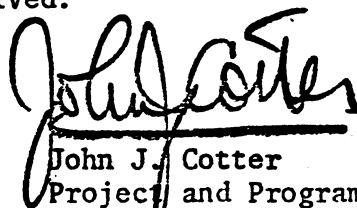


A Resource Package for Job and Organizational Design

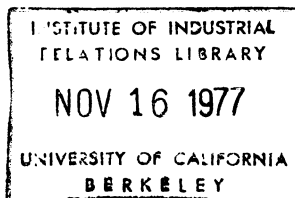
The following pages list some of the books and other resource materials currently available to those who are interested in improving the quality of working life through job and organizational design.

Your suggestions of additional resources which are not listed here would be warmly received.


John J. Cotter
Project and Program
Development Officer

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213/825-8862

Los Angeles, November 1976



CENTER FOR QUALITY OF WORKING LIFE

PUBLICATIONS LIST

REPRINTS

Price \$.50 unless otherwise noted - *Letter 8 Feb 77 stated not available to IIR-UCB free.*

- CQWL-1 JOB DESIGN REPRINT PACKAGE. Contains JOB DESIGN by L.E. Davis and R.R. Canter (1955), CURRENT JOB DESIGN CRITERIA by L.E. Davis, R.R. Canter, and J.H. Hoffman (1955), JOB DESIGN RESEARCH by L.E. Davis and R.R. Canter (1956), and TOWARD A THEORY OF JOB DESIGN by L.E. Davis (1957), all in the Journal of Industrial Engineering. \$1.00 for all four.
- CQWL-2 JOB DESIGN FACTORS by L.E. Davis and R. Werling (1960), in Occupational Psychology.
- CQWL-3 THE EFFECTS OF AUTOMATION ON JOB DESIGN by L.E. Davis (1962), in Industrial Relations.
- CQWL-4A INTERVENING RESPONSES TO CHANGES IN SUPERVISOR JOB DESIGNS by L.E. Davis and E.S. Valfer (1965), in Occupational Psychology.
- CQWL-4B STUDIES IN SUPERVISORY JOB DESIGN BY L.E. Davis and E.S. Valfer (1966), in Human Relations.
- IIR-163 THE DESIGN OF JOBS by L.E. Davis (1966), in Industrial Relations.
- IIR-210 RESTRUCTURING JOBS FOR SOCIAL GOALS by L.E. Davis (1970), in Manpower.
- IIR-216 THE COMING CRISIS FOR PRODUCTION MANAGEMENT: TECHNOLOGY AND ORGANIZATION by L.E. Davis (1971), in International Journal of Production Research.
- IIR-218 READYING THE UNREADY: POST INDUSTRIAL JOBS by L.E. Davis (1971), in California Management Review.
- CQWL-11 QUALITY OF WORKING LIFE: NATIONAL AND INTERNATIONAL DEVELOPMENTS by L.E. Davis (1972), in Proceedings of the 25th Annual Meeting of the Industrial Relations Research Association.
- IIR-217 JOB SATISFACTION RESEARCH: THE POST INDUSTRIAL VIEW by L.E. Davis (1971), in Industrial Relations.
- CQWL-12 MODELS FOR THE USE OF RESEARCH by A.B. Cherns (1972), in Human Relations.
- CQWL-13 TECHNOLOGY AND SOCIAL CHANGE by J.C. Taylor (1973), in B.M. Bass and S.D. Deep (Eds.), Readings in Organizational Psychology.
- CQWL-14 IMPROVING THE QUALITY OF WORKING LIFE: SOCIOTECHNICAL CASE STUDIES by L.E. Davis and E.L. Trist (1974), in J. O'Toole (Ed.), Work and the Quality of Life.

- CQWL-15 TECHNOLOGY AND SUPERVISION IN THE POSTINDUSTRIAL ERA by J.C. Taylor (1974), in J.G. Hunt and L.L. Larson (Eds.), Contingency Approaches to Leadership.
- CQWL-16 THE HUMAN SIDE OF WORK: THE SOCIO-TECHNICAL APPROACH TO WORK SYSTEM DESIGN by J.C. Taylor (1975), in Personnel Review.
- CQWL-17 PERSPECTIVES ON THE QUALITY OF WORKING LIFE by A.G. Cherns (1975), in Journal of Occupational Psychology.
- CQWL-18 CONTROLLING THE VARIANCE IN ACTION RESEARCH by L.E. Davis and E.S. Valfer (1976), in A.W. Clark (Ed.), Experimenting with Organizational Life.
- CQWL-19 TECHNOLOGY, ORGANIZATION AND JOB STRUCTURE by L.E. Davis and J.C. Taylor (1976), in R. Dubin (Ed.), Handbook of Work, Organizations, and Society.
- CQWL-20 DEVELOPMENTS IN JOB DESIGN by L.E. Davis (1976), in P.B. Warr (Ed.), Personal Goals and Work Design.
- CQWL-21 SOCIAL CHANGE AND WORK by A.B. Cherns (1976), in P.B. Warr (Ed.), Personal Goals and Work Design.

MONOGRAPHS

- CQWL-M-1 JOB MOTIVATION AND JOB DESIGN by R. Cooper (1974). \$3.50.

WORKING PAPERS

- CQWL-WP-75-1 EXPERIMENTS IN WORK SYSTEM DESIGN: ECONOMIC AND HUMAN RESULTS by J.C. Taylor (1976)
- CQWL-WP-75-2 QUALITY OF WORKING LIFE: WHAT CAN WE DO ABOUT STAGNATION ON THE JOB? by L.E. Davis (1975).
- CQWL-WP-75-3 THE SOCIO-TECHNICAL APPROACH TO WORK SYSTEM DESIGN IN HOSPITALS by J.C. Taylor and L. Friss (1975).
- CQWL-WP-76-1 EMERGING OPPORTUNITIES IN WORK SYSTEM DESIGN by J.J. Cotter (1976).
- CQWL-WP-76-2 FITTING COMPUTER-AIDED TECHNOLOGY TO WORKPLACE REQUIREMENTS by J. Fadem (1976).
- CQWL-WP-76-3 EVOLVING ALTERNATIVE ORGANIZATION DESIGNS: THEIR SOCIO-TECHNICAL BASES BY L.E. Davis (1976).
- CQWL-WP-76-4 JOB SATISFACTION AND QUALITY OF WORKING LIFE: A REASSESSMENT by J.C. Taylor (1976).
- CQWL-WP-73-1 CONCEPTS AND PROBLEMS IN STUDIES OF THE QUALITY OF WORKING LIFE by J.C. Taylor (1973).

NEWSLETTERS

International Council for the Quality of Working Life Newsletter - Quarterly

Contact Professor A.T.M. Wilson
General Secretary
London Graduate School of Business Studies
Sussex Place, Regents Park
London NW1 4SA, England

Tel: London 2625050

Behavioral Sciences Newsletter - Monthly

Roy Walters and Associates
60 Glen Avenue
Glen Rock, New Jersey 07452
Tel: 201-652-8200

Labor-Management Relations Service Newsletter - Monthly

Contact Sam Zagoria
1620 Eye Street, N.W.
Washington, D.C. 20006
Tel: 202-293-7300
\$10 Yearly Subscription

(Published by the Labor-Management Relations Service of the National League of Cities, United States Conference of Mayors, National Association of Counties.)

World of Work Report - Monthly

Contact Jerome M. Rosow
Work in America Institute Inc.
700 White Plains Road
Scarsdale, N.Y. 10583

Tel: 914-472-9600 or 212-823-5144

ISR Newsletter - Quarterly

Contact Douglas Truax
Institute for Social Research
ISR Newsletter
PO Box 1248
Ann Arbor, Mich. 48106
Tel: 313-764-7509

National Quality of Work Program Newsletter - Bi-Monthly

Contact Barbara Henry
National Quality of Work Center
3049 Normanstone Terrace, N.W.
Washington, D.C. 20008

Tel: 202-338-2933

Massachusetts Quality of Working Life Center - Monthly

Contact Mike Brower
Massachusetts Quality of Working Life Center
14 Beacon Street, Suite 403,
Boston, Mass. 02108

Tel: 617-227-6266

OTHER SOURCES

Agence Nationale pour L'Amelioration des Conditions de Travail
(Director, Yves Delamotte)

Publishes a series of "Lettres d'Information" which contain basic articles plus some brief annotations on recent publications. These "Lettres" can be obtained from the agency at:

16-20 Rue Barbes
92120 Montrouge
FRANCE

The United Kingdom Department of Employment is currently publishing a series of papers on work restructuring. These include:

- #1-IMPROVING SATISFACTION OF WORK BY JOB REDESIGN
- #2-WORK RESTRUCTURING PROJECTS AND EXPERIMENTS IN THE UNITED KINGDOM
- #3-WORK RESTRUCTURING PROJECTS AND EXPERIMENTS IN THE UNITED STATES OF AMERICA

and are available from
Work Research Unit
Steel House
11 Tothill Street
London SW1 H 9LN

The International Labor Office also issues various publications in English on the quality of working life. These may be obtained by contacting:

General Conditions of Work Research
International Labor Office
B P 500
1211 Geneva 22
SWITZERLAND

O.E.C.D. and E.E.C. have a similar practice. Both of these organizations have publications emerging from conferences on QWL affairs held in Europe in recent years.

Current Sweden, published monthly by the Swedish Institute, frequently contains material related to work restructuring in that country. It is available from:

The Swedish Information Service
Swedish Consulate General
825 Third Avenue
New York, N.Y. 10022

Some other reports which have been translated into English and published by the Swedish Employers Confederation include:

Autonomous Groups and Payment by Result.
The Saab-Scania Report .
The Matfors Report .
The Orrefors Report .
With varying success - a Swedish experiment in wage systems
and shop floor organization.
Participation in 35 Swedish companies.
Job Reform in Sweden: Conclusions from 500 Shop Floor Projects

These are available from:

The Swedish Employers Confederation
Technical Department
P.O. Box 16120
S-103 23 Stockholm
SWEDEN

The National Technical Information Service of the U.S. Department of Commerce is the central source for the public sale of government sponsored research, development, and engineering reports prepared by federal agencies, their grantees or contractors, or by special technology groups. Customers may quickly locate summaries of interest from among the approximately 500,000 federally sponsored research reports completed and published from 1964 to date. About 60,000 new reports are added annually. Copies of whole research reports are sold by NTIS in paper or microfilm.

Topic Headings Include:

Productivity; Job Satisfaction; Quality of Life in the Urban Environment; Industrial Psychology; Work Attitudes in the Military; Work Attitudes in the Civilian Sector.

The address is:

National Technical Information Service
U.S. Department of Commerce
Springfield, V.A. 22161

Tel: 703-451-0560

The Smithsonian Science Information Exchange lists approximately 200,000 descriptions of ongoing and recently terminated research projects in the life and physical sciences. Project information is gathered from over 1,300 different supporting federal agencies, state and local governments, non-profit organizations, and colleges and universities. SSIE can tell you who is doing research, where it is being done, and the name and affiliation of the individual(s) concerned. Topic headings include:

Group Decision Making; Game Playing; Bargaining; Work Satisfaction; Work Attitudes; Task Analysis; Social Change; Changes in Social Structure; Benefit Analysis of Job Training and Retraining.

More information is available from:

Smithsonian Science Information Exchange Inc.
Room 300
1730 M Street
Washington, D.C. 20036
Attention: Rhoda Goldman

BOOKS FOR GENERAL READING

The following books, published since 1970 and listed alphabetically by title, attempt to deal with issues of organizational change involved in improving the quality of working life.

All the Livelong Day: The Meaning and Demeaning of Routine Work

By Barbara Garson

Doubleday and Company, Garden City, New York, 1975

Barbara Garson traveled about the United States for two years, stopping people after work and going home with them, getting kicked out of factories and fired from repetitious office jobs. Using anecdotes, dialogues, and overheard remarks, she documents some people's constant struggle to retain spirit and dignity, despite humiliating and exhausting work situations.

Alternative Technology and the Politics of Technical Change

By David Dickson

Fontana, William Collins Sons & Co. Ltd., Glasgow, 1974

The contribution of technology to economic growth has frequently been at the expense of environmental and social well-being. So far, the rewards of growth have been sufficient to counter dissatisfaction. But a point has now been reached where man is forced by increasing scarcity to consume less at a time when he is compelled by economic necessity to produce more. This situation, as Dickson's analysis clearly demonstrates, forces us to adopt fresh attitudes toward technology. The characteristics of these new attitudes, their historical antecedents, and the particular forms of technology they seek to emphasize are outlined. (Paperback Edition Available)

Alternatives to Hierarchies

By P.G. Herbst

Martinus Nijhoff, Hingham, Mass. 1976

This book is essentially a reflection on experiences gained in the development of sociotechnical theory by members of the Tavistock Institute of Human Relations, London, in the nineteen fifties. It also deals with subsequent developments in other countries and indicates possible directions for the future.

The American Worker: An Endangered Species

By Franklin Wallick

Ballantine Books, Inc., New York, 1972

After the traditional problem of wages and hours, the overwhelming concern of workers is now focusing on the problem of the work place. About one worker in ten succumbs to job-related illness each year in America. Include noise-related injury and it is one out of every four workers. In this book, Wallick spells out the problems we face and discusses the kinds of solutions we can begin to develop. (Paperback Edition Available)

Auto Work and Its Discontents

Edited by B.J. Widick

Johns Hopkins University Press, Baltimore, 1976

In reflecting on workers' attitudes and social relations in auto factories, and in reviewing the complexity of the problems and the sources of anxiety that exist there, the participants in this study concluded that the feeling of most workers about their jobs tend to form a continuum between job satisfaction and alienation, rather than being polarized around either concept. Each of the contributors has had at least three years experience working in auto plants, and topics covered range from a feminist perspective on joining unions to a discussion of the role of the skilled trades in auto plants.

Autonomy at Work: A Socio-Technical Analysis

By Gerald Susman

Praeger Publications Inc., New York, 1976

In this three-part work, with a forward by Eric Trist, the opening section deals with changing conditions, assumptions, and models about job design, workers, and industrial society. The middle chapters, on organization and the work group, deal with planning and designing in complex systems, relations with and between organizational units, and decision-making in work groups. The final section deals with design of sociotechnical systems and with supervision of self-regulated systems. Dr. Susman, who is a graduate of UCLA, has a central role in the Rushton Mine Project in Pennsylvania.

Beyond Boredom and Anxiety: The Experience of Play in Work and Games

By Mihaly Csikszentmihalyi

Jossey-Bass Publishers, San Francisco, 1975

Most theories of motivation depend on a "Deficit Model," which assumes that only a limited number of pleasurable psychological states exist. But the study of play leads to a different picture of motivation, with people involved in a wide variety of activities which provide none of the rewards that a closed model predicts must exist. The studies reported in this book attempt to describe, as analytically and objectively as possible, the experience of enjoyment and the structural contexts in which it occurs. The results suggest that anything people do can be rewarding if their skills are matched with the challenges involved.

Beyond the Stable State

By D.A. Schon

Random House, New York, 1971

Discusses the problems inherent in a situation of rapidly accelerating change that cannot be absorbed by the patterns of adaptation we have used up to now. Established institutions normally respond to the threat of change with what Dr. Schon terms "dynamic conservatism" - they fight to remain the same. In this book he considers the nature of the process by which organizations, institutions, and societies transform themselves to become learning systems which are organized around functions instead of products. (Paperback Edition available)

Changing Patterns of Work in America, 1976

U.S. Government printing office, Washington, D.C. 1976

Hearings before the Committee on Labor and Public Welfare, United States Senate, Ninety-Fourth Congress, Second Session, on the Examination of Alternative Working Hours and Arrangements.

The Control of Technology

By David and Ruth Elliott

Wykeham Publications (London) Ltd., 1976

This book grew in part out of a course for the Open University entitled "Man-Made Futures: Design and Technology." It aims to clarify the interaction between modern society and technology, concentrating in particular on the forces which control this interaction. Topic headings include technology and work; automation and technological change; technology as an instrument of power; the social control of technology; technology assessment; and alternative futures. (Paperback Edition available)

Crisis in the Workplace: Occupational Disease and Injury

By Nicholas A. Ashford

M.I.T. Press, Cambridge, Mass. 1976

For many workers, the probability of incurring work-related disease or on-the-job injury has become alarmingly high. This situation is not limited to blue collar workers in traditionally hazardous jobs - it covers people in all socio-economic groups. Central to this book is a detailed study of the 1970 Occupational Safety and Health Act, and its subsequent implementation. The author examines the causes of occupational disease and injury, and presents the scientific debates surrounding issues such as workplace exposure to toxic substances. He also details the economic

issues involved and the relevance to the U.S. of foreign experience and practice. Finally, he identifies the conflicting interests that must be considered when formulating appropriate policy in this area, and argues for some specific goals in government, industrial management ; labor unions, and public-interest groups.

Democracy at Work: The Report of the Norwegian Industrial Democracy Program
By Fred Emery and Einar Thorsrud

Martinnus Nijhoff, Hingham, Mass. 1976

The research and practical experiments reported in this book describe a series of Industrial Democracy demonstration projects on the shopfloor which were undertaken in Norway during the nineteen sixties in response to a need to develop new principles of organizing work.

Experiments with Organizational Life: The Action Research Approach

Compiled by Alfred W. Clark

Plenum Press, London, 1976

In this book, a number of distinguished contributors from Europe and the United States describe their approaches to, and experiences in, action research. Part One is concerned with historical developments, ethical dilemmas, and relations with the social science establishment. It is established that action research stimulates new theories and methods of inquiry in various social science disciplines. Part Two examines the properties of the client system and the practitioner system, stressing the differences in their environments, goals, and expectations. The process of achieving a collaborative relationship based on these differences, is described by the detailed analysis of both successful and unsuccessful field projects.

False Promises: The Shaping of American Working Class Consciousness

By Stanley Aronowitz

McGraw-Hill, New York, 1973

In this examination of American workers - their character, makeup, perceptions, and institutions - the author shows what life in America really means for the great majority of those who have to work for a living. Tracing the historical development of the American working class from post-Civil War times, as well as focusing on such recent developments as the Lordstown strike, he shows why radical movements have failed to overcome the forces that tend to divide groups of workers from one another. The rise of labor unions is analyzed, as well as their potential as a force for social change. (Paperback Edition available)

Flexible Working Hours

By Heinz Allenspach

International Labor Office, Geneva, Switzerland, 1975

In this study, which is based primarily on experiments made in Swiss enterprises, an attempt is made to define the system of flexible working hours and to indicate its main practical features. Considerations include special problems with respect to work organization, communication of information, and the practical checks which the system requires in order to function successfully.

Form and Content in Industrial Democracy

By F. Emery and E. Thorsrud

Tavistock Publications, London, 1968

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

4 Days, 40 Hours, and Other Forms of the Rearranged Work Week

Edited by Riva Poor

Mentor, New American Library, New Jersey, 1973

How does this new workweek affect labor ? management ? the consumer ? foreign competition ? What are its ramifications in the areas of leisure activities and contemporary life-styles ? How has it actually been accomplished and how has it worked out, in the companies that already have made the switch ? In this book, twelve leading experts assess the pro's and con's of recent developments. (Paperback Edition available)

The Future of the Workplace: The Coming Revolution in Jobs

By Paul Dickson

Weybright and Talley, New York, 1975

The main thrust of this book is to report on workplace experiments that are new and forward looking. The emphasis is on recent American experiences, with one chapter devoted to European developments. Chapter headings include working alternatives; job enrichment; Scandanavian industrial democracy; democratic designs in America (including descriptions of experiences at General Foods and American Velvet); support systems; breaking the time barriers; the democratic office; the do-it-yourself factory; and brave new work.

Handbook of Work, Organization, and Society

Edited by Robert Dubin

Rand McNally, Chicago, 1976

This handbook is unique, not only in its detailed analysis of areas which are little understood and often neglected -- socialization to work; work and careers; the language of work; attachments to work; sociotechnical reorganization of working behavior; work and social power; work and political power; and the post-industrial culture -- but also in its treatment of standard topics of working behavior, such as the relationships between technology, organization and job structure; incentives for work

Job Demands and Worker Health

By Robert D. Caplan et al.

National Institute for Occupational Safety and Health, April, 1975

This report presents an examination of more than a dozen different stressors in each of twenty-three diverse jobs. The patterns of job stresses are described, the associated psychological and physiological strains on the worker are reported and the correlations between stress and strain are examined. The mass of data from this study is so great that further analysis efforts are required. Thus, two additional reports are anticipated. One will examine the interaction between characteristics of the person and the stress in his work environment, and the other will deal with the role of social support in mitigating the strain effects of job stress.

Job Design and Industrial Democracy: The Case of Norway

By Joep Bolweg

Martinus Nijhoff, Hingham, Mass. 1976

This book evaluates the Norweigan experiment with job redesign from a broad multi-disciplinary Industrial Relations perspective, with special emphasis on the labor management aspects. Special treatment is given to concerns that quality of working life pose for trade union organizations.

Job Motivation and Job Design

By Robert Cooper

Center for the Quality of Working Life, Los Angeles, 1976

This monograph deals with motivation as a major factor in job and organizational design, and includes chapters on models of motives; job characteristics that motivate; forms of job design; job design as planned change; and some ramifications of the transition to the post-industrial society. Highly recommended. (Paperback Edition available)

Job Power: Blue and White Collar Democracy

By David Jenkins

Doubleday & Co., Garden City, New York, 1973

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

Living at Work

By Fred E. Emery and Chris Phillips

Australian Government Publishing Service, Canberra, 1976

This study was carried out for the Australian Minister for Labor and Immigration and covered some 2000 people in jobs below the supervisory level in a wide range of occupational and industrial categories. The results provide a comprehensive picture of the work these people were doing, their feelings concerning their jobs and place of work, and the extent to which the organization structure of the firms involved influenced the work that was done.

Man Against Work

Edited by Lloyd Zimpel

William B. Eerdmass Publishing Co., Grand Rapids, Michigan, 1974

Man Against Work is a collection of readings dealing with issues of the "new" American work ethic that emerged in the early 1970's. The book itself is divided into three parts. The first part portrays the life of working class America (a la Terkel's Working). Part Two includes short pieces dealing with various classes and constituents of the new work ethic. The third part deals with central causes and solutions. Covers a wide diversity of ideas. (Paperback Edition available)

Man and Organization

Edited by John Child

Halsted Press, New York, 1973

The contributors to this volume are concerned with the adequacy of the ways we currently use to explain the sociological role of modern organizations and work. They discuss issues such as understanding employee behavior, careers, industrial relations, and the future of management and organizations as we currently know them. Many prevailing assumptions are critically examined.

Management of Organizational Behavior: Utilizing Human Resources

By Paul Hersey and Kenneth Blanchard

Prentice-Hall, Englewood Cliffs, 1972

This book develops a general outline of change theory and describes various strategies for planning and implementing change. Among the topics discussed are motivation and behavior, motivating environments, leader behavior, determination of effectiveness, ways to diagnose the environment, managing organizational effectiveness, and planning for change. (Paperback Edition available)

Measuring Work Quality for Social Reporting

By Albert Biderman & Thomas Drury

Halsted Press, New York, 1976

This volume directly confronts the problem of quantifying the value dimensions of work, a hitherto neglected area of research. With the assistance of contributors from many disciplines - among them organizational psychology, sociology, economics, urban studies, journalism and management - the editors lay the foundation for a unified system of employment indicators, usable for future research into the effects of work on the quality of life. The material is divided into four categories: fundamental perspectives; health, satisfaction, well-being, and human development; labor-market processes, income and economic justice; system orientations of workers and systemic characterizations of work.

New Forms of Work Organization

By Lisl Klein

Cambridge University Press, London, 1976

Ms. Klein, who is at the Tavistock Institute of Human Relations in London, discusses current ideas about motivation and individual development; the history of conventional job design; "scientific management" and the assumptions underlying it; new ideas about work organization which have been generated by behavioral science research; experiments now taking place in Europe in which new forms of work organization are being tried out; and some of the problems that arise in the course of such experiments.

The New Morality; Changing Values of Youth in the 70's.

By D. Yankelovich

McGraw-Hill, New York, 1974

This volume, based on over three thousand one-to-two hour personal interviews conducted in 1973, assesses the impact of the enormous social change of the last few years on America's young people, ages 16 to 25. In addition to considering college youth separately from non-college youth, the study incorporates and compares findings from earlier studies in the late sixties and early seventies. Some of the chapter headings include: Personal and Social Values; Women's Liberation and Women; Work and Career; Alternative Options; and Politics and Political Views. (Paperback Edition available)

Not Servants, Not Machines

By Jean Tepperman

Beacon Press, Boston, 1976

There are about 14 million clerical workers in the United States, 80% of whom are women. They make up about half the total workforce in Banking and Insurance; over a third in Public Administration; a quarter in Transportation and Utilities; and a fifth in Service and Wholesale Trade. They typically characterize their jobs as dead-end, not respected, poorly paid and highly routinized. However, many of the office workers interviewed in this book are beginning to challenge the low status assigned both to their jobs and to themselves. Influenced particularly by the Women's Movement, they are beginning to take action to improve the quality of their working lives. (Paperback Edition available)

Organizational Analysis: A Sociological View

By Charles Perrow

Wadsworth Publishing Co., Belmont, California, 1970

In this book, the author argues that manipulating the structure, analyzing the goals, and understanding the nature of the environment represent more practical and efficient ways of dealing with organizational problems than trying to change human behavior directly. The first three chapters deal

with the structure and functioning of organizations, concentrating upon internal matters. Chapter four deals with the environment and chapter five deals with the nature of organizational goals and the strategies used to achieve them. (Paperback Edition available)

Organizational Change and Development

Edited by Gene Dalton, Paul Lawrence & Larry Greiner

Richard D. Irwin, Inc., Homewood, Illinois, 1970

This volume centers on the problem of change and the use of training and education to bring about organization and management development. Cases and readings examine problems of implementing change, ranging from very traditional methods to "Laboratory-Training" and "GRID" programs. (Paperback Edition available)

Organizational Design: Theory and Practice

By Peter A. Clark

Tavistock Publications, London, 1972

This study outlines a theory of organizational design and then describes the kind of problems that were encountered in practice while trying to implement that design. The core of the book is concerned with the work of a team of sociologists and psychologists who collaborated with a senior managerial group in the design of a technologically advanced million-dollar plant to replace the existing production facilities of a large manufacturing company. The case focuses on the design process, describing the development of strategies emphasizing the creation of alternative organizational designs and the identification of differences between the existing social system and the structure being planned for the future.

Organizational Frontiers and Human Values

Edited by Warren Schmidt

Wadsworth Publishing Co., Belmont, Calif., 1970

This book is primarily for and about leaders of organizations and resulted from a three-day "Organizational Frontiers Seminar" dealing with the future which was held at UCLA in 1970. It presents a preview of the social and physical changes anticipated in our environment and discusses the impact they will have on the goals, functions, structures, and relationships of existing organizations. Included is Eric Trist's paper on "Urban North America: The Challenge of the Next Thirty Years." (Paperback Edition available)

Organizational Issues in Industrial Society

Edited by Jon Shepard

Prentice-Hall, Englewood Cliffs, 1972

This book presents for study eight controversial areas of research in the field of organizational behavior. Each chapter is specifically devoted to one of these areas, which include: the impact of industrialization; occupational mobility; alternatives to bureaucracy; informal organization in industry; union democracy; participative management; work incentives; and specialization, alienation, and job satisfaction. (Paperback Edition available)

Organizational Psychology

By Edgar Schein

Prentice-Hall, Englewood Cliffs, 1970

The author defines an organization as "the rational coordination of the activities of a number of people for the achievement of some common explicit purpose or goal, through division of labor and function, and through a hierarchy of authority and responsibility." He then goes on to consider

psychological problems in organizations; training and development; groups and intergroup relationships; the organization in relation to its environment; and issues of organizational effectiveness. He concludes that work systems function better if they have good communications and are creative, flexible, and committed to a specific goal.

Participation, Achievement, and Involvement on the Job

By Martin Patchen

Prentice-Hall, Englewood Cliffs, 1970

After providing some theoretical perspectives concerning achievement, motivation on the job, and identification with the work organization, the author presents the results of a study of job involvement at the Tennessee Valley Authority. Examining a variety of work situations, he shows the ways in which various job and personal characteristics affect such outcomes as interest in work, absences, symptoms of psychological stress, and loyalty to the work organization. (Paperback Edition available)

Personal Goals and Work Design

Edited by Peter Warr

John Wiley and Sons, London, 1976

This volume of edited chapters by international contributors examines new research and thinking about psychological and social aspects of working life, and investigates how far work can be designed to meet both organizational requirements and the personal goals of employees. The papers focus on three main issues -- understanding, values, and change. Topics include reviews of theory and research, discussion of ethical questions in organizations, and the examination of programs designed to change jobs and relationships in the working environment. Among the papers presented, Albert Cherns writes on social change and work, and Lou Davis discusses recent developments in work system design.

Portraits of Nine American Job Holders

By Kenneth Lasson

Grossman Publishers, New York, 1971

This report, by Ralph Nader's Center for Study of Responsive Law, focuses on nine blue collar workers. It asks what can be done to curtail alienation and occupation danger at work. In his afterward, Nader suggests that answers will have to come from a realization by workers that the rights of democratic citizenship are as appropriate on the job as in the polling booth. The format is similar to Terkel's Working, but this book provides more detailed conversations with the individuals interviewed. (Paperback Edition available)

The Post-Industrial Prophets

By William Kuhns

Weybright & Talley, New York, 1971

This volume distills and discusses the current ideas of some of the world's leading thinkers on the subject of man in relation to his technological environment. In the first section, Lewis Mumford, Siegfried Giedion, and Jacques Ellul put the issues in historical perspective. The second section considers the role of the media in shaping our informational environment, discussing the ideas of Marshall McLuhan and Harold Adam Innes. The final section explores the outlook of R. Buckminster Fuller, Norbert Weiner, and the social engineers and systems designers who seek to remake our environment. (Paperback Edition available)

The Principles of Scientific Management

By Frederick Taylor

W.W. Norton & Co., Inc., New York, 1967

This brief essay by the founder of scientific management has served for over sixty years as a primer for administrators and students of managerial techniques. Taylor's experiments to determine the best way of performing each task and the amount of time required, helped to establish a clear division of labor between management and workers. This laid the groundwork for the principles that are expounded in this volume.

(Paperback Edition available)

Productivity Gains Through Worklife Improvement

By Edward Glaser

The Psychological Corporation, New York, 1976

This book grew out of a research project conducted by the Human Interaction Research Institute in Los Angeles under a grant from the Manpower Administration, U.S. Department of Labor. The author provides specific accounts of quality of working life programs undertaken by organizations such as Kaiser Steel, Gaines Pet Food, AT & T, Corning Glass, Donnelly Mirrors, and Volvo, as well as by several State and National Governmental Agencies. These case studies are followed by a discussion of the issues involved, including examples of failures as well as successes. In conclusion, the author provides guidelines - again with concrete examples - for designing, introducing, and conducting quality of working life programs and discusses the conditions required for their success.

Quality of Working Life, Volume One

Edited by L.E. Davis & A.B. Cherns

The Free Press, New York, 1975

This volume evaluates the necessary conditions for meaningful and rewarding work. In thirty-six original articles, the contributors bring together and assess the experiments in work organization that have been undertaken in the United States and in Western Europe. They analyze and extend the concepts and theories underlying these pioneering innovations to generalize a comprehensive body of knowledge about the requirements for a better working environment. (Paperback Edition available)

Quality of Working Life, Volume Two

Edited by L.E. Davis and A.B. Cherns

The Free Press, New York, 1975

This volume contains fifteen substantial case studies and abstracts of many others, of experiments in redesigning the structure of work organization, the content of jobs, and the roles of workers. These cases provide a body of concrete experience regarding successful and unsuccessful innovations in the workplace, obstacles to change, and the beneficial results of positive changes in the work environment. (Paperback Edition available)

A Radical Approach to Job Enrichment

By Lyle Yorks

American Management Associations, New York, 1976

In this book, the author explores the relationship between organizational structure, control, and employee performance, and discusses methods of restructuring work based on interrelationships between these three variables. He then examines the elements required for successful organizational change, including interactions with support systems such as compensation, data processing, and management training practices.

Self-Management: Economic Liberation of Man

Edited by Jaroslav Vanek

Penguin, Baltimore, 1975

In the introduction, Professor Vanek outlines a large number of schemes that can be considered to be "labor-managed" in terms of the economic environment in which they operate. The selection of readings is then divided into four parts. Part one traces the growth of ideas about self-management from the 1830's to the present. Part two presents case studies beginning with a European survey and continuing with examples from America, Peru, Israel, Great Britain, Czechoslovakia, and Spain. Part three is concerned with the performance of such schemes, comparing them with other production systems. Part four examines developments in the formal economic theory of self-management, including the implications for change in traditional economic approaches.

Self-Management: New Dimensions to Democracy

Edited by Ichak Adizes and Elizabeth Mann Borgese

ABC CLIO Press, Santa Barbara, California, 1975

In Europe, worker participation in managerial decisions has increased dramatically during the past decade. The underlying assumption is that workers should have more legitimate power in managing firms than is presently the case. An implicit assumption is that giving them such power will make the firms more efficient and more just. This book is primarily about the self-management program in Yugoslavia. It suggests that if worker participation is to be effective, it will require a great deal of competence about the management of people and resources that neither workers nor management presently have. Without this competence, participation can become, at best, a sham and at worst, counterproductive.

Small is Beautiful: Economics as if People Mattered

By E.F. Schumacher

Harper and Row, New York, 1973

The great majority of economists are still pursuing the idea of making their "science" as precise as physics. Yet, underneath the statistics, there are many sweeping assumptions about people. Schumacher's economics is based on an awareness of the deeper issues involving people's needs and motivations, rather than considering consumption to be the sole purpose of all business activity. A brilliant and widely discussed essay on "Buddhist Economics" is included. Schumacher has been a Rhodes scholar in Economics and was Head of Planning for the British Coal Board from 1951 to 1971. Highly recommended. (Paperback Edition available)

Social Change in Complex Organizations

By Jerald Hage and Michael Aiken

Random House, New York, 1970

The answer to the question of why organizations differ in their rate of change raises a number of questions and this study focuses on three of them. What organizational characteristics affect the rate of organizational change? What environmental factors account for variations in the rate of organizational change? What is the process of adopting new programs or other changes in organizations? These three questions are related to the classical problems in the study of social change: The kinds of change, the causes of change, and the patterns of change. (Paperback Edition available)

The Social Psychology of Work

By M. Argyle

Pelican, Baltimore, 1972

This book traces the biological and historical origins of work and goes on to compare alternative contemporary forms of work organization. The author analyzes the role of technology, social organization, and personality differences in the light of empirical evidence, theories of motivation, leadership, training in social skills, and techniques of personnel selection.

The Sociology of the Workplace

Edited by Malcom Warner

Halsted Press, New York, 1973

In this book, the workplace is studied from the standpoint of industrial sociology, industrial relations, industrial anthropology, and related disciplines. Papers included cover such diverse topics as union representation and shopfloor relations in Engineering Companies; Computers and Supervisors; a behavioral analysis of the bargaining process; and institutionalized problems in the Service Industries.

Socio-Technical Design

By P. Herbst

Tavistock Publications, London, 1974

This volume deals with the application of sociotechnical methods to the task of designing new organizational forms, capable of responding to the demands of a rapidly changing environment and of satisfying the human needs of the individuals and groups involved. It is addressed primarily to those who, as researchers, managers, and members of organizations, are directly concerned with problems of technological and social policy and with the design, change, and development of their organizations.

The Stalled Society

By Michael Crozier

The Viking Press, New York, 1973

In this book, a French sociologist analyzes the structures and processes of our social and working lives. He defines the problem facing advanced societies as a need to develop large organizations, along with democratic forms of government and human relations that will enable them both to foster individual creativity and to channel it in the direction of creative innovation. He argues for new strategies toward change, so that the individual's struggle for participation not be directed against the development of post-industrial society, but rather to have its base on the possibilities it offers. (Paperback Edition available)

Studies in Organizational Psychology

Edited by Bernard Bass and Samuel Deep

Allyn and Bacon, Inc. Boston, 1972

This book contains thirty-nine papers, some of which describe the results of laboratory experiments, while others were selected to represent surveys of the literature, field studies, and theoretical statements. Chapter headings include: motivations at work; the rewards of work; communication; supervision; work groups; formal organizations; managing conflict; managing change. Most of the articles included were first published between 1967 and 1970. (Paperback Edition available)

Systems of Organization

By E.J. Miller & A.K. Rice
Tavistock Publications, London, 1967

This book utilizes the concepts of open sociotechnical systems to focus on the importance of boundary definition and control, both within an organization, and also between the organization and its environment. These concepts are elaborated to form a framework within which examples from a wide range of settings are analyzed. A discussion of the effects of advanced automation emphasizes that conventional forms of organizing need to be discarded and new methods developed, if the full potential of technology is to be realized.

Systems Thinking

Edited by F.E. Emery
Penguin, Baltimore, 1969

The first two parts of this book deal with the history of systems theory and the properties of open systems. The extracts in Part Three define the properties of environments that are relevant to adaptive behavior. The last two parts bring together papers that extend these ideas to managing organizations and suggest the potential of systemic thinking for management practice. The editor has attempted to select readings that encourage the reader to view the realities of organizational life in new and challenging ways.

Task and Organization

Edited by Eric J. Miller
John Wiley and Sons, London, 1976

This book is primarily about constructing and implementing models of organizations concerned with task performance. Papers in Part One relate to the individual's perpetual struggle to avoid submergence within the group on the one hand and alienation from it on the other. Against this background, papers in the rest of the book examine aspects of organizational design and change in an exceptionally wide range of institutions -- military, commercial, educational, therapeutic, corrective and religious, and also the family. They are written from a variety of standpoints: the theoretician's, the consultant's, and those of people on the job introducing changes in their own organizations. The concluding papers are concerned with strategies for change through internal initiative, external intervention, and education. They return to the question of extending the capacity of individuals to be self-managing, in both organizations and the wider social environment.

Technology and Planned Organizational Change

By J.C. Taylor
CRUSK, Institute of Social Research
University of Michigan
Ann Arbor, 1971

A monograph describing the results of testing some predictions from sociotechnical theory, using data taken from longitudinal comparative surveys of industrial organizations, conducted by the Center for Research on Utilization of Scientific Knowledge (CRUSK) at the University of Michigan between 1967 and 1969. Aspects of particular interest in the study involve the influence of technology in supervisory and work team development, and the effects of changed attitudes on subsequent behavior.

Where Have All the Robots Gone

By H.L. Sheppard & N.Q. Herrick

The Free Press, New York, 1972

The authors direct their attention to the core issue of work itself and the fact that poor work design produces more than poor profit and loss statements; it produces discontented human beings. Their analysis shows that for many workers, the quality of the job is as important as their income level, and that management and union officials tend to underestimate a growing public consciousness that the quality of work needs to be improved. (Paperback Edition available)

Work and Play: Ideas and Experience of Work and Leisure

By Alasdair Clayre

Harper and Row, New York, 1974

This book traces the history of ideas about work and leisure since before the industrial revolution, and drawing from a wide range of evidence, contrasts it with the actual experience of people who have worked with their hands. Writers treated in detail include Mandeville, Rousseau, Hegel, Schiller, Marx, Ruskin, and Morris. The evidence from the past includes traditional songs, working people's autobiographies, poems about work, and replies to the questions of observers in the nineteenth century.

Work and the Quality of Life

Edited by J. O'Toole

M.I.T. Press, Cambridge, 1974

This book contains a representative collection of the papers commissioned for the Work in America study. These sixteen papers, which provide the background for much of the report, deal with the problems of work and its effects on our lives. The book's six parts correspond to the chapters in the Work in America report and the headings are: Who is Dissatisfied? Problems of American Workers; Work and Health; The Redesign of Jobs; Education and Work; and Federal Work Strategies.

Work and Well-Being

By Peter Warr and Toby Wall

Penguin, Baltimore, 1975

This book is about the quality of working life and approaches this important topic through an examination of work satisfaction and the mental health of employees. It describes studies carried out in factories, coal-mines, hospitals, offices, schools and building sites, among others. These involve jobs at many different levels, but emphasis tends toward the jobs of lower-level employees. Research investigations are reviewed to provide information about what people want from work and about possible ways of satisfying both their aspirations and the needs of the organization that employs them. (Paperback Edition available)

Work in America

By HEW Task Force

M.I.T. Press, Cambridge, 1974

Result of a year-long study prepared for the Department of Health, Education, and Welfare by the W.E. Upjohn Institute of Employment Research, brings together facts about the current nature of work and the workplace. The report calls for large scale reforms to alter the present situation, beginning with the basic redesign of jobs to allow more individual responsibility and autonomy. (Paperback Edition available)

Work is Here to Stay, Alas

By Sar Levitan and William Johnston

Olympus Publishing Co., Salt Lake City, Utah, 1973

The brightest prospect for the future of work, according to the authors, is not that it will disappear, but that the range of work opportunities will expand. Productivity gains broaden affluence and make possible more leisure, universal education, and increasing transfer payments, all of which lead to more freely chosen work. These developments tend to relax the bonds which in the past have tied people inescapably to their jobs. Also, society as a whole is less confined to work which supplies necessities, providing greater leeway for the creation of more worthwhile work. Thus, although work may always be a fixture in our society, it may be unrecognizably transformed in the future from a requirement to produce essentials to a voluntary pursuit of whatever goals society wishes to accomplish.

Work, Productivity, and Job Satisfaction

By Raymond Katzell, Daniel Yankelovich, and Others

The Psychological Corporation, New York, 1975

This report is a multi-disciplinary evaluation of research dealing with features of work which affect both the productivity and job satisfaction of employees. The emphasis is on recent research which meets relatively high standards of scientific validity. This study was sponsored by the National Science Foundation and concludes that relatively limited programs such as job enrichment or incentive pay plans are unlikely by themselves to create enduring improvements; they are better regarded as ingredients in redesigned sociotechnical work systems. (Paperback Edition available)

The Worker and the Job

Edited by J.M. Rosow

Prentice Hall, Englewood Cliffs, 1974

Seven leading experts explore the attitudes and the expectations of today's worker and describe the conflict between a society that is changing rapidly and a workplace that is not. Readings provide a review of some of the current steps being taken to restructure work and offer a discussion of the responsibilities that government, unions, and employers share for finding a healthy balance between profits and people. (Paperback Edition available)

The Worker in Post-Industrial Capitalism

Edited by B. Silverman & M. Yanowitch

The Free Press, New York, 1974

Contains fifty selections by economists, political scientists, and sociologists discussing the major issues in the current debate over the role and consciousness of the working class in the corporate state. Chapter headings include: The Modern Debate; Workers and Industrialization; Students, Education, and the Working Class; and The Turn to Worker Control: Reform or Revolution? (Paperback Edition available)

Workers Control

Edited by G. Hunnius, G.D. Garson, J. Case

Random House, New York, 1973

A collection of twenty-five articles, half of which are published in this volume for the first time. They examine some of the problems faced by labor in the United States and Canada today, and turn a critical eye on

the union policies that have evolved to deal with them. Readings are grouped under the following headings: The Management of Work: Dissenting Views; Beyond Collective Bargaining; Contemporary Models of Worker Participation and Self-Management; and Workers' Control: Strategies for Change. (Paperback Edition available)

Working

By Studs Terkel

Pantheon, New York, 1974

A monumental compilation of workers' life stories. Terkel does not offer a comprehensive statistical or analytical picture but presents instead the hopes, struggles, alienations, and conflicts of workers from every stratum of American life. (Paperback Edition available)

The Working-Class Majority

By Andrew Levinson

Penguin, Baltimore, 1974

Defining the working class as people "employed in essentially rote, manual labor," the author shows that today's workers are not dwindling in number, are not financially secure, do not enjoy an easy middle-class way of life, and are, for the most part, neither racist nor conservative. A lack of understanding of these facts by liberal policy makers has created stumbling blocks for almost every social movement in the 1960's and they need to be fully understood and accepted before the emergence of the "liberal-labor alliance" that Levinson calls "our clearest hope for progress." (Paperback Edition available)

Working for Ford

By Huv ~~Be~~ynon

Penguin, Baltimore, 1973

This book describes what it is like to work in a British Auto Plant, told in the words of the workers themselves. It also reveals the processes by which large-scale industries seek to overcome industrial conflict and the way in which unions and workers express their political and economic aspirations. Auto workers are a central group in the British working class, and this account shows how important a role they played in the radicalization of the union bureaucracy during the 1960's. (Paperback Edition available)

Workplace Democratization: Its Internal Dynamics

By Paul Bernstein

Kent State University Press, Ohio, 1976

The problem of production workers having some sense of control over their working lives is as old as the factory system. Dr. Bernstein believes the time has come to construct a model incorporating the empirical data of existing case studies as an analytical tool for further study and application. Drawing on data from both U.S. and foreign experiences, he has built his model around such components as participation in decision-making, economic return, sharing information, guaranteeing individual rights, establishing fair judicial procedures, and creating a "participatory democratic consciousness."