

CONTENTS

List of Tables	ix
Preface	xi
Introduction	xv
1. The Organization of American Book Publishing	1
Differentiation: A Highly Segmented Industry	2
Expansion and Modernization	5
Changes in the Labor Process	7
Transformation or Transition?	12
Major Sectors of the Industry	21
2. The Setting	36
A Short History of the Two Firms	38
Domain	45
The Structure of the Two Houses	54
Interdepartmental Relations and Conflicts	63
Summary	68
3. The Nature of Editorial Work	72
The Formal Process of Contracting for a Book	78
The Process of Deciding What to Decide Upon	81
The Acquisition of Manuscripts	88
Analysis of Search Behavior	93
Evaluating Manuscripts and the Use of Outside	
Reviewers	103
Saying No Gracefully	110

The Publishing of Journals	114
Relations with Authors	116
Summary	126
4. Discretionary Power and Unobtrusive Controls	128
The Case for Editorial Autonomy	129
Control Over Uncertain Aspects of the Work Process	134
Craft and Occupational Control	137
The Power of Informal Controls	144
Summary	158
5. Decision-Making as a Means for Organizing Obligations	161
Access and Waiting: Differential Chances of Being Published	164
Other Factors in the Decision to Publish: Inventory Considerations	176
The Status of Authors	178
Commercial Concerns	183
Summary	186
6. Implications	189
The Shortcomings of Orthodoxy	190
The Organization of Environments	194
Access and Networks	202
Appendix: Manuscript Acquisition Code	209
Notes	211
References	233
Index	251

LIST OF TABLES

Table 1. Estimated Operating Margins of Publishing Firms, by Sector	13
Table 2. Estimated Operating Margins for Different-Sized Publishers, 1980	14
Table 3. Estimated Book Publishing Industry Sales	26
Table 4. Acceptance Rate for Books Published by Apple Press in 1975 and 1976	169
Table 5. Acceptance Rate for Books Signed by Apple Press in 1975	171
Table 6. Methods of Acquisition of Social Science Books Published by Plum Press in 1975 and 1976	174
Table 7. Social Science Books Published by Plum Press, by Category of Acquisition, 1975 and 1976	175