

1: Labor Relations Jobs and Salary | Labor Relations Manager Degree and Certification

Soviet management and labor relations by Bruno Grancelli, , Allen & Unwin edition, in English.

The Red Army regained the pre-war Soviet territory, and advanced westward from its borders to defeat Germany and its allies, including Hungary. Officially, Soviet military operations in Hungary ended on 4 April, when the last German troops were expelled, although Soviet troops and political advisers remained within the country. Forced labor of Hungarians in the Soviet Union[edit] Main article: Forced labor of Hungarians in the Soviet Union During the period of Soviet occupation of Hungary in World War II 1945 under a system known in Hungary as malenki robot Russian for "little work" it is estimated that up to 1,000,000 Hungarians of which up to 500,000 were civilians were captured by the occupying Soviets and deported to labour camps in the Soviet Union - of those deported, up to 100,000, perished. The Soviet policy of deportations for forced labor extended to other occupied nations, however no other Soviet occupied nation was hit as hard as Hungary - for comparison, it is estimated that 1,000,000 to 2,000,000 Germans were deported from mainland Germany. Instead, Voroshilov established a coalition government with the Communists holding some of the key posts. The presence of Soviet troops in Hungary was formalized by the mutual assistance treaty, which granted the Soviet Union rights to a continued military presence, assuring ultimate political control. The Hungarian Revolution of 1956 [edit] Main article: Hungarian Revolution of The Hungarian Revolution of 1956 was a spontaneous nationwide revolt against the Communist government of Hungary and its Soviet-imposed policies. After announcing their willingness to negotiate the withdrawal of Soviet forces, the Soviet Politburo changed its mind and moved to crush the revolution. On November 4, 1956, a large joint military force of the Warsaw Pact, led by Moscow, entered Budapest to crush the armed resistance. This second intervention came after three days of deception. Armored units crossed into Buda, and at 4:00 PM, Soviet artillery and tank fire was heard in all districts of Budapest. Operation Whirlwind combined air strikes, artillery, and the coordinated tank-infantry action of 17 divisions. Hungarian civilians bore the brunt of the fighting, and it was often impossible for Soviet troops to differentiate military from civilian targets. Hungarian resistance was strongest in the industrial areas of Budapest, which were heavily targeted by Soviet artillery and air strikes. After international protests by the United Nations, they were transported back to Hungary in December. Over 2,000 Hungarians and Soviet troops had been killed and thousands more were wounded. Nagy, with a few others, was given sanctuary in the Yugoslav Embassy. Nagy was secretly tried, found guilty, sentenced to death and executed by hanging in June 1958. By July 1958, some 15,000 Soviet soldiers and their dependents had left, taking about 60,000 tons of equipment they had stored there. The Soviets reportedly asked for 50 billion forints some million US dollars at the time, as compensation for the "Soviet investment" in Hungary; the then-commander of Soviet troops in Hungary, Col. Matvei Burlakov succeeded by Lt. Shilov, said that the troop withdrawals may be held up if the Hungarians refused to pay.

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The battle lines were clearly drawn. People were either workers or bosses, and with that strong identity often came an equally strong dislike for those who were on the other side. As the number of self-employed Americans dwindled in the Gilded Age, workers began to feel strength in their numbers and ask greater and greater demands of their bosses. When those demands were rejected, they plotted schemes to win their cases. Those who managed factories developed strategies to counteract those of labor. At times the relationship between the camps was as intellectual and tense as a tough chess match. Other times it was as ugly as a schoolyard fight. Strikes, Boycotts, and Sabotage The most frequently employed technique of workers was the strike. Withholding labor from management would, in theory, force the company to suffer great enough financial losses that they would agree to worker terms. Strikes have been known in America since the colonial age, but their numbers grew larger in the Gilded Age. Most 19th century strikes were not successful, so unions thought of other means. If the workers at a shoe factory could garner enough sympathy from the local townspeople, a boycott could achieve desirable results. The union would make its case to the town in the hope that no one would buy any shoes from the factory until the owners agreed to a pay raise. Boycotts could be successful in a small community where the factory was dependent upon the business of a group of people in close proximity. In desperate times, workers would also resort to illegal means if necessary. For example, sabotage of factory equipment was not unknown. Occasionally, the foreman or the owner might even be the victims of worker-sponsored violence. If a company found itself with a high inventory, the boss might afford to enact a lockout, which is a reverse strike. In this case, the owner tells the employees not to bother showing up until they agree to a pay cut. Sometimes when a new worker was hired the employee was forced to sign a yellow-dog contract, or an ironclad oath swearing that the employee would never join a union. Strikes could be countered in a variety of ways. The first measure was usually to hire strikebreakers, or scabs, to take the place of the regular labor force. Here things often turned violent. The crowded cities always seemed to have someone hopeless enough to "cross the picket line" during a strike. The striking workers often responded with fists, occasionally even leading to death. Prior to the 20th century the government never sided with the union in a labor dispute. Bosses persuaded the courts to issue injunctions to declare a strike illegal. If the strike continued, the participants would be thrown into prison. When all these efforts failed to break a strike, the government at all levels would be willing to send a militia to regulate as in the case of the Great Upheaval. What was at stake? Each side felt they were fighting literally for survival. The owners felt if they could not keep costs down to beat the competition, they would be forced to close the factory altogether. What were the employees demanding? In the entire history of labor strife, most goals of labor can be reduced to two overarching issues: In the beginning, management would have the upper hand. But the sheer numbers of the American workforce was gaining momentum as the century neared its conclusion. Child Labor in America This site features extraordinary photographs of children at work in America. They worked in the mills and factories, as "newsies," miners, and street vendors. They picked fruit and vegetables and shrimp and cleaned fish for market. This look at the youngest side of the labor-management equation includes notes from the photographer further describing the scenes he recorded nearly a century ago.

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Thompson and Frank B. Emerson did not meet Taylor until December, and the two never worked together. By January, a leading railroad journal began a series of articles denying they were inefficiently managed. Congressional investigations followed, resulting in a ban on the use of time studies and pay premiums in Government service. In management literature today, the term "scientific management" mostly refers to the work of Taylor and his disciples "classical", implying "no longer current, but still respected for its seminal value" in contrast to newer, improved iterations of efficiency-seeking methods. Today, task-oriented optimization of work tasks is nearly ubiquitous in industry. Pursuit of economic efficiency[edit] Flourishing in the late 19th and early 20th century, scientific management built on earlier pursuits of economic efficiency. While it was prefigured in the folk wisdom of thrift, it favored empirical methods to determine efficient procedures rather than perpetuating established traditions. There is a fluid continuum linking scientific management with the later fields, and the different approaches often display a high degree of compatibility. Taylor rejected the notion, which was universal in his day and still held today, that the trades, including manufacturing, were resistant to analysis and could only be performed by craft production methods. In the course of his empirical studies, Taylor examined various kinds of manual labor. For example, most bulk materials handling was manual at the time; material handling equipment as we know it today was mostly not developed yet. He looked at shoveling in the unloading of railroad cars full of ore; lifting and carrying in the moving of iron pigs at steel mills; the manual inspection of bearing balls; and others. He discovered many concepts that were not widely accepted at the time. For example, by observing workers, he decided that labor should include rest breaks so that the worker has time to recover from fatigue, either physical as in shoveling or lifting or mental as in the ball inspection case. Workers were allowed to take more rests during work, and productivity increased as a result. Graham; and other theorists, such as Max Weber. Soldiering[edit] Scientific management requires a high level of managerial control over employee work practices and entails a higher ratio of managerial workers to laborers than previous management methods. Such detail-oriented management may cause friction between workers and managers. Taylor observed that some workers were more talented than others, and that even smart ones were often unmotivated. He observed that most workers who are forced to perform repetitive tasks tend to work at the slowest rate that goes unpunished. This slow rate of work has been observed in many industries and many countries [11] and has been called by various terms. He therefore proposed that the work practice that had been developed in most work environments was crafted, intentionally or unintentionally, to be very inefficient in its execution. He posited that time and motion studies combined with rational analysis and synthesis could uncover one best method for performing any particular task, and that prevailing methods were seldom equal to these best methods. In contrast, some later adopters of time and motion studies ignored this aspect and tried to get large productivity gains while passing little or no compensation gains to the workforce, which contributed to resentment against the system. The ideas and methods of scientific management extended the American system of manufacturing in the transformation from craft work with humans as the only possible agents to mechanization and automation, although proponents of scientific management did not predict the extensive removal of humans from the production process. Concerns over labor-displacing technologies rose with increasing mechanization and automation. By factoring processes into discrete, unambiguous units, scientific management laid the groundwork for automation and offshoring, prefiguring industrial process control and numerical control in the absence of any machines that could carry it out. Taylor and his followers did not foresee this at the time; in their world, it was humans that would execute the optimized processes. For example, although in their era the instruction "open valve A whenever pressure gauge B reads over value X" would be carried out by a human, the fact that it had been reduced to an algorithmic component paved the way for a machine to be the agent. However, one of the common threads

between their world and ours is that the agents of execution need not be "smart" to execute their tasks. In the case of computers, they are not able yet to be "smart" in that sense of the word ; in the case of human workers under scientific management, they were often able but were not allowed. Once the time-and-motion men had completed their studies of a particular task, the workers had very little opportunity for further thinking, experimenting, or suggestion-making. They were forced to "play dumb" most of the time, which occasionally led to revolts. The middle ground between the craft production of skilled workers and full automation is occupied by systems of extensive mechanization and partial automation operated by semiskilled and unskilled workers. Such systems depend on algorithmic workflows and knowledge transfer , which require substantial engineering to succeed. Such engineering has governed most industrial engineering since then. It is also the essence of successful offshoring. The common theme in all these cases is that businesses engineer their way out of their need for large concentrations of skilled workers, and the high-wage environments that sustain them. This creates competitive advantage on the local level of individual firms, although the pressure it exerts systemically on employment and employability is an externality. The human relations school of management evolved in the s to complement rather than replace scientific management, with Taylorism determining the organisation of the work process, and human relations helping to adapt the workers to the new procedures. Workers sloggng their way through workdays in the business world do encounter flawed implementations of these methods that make jobs unpleasant; but these implementations generally lack managerial competence in matching theory to execution. Taylorism, anomie, and unions[edit] With the division of labor that became commonplace as Taylorism was implemented in manufacturing, workers lost their sense of connection to the production of goods. Workers began to feel disenfranchised with the monotonous and unfulfilling work they were doing in factories. Before scientific management, workers felt a sense of pride when completing their good, which went away when workers only completed one part of production. Taylor had a largely negative view of unions, and believed they only led to decreased productivity. Although he opposed them, his work with scientific management led disenfranchised workers to look to unions for support. Making jobs unpleasant[edit] Under scientific management, the demands of work intensified. Workers became dissatisfied with the work environment and became angry. House of Representatives committee. The committee reported in , concluding that scientific management did provide some useful techniques and offered valuable organizational suggestions,[need quotation to verify] but that it also gave production managers a dangerously high level of uncontrolled power. As a consequence, the method inadvertently strengthened labor unions and their bargaining power in labor disputes, [20] thereby neutralizing most or all of the benefit of any productivity gains it had achieved. Thus its net benefit to owners and management ended up as small or negative. It took new efforts, borrowing some ideas from scientific management but mixing them with others, to produce more productive formula. Making jobs disappear[edit] Scientific management may have exacerbated grievances among workers about oppressive or greedy management. It certainly strengthened developments that put workers at a disadvantage: Both were made possible by the deskilling of jobs, which was made possible by the knowledge transfer that scientific management achieved. Knowledge was transferred both to cheaper workers and from workers into tools. Jobs that once would have required craft work first transformed to semiskilled work, then unskilled. At this point the labor had been commoditized , and thus the competition between workers and worker populations moved closer to pure than it had been, depressing wages and job security. Either way, the net result from the perspective of developed-economy workers was that jobs started to pay less, then disappear. The power of labor unions in the mid-twentieth century only led to a push on the part of management to accelerate the process of automation , [21] hastening the onset of the later stages just described. In a central assumption of scientific management, "the worker was taken for granted as a cog in the machinery. Sorensen , a principal of the company during its first four decades, disclaimed any connection at all. Henry Ford felt that he had succeeded in spite of, not because of, experts, who had tried to stop him in various ways disagreeing about price points, production methods, car features, business financing, and other issues. Sorensen thus was dismissive of Taylor and lumped him into the category of useless experts. Flanders may have been exposed to the spirit of Taylorism elsewhere, and may have been influenced by it, but he did not cite it when developing his production technique. Regardless, the Ford team

apparently did independently invent modern mass production techniques in the period of , and they themselves were not aware of any borrowing from Taylorism. Perhaps it is only possible with hindsight to see the zeitgeist that indirectly connected the budding Fordism to the rest of the efficiency movement during the decade of Planned economies[edit] Scientific management appealed to managers of planned economies because central economic planning relies on the idea that the expenses that go into economic production can be precisely predicted and can be optimized by design. The opposite theoretical pole would be laissez-faire thinking in which the invisible hand of free markets is the only possible "designer". In reality most economies today are somewhere in between. Soviet Union[edit] In the Soviet Union , Taylorism was advocated by Aleksei Gastev and nauchnaia organizatsia truda the movement for the scientific organisation of labor. It found support in both Vladimir Lenin and Leon Trotsky. Gastev continued to promote this system of labor management until his arrest and execution in . The concepts of the Five Year Plan and the centrally planned economy can be traced directly to the influence of Taylorism on Soviet thinking. As scientific management was believed to epitomize American efficiency, [26] Joseph Stalin even claimed that "the combination of the Russian revolutionary sweep with American efficiency is the essence of Leninism. As the Soviet Union developed and grew in power, both sides, the Soviets and the Americans, chose to ignore or deny the contribution that American ideas and expertise had made: Anti-communism had always enjoyed widespread popularity in America, and anti-capitalism in Russia, but after World War II, they precluded any admission by either side that technologies or ideas might be either freely shared or clandestinely stolen. East Germany[edit] East German machine tool builders, By the s, scientific management had grown dated, but its goals and practices remained attractive and were also being adopted by the German Democratic Republic as it sought to increase efficiency in its industrial sectors. In the accompanying photograph from the German Federal Archives , workers discuss standards specifying how each task should be done and how long it should take. The workers are engaged in a state-planned instance of process improvement, but they are pursuing the same goals that were contemporaneously pursued in capitalist societies, as in the Toyota Production System. Organized labor reactions[edit] In , organized labor erupted with strong opposition to scientific management [29] , spreading from Samuel Gompers , founder and president of the American Federal of Labor AFL , in the US to far around the globe. The Soviet Republic must at all costs adopt all that is valuable in the achievements of science and technology in this field. From when the system was started until , a period of approximately thirty years, there was not a single strike under it, and this in spite of the fact that it was carried on primarily in the steel industry, which was subject to a great many disturbances. For instance, in the general strike in Philadelphia , one man only went out at the Tabor plant [managed by Taylor], while at the Baldwin Locomotive shops across the street two thousand struck. Serious opposition may be said to have been begun in , immediately after certain testimony presented before the Interstate Commerce Commission [by Harrington Emerson] revealed to the country the strong movement setting towards scientific management. National labor leaders, wide-awake as to what might happen in the future, decided that the new movement was a menace to their organization, and at once inaugurated an attack It intensifies the modern tendency toward specialization of the work and the task Hoxie , report to the Commission on Industrial Relations Owing to [application of "scientific management"] in part in government arsenals, and a strike by the union molders against some of its features as they were introduced in the foundry at the Watertown Arsenal , "scientific management" received much publicity. The House of Representatives appointed a committee, consisting of William B. Wilson , William C. Redfield and John Q. Tilson to investigate the system as it had been applied in the Watertown Arsenal. At a succeeding session of Congress a measure [HR by Clyde Howard Tavenner] was passed which prohibited the further use of the stop-watch and the payment of a premium or bonus to workmen in government establishments. In the early , neglect in the Watertown shops included overcrowding, dim-lighting, lack of tools and equipment, and questionable management strategies in the eyes of the workers. Taylor and Carl G. Barth visited Watertown in April and reported on their observations at the shops.

4: Labor vs. Management [www.enganchecubano.com]

The Labor-Management Reporting and Disclosure Act (Landrum-Griffin Act) was designed to protect the rights of individual union members in their relations with their own union. T or F True.

Italics in the original. Three violations in 1 month or four in 2 months, led to dismissal sec. Louis Loss of freedom on the job, wages and hours, financial responsibility of employees, arbitration and conciliation, and conscript labor of youth in the Soviet Union. The act of December 28, , made managers subject to dismissal and penal prosecution in court for failure to inflict the prescribed penalties sec. Disciplinary penalty is imposed by management as soon as it becomes aware of the violation. The imposition of the penalty does not relieve the employee from the duty to compensate for damage caused by any defective work. If an employee appears at work in a state of intoxication, he is guilty of absenteeism sec. Loitering on the job is subject to disciplinary penalties. The application of so many penal clauses raised fine legal problems for Soviet jurists, who have perhaps shown an attachment more for legal niceties than common sense. Legal writers answered this question in various ways. Sleeping during working hours is a form of loitering on the job and therefore should not be considered absenteeism. This conclusion is supported by the following ruling of the Trial Criminal Division of the U. Being a kind of loitering, sleeping during working hours, if it did not and could not cause serious harm, must be visited by disciplinary penalty. Louis The provisions relating to this penalty are broadly interpreted. Supreme Court has also held: If the court establishes that the person concerned intentionally stayed away from work with the design to quit it without authorization, such act must be qualified as quitting of the job without authorization even if the perpetrator appears again on the job before the trial. A series of decrees lists the jobs coming under the decree. Failure to obey the transfer is punished as unauthorized leaving of the job. Railroad employees were placed under strict military discipline in by virtue of a special disciplinary code. Appeals could be made to the next higher superior whose decision is final, but appeal had to be filed within 3 days with the superior who imposed the penalty. No court appeal is permitted. The remuneration was not, however, to be less than the minimum wage fixed by competent authority secs. In the first place, the principle of piecework since has been given official preference and, by , 70 percent of the work done in large industrial plants was paid for by piece rate. The amount of wages and salaries is at the present time fixed by the decisions of the Government or on the basis of its directives. The agreement of parties plays a subordinate role in the determination of the amount of wages or salaries. Louis 9 based upon output and periodically paid as part of the wages; and individual bonuses given at the discretion of the administration. B y this order, new standards of output and new rates are to be approved by the directors of individual plants upon the recommendation of the heads of the shops, and immediately put into effect. Moreover, the edict restored the 6-day workweek with Sunday as the day of rest. This meant an addition of 33 horns per month for laborers and of 58 hours for office workers. Minors under 16 years of age were limited to 2 horns overtime a day. This overtime may, however, be considered only as a wartime emergency. Financial Responsibility of Employees A particular feature of the Soviet labor law is the financial responsibility of the worker for any damages to the employer caused by the worker. There are three types of such responsibility: He then is liable for up to two-thirds of his average earnings rather than of his scheduled rate. For all practical purposes, they say, only the second group comes under the special arbitral procedure originally devised for both. In some instances the aggrieved party must bring his grievance before the board before going to court or elsewhere. The awards are final but may be revised ex officio by higher authorities; if they set the award aside the aggrieved party may then go to court. In some other instances there is a choice between going to court or to the board. But there are also instances in which the party may not appeal to a court or board but only to higher administrative authorities. An employee in these branches, if penalized by the administration, may not appeal to the court or conciliation board but only to higher superiors in the establishment. When the instructor addresses him the trainee must stand at attention. If the trainee has to pass by the instructor, he must ask permission to do so, e. For training in the vocational and railroad service schools, boys from 14 to 17 years of age and girls from 15 to 16 years of age may be drafted. Numerous categories After training, the labor draftees

are obliged to of employees may be transferred, regardless of work for 4 years in Government factories, plants, mines, etc. However, the Soviet jurists point out, that in serves. The draftees are paid regular wages, equal many instances under the Soviet law employment to those of other workers. Until the expiration is also created by administrative act. Leaving school without authorization, and labor. The training period is from 6 months to 2 , 1,, boys and girls were trained 42 years only, thus making it clear that these schools and according to the report of the Minister of are not educational institutions but merely training Labor Reserves in more than half of the projects. They are subject to subjects, but 2 hours a week are assigned to all duties of the draftees and their number is political indoctrination. They must observe the or of their guardians is required. When the instructor approaches, the the ministry in charge of the particular school. Discussion of them is outside the scope of this article, which is devoted exclusively to the Soviet group which is the nearest counterpart of our free labor. In the socialist society there is no difference in principle and quality between drafted labor and labor performed by voluntary entering into labor relations by taking of employment. When we are saying that in the socialist society the principle of voluntary labor is recognized we are not speaking of recognition of some kind of abstract principle of free labor and trade in a liberal and bourgeois sense, a principle which would be treated as a value per se. Under the conditions of socialist society. Worker and manager are under equally heavy penalties, both criminal and civil. Laws, , text Laws, , text 1. This edict is treated as being still in force in , by Z. Supreme Court in Russian , , No. Supreme Court from June 23,, to March 1,, p. Ruling of December 15,, op. Ruling of October 22, in Judicial Practice of the U. Supreme Soviet of October 19,, Vedomosti, , No. For citations of decrees specifying jobs coming under the edict, see Gsovski, Soviet Civil Law, vol. The edict is treated in Z. Supreme Soviet of August 10, , Vedomosti, , No. Laws, , text , also idem, , text Laws, , texts ,, For these and other acts on this subject, see Labor Reserves of the U. Laws, , texts , , , and ; Izvestiia, June 5, Commissar for Justice of September 25, No.

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model of labor relations was predicated on production as the highest goal of the socialist economy, on the subordination of labor to that goal, and on a system of centralized, integrated economic management in which unions obeyed the economic administration, workers obeyed the.

Simultaneously, however, the founding of trade unions in the Russian Empire at this time was salted with influence by the Okhrana , which sought to co-opt this movement from its beginning in order to keep it under control. Many trade unions were shut down or restricted on the eve of World War I and during that war, but they revived after the February Revolution of , and their leaders were democratically elected in the following months. After the October Revolution later that year, some anarchist and Bolshevik trade unionists hoped that unions would manage industry participatory management. A strong factory committee movement had sprung up, from workers occupying workplaces or forcing their bosses into compliance with demands as the government would no longer protect them. However, as the Bolsheviks seized and consolidated power, this movement was ended by the nationalization of industries. With the Russian Civil War and the Bolshevik policy of war communism , the trade unions lost staff to government, party, and military organs. Government economic organs, like the All-Russian Council of the Economy VSNKh , increasingly took the primary role in directing industry, which lost many workers due to the economic crisis. By the end of the Civil War, a dispute over the role of trade unions occurred within the party, which had become the Russian Communist Party bolsheviks and would soon become the Communist Party of the Soviet Union. Leon Trotsky , Nikolay Krestinsky and some others insisted on militarization of trade unions and actually turning them into part of the government apparatus. There were several other factions. Eventually, all of them were defeated at the 10th Congress of the Russian Communist Party Bolsheviks by the so-called "Platform of the Ten" headed by Lenin, which called for trade unions to educate workers, under the control of the Communist Party. Like the Communist Party, the trade unions operated on the principle of democratic centralism , and they consisted of hierarchies of elected bodies from the central governing level down to the factory and local committees. Because of the course that was determined as the Bolsheviks defeated other models of socialism, Soviet trade unions ended up, in fact, actually governmental organizations whose chief aim was not to represent workers but to further the goals of management, government, and the CPSU and primarily promoted production interests. They are conveyor belts for Party instructions, carrying punishments and rewards to industrial and collective farm employees. Soviet trade unions work with their employer, the government, and not against it. Trade unions in China are also subordinate to the party and to state economic planning. The head of the trade union council during the s, Mikhail Tomsky , first was deposed and some years later committed suicide to avoid the false persecution of the purges. He was rehabilitated decades later under de-Stalinization. Many people lived poor but optimistic lives, eagerly attending various forms of schools, including evening schools for workers, trade schools tekhnikums , institutes , and others. The civil war had caused many skilled people to flee the lands of the former empire. There was a superabundance of unskilled laborers but shortages of most kinds of skilled laborers, [4] a situation that the party, all levels of government, industrial plant administrations, and trade unions all worked on remediating with education and training programs. Unlike the s when very few were left who believed enthusiastically in the bureaucratic system, there was still esprit de corps among many members of the public whereby they were willing to work hard and endure hardships for the sake of building a society that would continue to develop increasing levels of education and standard of living. If they worked more than this, they received overtime pay. In Magnitogorsk, due to the tremendous shortage of doctors, most of them worked one and a half to two, and sometimes even two and a half to three jobs, which meant up to fifteen hours. Thurston showed that police state control of trade unions does not always, or even usually, mean that union members are entirely powerless "victims" of the state. In general, citizens in an authoritarian society are not all "victims" of the system; many are active participants and even advocates. This is further explored below. After Stalin[edit] Before the worst of the Terror and in the decades after Stalin, Soviet trade unions did have some input regarding production plans, capital improvements in

factories, local housing construction, and remuneration agreements with management. After Stalin, unions also were empowered to protect workers against bureaucratic and managerial arbitrariness, to ensure that management adhered to collective agreements, and to protest unsafe working conditions. Unions organized socialist emulation "competitions" and awarded prizes for fulfilling quotas. They also distributed welfare benefits, operated cultural and sports facilities Palaces of Culture, issued passes to health centers such as spa towns and seaside resorts for subsidized vacations [9] a popular idea conceived in the s, which even the Nazi regime had coopted, although mostly unrealized for Soviets until after the war, oversaw factory and local housing construction, provided catering services, and awarded bonus payments. The newspaper Trud and the magazine Soviet Trade Unions were major media of the Soviet trade union system. Late Soviet period[edit] The trade union system in the late Soviet Union consisted of thirty unions organized by occupational branch. Including about 100 million locals and million members in 1989, unions encompassed almost all Soviet employees with the exception of some 4 to 5 million kolkhozniks. Enterprises employing twenty-five or more people had locals, and membership was compulsory. The All-Union Central Council of Trade Unions served as an umbrella organization for the thirty branch unions and was by far the largest public organization in the Soviet Union. In the early s, the new political power achieved by the Polish trade union movement, Solidarity, aroused great interest and emotion in the Soviet Union, from excitement and optimism in many to revulsion and disgust in others, depending on sympathies with Soviet orthodoxy or lack thereof. The substantial amount of the former is respectably logical; there were many people in the USSR and the Eastern Bloc who were willing to accept the flaws of the system as long as they were fairly secure in their position within its pecking order —especially given that for half a century the only real alternative had been second-class citizen status real albeit not nominal or the gulag. They were not amenable to upstart, independent-of-the-party political power by trade unions. But many others were long since ready for reform of stagnation and bottomless subordination, and these others were willing to try asserting some impetus for reform. Role in the Soviet class system, chekism, and party rule[edit] David K. The ideal was twofold: However, the reality of class that emerged by the s and persisted through the s was quite different in that there were many nuanced social strata, anthropologically with more in common with imperial, aristocratic cultures such as that of the Russian Empire than could ever be officially admitted. The Soviet version was shaped by the side effects of central planning —material scarcity and interpersonal connections trading on systemic corruption—rather than by money. The trade unions and creative unions had an important role in this system of class by being the forum in which many of the interpersonal connections trading on corruption were operated, with enforced exclusion for people who did not play by the unwritten rules. For example, one needed to be seen attending good theatre performances, owning desirable foreign-built appliances, and eating good cuts of meat, but tickets for the good performances and the opportunities to buy the covetable goods were scarce, with distribution controlled by such social networks. In fact they had ample power for their real purpose, which was enforcing conformity with carrots and sticks. This is also why dismissive statements that "trade unions were only for perks" are misleading. It was precisely by controlling the comfort of members, or lack thereof, that the unions helped the party and government to rule, and this constituted a real, and thoroughly political, socioeconomic force, not merely an apolitical doling out of treats. Rather than an apolitical act, it much to the contrary represented political power, and was part of the Soviet censorship apparatus. The security organs e. This police cover aspect continued throughout the life span of the USSR. Thurston [7] showed how a complete understanding of trade unions in an authoritarian system includes understanding that not everyone in such a society is a "victim" of it. Many are active participants and even advocates of it. Many Soviet people actively participated in the trade union system and were able to criticize up to certain levels in certain safe ways, except during the heights of purges, such as during itself. However, this also does not mean that the system was not authoritarian. Rather, what it shows is that many people will support an authoritarian system with the strong ingroup-outgroup "us versus them" aspect of tribalism, in which they belong to the tribe that supports the system.

6: Labor Pains: Repairing the Management-Union Relationship

Students in the Labor, Work, and Society field have the option of a concentration in sociology. This will tie the study of employment relations to sociological theory and methods, and provide training that can prepare students for academic jobs in sociology along with many other types of positions.

There was strong animosity sourcing from the armed conflict between Bolshevik authorities and Czechoslovak Legions and from the following participation of the Legions in the allied intervention against Bolsheviks. At the insistence of the Czechoslovak government, a protocol on the signing of the treaty stipulated that the treaty would go into force only if France gave assistance to the victim of aggression. However, France did not support Czechoslovakia in , having signed the Munich agreement instead. World War II[edit] After the German occupation of Czechoslovakia and the establishment of the pro-German Slovak state in March , The Soviet Union quickly recognized the new status quo and terminated diplomatic relations with Czech representatives. Shortly after the Munich Agreement , many Czechoslovak Communists gained asylum in the Soviet Union, however hundreds of non- communist refugees were sent to the labor camps. In December , a new Treaty of Alliance which held for twenty years was signed in Moscow and the Treaty of Military Cooperation was endorsed the following spring. From September to May the Red Army with joined Czechoslovak forces liberated most of the pre-Munich Czechoslovak territory, which culminated in the liberation of its capital, Prague , on May 9. However, the easternmost part of Czechoslovakia, Carpathian Ruthenia , was annexed by the USSR shortly after its liberation and ceded officially to Soviet Union in As a result of the synchronous annexation of the eastern parts of Poland and Romania , the Soviet Union and Czechoslovakia gained a common border - for the first time in their history. Communist regime[edit] After World War II, the Soviet Union enjoyed considerable credit as the Liberator of Czechoslovakia, and had strong influence on Czechoslovak foreign policy and on the rising power of Czechoslovak Communist Party. The non-communist parties in the Czechoslovak government were in an impossible situation; trying to prevent the rise of communism and maintain positive relations with the Soviet Union, which was widely regarded as the only barrier to future German aggression. With Soviet Union forever! Inevitably, Czechoslovakia became another Soviet satellite and any mark of disloyalty was bitterly suppressed in political trials under supervision of Soviet advisors e. Czechoslovakia was also a constituent member of many Soviet-led international organisations, most notably the economic organization Comecon and the military alliance created by the Warsaw Pact â€” In following two decades, Czechoslovakia was the most faithful Soviet ally in Central Europe. The inconsistency of changes in the slow process of deStalinization , led to the call for faster reforms among the people of Czechoslovakia. The Prague Spring in raised the scepticism and suspicion among leaders of other states of the Eastern Bloc, especially in the Kremlin. The threats from the Soviets increased and eventually lead to the August military invasion of Czechoslovakia. After the occupation, the official policy With Soviet Union forever! When Mikhail Gorbachev in declared the Soviets will no more intervene in the affairs of Czechoslovakia, it was the beginning of the end of the communist regime in Czechoslovakia. After the collapse of Soviet Union and the later dissolution of Czechoslovakia their relations were replaced by bilateral relations of the succession states. Orbis Press Agency,

7: Trade unions in the Soviet Union - Wikipedia

From Taylorism to Human Relations: American, German, and Soviet trajectories in the interwar years Paper presented to the Business History Conference, March Stefan Link, German Historical Institute, Washington, DC The greatest issue for managers of industrial production in the first half of the 20th century was that of mobilizing labor.

Repairing the Management-Union Relationship There are no magic bullets, but one approach to consider is the establishment of a joint labor-management committee. When things go bad with your union, your own employees are working against you. A while back, an urban school district I was consulting with was looking at revamping its bus transportation contract. During a school committee meeting at which the topic was about to be raised, some 30 or so unionized drivers came into the room chanting slogans and waving signs, guided by a leader from "national. Instead of talking about cost-savings, the focus shifted to politics, power and the ugly stew of personal recriminations. It is hard enough to drive money-saving cost efficiencies, but a dysfunctional labor management relationship can make change almost impossible. The drive for better, faster, cheaper government is all about a continuous re-examination of work processes in an effort to discover innovative ways of producing public value. Oftentimes, these changes will generate fear and opposition in the workforce. Want to add a GPS system to your snowplows to gather better information about route optimization and worker productivity? Or introduce a decentralized purchasing system that allows employees to purchase supplies themselves, rather than going through a centralized purchasing group? Thinking about outsourcing janitorial services? If your union-management relationship is marked by distrust, attempting any such changes could lead to World War III. When the labor-management relationship is broken, even daily routines can become contentious and ugly. One political appointee who was pushing outsourcing recalls that not only union members, but certain members of his own management staff would leave an elevator when he got on. But what can be done? There are no magic bullets, but one approach you might consider is the establishment of a joint labor-management committee focused on process improvement. Unlike the traditional labor-management groups that typically deal with safety and other contract issues, these joint process improvement committees PICs are focused on driving organizational efficiencies. These committees are formed with clear ground rules that enable both sides to pursue their interests in a way that is based on mutual respect and communication. Leaders from both labor and management, and perhaps elected officials, should discuss what needs to come out of such a labor-management PIC initiative. If the situation between labor and management is already problematic, it may make sense to have an experienced facilitator run the meetings. Establishing trust comes first. It may be advisable to write into the guidelines of the committee an upfront agreement that there will be no negative job impacts for existing employees. Instead, the goal will be to introduce better work processes in a manner that will allow attrition over time to generate efficiencies, or to provide displaced workers the training and opportunity to shift to other positions. Such an agreement cuts into the short-term cost-saving potential, but may be necessary to make any change possible. Edward Deming, the intellectual godfather of the total quality management movement, believed that workers cannot be effective participants in efforts to improve work outcomes if they are afraid. Driving out fear and boosting trust is one of the most important benefits of a joint labor-management PIC. On the flipside there will be little gain unless the union participants are willing to relax the often stringent work definitions within existing contracts and allow for greater cross functional work by employees. Unlike the private sector, which has seen union membership dwindling for decades, public-sector unions are growing. More enlightened union leaders are beginning to see that it is essential to the long-term well being of their members to promote the cause of effective public service delivery. Joint labor-management process improvement task forces can be one approach to go from deadlock to progress. Once the particular change initiative for which the committee was formed is over, the group may find itself meeting informally to explore further improvements, and just to keep the lines of communication open. While management often likes to complain about unions and the straitjacket of the contract, workers are often a source of great ideas -- if they are asked.

8: Scientific management - Wikipedia

Industrial and Labor Relations Review, 26, 2, , Jan 73 The crucial assumption underlying new Soviet legislation is the existence of common interest of workers and management in production; stressing cooperation, consultation, and creative participation and an increase in the role of trade unions in decision making.

9: Soviet management and labor relations (edition) | Open Library

Officially, Soviet military operations in Hungary ended on 4 April , when the last German troops were expelled, although Soviet troops (and political advisers) remained within the country. Forced labor of Hungarians in the Soviet Union [edit].

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