

MULTIPLE CHOICE QUESTIONS CHAPTERS 8-13

Chapter 8

1. Organisations operating from a strong product market position are more likely than those operating under high levels of market pressure to have which of the following?

- (a) A 'cost and control' approach to people management
- (b) A 'social dumping' approach to people management
- (c) A 'race to the bottom' approach to people management
- (d) Greater discretion on the approach they can adopt to people management
- (e) A hard HRM approach to managing people, because of their greater market power

2. Technological changes that require jobs with sizable human capital requirements:

- (a) Undermine workers' bargaining power
- (b) Need reduced investment in training
- (c) Need a reduction in education, but not training which is carried out in-house
- (d) Strengthens employees' bargaining position
- (e) Leads to greater government intervention

3. Business-led HRM can be considered:

- (a) Strategic in nature
- (b) Incidental in nature
- (c) Collectivist in nature
- (d) Pluralist in nature
- (e) Unitarist in nature

4. Purcell (1992) has argued that, in comparison with core business organisations, highly diversified organisations are more inclined to do which of the following?

- (a) Invest highly in individualised HRM to ensure a coordinated approach
- (b) Pursue a collective industrial relations approach rather than an individual HRM approach

- (c) Decide on HRM and industrial relations at a corporate level to ensure organisational coordination
- (d) More likely to have a strategic approach to HRM and industrial relations
- (e) More likely to treat HRM and industrial relations as operational matters to be dealt with by managers of local business units

5. Considering the typology of management styles in Irish industrial relations discussed in the text, which of the following is most likely to be associated with union substitution?

- (a) An anti-union style
- (b) A paternalistic style
- (c) A hard HRM style
- (d) A soft HRM style
- (e) A traditional industrial relations style

6. A 'sophisticated modern' approach is one of the management styles identified by Purcell and Sisson (1983)? In practice, this is best described by which of the following:

- (a) A focus on soft HRM
- (b) A focus on industrial relations procedures and consultative mechanisms
- (c) A focus on a non-ideological pragmatic fire-fighting approach
- (d) An anti-union focus
- (e) A focus on Taylorism

7. Which of the following statements is most accurate in an Irish context?

- (a) The practice of soft HRM is widespread
- (b) Small companies are most likely to adopt pluralist policies
- (c) Union marginalisation by organisations has increased in recent years
- (d) There has been widespread union de-recognition in response to the economic crisis
- (e) The industrial relations aspect of HR activity has increased since the 1980s

8. Hard HRM can be seen to embody which of the following views of people management?

- (a) People are seen as a resource not a cost
- (b) People are placed before profits
- (c) People are best managed through proper procedures
- (d) People are seen as a commodity just like any other unit of production
- (e) People can be best managed through commitment, not control

Chapter 9

9. 'Better communications and proper selection of staff will eliminate industrial conflict.' From which of the following perspectives would you most expect the above statement to come?

- (a) Unitarism
- (b) Pluralism
- (c) Systems theory
- (d) Radicalism
- (e) Social action theory

10. Absenteeism and high turnover can constitute which of the following forms of conflict?

- (a) Organised conflict
- (b) Collective conflict
- (c) Inter-group conflict
- (d) Intra-group conflict
- (e) Individual conflict

11. 'Work is characterised by control, not commitment, and the employment relationship is essentially a low-trust relationship.' With which of the following authors would you most associate those views?

- (a) Allan Flanders
- (b) John Dunlop
- (c) Alan Fox
- (d) Elton Mayo
- (e) Hugh Clegg

12. The Vita Cortex dispute in 2011 involved all but one of the features listed below. Which is the odd one out?

- (a) A claim by workers for enhanced redundancy pay over that provided for in the Redundancy Payments Acts
- (b) An occupation of company premises by workers made redundant
- (c) The use of an injunction by management against industrial action that was illegal
- (d) A dispute which lasted longer than the Dublin lockout of 1913
- (e) Support for workers by local businesses and celebrities

13. The idea that collective bargaining limits conflict by virtue of the fact that it leads to small gains for employees which they then feel the need to protect and defend is summed up by which of the following terms?

- (a) The institutionalisation of conflict
- (b) The radicalisation of conflict
- (c) The functionality of conflict
- (d) The individualisation of conflict
- (e) The dual nature of conflict

14. Which of the following best describes a unitarist conceptualisation of industrial conflict?

- (a) It is frictional and not fundamental.
- (b) It is due to differences of interests.
- (c) It is due to procedural deficiencies.
- (d) It is inevitable.
- (e) It needs institutions to control it.

15. Which of the following authors is associated with the founding of the human relations school?

- (a) Daryl D'Art
- (b) Elton Mayo

- (c) Herzberg
- (d) John Hawthorne
- (e) Michael Rose

16. In the text it is argued that which of the following exemplifies an incident of industrial conflict being functional from the perspective of managers?

- (a) The Garda plackarding of the Dáil in 2013 during the dispute over the renegotiation of the Croke Park agreement
- (b) High absenteeism
- (c) The Vita Cortex industrial action
- (d) Concession bargaining in the 1980s
- (e) Motivational withdrawal

17. 'Industrial conflict is characterised by an inherent antagonism between capital and labour but don't expect any revolution just a low trust power-based relationship.' With which of the following conceptual approaches would you most identify the above statement?

- (a) Unitarist perspective
- (b) The institutional pluralist perspective
- (c) The human relations perspective
- (d) The classical Marxist perspective
- (e) The radical perspective

Chapter 10

18. Which of the following sparked a wave of strikes that led to the first permanent widespread unionisation of unskilled workers?

- (a) The strike in support of the sentence handed down to the Tolpuddle martyrs in 1834
- (b) The strike in Bryant and May (involving 22 match girls) in 1888
- (c) The Taff Vale strike in 1900 and the reaction of the LIB-LAB coalition
- (d) The strikes led by Jim Larkin in the years following the 1913 Dublin lockout
- (e) The general strike of 1926

19. Ross and Hartman predicted which of the following?

- (a) The eventual decline of trade unions
- (b) The emergence of neocorporatism in response to strikes
- (c) The withering away of strikes
- (d) The strike wave of the 1960s
- (e) The emergence of demonstrations against globalisation

20. All except one of the following indices of strike activity is collected by the Central Statistics Office (CSO). Which is the odd one out?

- (a) The number of strikes
- (b) The length of strikes
- (c) The economic costs of strikes
- (d) The number of workers involved in strikes
- (e) The number of working days lost in strikes

21. Irish strikes have traditionally been longer on average than strikes in most countries. One of the longest was a strike in Dunnes Stores which lasted from 1984 to 1987: what was this strike over?

- (a) Low pay rates in Dunnes Stores

- (b) The refusal of Dunnes Stores to accept a Labour Court recommendation
- (c) Redundancies where the company refused to pay enhanced redundancy terms
- (d) A refusal by workers to handle South African produce in protest at apartheid
- (e) The refusal of Dunnes Stores to recognise the workers' union—the Irish Distributive and Administrative Trade Union (IDATU)

22. Which of the following would you associate with a long-term structural explanation for strikes, based on the notion that strikes occur in approximately 50-year cycles?

- (a) Kondratieff
- (b) Keynes
- (c) Kerr and Siegal
- (d) Dahrendorf
- (e) Shorter and Tilly

23. The influence of political factors on strikes is most associated with which of the following approaches?

- (a) Unitarist analysis
- (b) Neocorporatist analysis
- (c) Institutional pluralism
- (d) Cyclical analysis
- (e) Industrial sectoral analysis

24. Kelly and Brannick's seminal 1988 paper on the impact of industrial development on strike levels demonstrated which of the following?

- (a) National wage agreements of the 1970s held back industrial development due to high strikes.
- (b) National wage agreements of the 1970s decreased strikes and promoted industrial development.
- (c) The comparative increase in strikes in UK companies in Ireland in the 1970s can be traced to the 1965 Anglo Irish Free Trade Agreement (AIFTA).

- (d) Militant trouble makers were the cause of high strike levels in UK companies in Ireland in the 1970s and this held back industrial development.
- (e) Bad management was at the root of the high strike levels in UK companies in Ireland in the 1970s and this held back industrial development.
25. A strike in breach of procedures is known as which of the following?
- (a) An unofficial strike
- (b) An irregular strike
- (c) An all-out strike
- (d) A wildcat strike
- (e) An unconstitutional strike
26. All except one of the following factors can be argued to have contributed to the continued quiescence (peaceful nature) of Irish industrial relations under austerity. Which is the odd one out?
- (a) The *de facto* acceptance by workers of legislative wage reductions in the public sector
- (b) The maintenance of a slimmed-down version of partnership called social dialogue
- (c) The flexibility associated with a return to a series of wage rounds involving extensive local bargaining after 2009
- (d) The Croke Park agreement
- (e) The reluctance of workers to strike

Chapter 11

27. In a negotiation context, argument dilution is described by which of the following?

- (a) Engaging in illogical arguments to confuse another party's arguments
- (b) Engaging in logical points to weaken another party's arguments
- (c) A negotiator undermining their own case by the use of many multiple arguments
- (d) The use of precedents to weaken another party's arguments
- (e) The effective deployment of attitudinal structuring

28. Attitudinal structuring is a central activity of the opening phase of a negotiation. It is done through the deployment of so-called *key commitments*. Which of the following is an example of a key commitment?

- (a) A union demand for a pay increase
- (b) A management demand for a pay reduction
- (c) An employer pointing out the need to remain competitive if jobs are to be preserved
- (d) A union threat of strike action
- (e) Either management or union identifying the elements in the bargaining mix

29. Which of the following has research by the Huthwaite group indicated as a way in which skilled negotiators approach the preparation stage of negotiations as distinct from how average negotiators approach it?

- (a) Skilled negotiators spend more time gathering information
- (b) Skilled negotiators spend more time considering how to use information
- (c) Skilled negotiators prioritise legal arguments in their preparation
- (d) Skilled negotiators prepare many arguments to justify their position
- (e) Skilled negotiators are more likely to use positional bargaining

30. Which of the following is a distributive negotiating technique?

- (a) Enlarging the pie
- (b) Negotiating on a package basis
- (c) Trading rather than compromising
- (d) Using non-specific compensation
- (e) Management making a lowball offer or a union a highball demand

31. In a negotiation an employer demands a 15 per cent cut in the hourly wage rate. The union offers a 5 per cent cut. After some haggling, management reduces its demand to a cut of 12 per cent but is actually prepared to accept 8 per cent. The union offers a seven per cent cut but is actually prepared to agree to 10 per cent. The eventual settlement is 10 per cent. Which of the following statements is correct?

- (a) Each side has achieved 50 per cent of the negotiator's surplus
- (b) Management have achieved 100 per cent of the negotiator's surplus
- (c) The union has achieved 100 per cent of the negotiator's surplus
- (d) Management achieved one-third of the negotiator's surplus
- (e) Management achieved two-thirds of the negotiator's surplus

32. Fisher and Ury's model of principled bargaining involves all except one of the following. Which is the odd one out?

- (a) Separate the people from the problem
- (b) Insist on using objective criteria to assess options
- (c) Focus on interests, not positions
- (d) Invent options for mutual gains
- (e) Trust the other party to promote good relations

33. Which of the following is an integrative negotiating technique?

- (a) Compromise
- (b) Accommodation
- (c) Logrolling

- (d) Positional bargaining
- (e) Dead leg

Chapter 12

34. Which of the following types of schemes for involvement/participation have been preferred by management?

- (a) Power-based
- (b) Representative participation
- (c) Statutory participation to avoid uncertainty
- (d) Task-based participation
- (e) Co-determination

35. Which of the following forms of participation is concerned with redistributing decision making power?

- (a) Task-based participation
- (b) Indirect participation
- (c) Teamworking
- (d) Direct participation
- (e) Consultation

36. Which of the options from the ladder of participation below are arranged in the correct order starting with the lowest level of involvement to the highest?

- (a) Communication, information, co-determination, consultation and control
- (b) Control, information, consultation, communication and co-determination
- (c) Communication, consultation, information, control and co-determination
- (d) Information, communication, consultation, co-determination and control
- (e) Control, information, communication, consultation and co-determination

37. In which of the following countries would you expect to find a system of co-determination with worker representation at board level in private sector companies which have 500+ employees?

- (a) Japan

- (b) Ireland
 - (c) Sweden
 - (d) Germany
 - (e) USA
38. Which of the following is accurate in relation to the concept of empowerment?
- (a) Management have become disenchanted with it because it redistributes decision-making power.
 - (b) It is an indirect form of involvement.
 - (c) It is implemented through works councils.
 - (d) It is a form of representative co-determination.
 - (e) It has generally taken place within a strict management agenda.
39. Which of the following statements is correct in relation to the experience with worker-directors on the boards of semi-state companies in Ireland?
- (a) Research indicates worker-directors undermined collective bargaining.
 - (b) Worker-directors caused major problems for management in those companies.
 - (c) Privatisation led to a strengthening of the position of worker-directors in privatised companies.
 - (d) Trade union nominees have generally dominated the election of worker-directors.
 - (e) Elected worker-directors have mostly been independent of trade unions.
40. In relation to the EU Information and Consultative Directive (2002), which of the following statements is correct?
- (a) The establishment of an information and consultation forum is mandatory for all companies over 500 employees.
 - (b) An information and consultation forum must be established where a written request is made by 10 per cent of employees in an organisation.
 - (c) Where a trade union exists, only it may nominate employees to an information and consultation forum.
 - (d) Only indirect forms of representation are allowed for in the Irish legislation that

transposed the Directive.

- (e) The Directive has still not been transposed into Irish law

41. Klein (1989) argues that High Performance Work Systems (HPWS) can do which of the following?

- (a) Increase worker autonomy
- (b) Decrease worker autonomy
- (c) Increase employee involvement
- (d) Decrease worker job satisfaction
- (e) All of the above, because it depends how it is introduced

Chapter 13

42. In which of the following periods has bargaining been largely of a decentralised nature in Ireland?

- (a) 1946-1970
- (b) 1970-1978
- (c) 1979-1981
- (d) 1987-1993
- (e) 1994-2008

43. Individual liberalism favours which of the following as a state strategy for influencing industrial relations?

- (a) The promotion of free collective bargaining
- (b) Indirect intervention via market control
- (c) Social partnership
- (d) Social dialogue
- (e) The establishment and enhancement of dispute resolution bodies

44. Which of the following statements is accurate in relation to pay/wage costs in the period 1980-1987?

- (a) The rate of pay increases grew, thereby damaging Irish competitiveness.
- (b) Unit wage costs grew, damaging competitiveness.
- (c) Nominal wage increases were greater than the rate of inflation over the period.
- (d) Pay increases were determined at national level.
- (e) Real wage rates fell by around 8-10 per cent.

45. During the social partnership period, which of the following statements best represents the employers' approach to national negotiations after their experience with the PESP agreement which ended in 1994?

- (a) They favoured special treatment for the lower paid.

- (b) They only reluctantly agreed to enter into successive negotiations.
- (c) They tried to limit ICTU involvement in national negotiations.
- (d) They promoted greater industry level bargaining.
- (e) They were generally opposed to clauses providing for local level bargaining.

46. Which of the following mechanisms is identified in Chapter 13 as the central mechanism driving social partnership agreements in Ireland?

- (a) Profit sharing
- (b) Workplace partnership agreements providing for positive change management
- (c) The replacement of industrial relations with human resource management
- (d) The wage-tax restraint
- (e) The negotiated provision of child care

47. How did the Irish government respond to the financial and budgetary crises in 2009-2010?

- (a) It used social dialogue to gain trade union agreement to public sector wage reductions.
- (b) It negotiated the Towards 2016 (phase 2) agreement which allowed for public sector wage reductions.
- (c) It introduced legislation providing for public sector wage reductions through legislation.
- (d) It used a market control strategy to prompt public sector managers to reduce wages.
- (e) It negotiated the Croke Park agreement which allowed for public sector wage reductions.

48. The first Croke Park agreement provided for which of the following?

- (a) Maintenance of core pay
- (b) Reduction in public sector numbers
- (c) No redeployment in public sector
- (d) Compulsory redundancies

- (e) Employees could not be required to move location as part of any deployment

49. Which of the following has been most critical of to the original Croke Park agreement?

- (a) Prof. Bill Roche
- (b) Prof. Brian Lucey
- (c) P.J. Fitzpatrick
- (d) Eddie Molloy
- (e) Prof. Paul Teague

50. Which of the following statements is correct in relation to pay following the collapse of Towards 2016 (phase 2) agreement in 2009?

- (a) There has been widespread trade union opposition to pay freezes in the private sector.
- (b) IBEC has opposed any negotiations with unions on pay in the private sector because of the state of the economy.
- (c) There was a modest pay increases in a limited number of export-orientated private sector companies commencing mid-2011.
- (d) There have been nominal pay cuts in a large majority of private sector companies.
- (e) Low paid public sector workers have experienced proportionately larger pay cuts than higher paid workers under the 2013 Haddington Road agreement.