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978-0-521-14281-6 - Managing Competitive Crisis: Strategic Choice and the Reform of Workrules

Martyn Wright

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Managing Competitive Crisis

Strategic Choice and the Reform of Workrules

The most controversial aspect of institutional regeneration in North America and Europe over the last twenty years has been the restructuring of labour relations. Media attention has been drawn to the resulting claims of excess employer power; however, supporters of union reform point to the recent spate of strikes in Western Europe as the predicament that the UK has escaped.

In this timely monograph Martyn Wright examines how competitive crisis affected the management of work relations in Britain between 1979 and 1991. Using longitudinal analysis and a wealth of case study material from companies and employers' associations, the study moves beyond the normal cross-sectional survey to reveal a complex pattern of procedural and substantive rule change, and illustrates considerable variation in the context to which competitive crisis was harnessed by employers to generate an ongoing momentum for change. *Managing Competitive Crisis* is a must for students of organisational change.

Martyn Wright is a Lecturer in Industrial Relations and Organisational Behaviour at the University of Warwick.

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CAMBRIDGE UNIVERSITY PRESS
Cambridge, New York, Melbourne, Madrid, Cape Town, Singapore,
São Paulo, Delhi, Dubai, Tokyo, Mexico City

Cambridge University Press
The Edinburgh Building, Cambridge CB2 8RU, UK

Published in the United States of America by Cambridge University Press, New York

www.cambridge.org
Information on this title: www.cambridge.org/9780521142816

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First published 2000
First paperback printing 2010

A catalogue record for this publication is available from the British Library

Library of Congress Cataloguing in Publication data

Wright, Martyn.
Managing competitive crisis: strategic choice and the reform of
workrules / Martyn Wright.
p. cm. – (Cambridge studies in management)
Includes bibliographical references.
ISBN 0 521 64005 9 (hardback)
1. Industrial relations – Great Britain. 2. Competition – Great
Britain. 3. Industrial management – Great Britain. I. Title.
II. Series.
HD8391.W75 2000
331'.0941–dc21 99–20174 CIP

ISBN 978-0-521-64005-3 Hardback
ISBN 978-0-521-14281-6 Paperback

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Acknowledgments

Although only one person is credited with authorship, this book is the product of collaboration with many people. Stephen Dunn originally employed me as his research assistant at the London School of Economics, during which time we collected much of the data on which this book is based. Numerous other individuals have, at various times, commented on the text in part or whole. I thank Paul Edwards, John Roberts, Hugh Whittaker, and present and former colleagues at the Industrial Relations Research Unit, University of Warwick, Management Studies Group, University of Cambridge, and Centre for Economic Performance, London School of Economics. The profoundest debt is owed to William Brown, for whose supervision I have nothing but thanks.

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Abbreviations

CLIRS	Warwick Company-Level Industrial Relations Survey
EA	employers' association
HRM	human resource management
TQM	total quality management
UMA	union membership agreements
WIRS	Workplace Industrial Relations Survey