

# SELECTED REFERENCES

INDUSTRIAL RELATIONS SECTION

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## NOTEWORTHY BOOKS IN INDUSTRIAL RELATIONS AND LABOR ECONOMICS, 1996.\*

The Industrial Relations Section is pleased to announce that this year's winner of the Richard A. Lester Award is Philip L. Martin for *Promises to keep: collective bargaining in California agriculture*.

*Assessing educational practices: the contribution of economics*. Edited by William E. Becker and William J. Baumol. Cambridge, MA 02142. MIT Press (5 Cambridge Center); New York: Russell Sage Foundation. 1996. 283 pp. \$35.00.

Thirteen economists use both economic theory and econometrics to present their findings about the assessment and practice of elementary and secondary education. They examine such issues as the best organizational structure for schools, class size, teacher turnover, and merit pay. For example, the chapters by Rendigs Fels, "Making U.S. Schools Competitive," and Masato Aoki and Susan F. Feiner, "The Economics of Market Choice and At-Risk Students," illustrate the different views and uses of economic analysis in assessing the benefits and shortcomings of competition in terms of the public interest in education. Fels argues that the absence of a penalty for poor performance makes it difficult to determine if schools are doing the right thing. Aoki and Feiner focus on the implications of school choice and voucher systems for students at risk, expressing skepticism about this supposed panacea. In Chapter 6, David Card and Alan Krueger use the earnings of students after they leave school to challenge the popular notion that increased educational expenditure is unimportant in explaining student performance. Using their own and other studies, Card and Krueger demonstrate that a 10 percent increase in school expenditures is associated with a one to two percent increase in annual earnings for students later in life.

*Broken ladders: managerial careers in the new economy*. Edited by Paul Osterman. Cary, NC 27513. Oxford University Press (2001 Evans Rd.). 1996. 259 pp. \$35.00.

Most of the contributors to this volume focus on the structural shifts in the careers of managers. The decline in the number of middle managers and organizational decentralization mean that the work of interpreting top management objectives for front-line workers and reporting back to management from the point of production is not getting done. Organizations must also be prepared for the impact of fewer promotional opportunities and heightened insecurity on the motivation and performance of remaining managers. Chapters 2, 7 and 8 take an occupational perspective looking at senior managers, technicians, and professionals, specifically lawyers, consultants, and accountants. Chapters 3 and 6 report on the impact of restructuring on managers in firms,

\* Items on this list should be ordered directly from the publisher. Addresses are given in connection with each reference.

specifically BellSouth and Hewlett-Packard. Chapters 4 and 5 look at the automobile and insurance industries.

*Contemporary industrial relations: a critical analysis*. Edited by Ian Beardwell. Cary, NC 27513. Oxford University Press (2001 Evans Rd.). 1996. 239 pp. \$72.00, cloth; \$29.95, paper.

The nine essays in this collection deal with the state of industrial relations in Great Britain since the Thatcher era. David Guest and Kim Hoque examine whether human resources management and trade-unionism are compatible in greenfield sites (new offices and factories often built for a specific purpose). Stephen Dunn and David Metcalf examine the impact of trade union law since 1979 to determine its role in the reshaping of trade unions already weakened by market conditions. Peter Nolan investigates the nature of the linkages between industrial relations and the character and performance of British industry since 1945. Rachel Bailey analyses the impact of the profound changes to employment, bargaining, and management in the public sector. Tim Claydon develops his study of union derecognition, defining two general approaches to derecognition: reactive, representing a management response to a weakening union power in a changed industrial relations environment, or purposive, reflecting long-term effort by management to eliminate unionized industrial relations. Ed Heery argues that unions have experienced two significant waves of innovation in the past three decades, representing a break with pre-existing approaches to members, union government, and union management. David Grant uses a case study of a consumer electronics company to examine the impact Japanese management practices.

Davis, Steven J., John C. Haltiwanger, and Scott Schuh. *Job creation and destruction*. Cambridge, MA 02142. MIT Press (5 Cambridge Center). 1996. 260 pp. \$30.00.

The authors have created a new time series, gross job flow statistics, to study job creation, job destruction, and total job reallocation in United States manufacturing industries from 1972 through 1988. They have also provided methodological tools and a measurement framework that help fill a major gap in the literature dealing with the reallocation of workers in a market economy. They focus on the establishments where workers are employed. Their approach allows them to describe the relationships between job creation and destruction and such establishment characteristics as size, industry, geographical location, capital intensity, age, extent of international competition, productivity performance, and level of wages. They find that restructuring and change are the rule, not the exception in the dynamic American economy, and that the job flows extend to other market economies. Another conclusion is that workers need the flexibility to adapt to changes in job location and skill requirements. Also, it is the idiosyncratic factors, not the easily observable ones, that determine job creation and destruction.

Hamermesh, Daniel S. *Workdays, workhours, and work schedules: evidence for the United States and Germany*. Kalamazoo, MI 49007-4686. W.E. Upjohn Institute for Employment Research (300 S. Westnedge Ave.). 1996. 155 pp. \$24.00, cloth; \$14.00, paper.

The author intends to move beyond standard approaches to studying time use. His major new foci are: 1) the division of work time into hours per day and days per week instead of the standard analysis of weekly hours of work; and 2) the patterns of the particular times of the day and week when people are working, in other words, instantaneous time use. The insights derived from these analyses have an impact on such issues as the role of fixed costs of getting to work and

adding workdays to plant schedules and policies on overtime work, the length of workdays and workweeks, and child care. Among the conclusions: 1) Companies frequently use unusual daily schedules and combinations of days and hours; 2) The burden of work at unusual times of the day or in unusual combinations of days and hours is borne disproportionately by the less-educated and the young (in the United States by minority workers and in Germany by immigrants); 3) The timing of work of wives and husbands is complementary; and 4) Workers' tastes for days of work are more tightly bunched than their tastes for daily hours.

Lorence, James J. *Organizing the unemployed: community and union activists in the industrial heartland*. Ithaca, NY 14851. State University of New York Press (CUP Services, P.O. Box 6525). 1996. 407 pp. \$68.50, cloth; \$22.95, paper.

The author explores the impact of the Great Depression's massive unemployment on workers and their families in Michigan, and how the state's workers and their organizations responded to joblessness in the 1930s. The story develops in the context of the evolving United Automobile Workers Union and is linked to the ideological diversity of the left-wing movements in Michigan. By 1938, the UAW came to dominate unemployed organizing, and the union bureaucracy became the accepted channel for gaining access to the growing state and federal WPA bureaucracy. The WPA, in turn, viewed both the UAW and the competing Workers Alliance as allies. Lorence suggests that the New Deal's management of unemployed activism was one dimension of the larger social process by which organized labor made its peace with American industrial capitalism.

*Managing the unions: the impact of legislation on trade unions' behaviour*. Edited by Roger Undy et al. Cary, NC 27513. Oxford University Press (2001 Evans Rd.). 1996. 318 pp. \$69.00.

This study shows how British trade unions have modified structures and processes to adapt to the political and economic pressures of the 1980s and 1990s. The authors present the interaction between government policies and union responses within the context of broader changes in the position of trade unions. They examine the origins of legislation on union ballots, its purpose, the manner in which unions adapted to it, and its actual effect on union behavior. They compare the effect of this legislation with the impact of other environmental factors and union leaders' own initiatives for change. Chapter 3 stresses the importance of the unexpected and marked reduction in union membership and density as a critical factor in union behavior. Membership loss is seen as being a major cause, both direct and indirect through mergers, of change in union structure and government. Chapter 4 demonstrates how the Conservatives' intervention and regulation of union decision-making became more extensive and prescriptive. Later chapters discuss how union leaders sought to limit the damage threatened by the legislation. Finally, the authors consider implications for other European countries.

Martin, Philip L. *Promises to keep: collective bargaining in California agriculture*. Ames, IA 50014-8300. Iowa State University Press (2121 S. State Ave.). 1996. 416 pp. \$49.95.

The author addresses the question of why California's Agricultural Labor Relations Act (ALRA) failed to support the state's 800,000 farm workers' ability to organize. His answer is that neither the United Farm Workers nor the ALRA could undo the effects of supply and demand in the labor market—the increasing supply of immigrant farm workers and the evolving structure of employment that burdened the workers with much of the employment risk inherent in

seasonal agriculture. The first part of the book contrasts agriculture and farm-labor conditions in California with conditions elsewhere in the United States and traces the evolution of California's agriculture and farm-labor unions. Part 2 reviews how ALRA regulates union elections, the unfair labor practices committed by both employers and unions that violate ALRA, and permissible strike and boycott activities. In Part 3, Martin reviews federal immigration policies and examines the economic effects of immigrant workers in farm-labor markets. Appendices include selected sections of the ALRA, a table of ALRB supervised elections, including union name, election date, employer, certification or decertification, and the number of votes in the election, and a table of cases.

*Of heart and mind: social policy essays in honor of Sar A. Levitan.* Edited by Garth Mangum and Stephen Mangum. Kalamazoo, MI 49007-4686. W.E. Upjohn Institute for Employment Research (300 S. Westnedge Ave.). 1996. 413 pp. \$30.00, cloth; \$20.00, paper.

This memorial volume begins with an overview of Sar Levitan's life and accomplishments followed by essays enumerating social problems. Andrew Sum, Cliff Johnson, and Neal Fogg argue that the most difficult and persistent labor market problem is a steep decline in real weekly and annual earnings of young adults in the United States over the past two decades. Marta Tienda and Avner Ahituv examine the extent to which adolescent employment interacts with and sometimes precipitates early school withdrawal among white, black and Hispanic male youth. In one of the seven essays in the second group of that focus on institutions, programs and policies, Eli Ginzburg appraises the first two decades of federal training policy, the MDTA and CETA programs. Steve Baldwin and Bob Goldfarb discuss the impact of minimum wage legislation in the context of the controversy surrounding recent empirical studies, particularly work by Card and Krueger. Among the third group of essays dealing with the assessment and evaluation of employment and training policy options, Burt Barnow and Chris King evaluate the significant changes to the Job Training and Partnership Act (JTPA) currently being debated. Markely Roberts reviews changes in the nation's labor statistics program that resulted from Sar Levitan's Commission on Employment and Unemployment Statistics under the Carter administration. Trevor Bain's concluding essay explores nonunion arbitration and the burgeoning use of alternation dispute resolution outside the workplace. The volume concludes with a bibliography of Sar Levitan's writings.

*Under the stars: essays on labor relations in arts and entertainment.* Edited by Lois S. Gray and Ronald L. Seeber. Ithaca, NY 14851. ILR Press (CUP Services, P.O. Box 6525). 1996. 207 pp. \$38.00, cloth; \$16.95, paper.

The essays in this volume focus on the impact of technological change on industrial relations in the American arts entertainment and electronic media industry, specifically live performing arts, recordings, motion pictures, and television and radio. After an introductory chapter that gives an overview of the economics of the entertainment industry, the unions and their collective bargaining relationships, chapters 2 and 3 analyze changes in technology and business structures and their influence on labor-management relations. Chapter 4 outlines the bargaining history and present status of craft unions in television and motion picture production, given the growth of nonunion production, the spread of part-time employment and a decline in union bargaining power. Chapter 5 gives an in-depth treatment of how performers in the motion picture and television industry successfully respond to changing technology and market pressures through their traditional collective bargaining system. The final chapter projects current trends as the industry confronts further technological change and regulatory decisions that authorize local telephone companies to offer video services.