CONTENTS

	List of illustrations	vii
	Notes on contributors	ix
	Preface	xiii
	List of abbreviations	xv
1	The Marshall Plan and the transfer of US management models to Europe: an introductory framework OVE BJARNAR AND MATTHIAS KIPPING	1
2	From business reform programme to production drive: the transformation of US technical assistance to Western Europe JACQUELINE MCGLADE	18
	RT I ansfer mechanisms and channels	35
3	The European Productivity Agency: a faithful prophet of the American model? BENT BOEL	37
4	'Operation Impact': converting European employers to the American creed MATTHIAS KIPPING	55
5	US-owned manufacturing affiliates and the transfer of managerial techniques: the British case	74

CONTENTS

6	The regional dissemination of American productivity models in Norway in the 1950s and 1960s ROLV PETTER AMDAM AND OVE BJARNAR	91
	RT II e transfer process	113
7	Americanisation beyond the mass production paradigm: the case of British industry JIM TOMLINSON AND NICK TIRATSOO	115
8	Americanisation and the 'Swedish model' of industrial relations: the introduction of the MTM system at Volvo in the postwar period HENRIK GLIMSTEDT	133
9	The limits of Americanisation and the emergence of an alternative model: the Marshall Plan in Emilia-Romagna DAVID W. ELLWOOD	149
	RT III se translation and transformation	169
10	An Americanised company in Germany: the Vereinigte Glanzstoff Fabriken AG in the 1950s CHRISTIAN KLEINSCHMIDT	171
11	Selective adaptation of American management models: the long-term relationship of Pechiney with the United States LUDOVIC CAILLUET	190
12	Learning from America: the remodelling of Italy's public-sector steel industry in the 1950s and 1960s RUGGERO RANIERI	208
	Index	229

ILLUSTRATIONS

	Figures	
6.1	The Norwegian county of Møre and Romsdal	93
11.1	Pechiney's organisation between 1940 and 1947	196
11.2	The Pechiney organisation according to	
	the general order no. 642, March 1948	201
	Tables	
3.1	Allocations per chapter in the EPA's operational programme,	
	1954–60	50
4.1	Potential barriers for the transfer of knowledge	56
5.1	Influence on managerial practice of UK firms	
	invested in by US companies	89
7.1	Export dependence in Western Europe	120
7.2	Exports of Western European cars in 1950	121
9.1	Employees in metal-working industries in	
,	the Province of Bologna	152