## Contents

	Acknowledgments	х
1.	INFORMATION, UNCERTAINTY, STRUCTURE,	
	AND FUNCTION IN ORGANIZATIONAL SOCIOLOGY	1
	Rationality	1
	Uncertainty	4
	Uncertainty About What?	
	Information	5
	Structure and Function	17
	The Plan of the Book	20
2.	INDIVIDUALS' SKILLS AS INFORMATION PROCESSING:	-
	CHARLES F. SABEL AND THE DIVISION OF LABOR	32
	Introduction	32
	Relations Between Routines and Skills	33
	Two Relations Between Routines and Human Decisions	34
	Complexity of the Routine	39
	Artisans at the Beginning of the Industrial Revolution	40
	The Division of Skill Between Workers and Professionals	43
	Three Organizations for Learning Routines	-
	and Decision Skills	4 <u>5</u>
	Earnings Curves for Craftsmen, Professionals,	_
	and Managers	47
	Jurisdictions of Occupations	49
	The Determinants of the Division of Labor Between	
	Engineers and Skilled Workers	52
	Manufacturing Artisans in the Early	
	Industrial Revolution	53

	Economic and Technical Threats to	
	Artisan Organization	55
	Authority Reorganization and Artisan Skill	56
	The Ideology of Mass Production Management	57
	Scientific Management Authority in Practice	59
	Conflict over the New Authority System	61
	"Fordism"	62
	The Impact of Certainty and Uncertainty on Fordism	64
	Sources of Uncertainty in the Market	66
	Conclusion	70
3.	MANUFACTURING INFORMATION SYSTEMS:	
	SOURCES OF TECHNICAL UNCERTAINTY AND	
	THE INFORMATION FOR TECHNICAL DECISIONS	73
	Introduction	73
	People Driving versus Information	
	Systems in Management	74
	Some Data on Manufacturing Information Systems	75
	Operating Characteristics of Information Systems	76
	Types of Operating Information Systems	78
	Summary of Dimensions That Differentiate	
	Operating Information Systems	93
	Conclusion	95
4.	MARKET UNCERTAINTY AND DIVISIONALIZATION:	
	ALFRED D. CHANDLER'S STRATEGY AND STRUCTURE	100
	Introduction	100
	The Concepts of Centralization and Decentralization	104
	A Definition of Methodological Individualism	107
	Individuals in Du Pont: Organizing Information Flows	109
	Individuals in Du Pont: Organizational Theory	110
	Individuals in Du Pont: Responsibility for	
	Inventing and Adopting a Remedy	112
	Individuals in Du Pont and HUD: How	
	Decentralization Works	114
	Is It Still Sociology?	118
	The Causes of Divisionalization	119
	General Motors Creates a Multidivisional	
	Structure by Centralizing	120
	The Centralization Revolution at General Motors	122
	The Theoretical Problem of Sears	126
	Regional Information in Merchant	
	Wholesaling and Sears	126

	Contents	/	vii
	Commodity Line Rationality versus		
	Store Inventory Rationality		128
	The General Problem of Wholesaling		132
	Organizational Problems of the Service Sector		134
	What Is Chandler's Independent Variable?		136
	Conclusion		148
5.	TURNING INVENTIONS INTO INNOVATIONS: SCHUMPETI	er's	1.0
	ORGANIZATIONAL SOCIOLOGY MODERNIZED		152
	Introduction		152
	Innovation, the Learning Curve of		
	Cost Reduction, and Monopoly		155
	Cases in Which the Follower and Innovator Have		100
	Learning Curves of Different Shape		159
	Innovation, the Marketing Network, and Monopoly		162
	The Theory or Doctrine of an Innovation		166
	A "Zero Resources Innovation" Described in Detail		168
	The Multidivisional Structure of		
	Chandler as an Innovation		170
	Social Predictors of Success in Introducing Innovations		172
	Technological Utopianism		173
	Investment Approval		176
	Cost Reduction and Manufacturing Improvements		179
	Markets and Innovation Success		181
	The Division of Benefits		185
	Examples of Incentives for Innovation		188
	Divisionalization and Innovation		189
	Conclusion		191
6.	ORGANIZING INFORMATION OUTSIDE THE FIRM:		
	CONTRACTS AS HIERARCHICAL DOCUMENTS		194
	Introduction		194
	An Extended Definition of Hierarchy		199
	Prediction of Performance Requirements and		
	Performance Measurement		207
	Elements of Hierarchy in Contract Contents		223
	Theoretical Conclusion		232
	Notes		236
7.	SEGMENTATION OF THE LABOR MARKET		
	AND INFORMATION ON THE SKILL OF WORKERS		240
	The Fundamental Uncertainty of the Labor Contract		240
	Institutional Substitutes for		
	Measurement of Productivity		243

	Types of Information About Work Performance	245
	A General Theory of Certification	248
	The Great Segmenting Factor Is Who Holds the	
	Job Now	252
	Segmentation by Internal Labor Markets:	
	Promotions Go to Those Now Employed by	
	Big Firms and Government	258
	Worker-Controlled Recruitment in	
	Professional and Craft Occupations	261
	Family Recruitment in Small Firm Sectors	265
	Union Membership as a Certificate of Productivity	266
	The Secondary Labor Market	269
	Conclusion	270
8.	CLASS CONSCIOUSNESS AND ORGANIZATIONAL	
	SOCIOLOGY: E. P. THOMPSON APPLIED TO	
	CONTEMPORARY CLASS CONSCIOUSNESS	274
	Introduction	274
	Unity in Diversity: Why Are Societies with Factories	
	So Much Alike?	276
	E. P. Thompson's Conception of	
	Working-Class Consciousness	279
	Cross-national Variation in Class Consciousness	285
	Class Consciousness in Soviet Societies	285
	Class Consciousness in Corporatist Capitalism	287
	The Culture in Which Class Consciousness Grew	288
	The Cultural Perception of Exploitation,	
	Oppression, and the Wage Bargain	292
	Constitutionalism in Modern Organizations	295
	Debureaucratization, or	
	Individualizing the Labor Contract	298
	Low Unionization of the Modern Service Sector:	
	Theory	301
	Service-Sector Class Consciousness: Demography	302
	Service-Sector Class Consciousness: Selling Status	
	Symbols	304
	Service-Sector Class Consciousness: The Small	
	Firm Effect	306
	Conclusion	308
).	UNIVERSITY ADMINISTRATION OF RESEARCH SPACE	
	AND TEACHING LOADS: MANAGERS WHO DO NOT KNOW	
	WHAT THEIR WORKERS ARE DOING	212

	Contents	/	ix
	What Business Universities Are In		312
	The Analogy of Universities to Banks		313
	Institutional Risk Management in the Anglo-Saxon		
	versus the Latin World		314
	What Is the Uncertainty of Scientific Research?		
	Betting Where New Knowledge Is to Be Found		315
	The General Character of University Research		
	Space Problems		320
	Space Is Not Easily Transferred		322
	Information Problems in Managing Space Risks		322
	Space Is Not Sovereign Territory in All Organizations		324
	How Universities Administer Space		324
	Toward a Philosophy of University		
	Space Administration		326
	The Role of University-Level Research Policy		330
	The Teaching Productivity of Scholarly Reputations		331
	The Rent of Reputations		332
	Getting the Work Done with Rented Reputations		333
	Summary on the Academic Teaching Labor Contract		337
	Conclusion		338
10.	CONCLUSION		341
	Three Criteria for Theories of Organization		341
	Organizational Rationality		347
	What Makes the Dependent Variables Social Structural?		350
	Units of Analysis and Variations to Be Explained		
	Within Organizations		354
	Restructuring Research on Organizations		358
	Bibliography		363
	Author Index		379
	Subject Index		385

Contents