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HELP



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FROM THE DIRECTOR



The Institute of Industrial Relations (IIR) is celebrating fifty years of achievements in research, education and public service programs that have improved our understanding of work and organizations and helped develop practices and policies that improve our country's well-being and working people's lives around the world. This report reviews our accomplishments during the past year. During 1995-96, activities are planned to acknowledge and celebrate IIR's contributions to the campus and the world over the past fifty years, and we hope that you will be able to join us in these activities.

The basis of IIR's strengths are its internationally-recognized faculty and impressive graduate students from schools and departments across campus. During 1994-95, 42 faculty members were involved in IIR research and educational activities, and 64 graduate students received funding through IIR to pursue their research. These faculty and students represent 20 diverse departments campus-wide.

IIR occupies a unique role on the U.C. Berkeley campus in developing and facilitating interdisciplinary research and in linking research to education and public service. The heart of our programs are interdisciplinary research projects, which increase knowledge on important issues such as increasing productivity in the workplace, promoting cooperative behavior and employee involvement at work, minimizing risk in critical operations such as off-shore oil drilling, creating compatibility between employment systems and family life, developing employee skills in order to improve compensation as well as firm performance, and building an understanding of factors which determine long-run organizational success. IIR is proud of its reputation for linking its research to applications in the private and public sector, since our focus on work and organizations directly affects people's lives and the

country's economic performance. In addition, our programs forge strong connections between research and education, both for graduates and undergraduates.

IIR faculty continue to fund their research and support their graduate students through successfully competing for extramural funding. During the past year, more than 60% of our active faculty applied for research grants. IIR received \$2.4 million in extramural funding. In addition, IIR received \$338,943 in income from its publications and public programs. Over the past three years, IIR has reduced its reliance on state funding from 63% of IIR's total budget to only 22%. We are pleased that during a period of budget cuts, our faculty have been able to maintain the quality and

increase the output of our research and graduate education activities.

In order to recognize and encourage the interdisciplinary nature and large scope of research activities at IIR, we have created four Centers. The National Center for the Work-

IIR occupies a unique role on the UC Berkeley campus in developing and facilitating interdisciplinary research and in linking research to education and public service.

place, which was established by Congress in 1992 after a nationwide search in which IIR was selected as the primary site, focuses on improving performance and pay at the firm level and on analyzing the linkages between firm employment systems and national institutions. The Center for Organizational Theory, directed by Prof. Glenn Carroll, develops and supports research activities on the relationships between organizational factors and productivity, efficiency, and innovation. One of the exciting projects in this new Center is Prof. Jennifer Chatman's research on organizational culture. The Center for Pay and Inequality, led by Prof. Michael Reich, will oversee research on the growing income inequality in the U.S. and other countries. The Center for

Risk Minimization, directed by Profs. Robert Bea and Karlene Roberts, will support research and outreach in the area of organizational risk management. The Center for Human Resources Management, led by Prof. Lincoln, will focus on providing educational and information services on leading-edge HR issues to human resource professionals, conferences and workshops on human resource themes, and programs aimed at enhancing labor-management cooperation in addition to supporting faculty research.

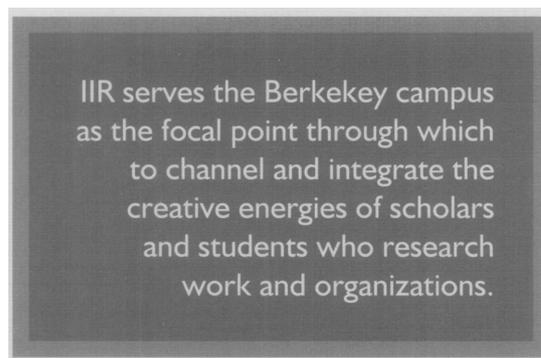
IIR also provides a significant service to the worldwide academic community through the publication of its internationally-acclaimed journal, *Industrial Relations*. We are also linked to the international community of scholars through the large number of visitors who give seminars, or spend time as visiting scholars, or simply stop by for a chat.

Research and public service are also integrated in our Work and Family Task Force, which brings together faculty and union leaders to explore interdisciplinary issues such as conditions for alleviating family-related stress, the efficacy of worksite policies and programs for reducing work-family conflict, special needs for shift workers, models for predicting spillover between work and family roles, and worker impacts associated with changes in hospital staffing patterns. This Task Force works closely with the Labor Project for Work and Family, sponsored by the Labor Councils and the United Way and housed at IIR.

Members of the campus and community can share in the intellectual life of IIR through three seminar series: Organizational Behavior and Industrial Relations, Political Economy, and the Bay Area Labor Studies Seminar. The latter is designed to make important research findings accessible to the labor and business communities. All three seminar series are coordinated by dedicated affiliated faculty: Profs. Jim Lincoln, Harley Shaiken, and Lloyd Ulman, respectively.

Other IIR programs and activities link education, research and public service in integrated and innovative ways for both graduate and undergraduate students. For example, publication of the *Labor Center Reporter* (under the expert guidance of Profs. Michael Burawoy and Kim Voss) offers graduate students an opportunity to explore important issues of interest to themselves, other researchers in the field of industrial relations, and the labor

community. The Editorial Board consists of a cross-section of the LCR's readership and as such becomes a place where research meets application. Additionally, IIR offers an undergraduate internship program through Economics 153. This is a course in which students participate in fieldwork projects with a union,



while simultaneously developing writing skills by completing a report on their semester-long internships. Through its California Public Employee Relations (CPER) program, IIR also provides legal internships for Boalt Law School students in public employment law. This last program is relatively new and extraordinarily unique; current and former participants have found it invaluable.

The Center for Labor Research and Education (CLRE) also plays a significant role in linking campus research activities to the community through its programs for trade unions. In celebration of its thirtieth anniversary, we were proud to look back on its accomplishments, which include the Minority Leadership Program and the Labor and Occupational Health Program. This year, CLRE developed and implemented important new programs in several areas, including labor-management participation in two major local industries, leadership training for younger unionists, and workshops on labor-related resources on the Internet. They also published a new edition of *California Workers' Rights*, a unique user-friendly guide to employment law in California that is very popular with workers, labor lawyers, and libraries throughout the state. CLRE also co-sponsors several national conferences annually.

The Center for Community Economic Research provides yet another link between the University and the community through its on-line server (EDIN) that puts local governments and non-profit organizations onto the Internet. CLRE also developed an impressive on-line budget simulation that allows Internet users to explore the impact on the Federal budget of their own customized budget policies and experience the tough choices faced by Congress. Their work received much national attention in 1994-95; articles featuring CCER appeared in the *Washington Post*, *The Nation*, and *Business Week*.

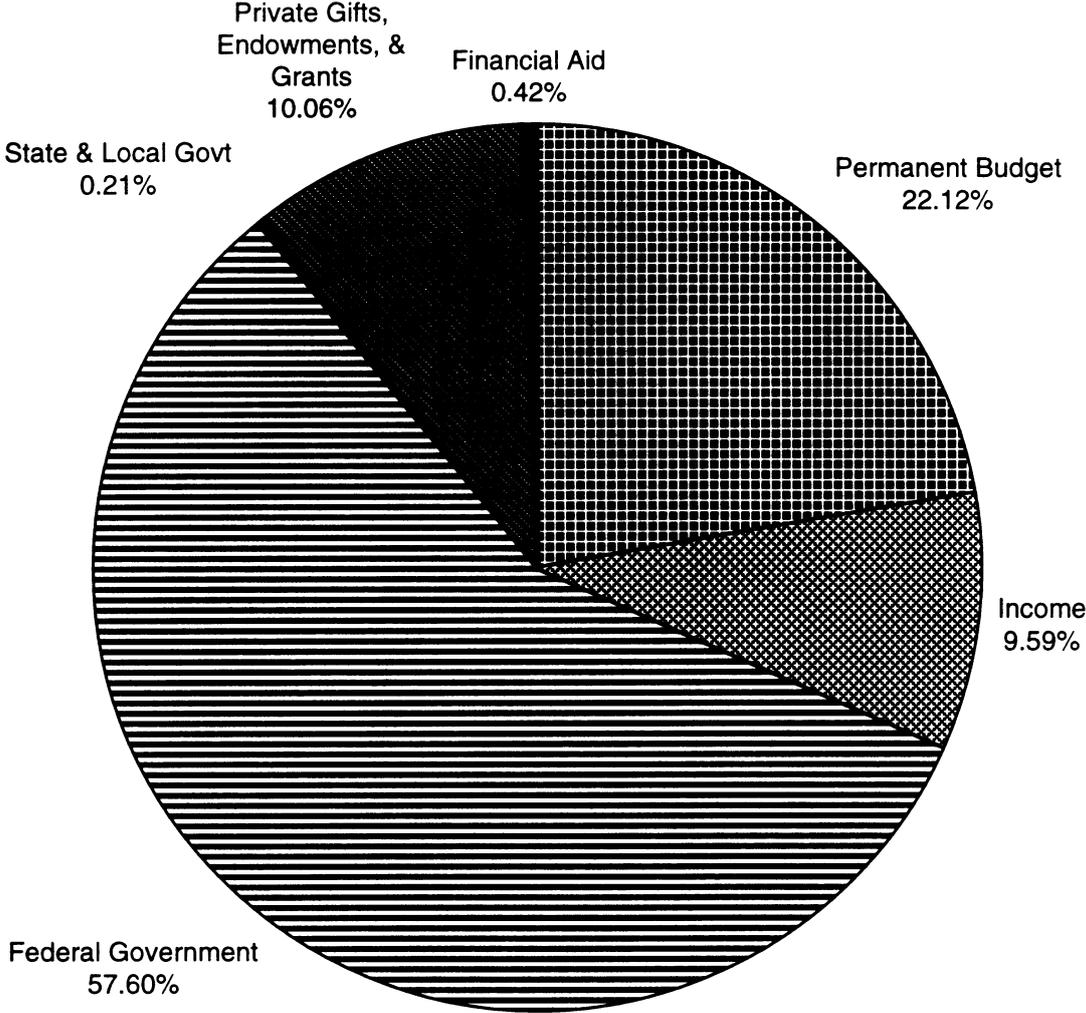
IIR's California Public Employee Relations (CPER) program has also built a strong bridge between the resources of the University and the greater community, primarily with its publications. The *CPER Journal* which covers public sector labor and employment issues, is very highly regarded among practitioners throughout California. In addition, CPER publishes several handbooks, including the popular *Unfair Practices* and *Workplace Rights of Public Employees*.

IIR is extremely fortunate to be able to support all of the exciting research and education activities mentioned above with a superb information services system, centered in our library, and a computer lab for affiliated faculty and students. Our computer systems have a direct Ethernet link to the campus computing facilities, and our staff provide unparalleled training and guidance to the faculty and students on state-of-the-art access to electronic data sources.

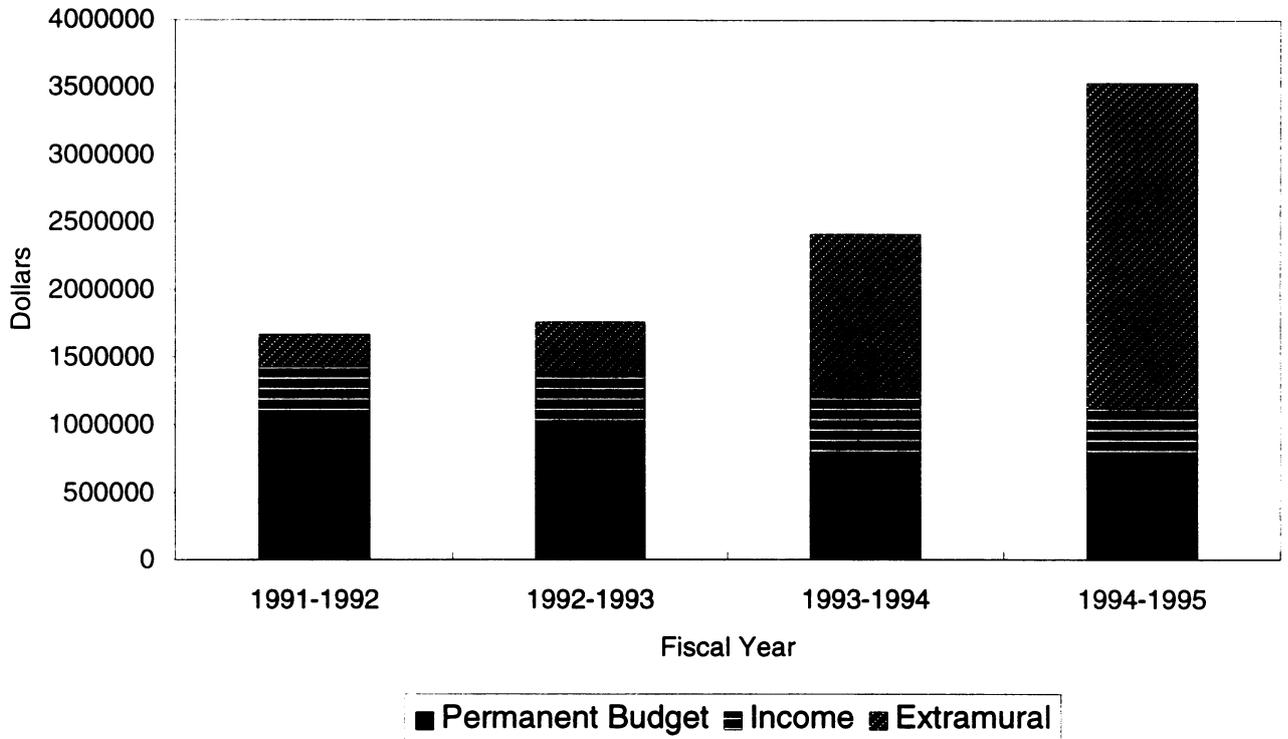
IIR serves the Berkeley campus as the focal point through which to channel and integrate the creative energies of scholars and students who research work and organizations. IIR builds on the strengths of the university to construct meaningful linkages between research, education, and public service. I invite you to learn more about IIR's activities by reading 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

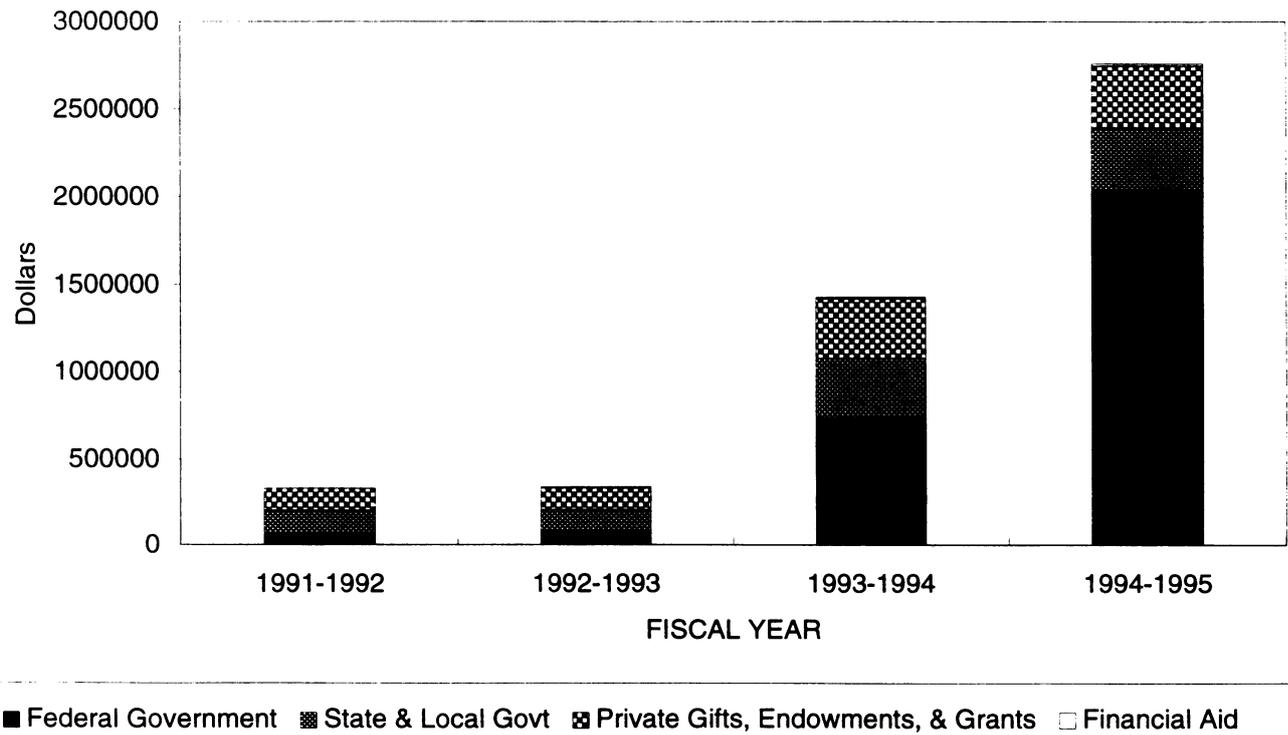
1994 - 1995 IIR BUDGET



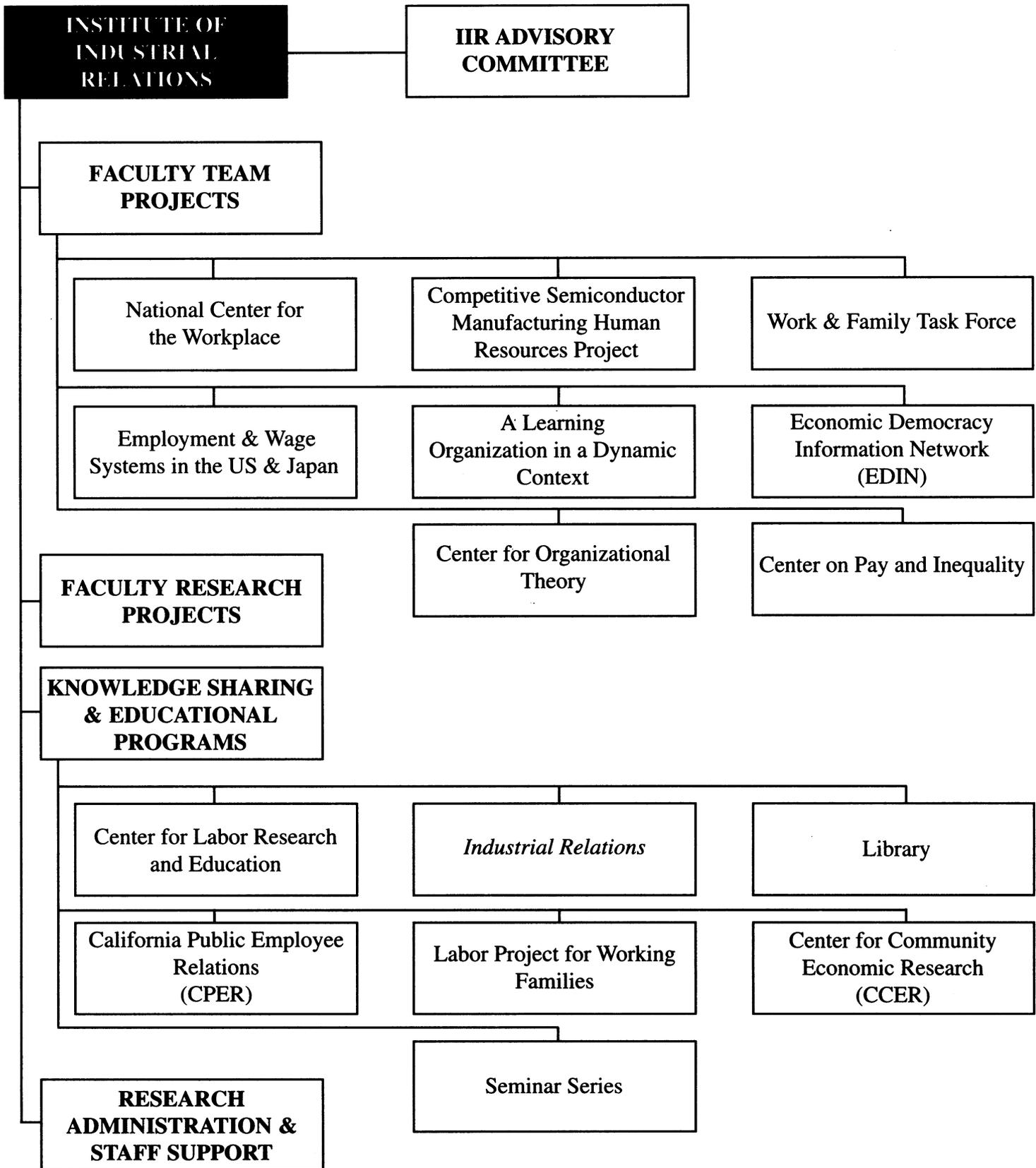
Institute of Industrial Relations Total Budget Comparison



Institute of Industrial Relations Extramural Funding



ORGANIZATIONAL CHART



FACULTY TEAM PROJECTS





NATIONAL CENTER

***Clair Brown, Executive Director; Michael Reich, Research Director;
Mary Ruth Gross, Deputy Director; Mary Kay Stuvland, Program Officer***

By bringing together national leaders in business, labor and government with eminent researchers to address workplace issues and develop private and public policies, the NCW is fulfilling its ambitious and important goal of improving the competitiveness and performance of the American workplace. The pieces of the organization's many activities (NCW coordinates, sponsors, facilitates, compiles, reports and disseminates) conducted for several different constituencies, add up to a much larger whole.

Armed with some of the leading academic researchers in the U.S., the NCW is not only pioneering research on labor-management issues, it is also mobilizing to put that knowledge to work by delivering it – in a practical form – to those who can use it most effectively: front-line management and human resource professionals. NCW serves as an expert resource to the business, government/regulatory, and media communities and is a forward-looking center for action and positive change.

Executive Director's Report

Since it began in November 1993, the National Center for the Workplace (NCW) has worked with Congress and the Department of Labor to facilitate and enhance the way American businesses operate. In two years, the NCW has made major advances in adding to our knowledge base and in linking knowledge to policy. We have established regional networks with business and labor leaders and academics.

With its main office housed at the University of California, Berkeley and with four regional sites located at Columbia University, Cornell University, the University of Texas at Austin, and the University of Wisconsin at Madison, the NCW has proven itself a model of efficient and effective structured cooperation among several of America's finest research institutions. NCW has addressed critical issues facing key American industries. Our research has suggested how companies can more effectively develop their workers' skills in order to raise productivity and wages. Our programs have been in the

forefront of establishing effective business-schools-government institutions for successful school-to-work transitions. Our fieldwork has been successful in helping small and mid-sized companies form training consortia for displaced workers. NCW research has improved our understanding of how firms can create and sustain high performance workplaces.

... the NCW is identifying how the US can achieve a robust economy with rising wages through improved policy analysis and development, state-of-the-art research and effective information dissemination

Today our country is concerned with the competitiveness of American business, and with enhancing economic growth and job creation in order to raise incomes over time. In tandem, NCW is identifying how the US can achieve a robust economy with rising wages through improved policy analysis and development, state-of-the-art research and effective information dissemination. We look forward to continuing the process begun in 1993 as we rely primarily on non-Federal funding to build on our achievements of the first two years.

FOR THE WORKPLACE



NCW's research has already discovered practical lessons for companies.

- Showing how companies can improve the effectiveness of the substantial amount of informal training that occurs on the job by carefully structuring job ladders that build employees' skills over time.
- While it may be possible to make some improvements in the quality of employment at places like Wal-Mart and McDonald's, our research concludes that improvements in wages and working conditions will result primarily from creating and developing career paths from these entry ports to higher-wage sectors. Some firms, operating in an environment when the nature of the "product" requires skilled and experienced sales workers (e.g. in the home improvement industry or high-end apparel retailing), have been able to combine competitive pricing and lean infrastructures with a largely full-time, (relatively) well-paid and skilled staff. But for rudimentary retailing and business services, high-performance work systems that enhance wages and career opportunities may offer few performance gains over the rationalized, low-wage model.
- Preliminary results indicate that workers are seeking different things from work and family on certain dimensions (compensation) while actively pursuing similar activities on other dimensions (spillover).
- Showing how employers can implement the Family and Medical Leave Act of 1993 (FMLA) in a cost-effective way.
- Research regarding workers' dependent care responsibilities shows that adult dependent care is having an increasing impact on the workplace.
- Negotiating agreement and implementing action on the development of career paths between industry and school districts require time, patience, and persistence. Non-profit intermediaries, such as the Capital Area Training Foundation created in Austin, can be helpful brokers in developing collaboration between industry, local government, and the schools to support school-to-work programs.
- When schools and firms join in educating and training youths, they can produce higher levels of student motivation and performance.
- Showing companies how to structure quality work-based learning for school-to-work programs.
- The employee ownership community, working with state-sponsored centers of employee ownership, has formed regional and national networks that share extensive information and experience on how to create, develop and renew the nuts and bolts of profit-sharing schemes, self-autonomous teams, safety initiatives, etc.
- Firm size, rather than economic characteristics that create incentives to innovate, appears to lead to reform. Large firms are more likely than small firms to introduce innovative human resource practices. In contrast, economic factors such as the types of markets served and the need for flexibility in

production do not appear to be such important determinants of reform.

- Effective workforce training regimes embed training services in work reorganization, provide transparent opportunities for advancement for all workers, and facilitate take-up through worker-centered designs on evaluation (confidentiality), testing (consultation), governance (jointness), counseling (peers), and location (workplace).

The NCW Is Making an Impact Today for Results Tomorrow

- Dr. Robert Glover's school-to-work project in Austin has played a catalytic role in creating a public-private partnership that provides work-based learning for young workers.
- Deputy Director Mary Ruth Gross continues to provide critical expertise to the hotel industry and hotel unions as they move forward with implementing high performance workplace practices using joint labor-management problem-solving teams in thirteen of San Francisco's hotels. See the following page for more details.



NATIONAL CENTER

continued from

Why can't companies undertake this research themselves?

Individual companies, even large ones, do not have the resources that are required to undertake the basic research that leads to practical management results.

Although it would not pay for one company to undertake this type of basic research, nationwide across companies the investment has enormous payoffs. In addition, the NCW is able to undertake a broad array of workplace research in a cost-effective manner because its research projects are jointly sponsored by the universities and are conducted by dedicated academic leaders and their graduate students, who donate part of their time.

NCW Plays a Unique Leadership Role

*The National Center for the Workplace seeks to empower individuals and organizations to take NCW-derived theory and apply it on a day-to-day operational level. NCW is now taking steps to operationalize its valuable research by partnering with other interested third-party organizations. Yes, NCW can accomplish its goals – with help. Yes, there are other organizations out there with similar goals. **What sets NCW apart is that it is playing the leading role by linking knowledge and practice in this special partnership between the university, business and government.***

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 continued as a facilitator and planner in an innovative joint labor-management project for a dozen hotels in San Francisco and two of the unions that represent hotel workers.

The twelve hotels have received a grant from the Federal Mediation and Conciliation Service to establish a joint-labor management committee in each hotel. Deputy Director Gross has worked with the labor and management to teach communication skills and Interest-Based Problem-Solving at several hotels and has begun facilitating problem-solving teams at the Fairmont and ANA hotels. The problem-solving teams are continuing to apply ground rules that require respect and thoughtful listening. It is anticipated that these committees will become a model in the service sector for becoming a high performance workplace.

FOR THE WORKPLACE

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Dissemination and Outreach

The NCW believes that its most important contribution will be in providing a link between university research and private practice and public policy. By bringing together national leaders in business, labor, and government with eminent researchers to address workplace issues, and develop private and public policies, the NCW plans to fulfill its ambitious and important goal of improving the competitiveness and performance of the American workplace.

Looking Ahead

The NCW is continually looking ahead toward tomorrow's challenges in order to help the American workplace remain unsurpassed. Our on-going research has already identified the most critical unanswered questions about high-performance work organizations (HPWOs):

1. ***What are essential HPWO attributes, how do they apply or become operationalized across diverse industrial settings, and how do they change over time?***

This question builds on our findings that human resource practices must consist of a coherent, integrated set or "bundle" of component parts, and the HR system must be well-integrated with the organization's broader business and marketing strategies and with the organization's external environment. Yet companies do not have a dynamic road map of the essential attributes of HPWOs and how they change over time.

2. ***What effect do HPWOs have on the earnings, job satisfaction, and security of workers and how do the employee outcomes affect their performance and commitment?***

This question builds on our findings that HPWOs require workers' participation in problem solving and team systems as well as the need for workers to engage in continuous learning on the job. Yet we do not know the best ways to motivate and reward workers to sustain HPWOs over time.

3. ***Why do firms adopt HPWO practices and under what circumstances are these practices sustained?***

This question builds on our findings that HPWO innovations are widely touted, but require up-front investments in training and restructuring costs with unmeasured benefits, and many programs are discontinued after a period. Yet we do not know how many of the innovations were successful and how they affected the company in its evolution of HR and management practices.



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.



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



For the past five years, a research team of Professors Clair Brown, Yoshi Nakata (Doshisha University), Michael Reich, David Stern, and Lloyd Ulman, along with graduate students Ahmadjian, Furuya, Glickman, Kugler, Patterson, Pendakur, Raphael, Ruha, Toseland, and Valvano have been analyzing Japanese and American employment and wage systems. In their manuscript, *Work and Pay: Employment and Wage Systems in Japan and the US* (forthcoming, 1996), they have identified the mechanisms by which the Japanese system produces relatively superior outcomes, the ways that the US systems have been transformed in response to Japanese competition, and the ways that the Japanese system itself is undergoing change in response to their long and deep recession of the 1990's.

The distinctive Japanese employment and wage policies reviewed in this study have performed three conjuring feats. They converted employment security within the firm into a source of employee efficiency and adaptability and, further, into a source of macroeconomic stability; combined a strongly egalitarian distribution of personal income with comparatively high rates of economic growth; and combined low unemployment with low inflation.

The systems of security, employee involvement, and seniority-based wages characteristic of large-scale Japanese firms have been generally awarded a substantial amount of credit for this record of performance, as has the national system for determining annual wage changes known as *Shunto*.

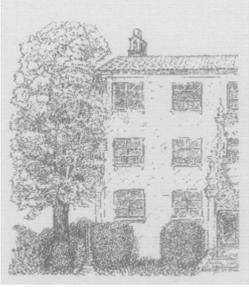
Yet neither lifetime employment, nor age-based wages, nor *Shunto* could be classed as management innovations: they were adopted in response to union pressure and labor unrest in the early postwar period, and they were not originally designed to increase efficiency or reduce costs. They were however, soon *made to serve* these ends. Thus Japan's corporate managers, unionists, and official policy-makers found opportunities where others have feared obstacles to efficient performance. Moreover, they found complementarities rather than

trade-offs among such desirable objectives as high employment and low inflation, or earnings equality and growth.

However, the comparison of Japan and the US demonstrates that overall economic performance is not determined by firm employment systems. Firm practices, which affect a single company's competitiveness, can support or constrain a country's ability to achieve its macroeconomic goals, but the macroeconomic forces determine the path the companies must follow.

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This year graduate students Mark Glickman, Steve Raphael, and Judy Ruha worked on the project. This research has been funded by the US Department of Labor, the UC Pacific Rim Project, the Japan Foundation, and the Sloan Foundation, as well as IIR.



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, described in the box below.

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 worked together on a comprehensive evaluation of the federal Family and Medical Leave Act, which became law in August 1993, including studies of the impact of family leave on employers and the leave experiences of workers in two labor unions.

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, Chair Emeritus, Center for Labor Research and Education, IIR; Art Pulaski, San Mateo County Central Labor Council; Andy Scharlach, Social Welfare; Margaret Shelleda, SEIU Local 790; Arlene Skolnick, Institute of Human Development; Janice Stanger, William M. Merced, Inc.; Barry Staw, Business Administration; and Sheldon Zedeck, Psychology.

Task Force Projects include the following:

- identification of conditions that alleviate family-related stress;
- examination of the special needs of shift workers;
- investigation of worker impacts associated with changes in hospital staffing patterns
- 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 LEARNING IN A DYNAMIC

Professors Clair Brown and Jim Lincoln are jointly involved with Japanese colleagues in a study of organizational learning in U.S. and Japanese companies. They divided their research on organizational learning into two key components. *Intrafirm organizational learning* includes the processes whereby firms acquire competencies from other firms with whom they are linked in various kinds of partnerships. *Interfirm organizational learning* includes the processes by which information is shared and competencies developed among employees within a group and among groups. In all interviews, they included modules of questions on these topics. In particular, the team focused on how communication systems, incentive systems, and work organization affected organizational learning.

Intrafirm Aspects of Organizational Learning

Both American and Japanese firms were making efforts to improve internal information flows and shared competency development. Communication systems and incentive systems were being structured toward this goal. However, a trade-off exists between increasing information sharing for joint problem-solving and supporting individual creativity in problem-solving. The Japanese human resource system supports team work better than the American system, which is better at supporting individual endeavors. However, the former teamwork approach adds more to organizational learning than the latter individualistic approach, which may present problems of loss of learning (and intellectual property) if the employee leaves the company.

... a trade-off exists between increasing information sharing for joint problem-solving and supporting individual creativity in problem-solving

Overall, employees in the Japanese firms were more likely to work on problems jointly with another employee in the group than American workers, but the level of communication with employees outside the group was (similarly) low in the two countries. In both countries in a high tech industry, the major sources of technical information were colleagues within the same company, journals, and conferences. Other potential sources—colleagues at other companies, benchmark studies, customers, and vendors were not used very often (if at all.)

Companies in both countries were struggling with the aging of the workforce and how to provide cost-effective incentives to older professionals who are specialists and who do not supervise employees. In general, American companies had compensation systems for professionals that were more performance oriented and more flexible and so were better able to deal with changing company needs and employee demographics than the Japanese compensation system that was more dependent on rigid job grades and career ladders.

ORGANIZATION CONTEXT



Interfirm Aspects of Organizational Learning

We asked our informants about the timing and degree of involvement by supplier and customers in the product development process. At Hitachi, Pacific Bell, Sanyo, and Toyota, managers described to us the typical sequence of product development stages, pinpointing where and how external partners were brought in. Though such participation is generally the rule, it appeared controlled and contingent (e.g., on the nature and stage of the product) to a greater degree than the extant literature leads one to believe (see, e.g., Imai, Nonaka, and Takeuchi, 1985). An important generalization was that where the product required specialized, nonstandard inputs from suppliers, or was being tailored to the specific needs of an important customer, participation by the partner was extensive. Where these conditions were absent, on the other hand, the companies reported relatively little participation.

One of the distinctive features of interfirm relations in the Japanese economy is the practice of shukko: the transfer of employees from one firm to another. In each of the Japanese firms we visited, we inquired about the extent and role of shukko. This is a somewhat delicate issue, and we were not always sure that our informants were being entirely candid. Managers in one prominent firm told us that they do

not shukko to suppliers, but this was disputed by other Japanese experts familiar with the firm. The companies we visited almost in unison stressed to us that the purpose of shukko was better coordination and exchange of information with business partners; if there was a labor cost reduction benefit, it was purely secondary. The volume and direction of shukko transfers, moreover, appeared to bear this out. Hitachi, for example, had numerous engineers on shukko to JR East, a major customer. The reason for their presence was to adapt a new Hitachi computer system to the specialized needs of JR East and to school JR employees in its use.

... where the product required specialized, nonstandard inputs from suppliers, or was being tailored to the specific needs of an important customer, participation by the partner was extensive

The role of shukko in organizational learning was also illustrated in an interesting conflict between a large manufacturer and its long-term supplier of microelectronic components. The manufacturer was seeking to develop in-house capacity in microelectronics which would, of course, place it in direct competition with its own supplier. The supplier had resisted shukko'ing people to the manufacturer to assist in the development of the microelectronics division. Instead, the manufacturer had borrowed people for this purpose from a large independent electronics firm. This case would appear to illustrate that, while keiretsu-style relationships are often an aid to organizational learning, they may also be a hindrance.

In this pilot research project, a foundation has been laid for studying the complex issue of organizational learning. Overall, they found that the development of organizational learning was a complex issue because it was part of a HR system that simultaneously determined innovation as well as diffusion of knowledge. Precisely those structures of the Japanese firm that supported team-based learning and problem-solving imposed constraints on individual initiative leading to major breakthroughs. Conversely, precisely those structures of the American firm that supported individual creativity and breakthroughs imposed constraints on team-based learning and problem-solving. The strengths and weaknesses of each system depended on the importance of technological innovation.



CENTER FOR ORGANIZATIONAL THEORY



Glenn R. Carroll, Director

There is widespread recognition that in modern industrial economies, differences in productivity, efficiency and innovation are largely attributable to organizational factors. The Center for Organizational Theory (COT), founded in June at the Institute of Industrial Relations, addresses these important issues by seeking to advance basic and applied knowledge about organizations and organizational processes. Research conducted within COT ranges from the study of worker attitudes and behaviors, to the investigation of teams and group processes, to examination of organization-wide phenomena such as culture, to the investigation of organizational populations and industry evolution. COT seeks to provide research support and infrastructure for social scientists from all disciplines, including especially sociology, psychology and economics. COT recognizes that a diversity of approaches is critical to advancing our understanding of how organizations operate.

Promoting Cooperative Behavior in Organizations: Interactions Between Personal Characteristics, Organizational Incentives, and National Culture

Jennifer Chatman

This study attempts to understand the personal and situational causes of cooperative behavior in organizations. Citicorp's Global Finance business is the primary focus of the research. This group currently faces internal and external pressure to increase coordination and reduce redundancies both among those who originate commercial clients and those who provide particular products to clients, as well as among geographically dispersed (global) locations. The interaction between demographic characteristics, cooperative personalities, and formal and informal incentives to cooperate (i.e., a cross-evaluation feedback program) will be used to predict a variety of specific and general cooperative behaviors such as generating new net revenue, customer retention and satisfaction, individuals' contribution to team and global effectiveness, breadth of relationships in the bank, intent to remain in the job, and actual longevity at Citicorp. Theoretically, this study may show that some people behave more consistently across situations, while others are more likely to alter their behavior according to situational expectations. Practically, it may help managers match people to jobs more effectively by identifying those who are more responsive to tasks requiring cooperation versus those who perform better in jobs requiring individual achievement. It will also evaluate how effectively cross-evaluation and organizational culture promote productive cooperative behaviors in organizations.



EDIN



Richard Walker, Faculty Sponsor

Nathan Newman and Anders Schneiderman, Researchers

gopher link: [garnet.berkeley.edu 1250](http://garnet.berkeley.edu/1250)

Web link: <http://garnet.berkeley.edu:3333/>

The Economic Democracy Information Network (EDIN) project is involved in providing local governments and community groups with greater access to information by providing both easier access to electronic communication and greater understanding of information through on-line civic and economic education. The EDIN on-line server was named one of twenty-nine worldwide "Highlights of the Internet" in *PC Computing's* September 1994 issue.

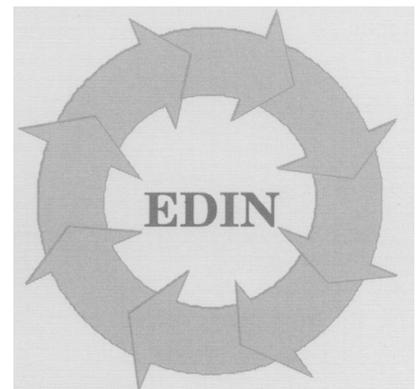
EDIN's goal is to expand the diversity of voices in the on-line world. Over the past year they have helped train large numbers of non-profit organizations in using Internet-related services. One way in which this was accomplished was through the Applied Research Training program which brought together a range of low-income organizations for skills training in Spring 1995. EDIN is working to develop software tools to make it easier for community groups to convert their own materials into forms that can be put on-line. They are working to keep the tools simple and inexpensive to allow the greatest diversity on-line.

EDIN is also taking advantage of this new medium to deepen economic literacy. One prime example of this work is the National Budget Simulator which allows Internet users to interactively cut the federal deficit and experience the choices facing policy-makers. This simulator has been cited nationwide from *The Chronicle of Higher Education* to *Business Week* to the *San Francisco Chronicle*.

In the past year, they have also worked with state legislators and as consultants to the Association of Bay Area Governments (ABAG) to develop policy and assist in getting state and city government information on-line. EDIN is an integral part of a new and growing network of community leaders and information technology experts interested in democratic access to the new technologies of the Internet and to public information on-line.

EDIN is a project of the Center for Community Economic Research. For more information about the Center, please see page 38 for more information.

To contact EDIN directly, please call (510) 643-8293
or e-mail ccer@violet.berkeley.edu





THE COMPETITIVE MANUFACTURING HUMAN

The Competitive Semiconductor Manufacturing Human Resources project (CSM-HR) has been studying how human resource practices influence manufacturing performance. The CSM-HR group is comprised of faculty and students from economics and engineering and is part of the larger CSM project funded by the Sloan Foundation and including the School of Engineering and the Haas School of Business. The project is led by Professor Clair Brown and includes Professor Michael Reich, graduate students Melissa Appleyard, Diane Bailey, Jumbi Edulbehram, Linda Sattler, Vince Valvano, and Postdoctoral fellow David Bowen. The group deeply regrets the death of their esteemed team member Adjunct Professor Vinay Sohoni in July 1995. The results from the project are published in the First Interim Report, CSM-09, September 1994 and the Second Interim Report (November 1995).

As CSM-HR research progressed, it became increasingly apparent that human resource practices play a crucial role in explaining differences in fab performance. For example, we found that the organization of production workers, supervisors and engineers varied across fabs, which influenced fab performance. Overall, our main finding is that *high performing fabs have HR systems with integrated, consistent components, and the systems are tailored to function in specific environments.*

Initial data collection led to the following preliminary conclusions about the relationship between HR practices and performance:

- Superior performance is associated with high technical content in operators' job responsibilities.

- Four HR practices for engineers were correlated with high performance. First, the amount of time engineers spend fire-fighting is positively correlated with performance. Second, providing on-the-job and classroom training to engineers is important. Third, it may not be a good practice to have many demarcations within engineering job categories - "integration" engineers, i.e., those with knowledge about the entire process are desirable. Fourth, engineers should be encouraged to join cross-functional, problem-oriented teams, and teamwork among engineers should be encouraged.
- Fabs outfitted with the same models and makes of equipment exhibit markedly different performance.
- High performing fabs follow human resource practices that permit supervisors to mentor production workers rather than work as "paper pushers." However, our preliminary findings show little distinction between top performing fabs and poorer performing fabs in terms of rankings calculated for the following three indices: troubleshooting, training, and communication.

Each graduate student is collecting and analyzing data in individual focus projects, which were specifically designed to answer important questions about HR management practices in semiconductors. These focus studies were designed so that together they form a synthesis of how critical parts of the HR system are interrelated. Descriptions of three of these focus studies follow.

Knowledge Creation and Sharing in the Semiconductor Industry

Melissa Appleyard

The learning and communication patterns in semiconductor development centers is being examined by interviewing engineers in development labs in the U.S. and Japan in order to address the following question:

- How are the structures governing communication and knowledge transfers related to the successful generation and development of new processes and their subsequent introduction at manufacturing fabs?

Preliminary findings indicate that successful human resource systems in development centers not only include a seamless interplay of internal resources, but also encourage the identification and incorporation of appropriate external knowledge and know-how.

SEMICONDUCTOR RESOURCES PROJECT



The Employment Relation in a Technology-Intensive Firm: Incentives, Institutions, Governance

Vince Valvano

A current issue of focus in the economics of internal labor markets and organization is the degree to which incentives inside the firm are muted or low-powered compared to those characterizing market transactions. Existing evidence suggests that the compensation policies of large firms typically do not link a significant proportion of pay to some objective measure of employee performance. Theory suggests that low-powered incentives such as promotion systems are more appropriate when both the firm and the employee have an interest in maintaining the employment relation over an extended period, as the firm-specific human capital of employees deepens.

The characteristics of a technology-intensive firm, where technological advance is continuous and innovations are rapidly incorporated into processes and products, may pose a number of hazards to the employment relation. For example, the skill base of the technical workforce in this setting is based in part on a knowledge base that resides outside the boundaries of the firm. This characteristic of human asset specificity has implications for employee mobility. Accordingly, the firm might attempt to prevent the potential loss of key skills through the provision of incentives. This and other characteristics of the employment system will be investigated using the employment and wage histories of employees at a major US semiconductor firm over a 24 year period.

Knowledge and Skills of Semiconductor Fabrication Engineers

Jehanbux Edulbehran

The main question that this research addresses is:

- What are the ways in which semiconductor fabrication engineers acquire, upgrade and apply the knowledge and skills required - particularly those that need to be transferred from a development fab - to successfully perform their duties?

This research project examines the nature of the processes of knowledge and skill acquisition among semiconductor fabrication engineers with special reference to the ways in which knowledge and skills from the development part of the process are incorporated into the actual production process. The inquiry is primarily motivated by the assumption that the differences between semiconductor manufacturers with regards to the types of knowledge and skills used in the manufacturing process, and the ways in which they are acquired, retained and transferred, have direct bearing on the competitiveness of the firm. Because of the complexity of the manufacturing process and the increasing amount of automation, the knowledge and skill base of 'white-collar' workers (i.e. engineers, researchers and managers) plays a preeminent role in successful semiconductor manufacturing.

FACULTY RESEARCH PROJECTS





CONTINUING AND

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 \$129,927 10/1/92-9/30/95

The Competitive Semiconductor Manufacturing Human Resources Project

Clair Brown, et al

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 \$645,872 1/1/94-8/31/96

National Center for the Workplace

Clair Brown, et al

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 9/30/93-9/30/95

Discretionary Gift in the Area of Public Relations

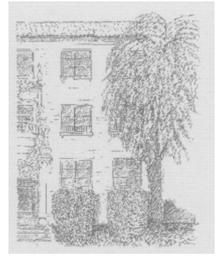
Clair Brown, Carol Vendrillo

State Bar Association \$10,000 indefinite



CONTINUING AND NEW PROJECTS

continued from previous page



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

The Network Organization of Japan: A Continuing Research Program

James Lincoln

With previous funding from NSF and other sources, Michael Gerlach, James Lincoln, and Christina Ahmadjian have collaborated on a major research effort focused on the structure and consequences of *keiretsu* network relationships in the Japanese economy. The purpose now is to complete the work which has begun and expand the project in several new directions: 1. Extend forward in time and add measures of new variables to our panel network data set on the largest 250 Japanese corporations; 2. Create a new panel data set specifically pertaining to large firm-small firm tie-ups and their economic consequences; 3. Conduct

face-to-face interviews with managers involved in mediating the external relationships of Japanese firms; 4. Conduct a survey of corporate officers and purchasing managers of our 250 largest firms regarding their perceptions of the structure and evolution of *keiretsu* relationships.

Japan-U.S. Friendship Commission \$44,200 6/1/95-5/30/96

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

Faculty Discretionary Gift

Trond Petersen

Norway Institute for Social Research \$23,798 indefinite



DEVELOPING PROJECTS



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

Accurate Technology Development Cost and Risk Assessment for Decision Making

Clair Brown, Neil Berglund

This research program is aimed at establishing the models, methodology, and implementation of accurate cost and risk assessment of technology design and development programs as part of a sound decision-making process regarding the affordability of new technologies. We will develop a system that can be used in deciding initially which technology (and products) to develop, based upon their long-run net costs and returns. Once the technology is chosen, the system can be used to evaluate alternatives in the development activity as new information is learned.

NSF \$184,117 10/1/95-9/30/98

Endogenous Environmental Policies and Trade

Larry Karp, Sandeep Sacheti

A country's environmental policies which affect traded goods have an impact on the policy choices of other governments in two ways. First, if internalization policies are aimed at solving global environmental problems then policy changes in one country lead to changes in damages faced by other countries. Obviously, this effect is absent for local pollution problems. The second effect is via the market, which appears insofar as it leads to changes in prices and trade flows. The distribution of these market effects, over time and across different geographical groups, may be very

different than that of the direct environmental effects. For a commodity that involves trade, these market-driven costs are always transnational. This project will study five aspects of this environmental policy linkage among countries. The issues are that of group size in international environmental agreements, income effects of environmental policies, dynamic incentives to cooperation, changes in comparative advantage of countries over time and lastly, the impact of institutional and policy changes in one country on other countries' current and future policies and trading positions. This research agenda is expected to contribute to the debate on the issues of trade and the environment. Significant linkages exist in environmental policies. Countries' response to internalization policies in one or a group of countries will ultimately determine the success of those policies.

NSF \$276,00 1/1/96-12/31/97

Status Minorities and Quality of Thought

Charlan Nemeth

Much of the work on how minorities exercise influence has underscored the relative "indirectness" of that influence. In contrast to the majorities who can gain public adoption of their position on a single trial, minorities appear to need time and to exhibit consistency over time in order to gain public adoption of their position. Perhaps more importantly, they have been found to influence more at the private than at the public level, and there is considerable evidence that they often exercise their influence on "related" issues rather than on the focal issue under dispute. Some of the more recent work on minority influence has focused on the intervening thought processes stimulated by minority dissent in an attempt to understand the relationship between direct and indirect influence. A contrasting approach is Nemeth's contention that majorities induce convergent thinking. By contrast, minorities are hypothesized to induce divergent thinking, a consideration of the issue from multiple perspectives, one of which is that posed by the minority. These two theories differ both in their emphasis and in their predictions. This research will test and study the latter theory.

NIMH \$225,000 6/1/96-5/30/98
NSF \$225,000 6/1/96-5/30/98

(continued on next page)



DEVELOPING

continued from

Research on the Impact of Immigration on the U.S. Economy

Jeffrey Perloff

This study deals with quantitative studies of the impact of U.S. immigration policies on the employment, wages, and working conditions of U.S. workers. It will examine:

- the probability that undocumented immigrants displace U.S. citizens and documented immigrants in agricultural employment, and
- the impact of undocumented workers and legal status on the earnings and fringe benefits of agricultural workers.

Department of Labor \$25,000 1/1/96-12/31/96

Cross Directorate Transformations to Quality Organizations

Karlene Roberts, Robert Bea

The purpose of the research is to examine engineering, organizational, and management issues associated with attempts to improve quality across a number of kinds of organizations. The research follows directly from a stream of research conducted independently over the last ten years by the two principal investigators and research they have conducted as partners over the last three years. This research is concerned with reduction of design, construction, human, and organizational errors in situations in which errors can have catastrophic consequences.

NSF \$875,000 1/1/96-12/31/98

Interdisciplinary Organizational Risk Research on Police High Risk Incidents

Karlene Roberts, Robert Bea

The purpose of the research is to examine organizational and management issues associated with decision making in police negotiation situations which apply to terrorism and other potentially violent confrontations. Since most police negotiation situations involve interdependence of the police with other agencies and organizations the overall view adopted here is one of police embedded in their communities and of interactions among complex organizations (e.g. police and fire departments, police and hospital emergency room personnel, etc.).

National Institute of Justice \$877,588 10/1/95-9/30/97

Democratizing the Information Superhighway

Richard Walker, Nathan Newman, Anders Schneiderman

The Association of Bay Area Governments, Northern California Community Services Council/United Way and the Center for Community Economic Research have formed a partnership creating the Community Building and Services Exchange Network. This network, using personal computers, on-line databanks and the Internet, will strengthen the capacity of Northern California's health and human service system to reach, and effectively serve, people in need. The goals are to: 1) improve access to information for individuals in need; 2) provide community resources and needs information electronically, making it timely, consistent and easily accessible by community-based organizations, funders, government agencies and general public; 3) involve community service providers in the system's design and use; and 4) improve the ability of individuals and organizations to use relevant information in decision-making.

NTIA \$200,000 10/1/95-9/30/97

PROJECTS

previous page



Non-Profits and On-line Access: Community Organizations and Regional Economies in an Information Age

Richard Walker, Nathan Newman, Anders Schneiderman

This project proposes to explore the emerging challenges facing non-profits because of the Information Superhighway. This research will contrast the possible disempowerment of local communities and the possibility of creating an "information mass transit" to serve communities and their organizational representatives. Using California non-profits as a case study, this research will document the challenges for non-profits of communication on-line and the ways in which the Information Superhighway may help communities gain greater access to political and economic power or may end-up bypassing them altogether. A strong focus will be on how the Information Superhighway affects the role of economic development non-profits such as training and job placement centers. Another key question is whether the overall Information Superhighway provided by government supports communities and non-profit organizations in a way that empowers ordinary people and supports the complex of non-governmental organizations that builds a strong civic society. The research for this project will be a combination of broad interviews with a range of non-profit organizations combined with selected intensive follow-up visits to document case studies of the opportunities and challenges of non-profits getting on-line.

Aspen Institute \$17,818 1/1/96-12/31/96

KNOWLEDGE SHARING AND EDUCATIONAL PROGRAMS





SEMINAR SERIES



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

Bay Area Labor Studies Seminar

The seminar meets at irregular intervals, generally Tuesdays from 4:00-6:00 p.m. in the IIR's Directors' Lounge; it is a forum for speakers from both inside and outside the University who speak on topics of broad interest. 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). If you would like to receive announcements of upcoming seminars, please contact the Center for Labor Research and Education at (510) 642-0323.

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 Jim Lincoln at IIR, (510) 643-7063.

Political Economy Seminar Series

This faculty seminar meets in the IIR Directors' Lounge periodically throughout the 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.

INDUSTRIAL RELATIONS

A JOURNAL OF ECONOMY AND SOCIETY

Jeffrey Perloff and George Strauss, Co-Editors; Frozan Wahaj, 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 and a recent publications listing. Issues in 1995-96 will feature symposia on "Labor Law Reform" and "What Works at Work," papers presented at a January 1995 meeting sponsored by the National Center for the Workplace.

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 1994-95, please see page 75. To contact *Industrial Relations* directly, call (510) 643-7081 or e-mail irjnl@violet.berkeley.edu.



INDUSTRIAL RELATIONS LIBRARY



Terence Huwe, Head Librarian; Janice Kimball, Library Assistant

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 65,000 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 Knight-Ridder Information Services and LEXIS/NEXIS.

Reference and research support are top priorities; research consultations are available to all library patrons. Community outreach is also a high priority. The Librarian has lectured and published widely on information services, and has conducted training sessions for campus and community groups. The Library also produces a popular "Recent Publications" column for *Industrial Relations: A Journal of Economy and Society*.

The Library collaborates with the campus Public Information Office in disseminating news about faculty research and expertise. The Library is developing a database of IIR faculty who are willing to be interviewed in support of this effort. Library staff also work closely with the Director and faculty in the development of grant proposals, particularly at the research and writing points in the process.

In response to rapid growth of the Internet, the Library has increased its training efforts. In June of 1995 it assumed oversight of the Institute's World Wide Web sites and is working closely with IIR affiliated faculty and graduate students to establish a presence for their important research on the Internet. The Library will also coordinate and supervise student computing facilities at the Institute, in close cooperation with the Director's Office.

Future goals fall into three categories. First, the Library will continue to provide access to the literature of Industrial Relations and Organizational Behavior, in both print and electronic formats. Second, the Library will provide ongoing training in the use of electronic resources, and will offer support to faculty and students who wish to "author" documents via the World Wide Web. Finally, the Library will continue its outreach to the citizenry of California. This outward focus creates a "gateway" to the University for the many communities of California, where the demand for library services drastically outstrips its availability.



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



CENTER FOR LABOR

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

CLRE (The Labor Center) produces educational programs, publications, research and materials on issues that are relevant to the future of organized labor and the workforce. It promotes a participatory style of adult education, offers multi-union conferences on important emerging labor issues, and develops programs to meet the needs of individual unions. 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 UC 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 the labor community; training and facilitation of joint labor-management committees; training programs for unions on the use of computers in communication and research; course development and teaching in the Summer Institute for Union Women; and a summer conference which developed leadership skills in young unionists.

During 1995-96, the Labor Center plans to hold a conference on accessing the information superhighway; participate 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; and develop a speakers' bureau for professors who want to bring labor leaders into their classes for lectures and discussion.

Young Unionists Leadership Conference

In June, CLRE co-sponsored, with the AFL-CIO Organizing Institute, the first Summer Conference for Young Unionists. Seventy young union leaders from thirty unions participated in meetings and workshops to explore ways to make unions more relevant to young workers. Participants stressed the importance of building a union culture that resonates for young people, including empowering the rank and file and battling racism, sexism, and homophobia within workplaces and unions. To achieve these goals, attendees urged mutual respect and understanding between generations of unionists and the development of programs and policies to encourage and train young workers to be unionists, such as mentorships and educational outreach.

Through workshops on topics including workplace organizing, development of leadership skills, community coalition building, video production, and company research, participants developed the skills and training to put their ideas into action. Through discussion and networking, young unionists forged a base on which to build future union leadership. Attendees formed a committee to plan next year's conference and have begun to develop a network for young unionists.

For more information about publications of the Center for Labor Research and Education, please see page 72. To contact the Center for Labor Research and Education directly, please call (510) 642-0323 or e-mail clre@violet.berkeley.edu.

RESEARCH & EDUCATION



California Workers Rights

Californians have special and distinctive rights as employees. Hiring, firing, benefits, privacy, safety and wages are all controlled by state laws. *California Workers Rights* is the only source of comprehensive information on this subject. The book is designed as an easy-to-read and easy-to-use guide to employment law in the state of California. The second edition was released in early 1995. *California Workers Rights* is the Labor Center's most popular publication and has sold over 2000 copies to unions, lawyers, academics, public libraries, and the general public.

L A B O R 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. Articles from graduate students and practitioners focus on innovative approaches to problems facing the labor community and case studies of how unions are responding to a volatile global economy. Topics in previous issues have included:

- Information Sources for Labor: Commercial Databases
- U.S.-Mexican Union Cooperation
- Rebuilding Milwaukee from the Ground Up
- Trade Unions and Labor Struggles in the "New" South Africa
- Participatory Approaches to Strategic Research

Labor-Management Participation Programs

CLRE's involvement in labor-management participation programs, which began as a joint project with the National Center for the Workplace in the winter of 1994 in the San Francisco hotel industry, has expanded to include a Bay Area refinery. The refinery and one of the unions there had established a joint committee at the refinery-wide level in 1993. CLRE Chair Mary Ruth Gross has been brought in to help in the process of moving the joint committee process to the next level of organization at the refinery. The project is too new to assess its impact, but will provide valuable experience to study the contrast between this continuous flow manufacturing industry and the hotel industry.



LABOR PROJECT FOR WORKING FAMILIES



Netsy Firestein, Director

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.

Work and family policies are 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 3000 national organizations, unions and individuals. The Labor Project also houses a Labor/Work and Family Database with information including sample contract language from many different industries, research, legislation, policies and manuals on issues related to labor and work/family. The information is utilized by labor unions, researchers, labor lawyers and labor educators across the country.

The Labor Project for Working Families provides technical assistance and workshops to unions in order to develop workplace policies that support family life. Over the past year, the Labor Project presented a Workshop Series which included: Bargaining for Child Care, The Family and Medical Leave Act: One Year Later, and Flexibility at the Union Workplace.

Also over the past year, the Labor Project has been directly involved with the development of a Child and Elder Care Committee at HERE Local 2 which will develop programs for the newly negotiated Child and Elder Care Fund. The Labor Project has also been working with OCAW Local 1-5 to survey their members on work and family issues.

The Labor Project received a grant in Fall 1994 to work with Homecare Workers Union, SEIU to develop the concept of a neighborhood based workers' center which would provide a meeting place in the community for training, organizing and services for homecare workers. The Labor Project has been working closely with SEIU on this Project and hopes to expand it during the coming year.

This past year 3 interns from Social Work and Economics were involved with the Labor Project. The Labor Project also had 3 volunteers working on various research projects.



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; Marta Weiss, 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 initially was 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 Guide 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.

Last year, the program expanded its coverage in the area of public sector arbitration to better meet the demand for more information. Three titles in the CPER Pocket Guide Series were revised: *Pocket Guide to the Public Safety Officers Procedural Bill of Rights Act* (7th ed.), *Pocket Guide to the Meyers-Milias-Brown Act* (9th ed.), and *Pocket Guide to Unfair Practices: California Public Sector* (2nd ed.). In the coming year, CPER will add two new titles to its Pocket Guide

Series, one covering the Fair Labor Standards Act and a second covering the Dills Act, which concerns the collective bargaining rights of state employees. CPER's recently established site on the World Wide Web will expand the reach of the program's published materials.

In conjunction with the Labor and Employment Law Section of the State Bar, CPER sponsored a conference in April 1995 that focused on public sector labor and employment issues. Also, CPER was awarded a grant by the Section to fund an intern program that provides law students with the opportunity to acquire experience in the specialized field of public sector labor law. In October, CPER will join the California Foundation for Improvement of Employer-Employee Relations in co-sponsoring a conference titled "America's Public Schools: Meeting the Challenge."

CPER Pocket Guides are available on the following topics:

The Educational Employment Relations Act

Public Sector Arbitration in California

The Meyers-Milias-Brown Act

*The Public Safety Officers Procedural
Bill of Rights Act*

*Unfair Practices: California Public Sector
Workplace Rights of Public Employees*

For more information about CPER
publications, please see page 73. To
contact CPER directly, please call
(510) 643-7092.



CENTER FOR COMMUNITY ECONOMIC RESEARCH



Richard Walker, Faculty Sponsor

Anders Schneiderman, Nathan Newman, Researchers

The Center for Community Economic Research (CCER) is a California research group interested in bringing scholars, community and environmental leaders, unionists, small businesses, 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.

Their work supporting community-based research and information, particularly through the Economic Democracy Information Network (EDIN) project, has been highlighted by national publications ranging from the *Washington Post* to *The Nation* to *Business Week*. The CCER-sponsored on-line server (EDIN) was named one of twenty-nine worldwide "Highlights of the Internet" by *PC Computing* in their September 1994 issue.

This year, CCER has focused on expanding their work on the emerging Information Superhighway. They continued their collaboration with the Association of Bay Area Governments (ABAG) in helping local cities and government agencies manage their presence on the Internet. In the coming year CCER will be working with ABAG and the United Ways of Northern California to create a broad Internet-based information system networking non-profits throughout the region. We continue to educate and train a variety of community groups and union leaders in navigating the Information Superhighway, in part in collaboration with the Applied Research Center.

We have begun a number of research projects, including studying changes in the financial industry in California, how the Internet may affect regional economies, and the economic and social impacts of Propositions 184 and 187.

We are working to develop an interdisciplinary research internship program designed to enrich undergraduate education and provide benefits to the community.

To contact CCER directly, please call (510) 643-8293 or email ccer@violet.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
Larry S. Karp, Agricultural and Resource Economics
Jonathan S. Leonard, Haas School of Business
David I. Levine, Haas School of Business
Ethan Ligon, Agricultural and Resource Economics
James R. Lincoln, Haas School of Business
Leon Litwack, History
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 B. 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

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

Cristina Banks

Senior Lecturer, Haas School of Business

Dr. Banks is heavily involved in applied research and human resource practice issues focusing on strategic human resource system design, organizational restructuring and re-engineering, job redesign, development and management of teams, performance management and assessment, and personnel selection. She currently teaches Human Resource Management in the undergraduate business and MBA programs. She is a Director of Whole Foods Market Inc., and is a Board Member of several non-profit organizations. She also serves as faculty sponsor of the student human resource club, the Berkeley Campus Human Resources Council.

Robert Bea

Professor, Civil and Environmental Engineering

Assessment and management of human and organization factors in design, construction, and operation of marine systems has been the primary theme of Professor Bea's research during the last five years. In this research, he has collaborated with Professor Karlene Roberts of the Haas School of Business, Professor Brady Williamson of the Department of Civil Engineering, and a team of graduate student researchers from both engineering and business. This research has involved field studies of tanker loading and discharge operations, studies of how organizations defend against and manage rapidly developing crises, development of accident databases, and development of auditing procedures for evaluating the potentials for fires and explosions onboard offshore platforms. During the past five years, some 30 reports and papers have been published summarizing results from this work.

Joan R. Bloom

Professor, School of Public Health

During the past year we have made substantial progress on the study "Work Reorganization, Productivity and Job Satisfaction: The Case of Nursing." 1) We have developed an analysis tape of ten years of AHA data to study trends in hospital staffing. Analysis is underway on this aspect of the project. 2) To assess current trends, we have designed a telephone survey instrument which we are pilot testing this week. A random sample of two hundred of the four hundred acute care, community hospitals in California has been drawn. We have hired a doctoral student, Stephanie Sansom to conduct the telephone interviews. Each Director of Nursing service will be sent a letter of introduction prior to the phone call.

David Brody

Professor Emeritus, History, University of California, 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.

Clair Brown

Professor, Economics

Director, IIR

Professor Brown is completing her research with colleagues Reich, Ulman and Stern on the comparison of employment and wage systems in Japanese and American companies. She has focused on the role of employment systems in high performance workplaces and how the firm's microeconomic system is reinforced or constrained by macroeconomic conditions and institutions. In addition, Professor Brown directs the competitive semiconductor manufacturing human resource group that is analyzing HR systems and their relationship to the performance of semiconductor plants. As part of this project, she is working with 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.

Professor Brown has completed her book *American Standards of Living, 1918-1988*, which was published by Blackwell Publishers in January 1995. The dramatic rise in the standard of living among laborer, wage earner, and salaried classes during the Twentieth Century is described and analyzed. For the recent period 1973-1988, Brown shows that the material standard of living has continued to rise even as wages have stagnated, but that this has been accomplished through a decline in economic security as savings have fallen, women's labor supply has risen, and household size has declined.

Michael Burawoy

Professor, Sociology

Professor Burawoy and his Research Assistant Teresa Gowan continued the project of studying the transition to a market economy in Russia. The research is based on four years of field work conducted with Pavel Krotov in the Komi Republic. Instead of the concepts of "revolution" and "evolution" that are usually deployed to characterize the transition, they have developed the concept of "involution" in which the market transactions destroy rather than promote industrial development. These theoretical innovations are based on detailed case studies including surveys, interviews, participant and non-participant observation as well as official data of the economic reforms in the coal and timber industries of the Komi Republic. It is a unique attempt to replace Western obsession with ideology and policy with examination of the realities faced by workers and managers in the newly privatized market economy. In order to explore the specificity of the dismal performance of the Russian economy in the transition we have also begun a comparative study of the more successful reforms in China.

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 1994-95, Professor Carroll conducted research on three general topics: (1) jobs and careers, (2) organizations and environments, and (3) cultural transmissions in work settings. His largest current project involves study of the world automobile industry.

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.

Jennifer A. Chatman

Assistant Professor, Haas School of Business

Professor Chatman has been investigating the personal and situational sources of behavior in organizations. In particular, her recent research explores how the fit between organizational culture and personality influences employee longevity, satisfaction, performance and commitment. More recently, she examined the behavioral consequences of combinations of personal and cultural cooperation and found that competitive people were more consistently competitive regardless of whether their organization emphasized competition or cooperation. Cooperative people,

in contrast, were more likely to adjust to the particular demands of their organization's culture. She plans to continue to study the complex interactions between person characteristics and contextual characteristics, generally, and the sources of cooperative behavior in organizations, specifically.

David Collier

Professor, Political Science

Professor Collier's research continues to focus on how comparative researchers conceptualize different forms of national political regimes (for example, democratic versus authoritarian), with a central concern with how the relationship between trade unions and the state are conceptualized within that framework. During the 1994-95 academic year, his article "Trajectory of a Concept: 'Corporatism' in the Study of Latin American Politics" was published. His major new paper from last year reporting on this project was "Democracy 'with Adjectives': Finding Conceptual Order in Recent Comparative Research" (presented at the 1994 Annual Meeting of the American Political Science Association). It will be published early next year.

Professor Collier also began a project on "selection bias" in qualitative research. This problem is fairly well understood within the framework of quantitative studies, but recent attempts to extend the discussion of the problem to the sphere of qualitative studies has led to some very misleading methodological recommendations. In connection with this project, Professor Collier's article "Translating Quantitative Methods for Qualitative Researchers: The Case of Selection Bias" appeared in the June 1995 *American Political Science Review*, and at the 1995 annual meeting of the Political Science Methodology Society, he presented a much longer version of this analysis entitled "Selection Bias in Qualitative Research: Putting an Important Problem in Perspective."

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 La-

bor 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*.

William Dickens

Professor, Economics

Professor Dickens spent the year on leave at the Brookings Institute where he worked on three major projects. The first is a book length reply to the Bell Curve (joint with Charles Schultze and Tom Kane), which will be published by Brookings this fall. The second is a study of the impact of monetary policy on employment in very low inflation environments. The work is joint with George Akerlof and George Perry and will be published this spring in the Brookings Papers of Economic Activity. Finally, Professor Dickens worked on several related studies having to do with welfare reform. He edited a monograph on what social science research can contribute to the policy debate over welfare reform with Kent Weaver, which will be published by Brookings this month. He also has work underway to examine the cause of the explosion of the welfare caseload from 1989 to 1993.

Nada Eissa

Professor, Economics

During the past academic year, Professor Eissa's first at Berkeley, she has continued researching topics related to tax and transfer policy and female labor supply. Professor Eissa's research focuses on how the tax reforms in the United States during the 1980's affected labor supply behavior. She is currently researching whether the use of tax reforms for estimating labor supply responsiveness overcomes the problems in traditional cross sectional analysis.

A related research interest of hers is the design of income maintenance programs; Professor Eissa's research in this area has been specific to the Earned Income Tax Credit (EITC). In "Labor Supply Response to the Earned Income Tax Credit," (with Jeffrey B. Liebman), they ask whether the EITC has successfully encouraged female heads of households to enter the labor force; this paper is forthcoming in the NBER Working Paper Series. Professor Eissa is extending this research, in work joint with Hilary Hoynes, by analyzing the credit's impact on two-parent families.

Other research efforts include the effects of college scholarship rules on the labor market behavior of secondary earners; and the distributional effects of the Social Security on married women.

Evelyn Nakano Glenn

Chair, Women's Studies

Professor, Asian-American Studies

Professor Glenn continues to work on her historical study of the race and gender construction of labor, looking at the stratification of both paid and unpaid labor in the Southwest, Southeast and Hawaii in the Pre-World War II period. She has also written up a piece based on her research on Black, Latina and Asian American women employed in high tech in Massachusetts.

Mary Ruth Gross

Chair, Center for Labor Research and Education

Deputy Director, National Center for the Workplace

Ms. Gross has focused primarily on the area of labor-management cooperation. She is particularly interested in the application of high performance workplace principles in unionized workplace settings, especially as it applies to changes in work organization and worker involvement in decision-making. She has participated in projects to institute labor-management committees in the hotel industry and the oil refining industry.

Ms. Gross also continues to be interested in the teaching of adults, particularly in labor education, and in communication processes that encourage people to think creatively about the problems facing humanity.

Hilary Hoynes

Assistant Professor, Economics

Professor Hoynes' research interests center on the analysis of the effects of transfer programs on individual behavior, with an emphasis on the effect of welfare programs for female heads of household. In "Do Welfare Benefits Play a Role in Female Headship Decisions?", she analyzes how welfare benefits affect marriage decisions. Previous research had found that generous welfare benefits lead to lower marriage rates. Hoynes' work, however, has found that this result is spurious. Instead she finds that the observed correlations between marriage rates and female headship is due to other factors such as differential migration to high benefit states and other characteristics of the states. Professor Hoynes' research also examines various aspects of aging in the United States. In "Imputed Wealth, Subjective Survival Probabilities and Social Security Wealth", she uses new survey data on older Americans to construct estimates of household financial and social security wealth. In "Differential Mortality and Wealth Accumulation", she estimates age profiles for household wealth that adjust for the fact that wealthier individuals live longer than those with less resources. Not accounting for this fact overestimates wealth holdings by older individuals. In "The Effectiveness of Financial Work Incentives in DI and SSI: Lessons from Other Transfer Programs," she analyzes the possible impacts of dramatic changes in Social Security Disability Income Program on labor supply.

Terence K. Huwe

Head Librarian, IIR

Mr. Huwe's primary research interest is in the role of "information intermediaries," such as MIS professionals or librarians. As information resources are digitized, the role and expectations of all information-handling jobs is changing. This conversion has created winners and losers in all kinds of organizations. What is the impact of this turmoil on worker productivity in general? What new roles are emerging for programmers, librarians or systems administrators to address the new environment? Longtime library concerns, such as easy access to content, and systematic organization of knowledge, are now mainstream management issues. Since 1990, Mr. Huwe has been studying the "rediscovery" of proven methods of information management in parallel disciplines, and he has written about the importance of collaborative effort as a way to explore new approaches to the changing environment.

Jerome Karabel

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 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).

Larry S. Karp

Professor, Agricultural and Resource Economics

Professor Karp continues to study problems stemming from the transformation of Central and East European agriculture. He has investigated how the manner in which intra-sectoral labor migration and a government's ability to commit to future actions affect the optimality of gradual trade reform. He has also worked in the area of dynamic oligopolies, trade theory, and environmental policy.

Clark Kerr

UC President Emeritus

Professor Emeritus, Economics and Haas School of Business

Director Emeritus, Institute of Industrial Relations

The volume, *Labor Economics and Industrial Relations: Markets and Institutions*, co-edited by Clark Kerr and Paul Staudohar and published in 1994 by Harvard University Press has been selected by the Industrial Relations Section of Princeton University as one of the "Noteworthy Books in Industrial Relations and Labor Economics, 1994." Another Kerr-Staudohar collaboration resulted in a paper, "Structural Context Changes in Education," for a presentation and panel at the National Academy of Arbitrators annual meeting in San Francisco on May 27, 1995. The paper will appear in the NAA proceeding of the meeting. At that meeting, Dr. Kerr was also conferred Honorary Life Membership in the NAA.

Ethan Ligon

Assistant Professor, Agricultural and Resource Economics

Professor Ligon has been involved in developing econometric techniques to estimate the structure of principal-agent relationships. The theory of industrial organization has come to rely heavily on the principal-agent paradigm. This has proved to be a tremendously productive tool for the development of theory. However, at the same time the development of this relatively sophisticated theoretical apparatus has made econometric investigations of industrial organization more difficult, because the predictions of the theory are often quite sensitive to the precise magnitudes of variables which are difficult to observe, even in principle. Examples of such variables include agents' attitudes towards risk, or the subjective probability of some unlikely but momentous event. However, by taking a structural approach to the estimation of principal-agent relationships, it is possible to draw inferences regarding the values of such key variables. The approach taken in Professor Ligon's research is to adopt a quite general formulation of the principal-agent model, in which the choice objects are probability distributions over all observables. Such a formulation leads naturally to a well specified maximum likelihood problem.

James R. Lincoln

Professor, Haas School of Business

Professor Lincoln who was recently appointed Associate Director of IIR, constitutes his research with Michael Gerlach of the Haas School of Business and Christina Ahmadjian of Columbia University on keiretsu networks in the Japanese economy. This spring they were awarded a new grant from the U.S.-Japan Friendship Commission to expand that project. They are collaborating on a book from this research to be published by Cambridge University Press. Professor Lincoln's interest in Japanese interfirm relations was also represented in a project with Clair Brown and Yoshi Nakata on organizational learning in Japan and the U.S. which was funded by the Japan Society for the Promotion of Science. In February of this year, Lincoln and Nakata conducted interviews for this project at Hitachi, Toyota, and the Toyota Union. Professor Lincoln completed a paper (appearing in the July issue of *Industrial Relations*) on the labor and management practices of Japanese firms in the Dusseldorf region of western Germany. On the teaching side, this year he taught a new student-designed MBA course on strategies for entering the Japanese market.

Leon Litwack

Professor, History

Professor Litwack received his Ph.D. from the University of California, Berkeley in History. In 1965, he came to Berkeley to teach American History. He joined the IIR affiliated faculty at the beginning of the 1990-91 academic year. He is another faculty member intensely interested in the study of the Emma Goldman papers, which he deem to be of immediate relevance to the Institute's mission, as the papers constitute a scholarly resource in classroom teaching from history, sociology, labor studies, women's studies, education, modern drama, legal history and immigration studies, to psychology and biography.

Most immediately relevant to the Institute is the often overlooked connection between the right to organize labor and the right of free speech. Many of the early free speech fights, including the historic San Diego Free Speech Fight of 1912, began as workers demanded the right to organize unions. What is so fascinating about documenting the work and life of Emma Goldman is the ways in which her activities span the issues of class, women's rights, workers' rights, immigrant labor, and in which they form a core for the history of dissent in America. That express constitutional right is also one for which IIR stands.

Raymond E. Miles

Dean and Professor Emeritus, Haas School of Business

Professor Miles' interests continue to focus on the processes of achieving fit among organizational strategy, structure, and process. Related areas include the relationship of managerial philosophies to organizational forms, the role of trust in alternative organizational designs, the emergence of new managerial mechanisms to facilitate the network organizational form, and the emergence of a fourth wave form, the cellular organization in which the members use the organization as a career enhancing tool rather than being used as tools of the organization.

Charlan Nemeth

Professor, Psychology

During most of her research career, Professor Nemeth has concentrated on minority influence and innovation. Most recently, her interests have moved in the direction of organizations and social policy. As a result, she recently completed a paper on "Making Work Groups More Effective" for the *Handbook of Work Group Psychology* edited in England. Professor Nemeth also completed a paper on immigration and diversity for a book on Identity and Culture edited in Germany. She also served as Guest Editor for a special issue on minority influence for the *British Journal of Social Psychology*. The issue will appear in January 1996.

In addition to her experimental work on innovation and minority influence, Professor Nemeth has also recently conducted interviews with highly creative individuals, those who have left a lasting legacy. She will continue her work on creativity at the individual, the group and the organizational levels.

Jeffrey M. Perloff

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

Professor Perloff has been working on models of the dynamic of agricultural labor markets. In particular, he has been examining how legal status, demographic characteristics, and other factors influence the duration of employment, type of employment, wages, hours, and earnings. The work is based on the National Agricultural Workers Survey, which provides two years of data for a cross-section of randomly chosen agricultural workers. We find that, by most criteria, undocumented workers fare less well than documented workers, but that citizens do not do better than workers with green cards or amnesty status.

Trond Petersen

Associate Professor, Haas School of Business and Sociology

Professor Petersen's main areas of research are in organizational reward systems, career systems, gender segregation, and methods of quantitative research. Professor Petersen's current project is on sex segregation and the gender wage gap. Two papers have been published, one in the *American Journal of Sociology* (1995) on the U.S. and another in *Tidsskrift for samfunnsforskning* (1994) on Norway. This project is currently being expanded to include a comparison of gender inequality in the U.S., Norway, and Sweden. From Sweden, Petersen has obtained major individual- and establishment-level wage and other data for every year in the 1970-1990 period, covering almost all employees in the Swedish private sector. These data will allow one to assess the impact on the gender wage gap and occupational sex segregation of major legal changes in discrimination laws in Sweden during the late 1970s.

Professor Petersen believes this research will have impact on the field of gender research and possibly on policy within that field. The research published using Norwegian data has already had impact on policy and public debates on the issues in Norway, and he expects the results using the Swedish data to have even larger impact on policy in Sweden.

He has worked on other projects as well. One is on career systems, where two papers have been prepared. Another is on organizational theory, with two papers published in 1995. He has also worked on methods for analyzing quantitative data, where two papers were published in 1995. Professor Petersen is also a Deputy Editor of the *American Sociological Review* and serves on the editorial boards of several scholarly journals.

Michael Reich

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

Professor Reich continues his comparative research on U.S. and Japanese employment systems, with special attention to contrasting earnings structures in the two countries. He is also continuing his research on the incidence and consequences of high-performance work organizations, and serves as Director of Research for the National Center for the Workplace. Reich is also revisiting his earlier research on racial inequality in the U.S. His focus is on the interactions among housing, schooling and labor market structures that reproduce black-white inequality.

Karlene H. Roberts

Professor, Haas School of Business

Professor Roberts engages in research on the design and management of organizations and systems of organizations in which error can result in catastrophic consequences. The research team of which Professor Roberts is a part has functioned for the last several years. Recently, the group has focused more on systems of interdependent organizations because it was found that errors in one organization often directly or indirectly resulted from the activities in other organizations. Recent publications have centered around issues of organizational structure, decision making and culture.

James Robinson

Associate Professor, School of Public Health

Professor Robinson's main area of research interest centers on market and organizational change in the health care system. During the 1994-1995 year he conducted econometric analyses of capital expenditures, wages and hours, and prices and profits in the nursing home and hospital industries. He has pursued primary data collection and case studies in the physician services sector and among Health Maintenance Organizations, as well as with large firms as purchasers of health insurance. He is director of the Environmental Health Policy Program within the UC Center for Occupational and Environmental Health, with a specific research focus on pesticide policy. His research is supported by the National Center for the Workplace, the Robert Wood Johnson Foundation, the Heller Charitable Foundation, and the Milbank Memorial Fund.

Andrew E. Scharlach

Professor, Social Welfare

Professor Scharlach is the Eugene and Rose Kleiner Professor of Aging Policies, Practices and Problems, in the School of Social Welfare. Professor Scharlach currently chairs the Institute's Work and Family Task Force as well as serving as Site Director for the National Center for the Workplace. With the assistance of the Work and Family Task Force, Professor Scharlach is conducting an evaluation of the federal Family and Medical Leave Act (FMLA), which became law on August 5, 1993. Phase One involved a survey of 300 California employers, conducted in collaboration with William Mercer Inc., regarding their implementation of the major provisions of the FMLA, employee utilization rates, and problems experienced to date in complying with state and federal leave laws. Phase Two, currently underway, involves a survey of workers in two Northern California labor unions regarding their knowledge of their rights under federal and state leave laws, and their experiences in taking family leave. 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 their employees.

Another ongoing area of research by Professor Scharlach concerns the economic implications of family care responsibilities. In two related projects, Professor Scharlach is examining 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 caregiving 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.

Anders Schneiderman

Researcher, Center for Community Economic Research

Anders Schneiderman's areas of interest are political economy, civic literacy, contemporary California politics, social movements, and the information superhighway. He finished his doctoral dissertation in Sociology in the Fall of 1995 and is in the process of turning it into a book. He also worked as a consultant to the Association of Bay Area Governments in their effort to make regional government information accessible to the public.

Harley Shaiken

*Professor, School of Education
Chair, Social and Cultural Studies*

Professor Shaiken is Chair of Social and Cultural Studies in the Graduate School of Education. His current research interests lie in two areas: high performance work organizations and economic integration in the Americas. During the last year, he completed the field work on a comparative study of new ways of organizing work and experienced workers at the Saturn plant near Nashville and the Chrysler Jefferson North plant near Detroit. The study examines two different approaches to high performance work and the response of workers and managers on the shop floor. It seeks to define and evaluate problems and benefits involved in new approaches to work organization. In addition, he completed a review of the impacts of the first year of the North American Free Trade Agreement (NAFTA) focusing on changes in trade flows and the productivity wage relationship in Mexico. Policy makers in the U.S. Congress have used this work to continue evaluating NAFTA and to plan for expanded economic integration in the hemisphere. Professor Shaiken is now planning a broader study of NAFTA that looks at the way economic integration is unfolding, the response of unions in the U.S. and Mexico, and the implications for wage setting and collective bargaining in both countries.

Carol B. Stack

Professor, Women's Studies and School of Education

Using an anthropological perspective, Professor Stack does research on rural and urban poverty, child and family policy, gender, work, and identity, and migration. She teaches in the Women's Studies Department and the Graduate School of Education and has served as the Chancellor's Assistant on the Status of Women writing a report on pay and promotion differentials between male and female faculty members. She has been a Guggenheim Fellow, and a Fellow of Stanford University's Center for Advanced Study in the Behavioral Sciences. In the fall, she will be a Fellow at the Russell Sage Foundation in New York writing a book on youth in the labor force, *Why Work? The Meaning and Dignity of Work in the Lives of Minority Youth* (with K. Newman).

Barry M. Staw

Professor, Haas School of Business

During the past year, Professor Staw's research activities have been concentrated in two areas. *Affect and Performance*: Decades of previous research has generally failed to uncover a strong relationship between job satisfaction and performance. However, research by Professor Staw, et al, has fared much better when measures of affect are used as a predictor of performance rather

than attitudinal measures of job satisfaction. Using a longitudinal sample, Tom Wright (former Berkeley graduate) and I have found that dispositional affect was a strong predictor of employee performance, whereas short-term mood was not. We have recently replicated this effect with a new sample, and are examining why dispositional measures of affect are so much more predictive of performance than those of mood. *Escalation Research*: Professor Staw's second area of research concerns the escalation of commitment – how individuals and organizations can become overly committed to a course of action. Although this research area has grown tremendously over the past 15 years, nearly all the studies have been either laboratory experiments or qualitative case studies. There has been nearly a total absence of quantitative field work.

To fill this void, Professor Staw has recently completed two longitudinal studies. One study used a nine-year sample of data from nearly all California banks. He worked with Sigal Barsade and Ken Koput (former Berkeley graduates) to examine how banks cope with problem loans over time. As predicted from previous laboratory research, we found that executive turnover led to a greater willingness to recognize non-performing loans. New executives, who were not tied to prior loan decisions, allocated significantly more resources to loan reserves and were more likely to take financial write-offs of these assets over time. The second longitudinal study used a five-year sample of data from the National Basketball Association. Ha Houg (Berkeley Ph.D. student) and Professor Staw analyzed the role of sunk costs in NBA personnel decisions. They showed how the amount of resources expended for new players influenced how teams utilized the services of those players over time. They found that those players who were drafted higher were given more playing time and retained by teams longer than was warranted by their objective performance.

George Strauss

*Professor Emeritus, Haas School of Business
Director Emeritus, Institute of Industrial Relations
Co-Editor, Industrial Relations*

In 1994-95 he completed two projects. The first was a broad review of the issues relating to labor law reform in the United States (to appear in the July 1995 *Industrial Relations*). It asks, for instance, "Given that union density seems to be declining through most of the developed world (and in some countries more rapidly than in the US), what is truly unique about the US situation and to what extent is this difference due to differences in laws?"; "What is the New Deal system of industrial relations and why is it in trouble?"; and "Were the legal reforms, such as those proposed by the Dunlop Commission enacted, would this revive the New Deal system and should it be revived?"

The second involved a survey of recent developments in US human relations management, to appear in a British volume (Blackwell publisher). Much has occurred in recent years, for example, greater concern over sexual harassment, the affirmative action as a political issue.

In addition he has been working on two other projects. With a British and Australian coeditor he is editing a volume dealing with critical issues in industrial relations research methodology (Cornell University Press), for which he will write the introduction and the chapter on comparative industrial relations. The second "Participation: Myth or Reality," (Oxford University Press) with three co-authors, from Germany, Britain, and Croatia, respectively, will summarize what is known about the subject. Strauss is writing the introduction and the chapter dealing with collective bargaining.

Tom Tyler

Professor, Psychology

Professor Tyler's primary area of expertise is the field of social justice. In particular, he is known for his research in procedural justice. During the past year, Professor Tyler has developed his work in three basic ways. First, he has sought to articulate more clearly the psychological motives which underlie people's justice-based concerns. Second, he has extended the study of procedural justice to a more general study of the psychology of authority relations. Third, Professor Tyler has explored the dynamics of social justice in multicultural settings.

Professor Tyler's previous research has been concerned with establishing that people are influenced by the justice of procedures that affect them. He has sought to develop this finding by further examining why people care about procedures and procedural justice. Professor Tyler has also recently extended the analysis of justice motives further in a paper entitled "Understanding Why the Justice of Group Procedures Matters" (with DeGoey and Smith, under review) This paper directly tests the mediating mechanisms proposed by the group-value model.

In a chapter in the 1992 *Advances in Experimental Social Psychology*, Professor Tyler and Allan Lind developed a relational model of authority to explain deference to authorities within groups. Professor Tyler's more recent work has expanded that model in three ways. First, he has examined the role of identification in shaping people's reactions to authorities. Second, he has tried in several ways to develop the finding that being trusted is the most important characteristic of an authority leading people to judge the procedures they use to be fair. Third, Professor Tyler has expanded his earlier findings that legitimacy, which exists when people feel that they should voluntarily defer to an authority, is a key antecedent of willingness to defer to the decisions of legal authority.

Professor Tyler has also extended his work on authority to examine two issues raised by multiculturalism: subgroup identification and boundaries.

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 the Bay Area Labor Studies Seminar with Mary Ruth Gross, Chair of the Center for Labor Research and Education.

His primary areas of research include comparative labor market problems and theories of usage price determination. His recent work includes co-editing (with Professors Barry Eichengreen and Bill Dickens) and contributing to *Labor and an Integrated Europe* (Brookings 1993). It also includes two published papers, one on concerted behavior in labor markets and the other on postwar theories of union wage behavior.

Together with Professors Brown, Nakata (of Doshisha University, Kyoto), Reich and Stern, Professor Ulman is completing a book comparing Japanese and American approaches to work force management and wage determination.

His next two projects will consist of (1) the impact of persistently high levels of unemployment, increasing direct foreign investments by major employers, and budgetary stringency on wage behavior in Western Europe; and (2) an attempt to place the postwar development of collective bargaining in Japan in a context provided by his IRRA Presidential Address (1986), "Who Wanted Collective Bargaining in the First Place?"

Carol Ventrillo

Director, California Public Employee Relations Program

As the head of the California Public Employee Relations Program, Director Ventrillo has continued the commitment to research and analysis of public sector employee relations that has been the program's focus since its inception in 1969.

With a legal background in labor and employment law, Ventrillo has expanded the program's interest in legal trends, particularly the decisions of the California and federal courts that impact individual workers' rights and collective bargaining in the public sector. Other specific areas of interest include alternative dispute resolution, interest-based bargaining, and labor-management cooperation.

In 1993, Ventrillo initiated CPER's legal internship program. Boalt Hall law student Eric Borgerson, its first participant, contributed analytical articles on drug testing, affirmative action, and wrongful termination to the periodical.

Kim Voss

Associate Professor, Sociology

Professor Voss continued work on a new project that compares the lessons workers drew from union defeats in late nineteenth century England and America. An article that presents some of this new work will be published this fall by Cambridge University Press in the volume, *Opportunities, Mobilizing Structures, and Framing: Comparative Applications of Contemporary Movement Theory*. She also presented a paper from the project at a conference on the Past and Future of Collective Action in Amsterdam in June.

This project is intended to advance our understanding of how ordinary workers' collective actions alter the shape of political and economic development.

Harold L. Wilensky

Professor Emeritus, Political Science

Professor Wilensky has spent much of his career studying (1) what is distinctly modern about modern societies (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 20 years and is obviously interdisciplinary. The data base includes both qualitative data (documents and over 400 interviews he conducted in 13 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.).

In 1994-95, Professor Wilensky worked on chapters entitled "Theories of the Post-Industrial Society"; "Globalization, Job Protection, and the Welfare State," especially the impact of immigration, central banks, and multinational corporations; "New Zealand: A Cautionary Tale of Party De-alignment"; and "Types of Political Economy and the Environment." Professor Wilensky also ran a colloquium on "The Political Economy of the Welfare State" co-sponsored by the Center for West European Studies and the Institute of Governmental Studies.

Sheldon Zedeck

Professor, Psychology

Professor Zedeck is currently the Chair of the Department of Psychology. His research interests lie in the areas of employment selection and validation models, with particular emphasis on reducing adverse impact against minorities. In addition, Professor Zedeck studies the impact of work on family and vice versa.

During the 1994-95 year, Professor Zedeck worked on extending the "sliding band" model for interpreting test scores to be flexible and responsive to risks that may exist when incorrect hiring decisions are made. The model focuses on seeking a compromise between economic advantages and societal policy.

Professor Zedeck also obtained data from employees with respect to their attitudes and values pertaining to different activities; these activities can be performed in the work environment of an employing organization or in the home responsibility context. The questionnaire is being refined so that it can be used in subsequent research on how satisfaction and fulfillment in one environment (e.g., the employing organization) influences the satisfaction, fulfillment, and performance in the second environment (e.g., the home).

Professor Zedeck is also interested in how human resource decisions such as selection, performance evaluation, resource allocation, and the like are made. During the 1994-95 year, he developed the stimuli necessary to conduct research that would trace how decision-makers make decisions.

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.

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IIR

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Harley Shaiken

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Tom Tyler

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Carol Vendrillo

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Kim Voss

"Failure or Setback? A Comparison of the Ways British and American Labor Activists Framed Defeat, 1886-1914," paper presented at the Structure, Identity and Power: The Past and Future of Collective Action Conference, Amsterdam, June 1995.

"The Interplay of Organizational Structure and Framing in the Knights of Labor and the British Labor Movement," in Doug McAdam, John McCarthy, and Mayer Zald (eds.), *Opportunities, Mobilizing Structures, and Framing: Comparative Applications of Contemporary Movement Theory*, Cambridge University Press, forthcoming, 1995.

Sheldon Zedeck

"Review of Rumsey, M.G., Walker, C.B., and Harris, J.H. (eds.) *Personnel Selection and Classification*," in *Contemporary Psychology*, Hillsdale, NJ: Erlbaum, 1994.

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Ellen Altenbourg

*Research Fellow/Assistant Professor, Foundation for Research
in Economics and Business Administration*

**Sponsored by Professor Trond Petersen
May 1995-May 1996**

Professor Altenbourg is interested in the moderating effect of national culture on organizational variables. The organizational variables she has chosen are the governance of internal transfers in divisionalized corporations; decentralization of the decision of price, quantity and quality, partly from structural contingency theory and partly from economic organization theory, in addition to, of course, theory on the effect of national culture.

Giorgio Brunello

*Professor, Dipartimento di Scienze Economiche,
Universita' di Venezia*

**Sponsored by Professor Clair Brown
January-February 1995**

Individual Effort and the Decentralization of the Wage Bargain: Professor Brunello is interested in the relationship between individual effort and the level of the wage bargain when an alternative, and arguably more realistic effort elicitation mechanism is introduced.

Frederik Engelstad

Director, Institute for Social Research, Norway

**Sponsored by Professor Glenn Carroll
June 1995**

Mr. Engelstad's interests center on justice, specifically "local justice." His work examines norms of fairness and equity as applied to rules for lay-offs among employees in Norway and elsewhere. Using survey and other materials, one of Mr. Engelstad's objectives is to find out whether who is laid off is determined by seniority, by age, by productivity, or by need.

Annette Kraus

Candidate for Master of Economics, University of Trier

Sponsored by Professor Clair Brown

October 1994-May 1995

Ms. Kraus assisted on a research project directed by Professor Brown. The objective of this research is to study the effects of regional economic integration of a small, less developed economy into an existing integration zone.

Yosbi Nakata

*Associate Professor, Department of Social Science
Doshisha University*

Sponsored by Professor Lloyd Ulman

September - March, August 1995

Mr. Nakata focuses his research on a comparison of Japanese- and American management.

Paul Ryan

University Lecturer, University of Cambridge

Sponsored by Professor Michael Reich

September 1994-August 1995

Dr. Ryan is interested in the economics of vocational training which have potentially important policy implications for both the UK and the US.

Hiro Tanaka

Professor, Shiga Bunka College

Sponsored by Professor Clair Brown

August-September 1995

Professor Tanaka specializes in Occupational Safety and Health in the oil industry. Professor Tanaka's research takes an international perspective in studying and comparing labor and management cooperation in the U.S. and Japan.

Special thanks to Professor George Strauss
for his support as coordinator of the visiting scholars program.

SCHOLARS



Special Norwegian Project Sponsored by Professor Trond Petersen

Peder Inge Furseth

*Assistant Professor, Norwegian School of Trade
and Retail Management*

February-March 1995

Professor Furseth works within the field of interorganizational behavior. He has collected data on hierarchies and informal networks. This is carried out as a case study of 190 managers in outlets in the clothing branch in Norway.

Kjetil Fladmark Larsen

*Research Fellow/Assistant Professor, Foundation for Research
in Economics and Business Administration*

May 1995-May 1996

Professor Larsen is exploring empirical industrial organization, working on models of the relationship between capacity utilization and product differentiation using panel data. Other key areas of interest are: product variety, product quality, marketing costs, market structure, seasonality, market segmentation, spatial price discrimination, demand elasticities, policy implications, and fixed effects panel data models.

Torunn Lauvdal

Associate Professor, Oppland College, Norway

December 1994-July 1995

The field of labor relations and its relation to state system/governance, both in public sector in general and within the education sector are Professor Lauvdal's main interests. At the moment, Professor Lauvdal is heading a research project called "Labor Relations, Corporatism and National State/Sub-National Governance in the Norwegian School System." She is also studying labor relations/bargaining in the education sector in California with the aim of outlining a larger comparative study of the labor relations in education in Norway, California and New Zealand.

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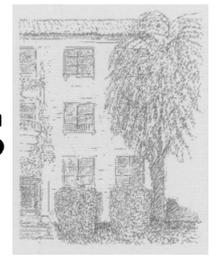
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BOECKMANN, ROBERT <i>The Psychology of Punishment</i>	Social Psychology	Tyler	Ph.D.	1996
BORGENSEN, ERIC	Law	Vendrillo	J.D.	1995
BROWN, KEITH <i>Dissent and Creativity</i>	Psychology	Nemeth	Ph.D.	1998
BROWN, REBECCA <i>Network Formation: An Investigation of the Antecedents of Social Network Relationships</i>	Business Admin.	Chatman	Ph.D.	1997
COHEN, LISA	Business Admin.	Staw	Ph.D.	1996
COHEN-CHARASH, YOCHEVED	Psychology	Zedeck	Ph.D.	1998
CREED, DOUGLAS <i>Unmet Expectations: The Effect of Status Inconsistency on Quitting & Internal Job-Changing</i>	Business Admin.	Roberts	Ph.D.	1994
DEGOEY, PETER "A Social Contagion Model of Justice"	Psychology	Tyler	Ph.D.	1998
EDULBEHRAM, JEHANBUX	City & Regional Planning	Brown	Ph.D.	1997
GERBER, TED <i>In Search of the Soviet Middle Class: Scientist and Other Professionals in Post-Stalin Russia</i>	Sociology	Burawoy	Ph.D.	1995
GLICKMAN, MARK <i>State Lotteries and Education Financing and Training and Employee Involvement</i>	Economics	Reich	Ph.D.	1997
GOWAN, TERESA	Sociology	Burawoy	Ph.D.	2000
GREENE, KENNETH	Political Science	R. Collier	Ph.D.	2000
GROSSWALD, BLANCH	Social Welfare	Scharlach	Ph.D.	1999
GUTMAN, JOHN	Business Admin.	Bea	Ph.D.	1997



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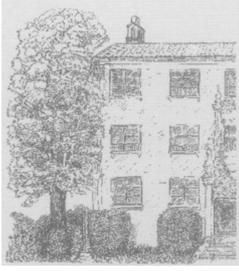
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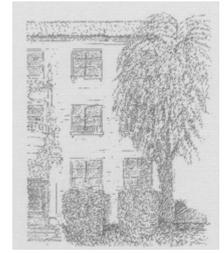


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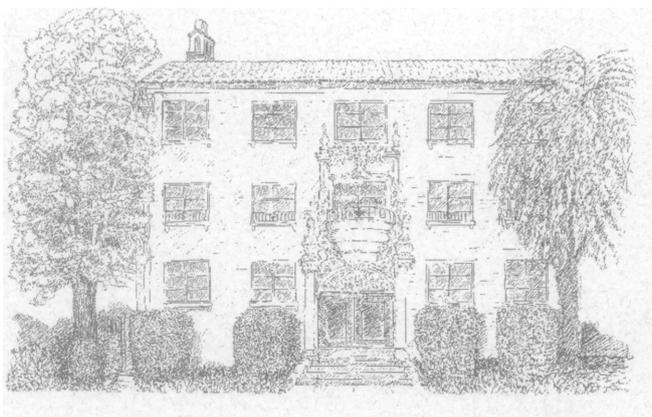
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