



# ANNUAL REPORT

# IIR

I N S T I T U T E   O F  
I N D U S T R I A L  
R E L A T I O N S

1993-94

UNIVERSITY OF CALIFORNIA, BERKELEY







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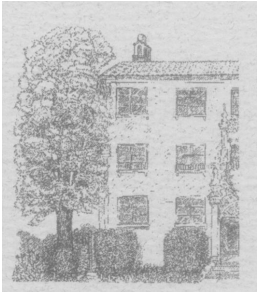
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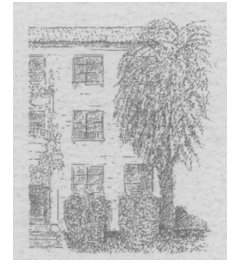
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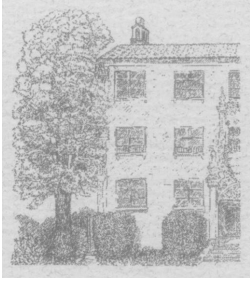
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## FROM THE DIRECTOR



The Institute of Industrial Relations has completed another exciting year in our research and education programs. We have instituted major programs, while at the same time we have reduced our reliance on state funding.

IIR has strengthened its research program in general by encouraging interdisciplinary work within joint research projects conducted by faculty and graduate students from various departments and schools. This is seen especially in the creation of the National Center for the Workplace, the Competitive Semiconductor Manufacturing Human Resources Project, the Work and Family Task Force, the Employment and Wage Structures in U.S. and Japanese Companies research team, and the Organizational Learning in the U.S. and Japan project.

In national competition, IIR was chosen by the U.S. Department of Labor to create the National Center for the Workplace (NCW), whose mission is to conduct research on critical issues affecting the American workplace and link this research to private practice and public policy for business, labor, and policy communities. The NCW also oversees regional sites at the University of Wisconsin-Madison, University of Texas-Austin, Columbia University, and Cornell University. The creation of the NCW has made workplace issues more visible to policy makers, and the NCW provides the intellectual basis for guiding policy discussions. In developing their research agenda, the NCW is looking ahead to what the United States will need to know and respond to in the near future in "Creating Quality Jobs in a Competitive Environment."

In our educational programs, we are especially proud that we have been able to support graduate student training for 75 students through extramural funding and GSR support awarded to faculty projects. In addition, we have continued to upgrade the computer lab, including providing a direct ethernet link between IIR and the campus computers. The library provides critical support services to the students and faculty, especially in training them on how to locate and access electronic data sources.

Our graduate students are a major source of creative and energetic input into the intellectual life of IIR. Sometimes they are responsible for setting up important new projects. One example is the highly publicized EDIN project to help local governments establish a gopher on the Internet.

IIR is also involved in undergraduate education. We provide undergraduates the valuable experience of fieldwork with a union through Economics 153. In this course, students develop a project with a union and write a term paper. We hope to be able to expand this popular program to other departments. In addition, this year we experimented with placing selected undergraduate interns on research teams to give them the opportunity to work with faculty and graduate students on a specific project.

IIR made major advances in our goal of having activities be self-supporting. Our highly regarded journal *Industrial Relations*, edited by IIR and published by Blackwell Publishers, no longer receives state funding. In addition, both of our community service centers, the Center for Labor Research and Education and the California Public Employee Relations program, have replaced a large proportion of the funding provided by the state with other

funding. At the same time, they have created new or revised programs to meet the changing needs of their constituents.

IIR's accomplishments have always depended upon the efforts of its talented and dedicated faculty, staff, and students. The staff has been particularly instrumental in IIR's

ability to maintain programs and morale even as state funding has been reduced. The staff has learned new skills, taken on new tasks, and given their best efforts in providing the support needs of a large array of educational and research activities.

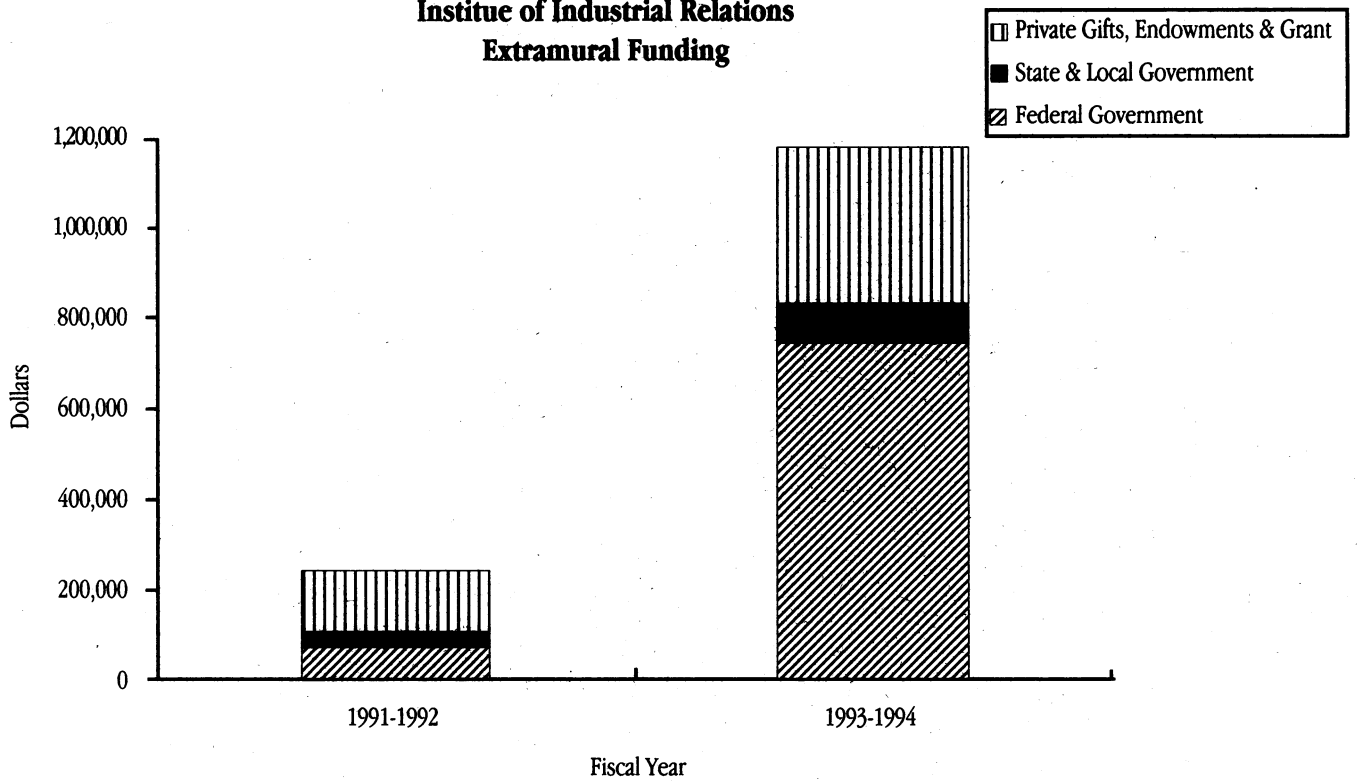
I invite you to read about some of these activities in this annual report. Even better, I invite you to visit IIR and to share in the intellectual excitement of scholars dedicated to improving the lives of workers through improved company performance, rising productivity and earnings, and worker involvement at the workplace.

— Clair Brown, Director

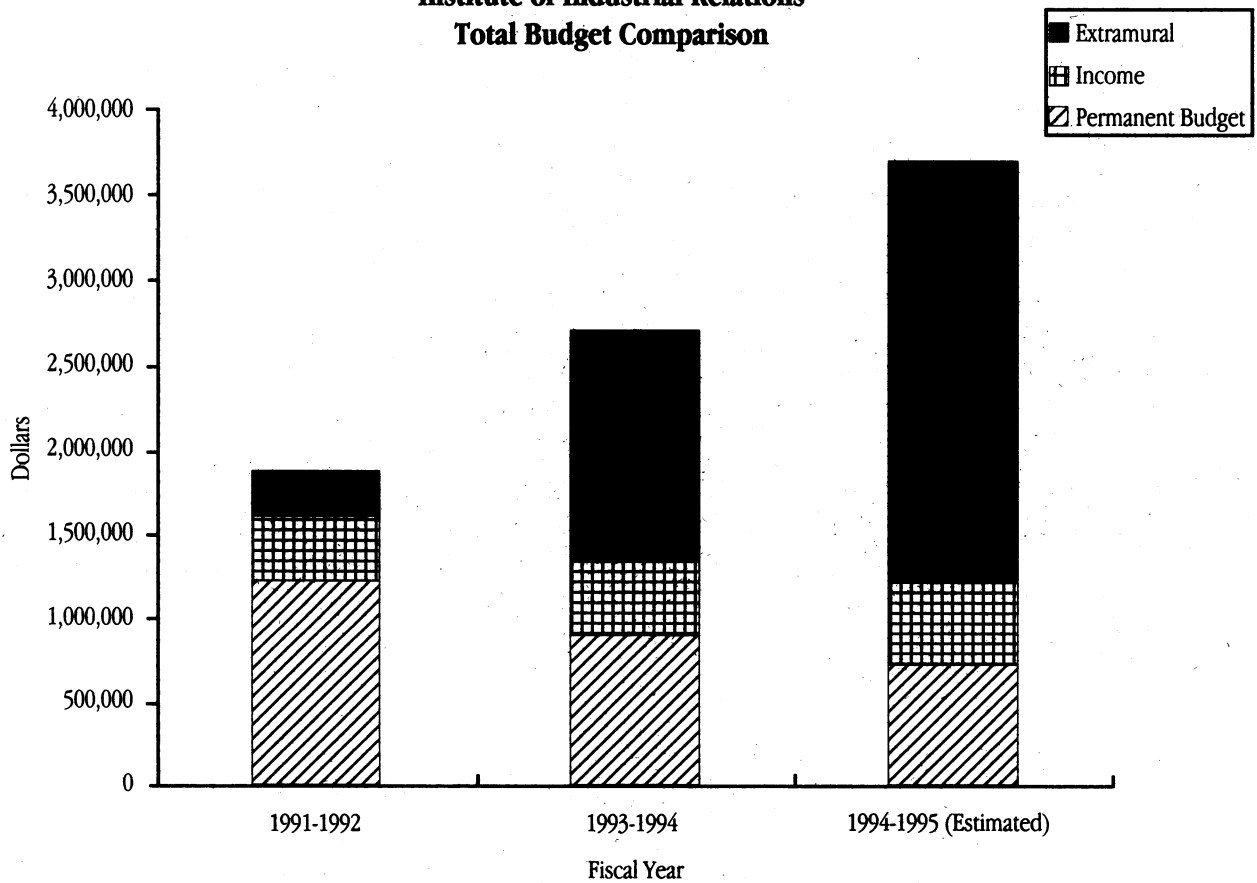
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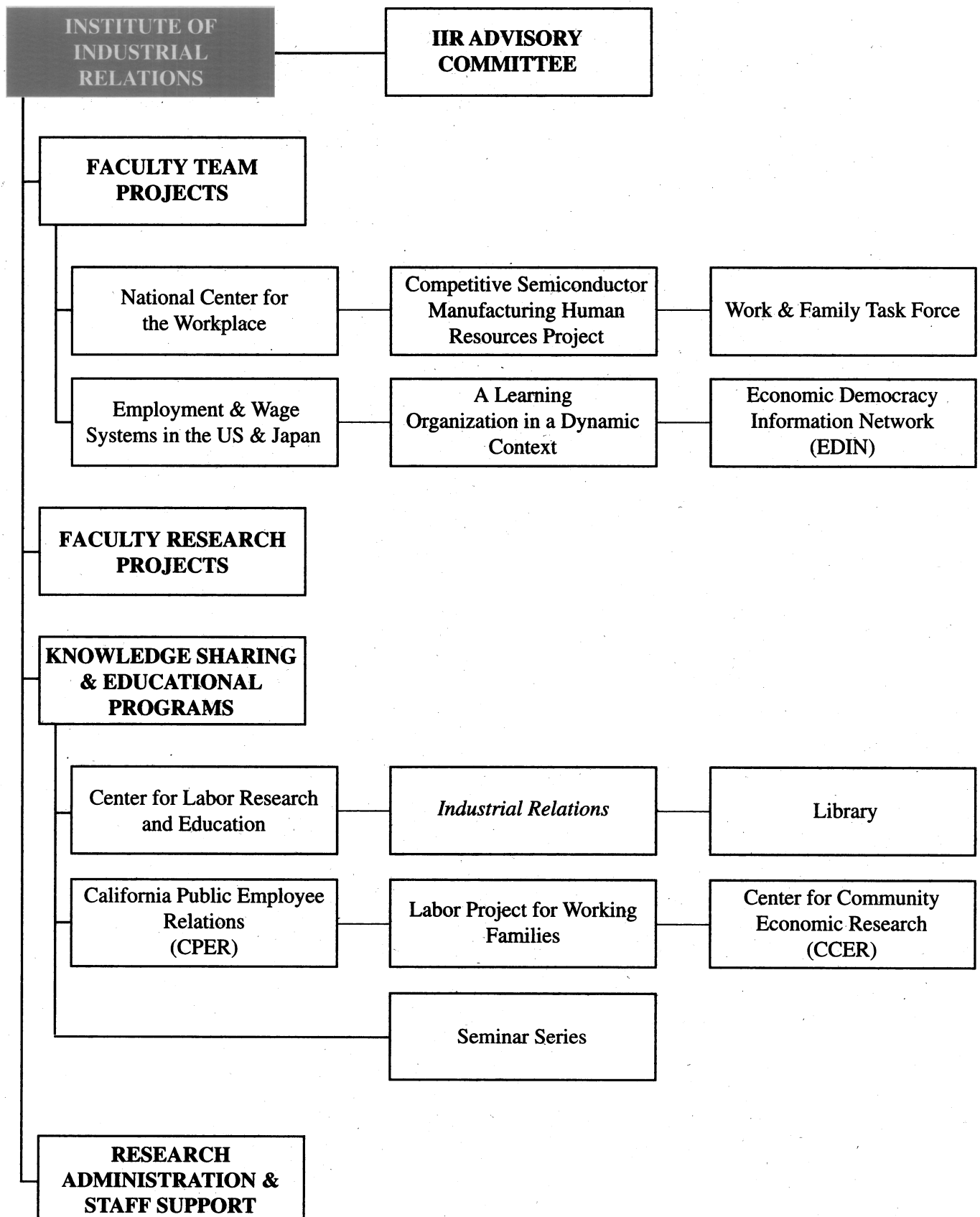
### Institute of Industrial Relations Extramural Funding



### Institute of Industrial Relations Total Budget Comparison



# ORGANIZATIONAL CHART





# FACULTY TEAM PROJECTS





# NATIONAL CENTER

The National Center for the Workplace (NCW) addresses the problems created by the convergence of broad economic, social, cultural, political and technological changes in the workplace. A variety of approaches, including interdisciplinary research, information sharing, and policy analysis and development, are used. Created by the U.S. Congress by an amendment to the Higher Education Act, the NCW receives its funding through the Office of the American Workplace, Department of Labor (DoL).

The main office of the NCW is housed in the Institute of Industrial Relations at the University of California at Berkeley. The Governing Board includes the NCW's executive officers: Dr. Clair Brown, Executive Director; Dr. Michael Reich, Research Director; Mary Ruth Gross, Deputy Director; Diane Leite, Financial Officer, along with the directors of the five sites.

The NCW's site directors are: Dr. Andrew Scharlach, University of California at Berkeley; Dr. Thomas Bailey, Columbia University; Dr. Ronald Seeber, Cornell University; Dr. Robert Glover, University of Texas at Austin; and Dr. Craig Olson, University of Wisconsin at Madison. Each site is involved in research and dissemination activities, and has its own advisory board of representatives from business, government, labor and academia.

The goal of the NCW is to expand knowledge through research of the problems facing the American workplace in order to help business, labor, and elected officials find solutions to meet today's challenges. The core of the NCW's mission is its research program.

The theme of "Creating Better Jobs in a Competitive Economy" guides the NCW's policy goals:

- Identify how firms can create high performance workplaces, especially through restructuring the workplace to enhance skill development and employee involvement.
- Identify different ways to give workers voice and facilitate labor-management cooperation.
- Identify how to create long-run performance measures to evaluate human resource and organizational systems from the viewpoint of the firm, industry, and society.
- Analyze employment policy issues in order to improve government labor market policies.

In the first grant period, NCW has pursued its research mission through the eight field research projects listed below. These projects are diverse in their selection of approaches to workplace problems.

- "(Re) Training to Enhance Work Organization and Employee Involvements" Project Leader: Michael Reich, Department of Economics and Institute of Industrial Relations, University of California at Berkeley

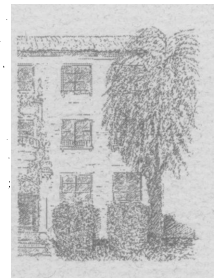
## ***Hotel Labor-Management Cooperation Project***

Under the joint sponsorship of the National Center for the Workplace and the Center for Labor Research and Education, NCW Deputy Director Mary Ruth Gross participated as a facilitator and planner in an innovative series of joint labor-management projects for a dozen hotels in San Francisco and two of the unions that represent hotel workers. The first phase consisted of five multi-hotel study groups of managers and union members, coming together to discuss issues of teamwork, training, scheduling, and discipline as they apply to Class A hotels. Major considerations within each issue were customer satisfaction, profitability, and job security. Groundrules requiring respect and thoughtful listening helped the participants communicate with each other.

The second phase facilitated by Ms. Gross was a multi-hotel group charged with developing a pilot project reducing the number of job classifications in Class A hotel kitchens. The third phase was working with representatives of both sides during collective bargaining to come up with a more efficient and fair grievance procedure. The project will resume in the spring of 1995, with labor-management committees to be established in each of the participating hotels. It is anticipated that these committees will become a model for becoming a performance workplace in the service sector.



# FOR THE WORKPLACE

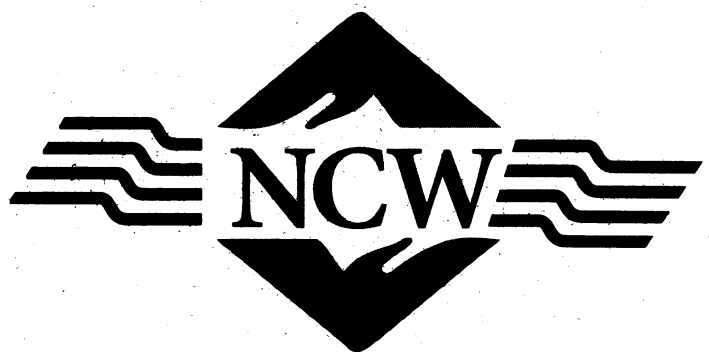


- "Implications of Health Care Systems Reform for the Medical Workforces" Project Leader: James Robinson, School of Public Health and Institute of Industrial Relations, University of California at Berkeley
- "Training, Skill Formation, and High Performance Work Organization in Three Automobile Plants" Project Leader: Harley Shaiken, School of Education and Institute of Industrial Relations, University of California at Berkeley
- "Employee Ownership, Participation, Training, and Technological Change in the Printing and Textile Industries" Project Leader: Thomas Bailey, Teachers College, Columbia University
- "Proposal to Develop and Implement the Equivalent of the Local Administrative Structure of the German Apprenticeship System in Austin to Improve the School-to-Work Transitions" Project Leader: Robert W. Glover, Center for the Study of Human Resources, LBJ School of Public Affairs, University of Texas at Austin
- "Pay-for-Knowledge and Work Reorganization in High Performance Firms" Project Leader: Ken Mericle, Director, School for Workers, University of Wisconsin
- "Wisconsin Regional Training Partnerships" Project Leader: Joel Rogers, Law, Political Science, and Sociology, University of Wisconsin
- "The Contribution of Employee Participation and Voice to the Successful Implementation of New Technology, Work Organization, and Trainings" Project Leader: Paula Voos, Department of Economics and Industrial Relations, University of Wisconsin

Researchers will produce tracking papers that address the public and private policy implications of their findings, in addition to the research findings. These tracking papers will be summarized and published by the National Workforce Assistance Collaborative, a consortium headed by the National Alliance for Business. A newsletter and briefing papers also summarize NCW's research for the interested public.

The NCW is engaging in an active dissemination program through regional conferences that provide a forum for debate and information exchange among the NCW's business, labor, and government constituencies. The NCW has held briefings, known as Congressional Dialogues, every three to four months for interested Congressional committee members and staff, the Department of Labor, and the Department of Education. Dissemination also includes using the latest electronic technology, including electronic mail and an Internet gopher.

By bringing together national leaders in business, labor, and government with eminent researchers to address workplace issues, and develop public and private policies, the NCW plans to fulfill its ambitious and important goal of improving the competitiveness and performance of the American workplace.



For more information about the National Center for the Workplace, contact Mary Kay Stuvland at (510) 642-8545 or e-mail to [ncw@uclink.berkeley.edu](mailto:ncw@uclink.berkeley.edu).



# NEW PROCESS INTRODUCTION: TECHNOLOGY



## DEVELOPMENT AND TRANSFER

This project is being conducted jointly by the CSM-HR group and the CSM main study innovation group. Professors Clair Brown and David Mowery, with graduate students Melissa Appleyard, Nile Hatch, and Eric Thacker, are studying the management of new process development and introduction. The members of the research team have combined analytical techniques from the economics and business disciplines and have worked closely together to produce three questionnaires to address two broad issues:

1) How are the structures governing communication and knowledge transfers related to successful generation and development of new processes and their subsequent introduction at manufacturing fabs? The research team is currently collecting data from process development teams in the United States and Japan. The data capture communication patterns during new process development and knowledge sharing across people both inside and outside of the teams. Analysis of these data will lead to a greater understanding of how the structuring of these activities may in-

fluence the rate and quality of new process introduction in the rapidly evolving semiconductor industry;

2) What factors determine the "cycle time" required for new process development and transfer to manufacturing, as well as the success of the "handoff" from development to volume manufacturing? Data on the speed with which the new process was characterized and qualified within the development facility prior to its transfer to manufacturing, coupled with information on the volume, die and line yields from the volume manufacturing facility that first received the new process, will allow the research team to quantitatively assess and explain the performance of the development and transfer strategies of different companies.

Given the rapid pace of technological change in the semiconductor industry, the research team will compare new process development groups in different firms in terms of their ability to adapt and excel. The team will document how companies set up organizational structures and incentives to encourage flexibility, individual creativity, and team work during a new process development effort.

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## EMPLOYMENT AND WAGE SYSTEMS IN THE U.S. AND JAPAN

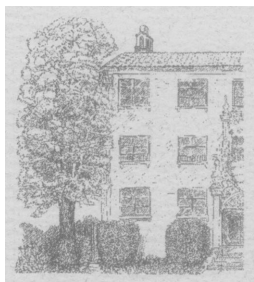
A joint research team of professors and graduate students from IIR and the Center for American Studies at Doshisha University has been studying: a) how the Japanese system of employment and training currently works at the plant level; b) whether and how that system is being transferred to the U.S.; c) how and why changes are occurring in the countries and how they might be related — as cause or effect — to the efficiency of the firm, to worker satisfaction, and to the business cycle; and d) the relationship between micro (firm) practices and macro institutions. The team consists of Professors Brown, Nakata, Reich, Stern and Ulman, and graduate students Ahmadjian, Furuya, Glickman, Kugler, Patterson, Pendakur, Raphael, Ruha, Toseland, and Valvano.

Preliminary findings suggest that both the Japanese and U.S. systems are changing, toward less egalitarianism and more empha-

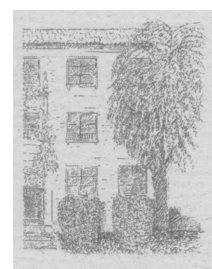
sis on merit pay in Japan, and more employee involvement and team work in the United States. The hypothesis is that companies in both countries are involved in a learning-intensive human resource strategy and that differences in the macroeconomies, environments, and institutions in the two countries affect company-based employment practices, wage structure, and labor market outcomes.

The research method involves detailed case studies in individual companies, with site visits and observation, interviews with key actors, and survey research of employees when possible. The companies in the included study matched plants in three industries — automobile, telecommunications, and electronics. This research has been funded by the U.S. Department of Labor, the U.C. Pacific Rim Project, and the Japan Foundation.





# THE COMPETITIVE SEMICONDUCTOR MANUFACTURING



## HUMAN RESOURCES PROJECT

The Competitive Semiconductor Manufacturing Human Resources (CSM-HR) Project has three major goals:

- Analysis of the data already collected (or to be collected) by the main study from twenty-four fabrication plants (fabs);
- Development of a supplemental mail-out questionnaire to fabs participating in the main study so that the employment and training structures can be documented and analyzed as a system;
- Implementation of focus studies to analyze key questions on how the HR systems function. These case studies will augment the more general analysis covering all the fabs.

The CSM-HR group is led by Professor Clair Brown and includes Professor Michael Reich, graduate students Melissa Appleyard, Jumbi Edulbehram, Vince Valvano, postdoctoral fellow David Bowen, and Adjunct Professor Vinay Sohoni.

They collaborated with Diane Bailey, Baruch Saeed, and Linda Sattler from the CSM main study in analyzing the data already collected by the main study and presented in the CSM-HR Project First Interim Report, CSM-09, September 1994.

So far, the CSM-HR study has one major conclusion: High performing fabs will have a human resource system with integrated, consistent parts and the system will be tailored to function in a specific environment. The effectiveness of any particular system will depend on its environment — the product market, the economic conditions, and the institutional structure in which the company operates. One set of “best practices” does not necessarily exist for all environments. In fact, more than one HR system may perform well in any particular set of circumstances, since trade-offs may exist between the component parts of a system. However, not all HR systems are internally consistent, and not all HR systems function equally well. In the former case, firms may inadvertently create “hybrids” that use incompatible components and result in unintended consequences. In the latter case, some HR systems may not adapt adequately or rapidly enough to changes in the environment.

The research goal of the CSM-HR study is to identify prototypes of HR systems in the fabs, examine how the various components function together, examine how an HR system functions within a given environment, and measure the relative effectiveness of the prototype systems in terms of firm performance.

The CSM program is a joint project of the College of Engineering, the Haas School of Business and the Berkeley Roundtable on the International Economy at the University of California at Berkeley, under the sponsorship of the Alfred P. Sloan Foundation, and with the cooperation of semiconductor producers from the United States, Asia, and Europe. Professors David Hodges and Robert Leachman are the Project's Co-Directors. The Project is funded by the Alfred P. Sloan Foundation.



# THE LEARNING ORGANIZATION IN A DYNAMIC CONTEXT



Professors Clair Brown and Jim Lincoln are jointly involved with Japanese colleagues in a study of organizational learning in U.S. and Japanese companies. High-performance organizations demonstrate a capacity to learn from their competitors, their suppliers, their customers, and from all levels of their own internal organization. They also learn how to diffuse and make use of their new knowledge within the organization. This learning process will be studied by analyzing the employment and training systems for white-collar workers (engineers, scientists, technicians, and managers). This study will focus on product development: the process of developing a new generation of products to improve product function or design. An organization that successfully learns how to acquire and implement its new knowledge will enjoy dynamic efficiencies in bringing new generations of a product to market.

The hypotheses to be studied include:

- Japanese manufacturing firms are superior to U.S. (and European firms) in importing learning into the organization and diffusing it across levels, divisions, and functions.
- As the production process has become more automated and as the generational life between products has shortened, the effectiveness of a firm's employment and training systems for

engineers and managers in promoting communications and learning has become increasingly important in determining the firm's ability to develop new products or services and to bring them on line in a timely and cost-efficient manner. At this time, we do not hypothesize whether U.S. or Japanese employment and training systems are more effective in promoting this learning process. Each has strengths and weaknesses.

These broad hypotheses emerge from a growing body of recent research on how improvement and innovation in the Japanese firm are shaped by a distinctive set of internal structures and processes and an equally distinctive pattern of relationships with suppliers, customers, and other external agents. Yet the principles underlying the roles of intra- and inter-organizational relations in the learning processes of the Japanese firm are remarkably similar. They stress the critical importance of: (a) elimination of formal and legalistic barriers; (b) heightened and continuous interaction and communication among all relevant actors; (c) incremental improvement; (d) reliance on trust and reciprocity rather than legal contracting or top-down control; (e) maintaining high levels of skill and expertise through a flexible and dynamic division of labor. This study is sponsored by the Japanese Society for Promotion of Science.

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## EDIN

Economic Democracy Information Network (EDIN) will provide local governments and community groups with greater access to information by providing both easier access to electronic communication and more information.

The EDIN Online Server will gather existing economic information and provide it electronically, both immediately as text and eventually in innovative graphical forms. The EDIN gopher was named one of twenty-nine worldwide "Highlights of the Internet" by *PC Computing* magazine in its September 1994 issue. EDIN will facilitate research and communication on economic issues by EDIN users in different locations around the state. Teams of

trainers will work with local governments and community groups to get them online and facilitate their use of the EDIN system.

EDIN is the first archive to link information on the economic aspects of conversion, community development, and the environment. In doing so, it will create a new way of promoting economic literacy. EDIN is operated by the Center for Community Economic Research.

To view the EDIN gopher online, gopher to [garnet.violet.berkeley.edu](http://garnet.violet.berkeley.edu) port 1250. The URL for EDIN's World Wide Web site is <http://garnet.berkeley.edu:3333/>. For more information, contact the Center for Community Economic Research at (510) 643-8293, e-mail [ccer@violet.berkeley.edu](mailto:ccer@violet.berkeley.edu).



# WORK AND FAMILY TASK FORCE



The Work and Family Task Force brings together faculty from various campus departments and disciplines to examine innovative approaches to the study of work and family issues. With the cooperation of the Central Labor Councils and human resource experts, the Task Force and its members have initiated a number of important projects, including the following:

- identification of conditions that alleviate family-related stress;
- examination of the special needs of shift workers;
- development of models for predicting spillover between work and family roles;
- examination of the efficacy of worksite policies and programs for reducing work-family conflict.

The Task Force has provided a much-needed opportunity for faculty to work together around common areas of interest. For example, Task Force members have begun to work together on the development of a comprehensive evaluation of the federal Family and Medical Leave Act, which became law in August 1993. In cooperation with a major benefits consulting firm, Task Force

members conducted a study of the impact of the law on employers. Task Force members are currently designing a project that will investigate the family leave experiences of workers. In addition, Task Force members are engaged in a multi-year study of the long-term effects of family leave on workers and the workplace.

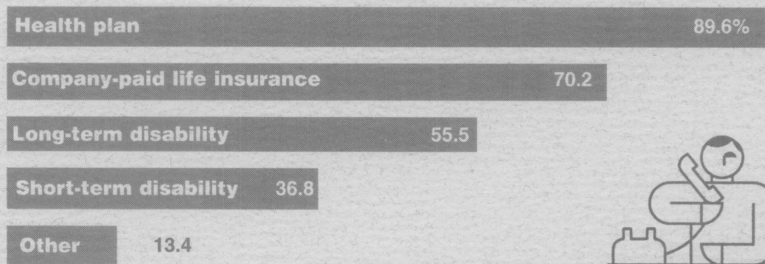
The Task Force's members are: Joan R. Bloom, School of Public Health; Netsy Firestein, Labor Project for Working Families, IIR; Arlie Hochschild, Sociology; Hilary Hoynes, Economics; Owen Marron, Alameda County Central Labor Council; Christina Maslach, Psychology; Mary Ann Mason, Social Welfare; Marty Morgenstern, Center for Labor Research and Education, IIR; Art Pulaski, San Mateo County Central Labor Council; Steve Roberti, Contra Costa County Central Labor Council; Andy Scharlach, Social Welfare; Margaret Shelleda, SEIU Local 790; Arlene Skolnick, UCB's Institute of Human Development; Janice Stanger, William M. Merced, Inc.; Barry Staw, Business Administration; and Sheldon Zedeck, Psychology.

## Putting the Family and Medical Leave Act to Use

Based on 299 responses to an employer survey in California and other Western States.

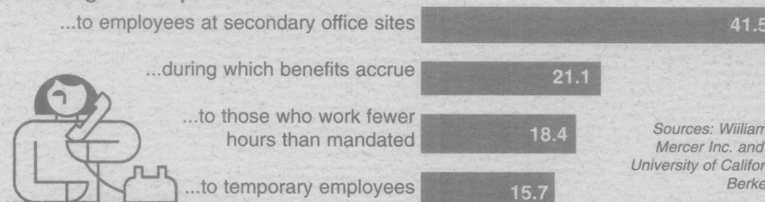
### MANY COMPANIES CONTINUE TO CONTRIBUTE TO EMPLOYEE BENEFIT PLANS

Percentage of respondents who say they will offer each benefit to employees on leave.



### MANY COMPANIES PLAN TO OFFER LEAVE ENHANCEMENTS

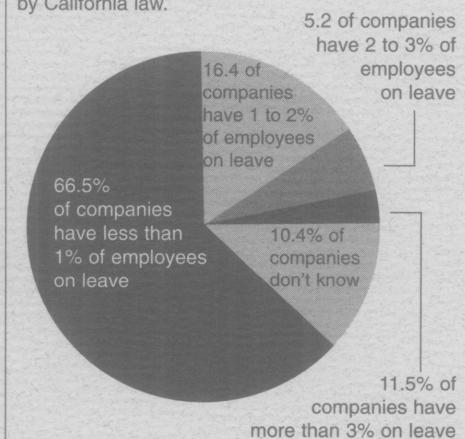
Percentage of companies to offer leave...



Sources: William M. Mercer Inc. and the University of California, Berkeley.

### FEW EMPLOYEES TAKE ADVANTAGE OF THE LAW

Percentage of employees on unpaid family leave at companies covered by California law.



Source: *New York Times*, March 20, 1994



# FACULTY RESEARCH PROJECTS







# CONTINUING AND

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## ***Reduction of Tanker Oil and Chemical Spills: Engineering to Minimize Human and Organization Errors***

**Robert Bea, Karlene Roberts**

The project's main objective is to develop engineering procedures assisting in the definition and evaluation of alternatives to minimize human and organization errors (HOE) in tanker loading and discharge operations. Results from this project will be useful to engineers, managers, and regulators associated with operations of marine systems with particular early benefits anticipated for tanker and barge loading and discharge operators. The project results will further the development of the technology to address the primary contributor to the lack of reliability in engineered systems: HOE. This project is based on results from a joint industry/government sponsored project (12 organizations) that addressed improved management of human and organization errors in operations of marine systems. Twelve publications and six presentations have resulted from that project including presentations to the California State Lands Commission and the Washington Marine Safety Oversight Board.

California Sea Grant College      \$130,039      10/1/92-9/30/95

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## ***Oil Spill Prevention through Improved Management of Human and Organization Errors in the Operations of Tankers and Barges***

**Karlene Roberts, Robert Bea**

This research project will extend research to develop and test qualitative and quantitative evaluation and assessment procedures to improve reliability of oil tanker and barge operations. Current research has developed and is expanding a safety data base scheme for the marine industry. It has also developed a description of marine regulation in California as it influences oil loading and discharge operations in California. The researchers plan to do thorough analyses of risk mitigation schemes in the following industries: Chemical, Federal Aviation Agency, Air Lines, Law Enforcement, Marine Shipping, Nuclear power, and U.S. Aviation Safety.

Dept. of Transportation, Volpe      \$100,000      8/15/94-8/14/95

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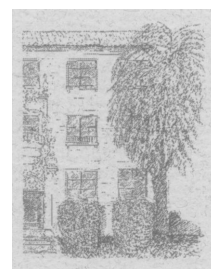
## ***The Transition from State Socialism to Merchant Capitalism: Industry Case Studies from Russia***

**Michael Burawoy**

Analyses of the transition from state socialism to capitalism typically focus on political impediments and underestimate the economic obstacles to economic transformation. Case studies of the wood, coal, gas, and military industries in the Komi region of Russia will be undertaken to examine the hypothesis that the present transition exaggerates pathologies of the old economic order, leading towards a form of merchant capitalism. Specifically, it is hypothesized that with the collapse of the party state there is an intensification of monopoly, an increase in barter, a rising importance of profit through trade and increased worker control over production. The research proposes to examine a second set of hypotheses concerning the dynamics of this merchant capitalism, namely that it contains within it no inherent tendency toward modern bourgeois capitalism but engenders further economic underdevelopment. Current policies of shock therapy, involving stabilizing currency, price liberalization, bringing down tariffs, and privatization fail to tackle the principle source of underdevelopment, namely the transformation of production. Such policies are quite compatible with the reproduction of merchant capitalism, and thus may even create obstacles to economic development.

NSF      \$91,019      6/30/92-6/29/95

# NEW AWARDS



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## ***Employee Involvement in the 1990's***

**David Levine**

This proposal involves testing theories of work organization using a pair of unique surveys on employee involvement (EI) and Total Quality Management (TQM). The surveys were carried out in 1987 and 1990, and cover companies with over ten million employees. We propose extending past analyses of these surveys in three additional papers.

The first paper will examine a broader array of outcome measures. Most importantly, we will link survey data on EI and TQM programs with financial data from Compustat. This will be the first large-scale study of the effects of these policies on objective measures of success such as profits and productivity.

The second paper focuses on the correlates of total quality programs, and the conditions under which they succeed. Although total quality programs have spread throughout US industry, this will be the first research on the conditions required for their success, and the magnitude of their effects.

The third paper examines the dynamics of EI programs. We will measure how cash flow problems and layoffs affect both the introduction and death rates of EI programs. This research will permit a better understanding of how macroeconomic factors and financial market institutions affect the implementation and success of EI.

Alfred P. Sloan Foundation      \$45,000      10/6/92-10/31/95

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## ***The Competitive Semiconductor Manufacturing Human Resources Project***

**Clair Brown**

The Competitive Semiconductor Manufacturing Human Resources (CSM-HR) Project has three major goals:

Analysis of data already collected (or to be collected) by the main study from twenty-four fabs;

Development of a supplemental mail-out questionnaire to fabs participating in the main study so that the employment and training structures can be documented and analyzed as a system;

Implementation of focus studies to analyze key questions on how the HR systems function. These case studies will augment the more general analysis covering all fabs.

The CSM program is a joint project of the College of Engineering, the Haas School of Business, and the Berkeley Roundtable on the International Economy at the University of California at Berkeley.

Alfred P. Sloan Foundation      \$ 351,809      6/1/93-6/30/96

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## ***National Center for the Workplace***

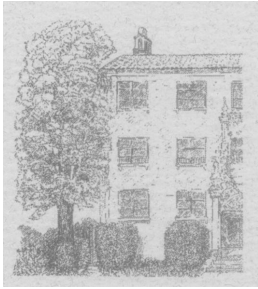
**Clair Brown**

The National Center for the Workplace (NCW) addresses the problems created by the convergence of broad economic, social, cultural, political, and technological changes in the workplace. A variety of approaches, including interdisciplinary research, information sharing, and policy analysis and development are used. The goal of the NCW is to expand knowledge through research of the problems facing the American workplace in order to help business, labor, and elected officials find solutions to meet today's challenges. The core of the NCW's mission is its research program.

The theme of "Creating Better Jobs in a Competitive Economy" guides the NCW's policy goals:

- Identify how firms can create high performance workplaces, especially through restructuring the workplace to enhance skill development and employee involvement.
- Identify different ways to give workers voice and facilitate labor-management cooperation.
- Identify how to create long-run performance measures to evaluate human resource and organizational systems from the viewpoint of the firm, industry, and society.
- Analyze employment policy issues in order to improve government labor market policies.

Department of Labor      \$ 1,865,940      9/01/93-9/30/95



# P R O P O S E D

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## ***Assessment of the Impact of Human & Organization Error on Design & Construction of Offshore Platforms***

**Robert Bea, Karlene Roberts**

The objective of this research is to perform a state-of-the-art assessment of the influences of human error on the design and construction of platforms. This objective is intended to establish procedures and guidelines to consider and better manage the effects of human error in design and construction of offshore platforms.

Multiple private companies      \$200,000      Indefinite

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## ***The Network Organization of Japan: A Continuing Research Program***

**James R. Lincoln**

This project involves continuing and expanding a large-scale project addressed to the network (keiretsu) organization of Japanese business. We propose three related research activities: (1) expansion and update of panel data from archival sources on keiretsu relations involving large and small firms; (2) continued interviews with managers in large and small firms and financial institutions regarding management and corporate perceptions and definitions of keiretsu-type ties; (3) a questionnaire survey of the sample of 250 large Japanese financials and industrials to obtain detailed information on the structure and evolution of their keiretsu-type relations which is not available from other sources.

Japan-US. Friendship Commission    \$72,214    10/1/94-9/30/95

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## ***Collaborative Research on Organizational Selection***

**Glenn R. Carroll**

The proposed research, a collaboration between Glenn R. Carroll (UC Berkeley) and Michael T. Hannan (Stanford), investigates how population structure affects organizational selection processes. It extends and refines the model of density-dependent legitimation and competition. The proposed work involves model building, data collection, and empirical testing.

Theory development involves: (1) extension to multilevel political systems, (2) consideration of activities by entrepreneurs, (3) analysis of organizational experience as an asset and liability, and (4) analysis of resource partitioning and size-localized competition.

Empirical work examines the evolution of the worldwide automobile industry. Data collection extends previous efforts to find comprehensive size data for firms and data on resource partitioning, including time-varying information on products offerings by firms and market distributions of product sales. Empirical analyses will examine many countries of the world, once country-specific information on institutional and environmental conditions has been collected.

Model construction and empirical testing will address: (1) effects of age and size on mortality rates, (2) role of preproducers in models of vital rates, (3) alternative specifications of multilevel processes, and (4) mixing density dependence with other population processes.

NSF      \$299,757      1/1/95-12/31/97

# A W A R D S



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## ***Changing Values at Citicorp: The Effects of Relationships, Person-Culture Fit and Managerial Time Horizons on Cooperative Organization Behavior***

**Jennifer Chatman**

This proposal focuses on how social relationships affect the dissemination and adoption of new cultural values, and how moving from an individualistic to a collectivistic culture affects members' cooperativeness and willingness to make decisions using longer time horizons. This research has several goals. The first is to clarify how two important aspects of organizational contexts, relationships and cultural values, affect one another to promote or preclude cultural change. A second goal is to increase understanding of the behavioral consequences resulting from reciprocal interaction between cultural values, and individual orientations (collectivism/individualism) and cognition (long/short time horizons). Longitudinal research is essential to address these issues since cultural change is, by definition, dynamic, and the interaction between people and their contexts results in continual change. Further, conducting the study in a late, globally-based, strong culture firm – particularly one that is in the process of restructuring and changing its culture – will promote a greater appreciation of the interplay between organizational culture and individual behavior.

Citicorp                                      \$161,568      1/1/95-12/31/96

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## ***Women and Unions: Is the Gender Gap Mitigated by Unionization?***

**Trond Petersen**

This project estimates the effects of unions on blue-collar women's wages within ten U.S. manufacturing industries. First, we examine whether women do better in the union sector than in the nonunion sector, by estimating the interaction between union and gender. Second, we explore how the percentage of women in unionized establishments mediates the effects of unions on wages, distinguishing the union wage effect on the gender gap from occupation-related wage differentials.

Institute for Women's Policy Research \$7,599 11/15/94-4/15/95

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## ***Comparing Democracies: Finding Order in Apparent Confusion***

**David Collier**

Recent comparative research on national political regimes has deepened our understanding of democracy and has explored the links between democracy and such outcomes as growth, equality, domestic stability, and international conflict. Yet the accumulation of knowledge has been hampered by conceptual confusion. The general hypothesis motivating this project is that beneath this apparent confusion, there exists an underlying structure. Employing tools of concept analysis developed by Giovanni Sartori, George Lakoff, and David Collier, the project will explore the diverse conceptions and dimensions of democracy in the recent comparative literature, with the goal of providing an analytic matrix within which the diverse usages of this concept can be located and their meaning standardized. (Specific research tools to be employed include Sartori's procedure of systematically extracting the "intension" and "extension" of a concept, techniques for examining hierarchies of concepts, the distinction between classical and radial concepts, and methods for dealing with the perennial problem of "conceptual stretching.") The overall goal is to introduce greater conceptual clarity, precision, and the capacity for more rigorous causal analysis into comparative research on democracy, as well as to develop new tools for concept analysis.

NSF    \$290,850      1/1/95-12/31/97





# **KNOWLEDGE SHARING AND EDUCATIONAL PROGRAMS**

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## SEMINAR SERIES



To foster academic dialogue, IIR sponsors the following seminar series:

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### ***Bay Area Labor Studies Seminar***

The seminar meets during the school year (generally Tuesdays, at 4:00-6:00 p.m., IIR Lounge); it is a forum for speakers from outside the University who speak on topics of broad interest. Occasionally, Berkeley faculty will present nontechnical research of special interest to the community. If you would like to present work at this seminar or if you have suggestions for speakers, contact Professor Lloyd Ulman (510-643-7084), or Mary Ruth Gross (510-643-7213).

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### ***Organizational Behavior and Industrial Relations Seminar (OBIR)***

This seminar is under the auspices of the Business School. It meets once a week during the academic year (unless otherwise noted, on Wednesdays at 4:00 p.m., 60 Barrows Hall). Graduate students and Berkeley visiting faculty present original research on OB and IR topics. People interested in attending or presenting papers should contact Professor Barry Staw at the Business School (510-642-6357).

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### ***The Political Economy Seminar Series***

This faculty seminar meets once a month (usually on Wednesdays at noon in the IIR Lounge) for the entire year. Participants present research work in progress or lead discussions on recent work in the area broadly construed as political economy. If you are interested in participating, contact Professor Harley Shaiken (510-643-5363).

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## ***INDUSTRIAL RELATIONS*** ***A JOURNAL OF ECONOMY AND SOCIETY***

***Jeffrey Perloff and George Strauss, Co-Editors; Andrea Zemgulys, Editorial Assistant***

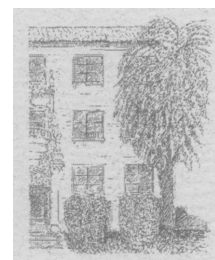
*Industrial Relations*, the Institute's academic journal, is in its thirty-fourth year of publication. With four issues a year, *Industrial Relations* offers a valuable international perspective on current topics in industrial relations. Each issue includes research articles, a recent publications listing, and symposia on all aspects of employment relations and the labor market.

The editors are supported by an outstanding Board of Reviewers, as well as over 700 referees from academic institutions in the United States and abroad. *Industrial Relations* continues to expand its outside referees, whose expertise and diligence are very much appreciated.

For information on subscribing or to view the table of contents from 1993-94, please see page 57. To contact *Industrial Relations* directly, call (510) 643-7081 or e-mail [irjrn1@violet.berkeley.edu](mailto:irjrn1@violet.berkeley.edu).



# INDUSTRIAL RELATIONS LIBRARY



***Terence Huwe, Librarian; Janice Kimball, Assistant Librarian***

The Institute's Library houses the largest labor relations research collection west of the Rocky Mountains. It is an important resource for faculty and students in numerous disciplines. Its print collection exceeds 64,000 volumes, including an extensive collection of labor and management-related periodicals, government documents, and books. In addition to the print collection, the Library is a point of access to electronic information resources, ranging from the zero-cost resources of the Internet to valuable pay-for-use services, such as DIALOG Information Services and LEXIS/NEXIS. Library staff assist patrons and offer training in the effective use of both the print collections and the electronic resources of the Internet. Unlike some Berkeley campus libraries, the Institute of Industrial Relations Library is open to everyone, and enjoys a strong community following among both management and labor groups.

The Library is nearing completion of the conversion of its card catalogs to electronic format. Its holdings may now be searched on GLADIS, MELVYL, and the Online Computer Library Center (OCLC). All technical services are performed in a networked environment, which has brought new economy to operations. Reference and research support are top staff priorities; research consultations are available to all library patrons. Community outreach is also a high priority. The librarian has lectured widely and has conducted training sessions for campus and community groups. The Library produces a popular "Recent Publications" column for *Industrial Relations: A Journal of Economy and Society*, thus reaching the Institute's scholarly community.

Future goals fall into three broad categories. First, the Library must continue to collect and provide access to the multi-disciplinary literature of Industrial Relations and Organizational Behavior. This literature includes not only books and other print material, but electronic resources that may be accessed on demand. Second, the Library must continue to implement ongoing training in the use of electronic resources, which are changing rapidly. Finally, the Library must continue to make its services available not only to the campus community but to the citizenry of California. This outward focus creates bridges between the University and the many communities of California, where the need for library and information services generally outweighs their availability.

## ***Publications***

"Information Sources for Labor: A Guided Tour"  
Terence Huwe, *Labor Center Reporter*, No. 290,  
April, 1994.

"Information Specialists and the Cooperative  
Workplace: Challenges and Opportunities"  
Terence Huwe, *Advances in Librarianship* 17,  
November, 1993.



To contact the Library directly, please call (510) 642-1705 or e-mail [iirl@library.berkeley.edu](mailto:iirl@library.berkeley.edu).



# CENTER FOR LABOR

***Mary Ruth Gross, Chair; John Sladkus, Coordinator; Elaine Meckenstock, Program Assistant***

CLRE (The Labor Center) produces educational programs, publications, research and materials on issues that are relevant to organized labor and the workforce. It promotes a participatory style of adult education, and develops programs to meet the needs of individual unions as well as offering multi-union conferences on important emerging labor issues. Through its issue-oriented task forces and the Bay Area Labor Studies Seminars, CLRE also facilitates communication and collaboration on issues of interest to both the labor movement and U.C. faculty and students.

Ongoing projects of the Labor Center include an exciting fieldwork program for students in their senior year; the *Labor Center Reporter*, which is a graduate student publication with extensive input from Labor Center staff and union activists; an annual conference on labor-management cooperation in the public schools; training programs for unions on the use of computers in communication and research; and course development and teaching in the Summer Institute for Union Women.

During 1994-95, the Labor Center plans to hold conferences on accessing the Information Superhighway and participating in joint labor-management committees; set up study groups for union leadership at all levels to discuss the situation facing the labor movement today and into the 21st century; develop a speakers' bureau for professors who want to bring labor leaders into their classes for lectures and discussion; and create a Summer Institute for Emerging Union Leaders.

## ***Economics 153 - Labor Union Fieldwork Program***

Economics 153 is a unique course that affords students with the opportunity to apply theory to practice. Upper-division undergraduates intern with local labor unions while they conduct a semester-long academic research project. Twenty-one students were placed in local labor unions and worked eight hours per week throughout the semester. In addition, they were required to write a twenty page research paper that integrated their classroom studies with their internship experience. Students are taught a variety of research skills in order help them with their projects. They also learn about collective bargaining, organizing, and labor economic theory.

In addition, the students learn from each other as they develop their projects in small groups with the help and ideas of their peers. As the workplace changes, there is an increasing need for people to learn to work in teams. This course helps train students to work effectively in an atmosphere that rewards cooperation as well as competition.

One of the most rewarding features of the class is that it puts students in contact with the world of non-profit organizations. No matter what they do after graduation, Economics 153 will help students to view the workplace from a broader perspective.

# RESEARCH & EDUCATION



## ***Leading a Horse to Water: The Transition of Mare Island Civilian Workers Before Base Closure***

John Sladkus of the Labor Center's staff prepared a case study research report that examines the extensive retraining efforts at Mare Island Naval Shipyard in Vallejo. Mare Island Naval Base is scheduled for closure in April 1996. The Base developed a model program to help transition its 5,000 workers to jobs off the base. Copies of the paper were requested by the University of California at Berkeley Survey Research Center, the Napa County Private Industry Council, the Center for Economic Conversion, Congressman George Miller's office and the East Bay Conversion and Reinvestment Commission.

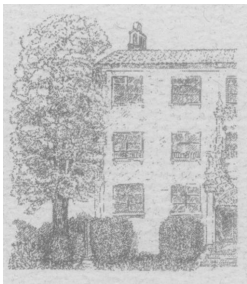
# LABOR CENTER --- **REPORTER** ---

Under the guidance of Professors Michael Burawoy and Kim Voss, the *Labor Center Reporter* (LCR) is produced and published three times a year by graduate students, faculty, unionists, and staff of the Center for Labor Research and Education. The purpose of the publication is to provide provocative, in depth analysis of labor issues to a readership of over 800 unions, academics, and practitioners nationwide. Graduate student articles focus on innovative approaches to organizing and case studies of how unions are responding to a volatile global economy. Topics in previous issues have included:

- Health Insurance Reform
- Information Sources for Labor
- NAFTA
- Women and Family Issues in the Workplace
- Worker Retraining and Defense Conversion

For more information about publications of the Center for Labor Research and Education, please see page 54. To contact the Center for Labor Research and Education directly, please call (510) 642-0323 or e-mail [clre@violet.berkeley.edu](mailto:clre@violet.berkeley.edu).





# LABOR PROJECT FOR WORKING FAMILIES



***Netsy Firestein, Director; Jill Lawrenz, Social Work Intern***

The Labor Project for Working Families, a project of the Bay Area Labor Councils, works with local unions to develop work and family policies. These are policies related to child care, elder care, family leave, and flexible work schedules.

The Labor Project produces a quarterly newsletter, "Labor News for Working Families" which contains model contract language on work/family issues and related information relevant to labor. It is distributed to about 3,000 national organizations, unions, and individuals. Over the past year, the Project developed a Labor/Work and Family Database with information including research, legislation, policies and manuals, and contract language from many different industries. The Project has provided information to unions, employers, researchers, lawyers and workers all over the country.

The Labor Project conducts trainings for unions on various work/family topics, including the Family and Medical Leave Act (FMLA), and consults with unions on problems with the FMLA. The Project worked directly with numerous unions to adopt family benefits for their members, including HERE Local 2 and Local 2850, ATU Local 192, SEIU Locals 1877, 790, 535, 250 and 616, and OCAW 1-5.

As a result of the Labor Project's work, there have been articles on unions and work/family in the *Wall Street Journal*, the *San Francisco Bay Guardian*, *Work and Family Newsbriefs*, *Equal Means Magazine*, and *Working Women Magazine*. The Labor Project was a founding member of the National Work and Family Alliance, a national alliance of organizations on child care and other family issues.

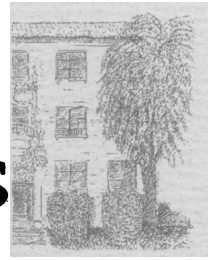
This past year eleven interns from the Sociology and Economics departments were involved with the Labor Project. Next year, the Project will also have interns from the School of Social Welfare.

During the coming year, the Labor Project will work with the Homecare Workers Union, sponsor a series on trainings for unions on work and family issues, and develop its database for use to a broader group including employers, researchers and unions in other regions.

To contact the Labor Project for Working Families directly, please call (510) 643-6814 or e-mail [netsy@violet.berkeley.edu](mailto:netsy@violet.berkeley.edu).



# CALIFORNIA PUBLIC EMPLOYEE RELATIONS



***Carol Vendrillo, Director & Editor; Fred D'Orazio, Associate Editor; Stefanie Kalmin, Managing Editor; Sharon Melnyk, Production-Circulation Manager; Bruce Kieler, Research Assistant; Eric Borgerson, Legal Intern***

The California Public Employee Relations (CPER) Research and Publications Program began in 1969 in response to requests from management and labor representatives for assistance in dealing with the special problems involved in public sector employment relations. Concern in the field was initially prompted by passage of a local government employee relations statute. In following years, three more bargaining laws were adopted covering public school, state, and higher education employees; a state agency was established to administer the latter statutes. The CPER program has adapted as public sector bargaining has evolved, and now not only serves the changing needs of those involved in the bargaining process and those engaged in public policymaking but also continues to build a substantial specialized archive for research by students, faculty, and practitioners.

The program conducts public sector employment relations research, both at statewide and national levels, and publishes the bimonthly California journal *CPER* and the CPER Easy Reference Pocket Guides series. The program also provides reference and consultation services; cooperates with labor relations, academic, research, and community organizations; and assists visiting scholars, faculty, students, public policymakers, and the news media. CPER works in cooperation with IIR's Center for Labor Research and Education and other institutions in education programs and conferences.

Owing to its nonadversarial, analytical approach, CPER has achieved high visibility among practitioners and legislators at all levels of government and among organizations concerned with developments in the field. The program maintains an unparalleled collection of primary and secondary source data. Because it is the only program of its kind in the United States and because of its unique resources, CPER has long been an important link in the national network of universities, as well as government and private agencies concerned with public sector research, including sister institutes of industrial relations, the Labor and Employment Law Section of the State Bar of California, the American Bar Association, and the American Arbitration Association.

The most recent development in the program is the expansion in the area of public sector arbitration. The goal is to provide greater coverage to meet the demand for more information on arbitration, and to compile an extensive "bank" of arbitration decisions, organized by topic and by arbitrator. CPER's *Pocket Guide to Public Sector Arbitration: California* was recently revised and underwent a second printing; a new title in the Pocket Guide series was recently published: *Pocket Guide to Workplace Rights of Public Employees*; and *Pocket Guide to the Fair Labor Standards Act* will be published in 1995. In conjunction with the State Bar Labor and Employment Law Section, CPER is sponsoring a conference in April 1995, that will focus on public sector labor and employment issues. Recently, CPER was awarded a grant by the Section to fund an intern program that will provide a law student the opportunity to acquire experience in the specialized field of public sector labor law.

For more information about CPER publications, please see page 55. To contact CPER directly, please call (510) 643-7092.



# CENTER FOR COMMUNITY ECONOMIC RESEARCH



***Nathan Newman and Anders Schneiderman, Chairs***

The Center for Community Economic Research (CCER) is a California research group dedicated to bringing scholars, community and environmental leaders, unionists, and elected officials together to develop economic alternatives for our state and country. CCER works to link university scholars directly to community organizations in a collaborative approach to solving the research needs of the community.

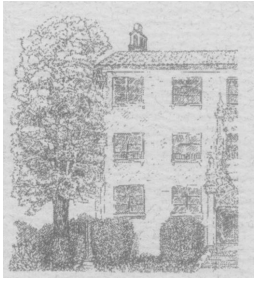
Projects have included a February 1994 conference on "Community-Based Research" cosponsored with San Francisco State University's Public Research Institute, research support for a variety of community organizations, and assistance to community groups in gaining access to Internet resources and promoting community information on-line. The CCER-sponsored gopher (EDIN) was named one of twenty-nine worldwide "Highlights of the Internet" by *PC Computing* magazine in its September 1994 issue. CCER is also providing extensive support to the Association of Bay Area Governments (ABAG) in developing a model for electronic communication between Bay Area cities and agencies and the public.

In the next year, CCER is planning a number of projects. We will begin to develop an interdisciplinary research internship program designed to enrich undergraduate education and provide benefits to the community. We will begin several major research projects, including a study of changes in the California financial industry, a study of the economic impacts of Propositions 184 and 187, and a study of the political economy of the emerging Information Superhighway in the Bay Area (the latter of which will be used for developing model legislation for California). We will provide Internet support for a variety of campus projects, including an innovative educational gopher/World Wide Web site for the interdisciplinary Colloquium on Labor and the Global Economy. Finally, we will work locally with ABAG and statewide with the Department of Commerce's CEDAR Project and the Employment Development Division (EDD) to integrate electronic information among cities and agencies in order to make the information accessible to the public and to the academic community. In doing so, we hope to create unique opportunities for university researchers to collaborate with public officials and community organizations.

To contact CCER directly, please call (510) 643-8293 or e-mail [ccer@garnet.berkeley.edu](mailto:ccer@garnet.berkeley.edu).

# FACULTY RESEARCH INTERESTS





# AFFILIATED FACULTY



**Cristina Banks**, Haas School of Business  
**Robert G. Bea**, Civil Engineering  
**Joan R. Bloom**, School of Public Health  
**Clair Brown**, Economics  
**Michael Burawoy**, Sociology  
**Glenn R. Carroll**, Haas School of Business  
**Jennifer A. Chatman**, Haas School of Business  
**David Collier**, Political Science  
**Ruth Berins Collier**, Political Science  
**William T. Dickens**, Economics  
**Nada Eissa**, Economics  
**Evelyn Glenn**, Women's Studies and Asian-American Studies  
**Hilary W. Hoynes**, Economics  
**Jerome Karabel**, Sociology  
**Jonathan S. Leonard**, Haas School of Business  
**David I. Levine**, Haas School of Business  
**James R. Lincoln**, Haas School of Business  
**Leon Litwack**, History  
**Mary Ann Mason**, School of Social Welfare  
**Charlan Jeanne Nemeth**, Psychology  
**Jeffrey M. Perloff**, Agricultural and Resource Economics  
**Trond K. Petersen**, Haas School of Business  
**Michael Reich**, Economics

**Karlene H. Roberts**, Haas School of Business  
**James Robinson**, School of Public Health  
**Andrew E. Scharlach**, School of Social Welfare  
**Harley Shaiken**, School of Education  
**Carol Stack**, Women's Studies and Education  
**Barry M. Staw**, Haas School of Business  
**David S. Stern**, School of Education  
**Tom Tyler**, Psychology  
**Richard Walker**, Geography  
**Kim Voss**, Sociology  
**Sheldon Zedeck**, Psychology  
**John Zysman**, Political Science

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## ***Emeritus***

**David Brody**, History, UC Davis  
**Clark Kerr**, Economics and Haas School of Business,  
UC President Emeritus  
**Raymond Miles**, Haas School of Business, Emeritus  
**George Strauss**, Haas School of Business  
**Harold I. Wilensky**, Political Science  
**Lloyd Ulman**, Economics



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**CRISTINA BANKS**

*Senior Lecturer, Haas School of Business*

Dr. Banks's research areas center around topics such as human resource management, selection, performance appraisal, personnel assessment, and organizational leadership. She currently directs the development and delivery of a new course in management communications in the School of Business, and acts also as the Faculty Sponsor of the Berkeley Campus Human Resources Council (BCHRC), the student affiliate of the Northern California Human Resources Council (NCHRC).

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**JOAN R. BLOOM**

*Professor, Health Policy and Administration Program*

Professor Bloom is actively involved in research on hospital turnover and discrimination faced by individuals returning to work after catastrophic illness.

With the help of her GSR, Professor Bloom has made substantial progress on the study of Hospital Efficiency and the Institutional Environment. After completing the analysis of these data, they presented the results at a session of Professor Bloom's class on Advanced Theory on Health Care Organizations.

They have included in the analysis measures of regulation and the professions as institutional forces. Using AHA data, they are now creating an indicator of mimetic forces which they will add to the data set and rerun their models. They are also creating a new version of their dependent measure to increase the sample size. Meanwhile, Professor Bloom is currently writing a manuscript that will become a working paper.

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**DAVID BRODY**

*Professor, History, University of California at Davis*

Research areas of particular interest to Professor Brody are the study of labor and 20th century American history. Much of his time has been spent exploring the historical origins of American national labor policy in regard to shop committees and workplace representation. This was inspired by the prevalent concern over section 8(a)(2) of the National Labor Relations Act and the work of the Dunlop Commission on labor law reform. The larger context within which Professor Brody undertook this research is his current research project, the study of shop floor relations in the New Deal era

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**CLAIR BROWN**

*Professor, Economics*

*Director, Institute of Industrial Relations*

*Director, National Center for the Workplace*

Professor Brown continues her research with colleagues Reich, Stern, and Ulman on the comparison of employment and wage

systems in Japanese and American companies. She has focused on the role of security in high performance workplaces and how the firm's provision of security is reinforced or constrained by macroeconomic conditions and institutions. In this work, she argues that employment security requires workers and firms to share risks over the business cycle, which means that businesses keep surplus workers in recession and workers give up leaving for a better job during recovery. In the U.S., where the labor market usually operates at less than full employment and where mobility (both lay-offs and quits) is an important characteristic of the labor market, employee security is more likely to rely upon external security (income support and transferable skills) than employment security provided by the firm.

In addition, Professor Brown directs the competitive semiconductor manufacturing human resource group that is analyzing HR systems and their relationship to fabrication performance in semiconductor plants. As part of this project, she is working with Professor David Mowery and graduate student Melissa Appleyard on analyzing the management of innovation and creativity of engineers and scientists in the U.S. and Japan. In particular, she is studying the trade off between individual and group incentives and structures that reward creativity and manage knowledge sharing and communications.

She is also working with Professor Jim Lincoln on analyzing organizational learning in American and Japanese companies. In particular, they are interested in the creation and diffusion of knowledge and information within the company and between the company and its customers and suppliers.

Professor Brown has completed her book *American Standards of Living, 1918-1988*, which will be published by Blackwell Publishers in Fall 1994.

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**MICHAEL BURAWOY**

*Professor, Sociology*

Professor Burawoy and his GSRs, Mary Kelsey and Ishi Nishikawa, conducted library work for the research on economic reforms, cleaned the data from the 1991 and 1993 Komi surveys, and began some preliminary analysis. Although the cleaning of the Komi data proved more difficult than expected, it is completed and merged with Russian-U.S. data set. Professor Burawoy has begun an analysis of the Russian-U.S. data with regard to the theories he has developed over the last twenty years from ethnographic field work. These theories focus on the character of class consciousness and work organization in state socialism and advanced capitalism. He has written and presented a draft paper of the results in various venues around the country.

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**GLENN R. CARROLL**

*Professor, Haas School of Business*

Actively involved in research in both sociology and business administration, Professor Carroll's main areas of interest are strategy and organizational ecology, and the development and life histories of organizational and industrial populations over time. During 1993-94, Professor Carroll conducted research on three general topics: (1) jobs and careers, (2) organizations and environments, and (3) cultural transmissions in work settings.

Professor Carroll's research investigates basic theoretical questions of how formal organizations affect work. In recent years, the study of organizations has become increasingly important for the study of labor, employment and industrial relations. Most observers expect this trend to continue.

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**JENNIFER A. CHATMAN**

*Assistant Professor, Haas School of Business and the Institute of Industrial Relations*

Recent interactional research has revealed that congruence between employees' values and organizational culture results in better performance, satisfaction, longevity and a willingness to engage in extra-role behaviors on the organizations' behalf (e.g., Chatman, 1989; 1991). Rather than focusing on congruence, the present research will focus on the consequences of misfits between personal characteristics and organizational culture. This is potentially an important and timely issue because it will provide insight into the consequences of major structural and cultural changes, such as downsizing and re-engineering, that are increasingly common among organizations.

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**DAVID COLLIER**

*Professor, Political Science*

Professor Collier has been exploring the possibility of starting a project on the evolution of the Uruguayan labor movement since the period covered by his book, co-authored with Ruth Berins Collier, *Shaping the Political Arena: Critical Junctures, the Labor Movement, and Regime Dynamics in Latin America*. Previously, this was the only pluralistic labor movement in the region. This would lead one to expect quite a different pattern of economic and political change in the current neo-liberal period than one would find in the other Latin American countries, where the labor movement is organized corporatively. On the other hand, the forces pushing for rapid change in a neo-liberal direction are so strong that even in countries where the labor movement has in the past been more independent of the state and has had the capacity to resist such policies, the labor movement has been swept along by them.

Professor Collier intends to carry out a detailed analysis of changes in the labor movement since 1973. He has supervised several graduate students, including Marcus Kurtz, Richard Snyder, Carol A. Medlin, James Mahoney and Steven Levitsky.

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**RUTH BERINS COLLIER**

*Professor, Political Science*

Professor Collier joined IIR in 1990. At that time, she prepared for publication an article that analyzed labor politics in Latin America in the 1940s in terms of two different strands of explanation, one relating to a logic driven by internal political developments, and the other relating to international influences, specifically the fluctuating policies of Comintern and the United States, as the Allies entered World War II, emerged victorious and went on to become embroiled in the Cold War. This article was published last fall in *Comparative Politics* as "Combining Alternative Perspectives: Internal Trajectories vs. External Influences as Explanations of Latin American Politics in the 1940s." A modified version of this article was published as "Explaining Labor Politics and Regime Change: Internal Trajectories vs. External Influences" in David Rock, ed. *Latin America in the 1940s: War and Postwar Transitions*, Berkeley, University of California Press, 1994.

With IIR funding for the present academic year, Professor Collier has been writing two articles. "Labor and Democratization: Comparing the First and Third Waves" is a comparison of the role of labor in democratization in Europe and Latin America during the "first wave" in the late 19th and early 20th centuries and the current "third wave." This article, of which her GSR is the co-author, will be presented at the World Congress of the International Political Science Association in August and subsequently revised and submitted for publication. "Labor and Structural Reform in Mexico: New Unionism or Old Stalemate?" illuminates the way the historic Mexican pattern of state-labor relations, which included labor in the governing coalition, became problematic in the 1980s under the conditions of economic liberalization, a change from ISI to EOI growth models, and an emphasis on firm-level restructuring for international competitiveness. This article, co-authored with a graduate student, discusses the unsuccessful attempt of the Salinas government to devise and put in place a new model of labor relations, more consistent with the new economic policy of international integration. It will be published in a book on Mexico, edited by Riordan Roett, *The Challenges of Institutional Reform in Mexico*.

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**WILLIAM T. DICKENS**

*Associate Professor, Economics*

Professor Dickens has been teaching Labor Economics, Econometrics, Macroeconomics, and Introductory Economics in the Department of Economics since 1980. An active member of the National Bureau of Economic Research, Professor Dickens joined IIR in 1980. During this reporting period, Professor Dickens has been on approved leave at the Brookings Institute.

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**HILARY W. HOYNES**

*Assistant Professor, Economics*

Professor Hoynes joined the Institute in 1992. During 1993-94, Professor Hoynes completed two manuscripts. In the first of these, "Welfare Spells of the Last Two Decades: Do Changes in Benefits Explain the Trends?", Professor Hoynes used the Panel Study of Income Dynamics (PSID) to examine how welfare dependency among female-headed households has changed over the period 1968-1988. The policy interest of this research is quite direct as the Department of Health and Human Services is currently interested in developing a measure of welfare utilization among female-headed households. Professor Hoynes presented her research at conferences in February and April, 1994 and in seminars at the Institute of Industrial Relations and at UC Santa Cruz.

In the second manuscript, "Female Headship and AFDC Benefits: Examining the Role of State Fixed Effects," Professor Hoynes used the PSID to explore the role of AFDC benefits on female headship in the presence of state fixed effects.

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**JEROME KARABEL**

*Associate Professor, Sociology*

Professor Karabel continues to pursue his research on intellectuals in Eastern Europe and their role in the breakdown of Communism. A special focus of this study is the presence or absence of political alliances between the intelligentsia and the working class. Research carried out on the Polish case and published this year in *Communist and Post-Communist Studies* (formerly *Studies in Comparative Communism*) has illuminated the factors that made possible the extraordinary worker-intellectual alliance that was one of the signal features of Solidarity. Conversely, the failure of such an alliance to emerge in Czechoslovakia gave the Prague Spring which was politically democratic and economically anti-egalitarian its distinctive character. The Russian case, which is the focus of Professor Karabel's current research, thus far seems to conform to neither the Czech nor the Polish model, for the Russians (unlike the Czechs) generated a powerful workers' movement which came into being, however, totally independent of any connection with the intelligentsia (unlike the Poles).

Professor Karabel's research on the East European intelligentsia and the breakdown of Communism has shed light on a key question in industrial relations: under what conditions can workers' movements gain allies from other social groups and make common cause against established authorities? He is also continuing his analysis of the attitudes and behavior of workers and intellectuals in the post-Communist regimes that have emerged in Eastern Europe since 1989 and in Russia since 1991.

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**CLARK KERR**

*UC President Emeritus*

*Professor Emeritus, Economics and Haas School of Business*

*Director Emeritus, Institute of Industrial Relations*

Dr. Kerr was the founding director of IIR in 1945 and served as its first director until 1952, the year he became Chancellor of the Berkeley campus. From 1958 to 1967, he was President of the University. In his retirement, Dr. Kerr continues to actively represent the University as well as keep a lively interest in the Institute's activities and programs, contributing his valued counsel and contacts.

Over the past year, Dr. Kerr's primary focus has been a continuation of research and writing his memoirs regarding his years as Berkeley Chancellor and President of the University.

A volume that Dr. Kerr has co-edited with Paul Staudohar entitled *Labor Economics and Industrial Relations: Markets and Institutions*, a scholarly work on fundamental issues of labor markets, has been completed and published this past year by Harvard University Press. Dr. Kerr has also completed new material for the forthcoming fourth edition of *The Uses of the University*, Harvard University Press.

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**JONATHAN S. LEONARD**

*Associate Professor, Haas School of Business*

Professor Leonard's areas of research and interest include the sources of job growths and the dynamics of the firm; job turnover and wage discrimination; affirmative action, occupational advancement, and discrimination; the decline in union membership; wage and employment determination; and the Social Security Disability Program and labor force participation. He joined IIR in 1982.

Professor Leonard's work with David Neumark, of the University of Pennsylvania, shows that a real shift lowered the growth of wages in the early 1980's, but that this change went beyond what could have been expected based on past business cycles, weaker unions, improved central bank credibility, or shifts in expectations of inflation. Rather, real structural changes, as well as a shift in compensation from wages to fringes appear to have slowed wage growth.

Professor Leonard's work with Marc Van Audenrode, a former graduate student now at the University of Quebec at Montreal, has drawn wide attention in Europe and the United States, calling attention to the important effects of industrial subsidies on wages and unemployment. As an honored guest speaker at a Japanese conference, he presented his analysis of differences in stability and flexibility across different organizational types, an issue of particular interest in the case of Japanese firms and their suppliers. Professor Leonard's work examines the role of corporations in pooling risk and buffering shocks that might otherwise lead to unemployment. His fourth piece, in a book published in honor of Clark Kerr, examines the uses of the political mythology surrounding affirmative action.

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**DAVID I. LEVINE**

*Assistant Professor, Haas School of Business*

Professor Levine continued his research on the importance in determining wages of fairness, markets, and companies' ability to pay. He also studied why some employee involvement plans succeed while others fail, focusing on how public policies can influence the success of employee involvement and total quality management. With Michael Reich, he is investigating the increasing importance of family background in determining young people's economic success. During 1993-94 he was on approved leave at the Office of the American Workplace in the Department of Labor. He will be serving on the Council of Economic Advisors during 1994-95.

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**JAMES R. LINCOLN**

*Professor, Haas School of Business*

During the summer of 1993, Professor Lincoln served as a Visiting Professor in the Japan Zentrum of the Phillips Universität in Marburg, Germany, teaching classes on Japanese management and labor and doing research on Japanese companies in the Dusseldorf region. The focus of this research was contrasts in Japanese and German management styles and the problems of communication and cooperation these create in the German subsidiaries of Japanese firms.

From September 1993 until August 1994, Professor Lincoln served as a Visiting Professor in the Industrial Relations Department (Sangyo Kankei Gakka) at Doshisha University in Kyoto, teaching courses on comparative labor and organization and doing research. Two major research projects occupied his time while in Japan:

(1) With Michael Gerlach and Christina Ahmadjian, Professor Lincoln continued a project on the keiretsu organization of the Japanese economy, gathering data from archival sources and conducting interviews in banks, principal firms, and subcontractors.

A book based on this study is forthcoming with Cambridge University Press.

(2) With Professors Brown and Nakata, Professor Lincoln conducted research on white collar human resource management in Japanese firms. They did extensive interviewing in a number of prominent Japanese companies and in several labor federations as well.

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**MARY ANN MASON**

*Associate Professor, School of Social Welfare*

Most of Professor Mason's research efforts for the 1993-94 year have focused on a study of federal policy regarding stepparents. This study has included the workplace issues of social security, the Family Medical Leave Act, and benefits for all federal employees, including military personnel. The results of this study are being developed into a new model for federal policy toward stepparents.

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**CHARLAN JEANNE NEMETH**

*Professor, Psychology*

During most of her research career, Professor Nemeth has concentrated on innovation and minority influence. Most recently, her interests have moved in the direction of organizations and social policy. As an aside, she was invited to chair a symposium for the International Congress in Psychology in Madrid in 1994 entitled "The Positive Contributions of Dissent".

During 1993-94, with the help of her GSR John Rogers, Professor Nemeth completed the coding and data analysis of a large experimental study on gender composition in groups and the role of dissent in the quality of performance. A minority viewpoint was taken by a male or a female in an otherwise all male, all female or mixed sex group. There is evidence that individuals, both male and female, follow the male position more directly, i.e. they view the problem from his perspective. However, there is evidence that members of the "in-group" foster more divergent thought. More perspectives are considered with the consequence of better performance when the minority position is taken by a member of one's own gender. Males stimulate divergent thought in females. This is consistent with other work showing that identification with in-group members stimulates cognitive activity aimed at resolving differences of opinion without hindering the group cohesiveness.

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**JEFFREY M. PERLOFF**

*Professor, Agricultural and Resource Economics  
Co-Editor, Industrial Relations*

Professor Perloff joined IIR in 1990. His research concerns several aspects of the agricultural labor markets; most of it makes use of a new data source to which almost no other academic will have access for several years. Professor Perloff is serving as Co-Editor of the journal, *Industrial Relations*, during 1994-95.

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**TROND K. PETERSEN**

*Associate Professor, Haas School of Business*

Professor Petersen's main areas of interest are organizational reward systems, career systems, distributive justice, and methods of quantitative analysis.

Professor Petersen's current project is on sex segregation and the gender wage gap. Two papers have been prepared. One will appear in the *American Journal of Sociology*. The other is in press in *Tidsskrift for samfunnsforskning*. In 1992-1993 he acquired very extensive and useful data from Norway and Sweden for further research on the project. These were brought to the U.S. in 1993. Several smaller papers (in Norwegian) have been published.

Professor Petersen believes this research will have some impact on the field of gender segregation and possibly on policy within that field. The research he did using Norwegian data has had some impact on policy there and is currently quite well known among policy makers.

He has worked on two other projects as well. One is on reward systems in formal organizations; the paper is in progress. The other is on career systems for clerical, managerial, professional, and technical employees.

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**MICHAEL REICH**

*Professor, Economics*

*Associate Director, Institute of Industrial Relations  
Research Director, National Center for the Workplace*

Professor Reich continues his research with colleagues Brown, Stern, and Ulman on the comparison of employment and wage systems in Japanese and American companies. He is focusing on the role of employee involvement and compensation systems in high performance workplaces

In addition, Professor Reich is involved in the competitive semiconductor manufacturing human resource group that is analyzing HR systems and their relationship to fabrication performance in semiconductor plants. As part of this project, he is working with Vincent Valvano on analyzing internal labor markets in semiconductor companies.

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**KARLENE H. ROBERTS**

*Professor, Haas School of Business*

Professor Roberts engages in research on organizational communication and on the design and management of organizations in which the consequences of error can be catastrophic.

The project in Human and Organizational Error in the Marine Industry places special emphasis on reducing risk of oil spills. During 1993-94, a team of researchers examined product loading and discharge operations in the San Francisco Bay Area and in Long Beach. Guided by Professor Roberts, the project supported a number of graduate students assigned to investigate various aspects of reliability enhancement in oil transport.

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**JAMES ROBINSON**

*Associate Professor, School of Public Health*

Professor Robinson joined IIR in 1984 to pursue his main research interests: occupational health and the economics of medical care. He teaches Introduction to Health Economics, and Occupational and Environmental Health Policy.

Dr. Robinson's research during the 1993-94 year focused on vertical integration in the health care industry, especially by hospitals into ambulatory care, home health, and nursing home services. He examined the influence of governmental payment mechanisms (e.g. Medicare's Prospective Payment System), ownership type (e.g. nonprofit, for profit), scale and scope, and market structure on the decisions by hospitals to integrate vertically into new services between 1982 and 1990. He also analyzed the evolution of home health and nursing home markets in terms of the changing shares controlled by hospitals and other integrated delivery systems.

This research has direct implications for health care reform policy since most proposals embody an increased reliance on integrated systems to provide health care in a cost-effective manner. The "make or buy" decisions made by hospitals will determine whether the health care system of the future will be centered around diversified hospital-based organizations or, rather, whether the hospital will be displaced by the multispecialty physician group in contractual relationships with Health Maintenance Organizations. In turn, this will determine whether the employment relations found in the hospital sector (unions and collective bargaining) will spread or, rather, whether nonunion, more transient employment relationships will dominate this growing industrial sector. This research was supported in part through the Department of Labor's National Center for the Workplace, located in IIR. Dr. Robinson received a three year award from the Robert Wood Johnson Foundation to conduct detailed case studies of the principal integrated delivery systems in California.

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**ANDREW E. SCHARLACH**

*Associate Professor, Social Welfare*

Professor Scharlach is the Eugene and Rose Kleiner Professor of Aging Policies, Practices and Problems, in the School of Social Welfare. He currently chairs the Institute's Work and Family Task Force. With the assistance of the Task Force, Professor Scharlach conducted an evaluation of the federal Family and Medical Leave Act that became law on August 5, 1993.

A survey of California employers, conducted in collaboration with William Mercer, Inc., found that more than 40% of respondents had not complied with the major provisions of the federal law, even though family leave had been mandate for almost two years under the California Family Rights Act. Fewer than 10% of respondents had encountered moderate or major costs to date in complying with the California law. Employers reported costs related to absenteeism, but benefits related to employee morale, employee retention, and public relations. These findings will be utilized to assist public policy makers and regulating agencies to assure equitable access to mandated family leave, and to assist employers to meet their legal obligations in a manner that is most beneficial to themselves and to their employees.

Another ongoing area of research by Professor Scharlach concerns the economic implications of family care responsibilities. In three related projects, Professor Scharlach has examined the costs associated with caring for an ill or disabled family member. Among the outcomes being assessed are absenteeism, job performance, and health care services utilization. Analyses conducted to date reveal significant, but modest, effects of care giving status on these various outcomes. The findings will be utilized to assist in the development of policies and programs designed to mitigate the secondary costs of family care responsibilities.

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**HARLEY SHAIKEN**

*Professor, School of Education*

Professor Shaiken's research will look at the relationship between training, skill formation, and high performance work organizations in a group of state-of-the-art automobile plants. The proposed plants include Saturn, arguably the most innovative large industrial facility in terms of both technology and work organization; Chrysler Jefferson North, a \$1 billion investment in a new plant in inner city Detroit where 70 percent of the current workforce are minorities and the average age is 51; and Ford Avon Lake, a plant in which one assembly line is organized in a traditional way and a second line is a joint venture between Ford and Nissan utilizing lean production techniques. The methodology used will rely on qualitative interviews and case study observations. The results should inform the policy debate concerning new forms of work organization, training and, in the case of Jefferson North, schooling for a new work force.

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**CAROL STACK**

*Professor, Women's Studies and Education*

Professor Stack is a Faculty Advisor on the Emma Goldman Papers. She considers the Emma Goldman Papers to be a unique resource on the campus for the study of patterns of ethnic immigration, labor market integration, and the gradual assertion of workers' rights. She is also particularly interested in the Black Migration to the North and then back to the South. Her other research interests range from social anthropology, the construction of gender in the context of race, culture, class and consciousness, family relationships, life transitions, self, and community, Black families and inter-regional migration, urban and rural poverty, family policy and social responsibility to research methods, and feminist methodology.

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**BARRY M. STAW**

*Professor, Haas School of Business*

Professor Staw's research interests focus on job attitudes and organizational decision-making. Professor Staw chairs the Organizational Behavior and Industrial Relations Group in the Walter A. Haas School of Business, where he teaches both introductory and advanced courses in organizational behavior.

During the past year, Professor Staw's research activities have concentrated on three areas. First, in the area of job attitudes and emotion, Professor Staw and Tom Wright (former Berkeley graduate student) have examined the relationship of dispositional affect measures, such as mental health, to job performance. Professor Staw has also been studying, with Sigal Barsade, the spread of positive and negative emotions in organizations. They have collected longitudinal data on the affective dispositions of individuals and their social and work associations with other organizational members (at entry and two subsequent points in time). When these data are analyzed, they hope to understand how job satisfaction and dissatisfaction spreads throughout an organization.

A second area of research has been the examination of ethical decision-making in organizations. Lyda Bigelow and Professor Staw have reviewed much of the business ethics literature and have designed a set of decision scenarios to tap the difference between personal and organizational decision making. Their hypothesis is that members of organizations, when acting as agents of a firm, are much more likely to behave in an ethically questionable manner than when making similar decisions on their own.

A third area of research has been the study of escalation processes or how individuals and organizations can become overly committed to a course of action. Professor Staw has recently completed, with Ha Huong, an analysis, on the organizational level, of how sports teams may become overly committed to par-



ticular professional athletes, maintaining their playing time and employment even when such actions are not warranted by the player's past performance. These data point out that the organization's expectations of new recruits may be an important determinant of their subsequent job assignments, irrespective of their actual performance in the organization.

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**DAVID S. STERN**

*Professor, Education*

Professor Stern's field is economics of education, particularly the relationship between education and work. He collaborates with Professors Brown, Reich, and Ulman on their joint Project on Employment and Training in the United States and Japan: A Comparison of Two Evolving Labor-Management Systems. Professor Stern continues to pursue his interest in the integration of learning and work especially in light of the growing proportion of American students who hold paid jobs while in high school or college. Within the past three decades, the proportion of U. S. students who work for pay during the school year has grown to a clear majority. While some students' employment enhances their performance at school, there is also danger that working can undermine students' school performance and detract from their eventual career achievement. It is reasonable to hypothesize that the quality of students' jobs affects whether working while in school will enhance or undermine their prospects for occupational success. Identifying job characteristics that contribute to students' success may also have implications for how to promote learning on the job by employees who are no longer in school.

A third project is the continuing evaluation of career academies, which are high school programs that organize the core academic curriculum around a vocational theme such as health careers or computer-related occupations. Students are also placed in summer jobs related to what they are studying. Currently, Professor Stern is part of a team organized by the University-Oakland Metropolitan Forum, to evaluate and assist a set of academies in the Oakland public schools.

Professor Stern is on approved leave as the Principal Investigator in the Center for Educational Research and Innovation at the Organization for Economic Cooperation and Development in France.

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**GEORGE STRAUSS**

*Director Emeritus, Institute of Industrial Relations*

*Professor Emeritus, Haas School of Business*

*Co-Editor, Industrial Relations*

After joining IIR in 1960, Professor Strauss served as the Institute's Director for four years.

Since 1980, Professor Strauss has been a member of a four-person international team putting out the *International Handbook of Organizational Participation* (Oxford University Press). Five

volumes have appeared and the sixth is in press. The final volume, which will be written by the editors themselves, is intended to summarize what they know about the subject. Professor Strauss will write the introduction and basic framework as well as a chapter relating worker participation in management to industrial relations.

During the academic year 1993-94, Professor Strauss completed numerous publications on topics including:

- (1) an attempt to integrate a comparative approach taken by scholars in negotiations and conflict resolution.
- (2) Managing Human Resources: A Policy Oriented Approach
- (3) Worker Participation in the United States, dealing with recent developments at Saturn, Weirton and Northwest Steel, United Airlines and the Uddevalla-NUMMI controversy.
- (4) Participation in the United States: Progress and Barriers
- (5) Reclaiming Industrial Relation's Jurisdiction. This article argues that to survive as an academic field, industrial relations must expand its jurisdiction to deal with recent contributions in labor economics, sociology, political science, comparative international relations, etc.
- (6) When Does Workers' Participation Work: What We Know and Don't Know

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**TOM TYLER**

*Professor, Psychology*

With the cooperation of four University of California, Berkeley staff organizations, the Black Staff and Faculty Organization, Alianza Staff Association, the Asian-Pacific System-wide Alliance, and the Berkeley Staff Assembly, Professor Tyler conducted a survey on employee-supervisor relations during the Fall of 1993. The goal of the survey was to assess the factors that influence employee satisfaction-dissatisfaction when they interact with their supervisors to resolve problems that come up on the job and/or to discuss work-related issues. This report is based on 288 completed questionnaires returned by employees who identified themselves as African-American, Chicano/Latino, Asian-American, or White. The questionnaires asked employees to discuss an important interaction with their supervisor, indicate what happened and how they felt about it.

In general, employees accepted decisions made by their supervisor and evaluated their supervisor and UC Berkeley positively because they felt their views were considered; concern was shown for their rights; their supervisors tried to be fair and they were treated with dignity and honesty. Again, what employees gained or lost had little influence on their feelings about their supervisor and UC Berkeley. There were also clear ethnic differences in the factors that determined people's reactions to their experiences.

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**LLOYD ULMAN**

*Director Emeritus, Institute of Industrial Relations*

*Professor Emeritus, Economics*

Professor Ulman became IIR's Director in 1963, and held the position until 1981. After a long, distinguished career with the University, he officially retired in the fall of 1990. However, he remains active in IIR affairs and continues to co-chair, with Professors Dickens and Voss, the Bay Area Labor Studies Seminar (BALSS). His research interests primarily focus on international labor issues. His recent work includes contributions to the analysis of labor market behavior of wage earners, unions, and firms.

Professor Ulman's specific assignment area has been concerned with labor market institutions, including unions, and the central wage-setting process, and its relationship to Japan's macroeconomic record. He has completed this research. Future work will involve collaborating with Professor Brown on the concluding chapter and completing the manuscript for publication as a book.

This new project will attempt to place the development of collective bargaining in Japan in context provided by his comparative analysis. "Who Wanted Collective Bargaining in the First Place?" (Presidential Address, IRRA Proceedings, 1986.)

In a forthcoming book with Professors Brown, Nakata, Reich, and Stern, Professor Ulman focuses on Japanese enterprise unions and U.S. unions as contrasting models of "asymmetric rationality," the contributions by radical Japanese unionists to the development of the lifetime employment system and the centralized system of decentralized wage determination (*Shunto*), and Japanese wage movements after early 1974 and the relationship between export surpluses and labor shortage.

Professor Ulman's other major research activity consisted in co-editing (with Barry Eichengreen and Bill Dickens) the book *Labor and an Integrated Europe* (Brookings, 1993).

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**KIM VOSS**

*Assistant Professor, Sociology*

Professor Voss' areas of special interest are comparative labor movements, historical sociology, and political sociology. Her book, *The Making of American Exceptionalism: The Knights of Labor and Class Formation in the Nineteenth Century*, was published by Cornell University Press. Her article "Disposition is Not Action: The Rise and Demise of the Knights of Labor" also appeared in the Fall issue of *Studies in American Political Development*. As a result of these two works, she was an invited participant at a Harvard conference in March on The Shifting Boundaries of Labor Politics: New Directions for Comparative Research and Theory, which drew out the lessons of the 19th

century labor movement for the rapidly changing labor movements of today in Europe and the United States.

Professor Voss also began work on a new project that compares the lessons workers drew from union defeats in late nineteenth century England and the United States. An article that presents some of this new work will be published in 1995 by Cambridge University Press in the volume *Opportunities, Mobilizing Structures, and Framing: Comparative Applications of Contemporary Movement Theory*.

Both projects are intended to advance our understanding of how ordinary workers' collective actions alter the shape of political and economic development.

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**HAROLD L. WILENSKY**

*Professor Emeritus, Political Science*

Professor Wilensky has spent much of his career studying (1) what is distinctly modern about modern societies (the impact of industrialization on social structure, culture, and politics); and (2) the divergent paths of development among rich democracies. His recent work analyzes the impact of social spending and public policy on real welfare, with a focus on the alleged tradeoffs between social security, equality, job protection, and participatory democracy on the one hand, and economic performance on the other.

Professor Wilensky spent much of the year working on his book, *Tax and Spend: The Political Economy and Performance of Nineteen Rich Democracies*. It synthesizes his work of the past 15 years and is obviously interdisciplinary. The data base includes both qualitative data (documents and over 350 interviews he conducted in twelve of these countries with politicians, health and welfare officials, and experts in public finance) and quantitative data (including over 1000 measures of his variables, such as his coding of union federation centralization in particular, corporatist bargaining arrangements in general, Left and Catholic party power, tax-welfare backlash, the content and effectiveness of industrial policies, labor-market policies, incomes policies, and social policies, and measures of real welfare outputs—health, safety, equality, poverty-reduction, etc.)

Professor Wilensky also took time to meet a deadline on "A Journey Through Social Sciences" for Hans Daalder's volume, *The Intellectual Autobiography of Comparative European Politics*.

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**SHELDON ZEDECK**

*Professor, Psychology*

Professor Zedeck became the Institute's Acting Director in 1987 and in 1988 began serving a five year term as the Institute's Director. His research interests lie in the areas of prediction and selection models, performance appraisal systems, worker attitudes and motivation, information processing, decision making, stress, and work and family relationships. He teaches courses in industrial and organizational psychology, personnel psychology, motivation, psychological measurement and statistics, research design, and test theory.

During the 1993-94 year, questionnaires designed to measure work-family relationships were developed and a pilot tested. The goal of the research is to identify the factor structures in the work and family environments, to determine the common and dissimilar factors for the two environments, and to subsequently correlate questionnaire responses with affective and behavioral responses; e.g., life, marital, and job satisfaction; absenteeism; and other such indicators. The ultimate goal of the research is to identify for whom and under what conditions various work-family relationships apply.

In addition, a literature survey was undertaken to determine how human resource decisions such as selection, performance evaluation, reward allocation, and the like are made. The focus is on understanding the individual decision-maker and the psychological processes that influence the decision. The product of the review is the identification of computer "information boards" that will be used in subsequent research to study decision makers.

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**JOHN ZYSMAN**

*Professor, Political Science*

Professor Zysman co-directs the Berkeley Roundtable on the International Economy (BRIE). He has written extensively on politics and policy of European and Japanese business and economic development.

Professor Zysman's research is one of a large number of efforts currently underway to bring together the diverse strands of research activities on the Berkeley campus on issues of competitiveness. His primary focus is on the automobile industry. It is Professor Zysman's conviction that the Institute's Project on Employment and Training Systems is indicative of the growing interest in competitiveness, and that strengthened ties with BRIE (an institute which has long been concerned with related issues) can be of benefit to both. Correspondingly, BRIE, whose long-standing interest in competitiveness had more of a technological focus than would be optimal from an industrial relations point of view, has for some time been taking a greater interest in the work organization factors involved in industrial competitiveness. The

two institutes have come to converge on very similar issues in a way that greater interchange between the two will be increasingly fruitful. Indeed, some of the very same industries, automobiles and consumer electronics, are the object of study at both; exchanges, even at a very concrete level might well be of direct value.



# FACULTY PUBLICATIONS



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### DAVID BRODY

*In Labor's Cause: Main Themes on the History of the American Worker*, Oxford University Press, 1993.

"The Enduring Labor Movement: A Job-Conscious Perspective," in Bertram Silverman et al. (eds.), *Double Shift: Transforming Work in Postsocialist and Postindustrial Societies*, M. E. Sharp, 1993: pp. 245-260.

"The Future of the Labor Movement in Historical Perspective," *Dissent*, Winter 1994: pp. 57-66.

"Section 8(a)(2) and the Origins of the Wagner Act in Sheldon Friedman et al.," *Restoring the Promise of American Labor Law*, ILR Press, 1994: pp. 29-44.

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### CLAIR BROWN

"Becoming a High Performance Work Organization: The Role of Security, Employee Involvement, and Training," *International Journal of Human Resource Management* 4(2), May 1993. With M. Reich, D. Stern and L. Ulman.

*American Standards of Living, 1918-1988*, Cambridge: Blackwell, 1994.

Editor, *The Competitive Semiconductor Manufacturing Human Resources Project: First Interim Report*, 1994.

"Training, Productivity and Underemployment in Institutional Labor Markets," in R. McNabb and K. Whitfield (eds.), *The Market for Training*, Aldershot, UK: Avebury, 1994.

"Training Structures, Skill Formation, and Wage Profiles in Japan and the U.S.," *Proceedings of the 46th Annual Meeting*, Industrial Relations Research Association, Boston, January 1994 (with M. Reich and D. Stern).

"Employee Involvement in Industrial Decision Making: Lessons for Public Schools," in J. Hannsway and M. Carnoy (eds.), *Decentralization and Education: Can We Fulfill the Promise?*, San Francisco: Jossey Bass, 1993.

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### GLENN R. CARROLL

"How Institutional Constraints Affected the Organization of Early American Telephony," *Journal of Law, Economics and Organization*, vol. 9, 1993: pp. 98-122. With W. P. Barnett.

"A Sociological View on Why Firms Differ," *Strategic Management Journal* 14, 1993: pp. 237-240.

"On Theory, Breweries and Strategic Groups," *Industrial and Corporate Change* 2, 1993: pp. 55-62. With Anand Swaminathan.

"Brewery and Brauerei: The Organizational Ecology of Brewing," *Organization Studies* 14, 1993: pp. 155-188. With Peter

Presidendoerfer, Anand Swaminathan, and Gabriele Wiedenmayer.

"Organization Ecology Approaches to Institutions," in S. Lindenberg and H. Schreuder (eds.), *Interdisciplinary Perspectives on Organization Studies* 1993, pp. 171-182. Oxford: Pergamon. With W. P. Barnett.

"Evolution Among Competing Organizational Forms," *World Futures: The Journal of General Evolution* 36, 1993: pp. 1-20. With J. R. Harrison.

*Organizations in Industry: Strategy, Structure and Selection*. New York: Oxford University Press.

"On the Historical Efficiency of Competition Between Organizational Populations," *American Journal of Sociology*.

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### DAVID COLLIER

"'Conceptual Stretching' Revisited: Adapting Categories in Comparative Analysis" (co-authored), *American Political Science Review*, December 1993.

"Trajectory of a Concept: 'Corporatism' in the Study of Latin American Politics," In Peter H. Smith, ed., *Latin America in Comparative Perspective: Theories and Methods*, Boulder: Westview, 1994.

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### RUTH BERINS COLLIER

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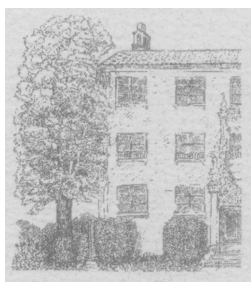


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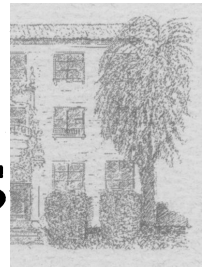
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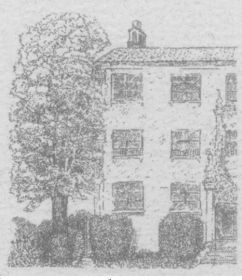
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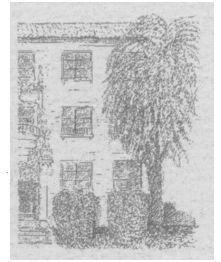
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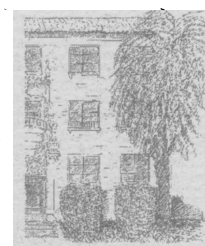


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