

### Task 9 – Multiple Choice - Motivation in Practice

1. C. Overtime at a rate higher than the wage rate has to be paid for any extra hours worked
2. B. Piece rate
3. B. Overtime pay
4. B. Workers may ignore quality due to the emphasis on speed of work
5. D. Different gender
6. C. Time based
7. D. \$682.5
8. C. \$29 640
9. B. Profit related pay
10. C. Job enrichment
11. C. Giving workers more complex tasks to do
12. D. Remuneration
13. D. Shorter decision-making time
14. A. Empowerment
15. D. Job empowerment is granted to these employees
16. A. Acts as an incentive to work
17. B. Job enlargement
18. A. Difficulty in differentiating between the productivity of workers
19. D. Medical allowances
20. B. Salaries

## **Unit 2.6**

### **Industrial and employee relations (HL Only)**

#### Task 1 – Explain one reason why...

- a. **The organizational culture helps to shape the behavioural norms in a workplace and this can either improve or hinder working relations, e.g. a trusting and open culture versus one based on exerting power to get things done.**
- b. **Miscommunications; Misunderstandings; Low morale / poor working conditions; Management and employees have conflicting wants and needs.**
- c. **To protect self interest in the workplace; To enjoy benefits of collective (rather than isolated) bargaining; To aid conflict resolution; To improve the conditions of work (via representation for its members).**
- d. **Answers should be based on the argument that human resources are the most valuable assets in an organization; Conflict is a barrier to effective communications and hinders productivity; Conflict not only damages working relationships but also the reputation of the organization.**
- e. **Legislation has weakened the power of trade unions; Structural changes (from heavy industrial manufacturing towards the services sector) have reduced union numbers; The power and image of many trade unions have deteriorated, making membership less attractive/appealing.**

- f. **Those who have low or no concern for the other party's needs/wants may use avoidance as a method of conflict resolution, choosing to 'agree to disagree' rather than provoking matters even further.**

**Task 2 – Explain the difference between...**

- a. **Conciliation involves two parties in a dispute agreeing to use the services of an independent mediator to help in the negotiation process. Arbitration goes one step further and involves an independent arbitrator deciding on an appropriate outcome to the dispute.**
- b. **Consultation refers to the process of asking employees for their views on key issues or problems and takes place before negotiations commence. Negotiation refers to the bargaining process whereby separate parties attempt to achieve a mutually acceptable (win-win) outcome.**
- c. **Closure is an extreme method used by managers to deal with industrial action by closing the business. This means there is no work for the staff, forcing them to renegotiate. Lock-outs occur when the employer temporarily stops employees from working during an industrial dispute, perhaps by hiring security guards to prevent employees from entering the premises. Again the purpose is to force workers to renegotiate.**
- d. **Industrial action is the general term used to refer to the activities taken by employees who are disgruntled by working conditions and practices. Strike action is an extreme example of industrial action which involves employees refusing to work.**
- e. **Work to rule occurs when employees follow all the policies and procedures of the employer with the intention of slowing down production. By contrast, go slows refer to the act working at the minimum pace allowable (under the workers' employment contracts) in order to reduce productivity.**

**Task 3 – Multiple Choice**

- 1. D. **Compromises between different stakeholder groups**
- 2. D. **Higher capacity utilization**
- 3. C. **Renegotiations**
- 4. A. **Mediation**
- 5. B. **Government legislation**
- 6. A. **Work-to-rule**
- 7. B. **Industrial relations**
- 8. C. **Collective bargaining**
- 9. B. **Overtime ban**
- 10. C. **Litigation**
- 11. B. **Improving working conditions to benefit both employers and employees**
- 12. A. **Represent the views and interests of businesses within a specific industry**
- 13. C. **Industrial democracy**
- 14. A. **Employer representatives**
- 15. C. **Conflict resolution**