

Contents

Introduction	1
<i>Mike Cooley</i>	
1. The Factory of the Future	7
1.1 Prophecies by the Dozen	7
1.2 Banish the False Prophets!	9
1.3 The Workshop, not the Production Line	13
2. The Origins and Nature of the Factory	15
2.1 The Heroic Phase	15
2.1.1 Increased Production through Division of Labour	15
2.1.2 Productivity Increased: Skills Limited	18
2.1.3 Taylorism: Dividing Hand and Brain	24
2.2 The Computer and the Automation of “One-offs”	29
2.2.1 The Vain Hope: Unskilled Flexible Automation	29
2.2.2 Automating the Office	32
2.3 Today’s Factory: Unresolved Problems	34
2.3.1 Capital Intensity: Ever Growing	34
2.3.2 The Vicious Circle of Stocks and Throughput Times	34
2.3.3 The Inappropriate Work Structure	36
2.3.4 The Inappropriate Attitude to Costs and Benefits	37
2.3.5 The Increased Demands of the World Market ..	38
3. The Technocentric Route: Fossilized Taylorism	41
3.1 “The Ghost Shift”: Forerunner of the Workerless Factory?	42
3.2 White-Collar Automation	44
3.2.1 Industrial Staff Work	44
3.2.2 CAD: Models of Models	45
3.2.3 Timetable by PPC	49
3.3 The Failure of Isolated Systems	52
3.3.1 Can Self-Will Be Expropriated?	52
3.3.2 Coping with Uncertainty	54
3.3.3 Does the Designer Shape the Design or the Design Shape the Designer?	57

3.4	The Second "Heroic Phase": CIM and Expert Systems	61	
3.4.1	CIM and Segmented Work	61	X
3.4.2	The Claims of "Artificial Intelligence"	67	
3.4.3	Deskilling and its Consequences	78	
4.	The Anthropocentric Route: The Return of the Human Being	81	
4.1	The Workerless Factory: Signs of Return	82	X
4.1.1	The Dilemma of Radical Change	82	
4.1.2	Management Split	83	
4.1.3	Trade Union Interests	88	
4.1.4	Skill as a Resource	92	
4.2	Human or Machine: Who Controls?	94	
4.3	Group Technology: A Non-Taylorist Route	99	X
4.3.1	The Principles of Group Technology	99	
4.3.2	Integrated Production: Component Family Production and Design Islands	102	
4.3.3	Shop Floor Programming: A Tool for Skilled Workers	104	
4.3.4	Different Forms of Component Family Production	106	
4.3.5	Design Islands: A New Structure for Design Work	112	
4.4	Forces of Inertia	113	
5.	Horizons New: Farewell to Necessary Work?	117	
5.1	Investment Decision Making: Pastures New	117	
5.2	Work Planning is Available in Every Case	121	
5.3	The Dangers of Segmentation	124	
5.4	Conclusion: For and Against the Anthropocentric Production Concept	128	
	Bibliography	131	