

CONTENTS

<i>List of figures</i>	ix
<i>List of tables</i>	x
<i>List of contributors</i>	xi
<i>Acknowledgements</i>	xii
Introduction	1
PAUL L. ROBERTSON	
<i>Authority and the management of labour</i>	<i>1</i>
<i>Summary and conclusions</i>	<i>13</i>
1 The rise of the factory system in Britain: efficiency or exploitation?	17
S. R. H. JONES	
<i>Introduction</i>	<i>17</i>
<i>Factories before the Industrial Revolution</i>	<i>21</i>
<i>Technology and the factory</i>	<i>23</i>
<i>Traditional explanations for the rise of the factory system</i>	<i>26</i>
<i>Factories; discipline and the 'new left'</i>	<i>29</i>
<i>New technology and exploitation</i>	<i>34</i>
<i>Transaction costs and the factory system</i>	<i>35</i>
<i>Transport improvements, transaction costs and technology</i>	<i>39</i>
<i>Conclusion</i>	<i>41</i>
2 The coevolution of technology and organisation in the transition to the factory system	45
RICHARD N. LANGLOIS	
<i>Introduction</i>	<i>45</i>
<i>What is a factory?</i>	<i>47</i>

CONTENTS

- Division of labour, routine and technology* 50
'Durability', fixed costs and supervision 55
Evolution, explanation and the inevitable 63
- 3 Class structures and the firm: the interplay of workplace and industrial relations in large capitalist enterprises** 73
THOMAS WELSKOPP
- The problem and the argument in outline* 73
The limitations of conventional theory 75
'Micropolitics' as macroreductionism 79
The concept of the 'firm' and critical social theory 82
'Class relations' and 'class structures' as axes of the structuration of 'employment relations' 85
'Class relations' in social systems of production: the 'enterprise' context 89
'Class relations' as system-specific power resources in the configuration of workplace and intrafirm industrial relations 102
Concluding remarks: the 'firm' as an incompletely organised 'political coalition'; and consequences for historical research 110
- 4 Knowledge, information and organisational structures** 120
P. P. SAVIOTTI
- Introduction* 120
Knowledge: some basic considerations 121
Knowledge and information 125
Knowledge and the external environment of firms 128
The division of labour and coordination 130
Organisations, organisational boundaries and environmental change 133
Summary and conclusions 136
- 5 Technological change, transaction costs, and the industrial organisation of cotton production in the US South, 1950–1970** 140
LEE J. ALSTON
- The organisation of cotton production before the cotton picker, circa 1950* 140
The adoption of the mechanical cotton picker, and changes in the industrial organisation of cotton production 143
Concluding remarks 151

- 6 **The maintenance of professional authority: the case of physicians and hospitals in the United States** 155
 DEBORAH A. SAVAGE AND PAUL L. ROBERTSON
- Introduction* 155
The professional mode of production 157
Professionals and complementary institutions 163
The Joint Commission Model 165
Conclusion 169
- 7 **Men and monotony: fraternalism as a managerial strategy at the Ford Motor Company** 173
 WAYNE A. LEWCHUK
- The automobile industry as a male domain* 175
Masculinity in the period before mass production 181
Masculinity and mass production at the Ford Motor Company 184
Conclusions 196
- 8 **Management and labour in German chemical companies before World War One** 203
 SACHIO KAKU
- Introduction* 203
Development of the German coal-tar dyestuffs industry 205
The managers of the German coal-tar dyestuffs companies 207
Terms of labour 209
Company welfare facilities 214
Conclusion 216
- 9 **Buddenbrooks revisited: the firm and the entrepreneurial family in Germany during the nineteenth and early twentieth centuries** 221
 DIRK SCHUMANN
- The debate about the family firm* 221
'Family firm': a definition 224
Bavaria as a point of reference 225
The family firm in the early stage of industrialisation 226
The family firm in the advanced stage of industrialisation 228

CONTENTS

Heirs 231

The entrepreneurial family and the middle classes 232

Summary 234

Index

240

FIGURES

2.1	Explanatory alternatives	46
2.2	Organisational alternatives	49
2.3	Throughput and fixed costs	56
2.4	Wage and effort when marginal products observable	57
2.5	An exploitation explanation	59
2.6	Backward-bending effort supply	60
2.7	Discontinuous indifference curve	61
4.1	Overlap of knowledge base	135
5.1	Increase in the relative use of wage contracts with mechanisation	146
6.1	The internal and external relationships of a profession	160
8.1	Managerial hierarchy within the coal-tar dyestuffs factory	210

TABLES

1.1	Simple efficiency properties of the putting out and factory systems	36
3.1	Class structures and the 'firm' as a hierarchical and contextualist concept	86
5.1	Percentage of upland cotton mechanically harvested, 1949–1972	143
5.2	Tenants, sharecroppers and real wage expenditure	145
5.3	Percentage of gins with cleaners and dryers, 1945	148
5.4	Percentage of gins with daily capacity greater than 36 bales, 1945	149
7.1	Employment of women in Detroit automobile plants, 1941 and 1942	178
7.2	Female employment at Ford Motor Company, 1912–1941	178
7.3	Hourly earnings in the American motor vehicle industry	187
8.1	Issuing of stocks and debentures of the German coal-tar dyestuffs companies	208
8.2	Wage rate table of the Hoechst Company in 1912	212
8.3	The working hours of the Bayer Company and BASF	213