

# Contents

*About the Authors* ix

1. Introduction / *Paul Osterman* 1
2. Corporate Restructuring and the Restructured World of Senior Management / *Michael Useem* 23
3. From Bureaucracy to Enterprise? The Changing Jobs and Careers of Managers in Telecommunications Service / *Rosemary Batt* 55
4. Automotive White-Collar: The Changing Status and Roles of Salaried Employees in the North American Auto Industry / *John Paul MacDuffie* 81
5. Management Jobs in the Insurance Industry: Organizational Deskillling and Rising Pay Inequity / *Elizabeth D. Scott, K. C. O'Shaughnessy, Peter Cappelli* 126
6. Evolution of Management Roles in a Networked Organization: An Insider's View of the Hewlett-Packard Company / *Sara L. Beckman* 155
7. Redefining Success: Ethnographic Observations on the Careers of Technicians / *Stacia E. Zabusky, Stephen R. Barley* 185
8. Human Resources Practices and the Demographic Transformation of Professional Labor Markets / *Renée M. Landers, James B. Rebitzer, Lowell J. Taylor* 215

*Index* 247