and local union leaders are concerned with a broad range of impacts of new technology... job security, protection of the bargaining unit and retraining». The authors conclude that the «factors that determine the effectiveness of union involvement in technological change are the same factors that determine the outcome of any collective bargaining effort: membership education and support, leadership and sustained action».

Time will tell whether the Canadian Auto Workers take such a constructive approach to technological change and whether union participation in technological change is welcomed by management. It is not clear to this reviewer whether cooperation must be set forth in labour contracts or government legislation or whether common sense will convince both companies and unions that consultation about technological change is some of the best preventive maintenance that can be done in factories.

**Bernard PORTIS**

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**Collective Bargaining and Labor Relations, Second Edition**, by E. Edward Herman, Alfred Kuhn and Ronald Seeber, Englewood Cliffs, Prentice Hall, 1987, 621 pp., ISBN 0-13-140576-6

E. Edward Herman, Alfred Kuhn and Ronald Seeber have written a comprehensive textbook on labour-management relations in the United States. The text belongs on the bookshelves of all those who teach industrial relations.

The book consists of eighteen chapters which cover the critical parts of an introductory course in labour relations as well as a course in collective bargaining.

As the authors indicate in their preface what differentiates this text from others is its in-depth coverage of areas that are either omitted or underemphasized in other texts; specifically they cite the following chapters: «The Question of the Bargaining Unit», «Preparation for Bargaining», «Costing of Labor Contracts», the four chapters on the bargaining process, and «Management and Union Security», «Concessions and the Future of Collective Bargaining», the bargaining simulation, and recent arbitration cases.

Several of the readings highlighted by the authors are, in fact, exceptional. The chapter on concession bargaining, though brief, provides many insights into one of the most important industrial relations issues of the past few years. Similarly, the chapter dealing with management and union security is notable for its conceptual clarity. Clarity is also evident in the well thought out and comprehensive collective bargaining simulation. The simulation comes complete with several standard evaluation questionnaires for both the students and the instructor.

The main weakness of this text is not lack of substance but absence, in several instances, of a lively writing style. I attribute the lack of liveliness to the relative lack of current examples as an integral part of much of the text. This lack of integration makes the excellent substantive material seem somewhat dull. The comprehensive chapter on costing is done a disservice by beginning with a detailed description of the Bureau of Labor Statistics estimates of contract costs. While this information is important the reader would be better served by an introduction giving some actual examples of how accurate costing (or the lack of it!) influenced a real set of negotiations.

Perhaps the most exciting part about teaching industrial relations is the opportunity to relate concepts to contemporary events. Clearly, no text will ever be 100% up-to-date; however students should be able to get a feeling of the vitality of the subject matter not only from their instructor but from the text as well.

On a more minor stylistic level one could argue that the lay-out of the text might be improved. The material is put forth in full 8 1/2 by 11 form although a break down of each page into two columns might make it somewhat easier for the student to absorb the material.

Finally, although this text focuses on U.S. labour relations it is unfortunate that there is no reference to certain Canadian experiments such as first contract arbitration, anti-strike breaking legislation, and choice of procedures impasse resolution in the Canadian federal civil service. Brief discussion of Canadian experience in each of these areas would highlight the fact that some of the industrial relations reforms proposed in the United States are already in practice elsewhere. Absence of Canadian examples, however should not be too surprising given that the texts' extensive bibliography fails to even list **Relations Industrielles** as a journal/serial.

Overall, **Collective Bargaining and Labor Relations** should serve as a useful supplement for students who already have the benefit of one of the more readable industrial relations texts.

Norman A. SOLOMON

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**Not by Bread Alone: A Study of Organizational Climate and Employer-Employee Relations in India**, by Baldev R. Sharma, New Delhi, India, Shri Ram Centre for Industrial Relations and Human Resources, 1987, xvi, 191 pp.

Organizational climate is an important subject in the study of employer-employee relations. However, this subject has not received much attention from industrial relations scholars. It is more so insofar as studies of organizational climate in developing countries are concerned. Hence there is a call for research on this topic. Professor Sharma has responded to this call on a grand scale by writing the book **Not By Bread Alone**.

Chapter 1 of the book presents a review of literature on organizational climate together with the author's personal note on how the present study evolved over a period of half a decade. The concept of organizational climate is subjected to a thorough examination with a view to establish an operational base for empirical work in Chapter 2. In Chapter 3, the design of the study is described, and results of reliability and validity tests on the questionnaire are reported. Empirical results for supervisory-management relations and for labour-management relations are presented in Chapters 4 and 5, respectively. Chapter 6 reports results for psychological climate, obtained from a multivariate analysis of data where individuals are the unit of analysis. Major findings of the study have been summarized in the concluding chapter.

The book is about the effects of organisational climate on employer-employee relations in 51 manufacturing organisations in India. The sample is comprised of 23 public sector and 28 private sector organizations. Of the private sector, 15 are subsidiaries of multinational corporations, and 13 indigenous. The information on the organisational climate has been elicited by administering a 27-item questionnaire completed by 3785 first-line supervisors belonging to these 51 organizations. And the concept of organizational climate has been measured along nine dimensions — scope for advancement, grievance handling, monetary benefits, par-