SELECTED REFERENCES

INDUSTRIAL RELATIONS SECTION

NO. 173*  PRINCETON, N.J. 08540  JULY, 1974

WORKER PARTICIPATION IN INDUSTRY:
THE EUROPEAN EXPERIENCE**

1. GENERAL DISCUSSIONS


Case studies of two companies provide the background for the author's detailed analysis of the self-management mechanisms in Yugoslav industry. The account of the formal and informal procedures by which the companies reached decisions explain the importance of self-management in labor relations and industrial management in Yugoslavia.


A collection of essays which describes various methods by which workers participate in management. Fred Boggis examines producers' co-operatives. Peter Anthony traces the program of joint consultation in the British nationalized coal industry. The prototype experiment of the British Steel Corporation in appointing and training worker directors is discussed by T. Ken Jones. K.J.W. Alexander examines the extent of worker participation in the Clyde shipbuilding yards. A wide-range article by George Thomason describes other forms of participation in private enterprises. The final article by Campbell Balfour reviews the experience of workers' councils in Western Europe.


The author surveys the competence of work councils in Belgium, France, Germany, and the Netherlands, to determine the level of their influence on the employer.


The Scott Bader Commonwealth is a worker-owned small manufacturing plant founded by a deeply religious Quaker in an attempt to secure direct democratic participation in industry. The worker-members have the power to determine the allocation of profits earned by the firm, and have a voice in the selection of company directors, and, through a variety of consultative bodies, share in the management of the business.


* Prepared by Helen Fairbanks, Librarian.
** Items from this list should be ordered directly from the publisher. Addresses are given in connection with each reference.
This study investigates the theory of participation as a process whereby workers share in making managerial decisions in enterprises. The authors postulate that worker participation is desirable as a means of promoting the satisfaction and personal development of the individual worker, and as a way of increasing efficiency and improving industrial relations. Through sample surveys they analyze the areas of decision-making which are influenced by the workers either through joint consultation, bargaining and negotiation, or by unilateral regulation of work.


A collection of readings, many of them from primary source material, which trace the movement for workers' control in twentieth-century England.


The authors believe that the goal of British trade unionism in the 1970's should be "a socialized, democratically planned system of self-management." To achieve this aim the workers need the "power to obtain information, to establish supervision over management activity, to impose a veto on arbitrary decisions and to obtain representation for workers to carry out these functions."


A theoretical discussion of employee representation on company boards provides the background for the authors' analysis of interviews with those who had had direct firsthand experience as employee representatives. From their examination of experience in Norwegian firms and their review of experience in other countries, they conclude that, while employee representatives legally share in the power of the management board, they have little direct impact on the working life of their constituents.


This analysis of the organization of a large and successful British Department store chain, where ownership and overall control resides in the workers, emphasizes the framework through which power is shared and the attitudes of the workers.


A collection of articles, half of which are published in this volume for the first time, are grouped under the headings: the management of work; dissenting views; beyond collective bargaining; contemporary models of worker participation and self-management; workers' control; strategies for change.

Summarizes the legal framework and functions of work councils and systems of work representation on management boards in various European countries. Included is an extensive bibliography.


Based on a survey of affiliated organizations, this report describes forms of worker participation and trade union opinion on the forms. The trade unions agree on the need for participation not only in economic terms but also in matters related to personnel, organization and production.


A concise summary which considers the reasons for the growing interest in worker participation in management, the various types of machinery for participation (membership on various boards, worker management, consultation and participation through trade union activity) and the areas affected (general policy decisions, employment relations and personnel policy, remuneration and working conditions).


The author traces the historical development of the idea of industrial democracy which he defines as "the possession of real decision-making power over substantial matters by the employees of an enterprise." His case studies, drawn from interviews and research in the United States and European countries, indicate both the successes and failures of work participation.


An explanation of the recent legislation which considerably increased the power of works councils.


This symposium includes a short outline of alternative forms of participation by Johannes Schrege and reviews developments in West Germany, Yugoslavia, Norway and Israel. Two overviews, one by Milton Derber and one by George Strauss and Elezer Rosenstein, point out that despite an increasing theoretical interest in worker participation, actual experience has been disappointing.

The heightened interest in worker participation in the context of British membership in the European Community, leads the author to predict an expansion both through voluntary action and legislation.


This study of the institutional structure of Yugoslav workers' management focuses on the wage determination process.


2. Economic Analysis


A pioneering, highly theoretical study which concludes that the labor-managed economy equals or excels that of other systems in efficiency and is superior in terms of incentives, stability of employment and income distribution.


This paper examines the microeconomic implications of labor-managed enterprises by means of a model relevant to the modern, large-scale, industrial corporation.


In this critical review and development of Vanek's analysis, the author seeks to further explore some of the implications of labor partnerships or profit-sharing structures.