Work in Progress

Spring 2007

Newsletter of the American Sociological Association's Section on Organizations, Occupations, and Work
Webpage: www.northpark.edu/sociology/oow/

IN THIS ISSUE

Message from the Chair

Heather Haveman

ENTREPRENEURSHIP AND ACADEMIC CAREERS

As an academic, you have to think of yourself as an entrepreneur, and your career as a new venture. Like many new ventures, your academic career unfolds through predictable stages: bootstrapped resources (your time in a PhD program), seed funding (being an assistant professor), mezzanine funding (being an untenured faculty member who has just had a favorable pre-tenure review), and initial public offering (getting tenure). Your responsibilities vary across stages, as do the demands on your talents and energy.

STAGE 1: When you are in a PhD program, you are in the same position as the mythical "guys[1] in the garage," tinkering around with some new product or service and trying to launch a new firm to sell it. Both groups of would-be entrepreneurs have very few resources. Most obviously, both groups lack money. Just as important, if less obvious, both groups also lack strong relationships with powerful players. For the garage guys, key players include inventive scientists and engineers, investors, lawyers, and accountants. For PhD students, key players are professors, foundations and other funding sources, and editors of journals and book-publishing concerns. Because they lack strong relationships with key players, both groups have little legitimacy. This lack of legitimacy is compounded by the fact that neither group has

[1] Note: "Guys" includes men and women.

ENTREPRENEURSHIP AND ACADEMIC CAREERS (CONTINUED)

much to show for its efforts. Garage guys seldom have more than cobbled-together prototypes; PhD students, a few working papers.

Notwithstanding their sorry states, many tinkerers and doctoral students do manage to produce something of value. For tinkers, this often takes the form of reliable prototypes or scientific articles that point to new processes or products. For academics, it means published articles and dissertations that reveal new insights. With such a "proof of concept," a tinkerer or doctoral student can move to Stage 2 – actually start a firm or land an academic position. (I won't talk about this transition because many others have already written about this. See, for example, A. Wuffle, "Uncle Wuffle's Advice on Job Talks," *APSA Online*, October 2006, and E. M. [Woody] Beck, "The Job Interview: A Study in Terror," *Work in Progress*, Spring 2004, pp. 9-13).

STAGE 2: When you leave your doctoral program to take a job as an assistant professor, you are at the seed-funding stage. For those guys who have moved out of their garages, this means they've received funding from friends, relatives, banks, venture capitalists, or government agencies to improve their ideas and move them from the laboratory to the market. For academics, this means that a university has agreed to hire you as an assistant professor. Both investors and universities want to see quick results, i.e., milestones on the path toward commercialization for tinkers, and publications for academics. If your dissertation lends itself to book publishing, seek out the best press, in terms of overall reputation and reputation in your particular field. If your dissertation lends itself to being parceled into articles, submit papers to the best journals – especially one of the top general sociology journals. You will get the highest-quality feedback from the best presses and journals, as well as the greatest exposure when your work appears in print.

Don't feel defeated when your submissions are rejected. That happens to tinkerers all the time, too, when they discover that scientific theories don't translate perfectly to the real world. You have to be both philosophical and persistent, as acceptance rates for top-tier journals average around 10-15%.

STAGE 3: Tinkers and academics are both subject to review partway along the path to their goals. These reviews involve request for second-stage (mezzanine) financing for tinkers and mid-career or pre-tenure reviews for academics. Before they give tinkerers more money, investors want to see that they've hit previous milestones. For academics, universities want to see a coherent research portfolio (published papers, a book contracted or published), a solid set of courses, and service. For academics, success at this stage leads to a glowing pre-tenure review and, in some schools, a promotion to untenured associate.

At this point in their ventures' histories, both tinkerers and academics branch out. Tinkerers adapt their original idea to suit a wider market. Academics produce post-dissertation articles or start another book. Both groups have to be careful to avoid over-stretching their still-meager resources too thinly. Don't be seduced into working on a huge number of projects. Focus, focus, focus! Your research effort is like a pipeline: You have only a finite amount of time and energy (last I looked, a week still lasts only 168 hours) to push projects through the pipeline. If you have a wide pipeline (many different projects), each project will move forward, but only very slowly. If you have a narrower pipeline (fewer projects), each will move toward completion and publication faster – although never as fast as you hope.

STAGE 4: Tinkerers and academics launch their ventures with a clear goal in mind. For many tinkerers, the goal is the initial public offering of equity – going public. For academics, it is getting tenure. Both transitions depend on key intermediaries. For tinkerers, key intermediaries comprise the investment banks that underwrite the stock offering. For academics, key intermediaries are the scholars in their field outside their university who write tenure letters. Both sets of intermediaries comprise experienced judges of the intrinsic worth of new ventures.

One final note before I abandon my metaphor. Like tinkerers, academics face both "hot" and "cold" markets. Hot markets – like the late 1990s for high-tech ventures or the 1960s and early 1970s for most social scientists – are much easier for entrepreneurs to navigate than cold markets. Hot markets offer more resources floating around to grab and more opportunities to achieve the ultimate goal – going public or getting tenure. Alas, you cannot time your career to enter the market when it's heating up. But you can, even in the coldest market, improve your odds of success if you recognize the stage you are in, the resources you have, and the expectations of your resource providers, and if you keep your goal firmly in mind.

Heather A. Haveman, Section Chair,
Columbia University
and University of California, Berkeley

A Sociologist's 25-Year Career at General Motors: An Interview with Hallie J. Kintner

Hallie J. Kintner (Ph.D. 1982, University of Michigan) is a Staff Scientist in Operations Research at the General Motors Research and Development Center in Warren, Michigan. ***Jeffrey Gunn*** (jgunn1@uoregon.edu) *asked her about her experience as a researcher outside the academy.*

What made you choose a non-academic career?

I chose this job at GM R&D because it offered the unique opportunity to both conduct basic research and create practical applications. I have done analyses that had a positive impact on one of the world's largest corporations. I have created tools, like computer programs, that others regularly use to make major decisions.

What are the most interesting or provocative research projects you have conducted while at GM? Please describe them for me.

I worked on downsizing GM's U.S. salaried workforce in 1993. I collaborated with the Human Resource Planning department. My team developed downsizing targets separately for different functions of the organization. It was based on a comparison of the occupational distribution of the workforce with one of our largest competitors. In addition to serving on the team to develop the targets, I also was on the team to devise the way to do the downsizing. GM was proud that the incentive packages accomplished the downsizing in a voluntary fashion so that lay-offs were avoided. I wrote a paper about this effort and am currently seeking a publication outlet for it.

I focused on workforce analyses for many years because GM continued to shrink in North America. I concentrated on technical occupations like engineers and engineering designers (also known as draftsmen or CAD operators.) I was awarded U.S. Patent 6732079 for a "Method of Determining the Best Mix of Regular and Contract Employees." The patent (accomplished jointly

A Sociologist's 25-Year Career at General MOTORS (continued)

with an industrial engineer) culminated from an analysis of attrition among engineering designers.

Currently I am collaborating with professors from Stanford University's Center for Work, Technology and Organization on an ethnographic study of GM's engineers. GM sponsors a Collaborative Research Laboratory with Stanford on the topic of Work Systems. The GM/Stanford Automotive Engineer study examines work practices and technology use among several types of engineers, like body engineers. I am presenting a paper at the 2007 Design for Engineering and Computers conference sponsored by the American Society of Mechanical Engineers.

What theories and methods do you use most?

The theories and methods depend on the topic and the project's nature, including its customers and planned duration. I use, or have used, nearly every method from my undergraduate training at the University of Washington, including statistical analysis, survey research, experiments, social network analysis, simulation, and ethnography.

Currently, the theories I use relate to work organization, including scientific management, lean production, socio-technical systems, and human relations.

Have you published your research? How does the publication process differ from academic publishing?

Yes, I have published my GM research in academic journals, like the *American Journal of Public Health*, as well as practitioner publications, like *American Demographics*. GM R&D encourages its researchers to publish. Unlike many businesses, GM has established procedures for employees to publish outside the corporation. The publication process differs from academic publishing. All my papers are reviewed by GM Legal Staff for intellectual property and litigation, by the internal customers, and by other staffs, if appropriate.

I also co-edited the first collection of case studies in applied demography, *Demographics: A Casebook for Business and Government* (Westview Press, 1994). This book provides many examples of how demographic analyses can contribute to solving real-world problems.

My Ph.D. dissertation was in the area of historical demography so I have articles in journals like *Demography*, the *European Journal of Population*, *Population Studies*, and the *Oxford History of Medicine and Allied Science*.

Have you combined your non-academic career with an academic career at all? If yes, how?

I won a NSF Visiting Professorship for Women and spent an academic year at the University of Texas at Austin. During this time, I taught courses in applied demography and conducted research about engineers' careers.

I recently finished teaching a course on Lean Engineering for the Center for Professional Development at the University of Michigan's Engineering School.

Any thoughts on how Ph.D. students can prepare themselves for a non-academic career?

Non-academic careers require skills that complement academic careers. Communication skills are paramount. My first boss told me something I have never forgotten - "Don't lecture to executives." Students would do well to learn to convey a message persuasively and quickly to a variety of audiences. Much of my work is done collaboratively with researchers with various academic training. Computer skills in Microsoft Office are important. Knowledge of accounting, finance, and marketing will be helpful, depending on the industry and position.

Does GM offer any summer internships for students in the social sciences?

Yes, GM R&D has summer internships, for which we occasionally recruit social science graduate or undergraduate students.

DISSERTATION ABSTRACTS

Gender and Entrepreneurship Across 28 Countries: A Multilevel Analysis Using GEM Data

Amanda Elam, University of North Carolina – Chapel Hill

Explanations for the extensive variation in rates of entrepreneurship across countries and gender are scarce and hampered by a lack of comprehensive multilevel theory of entrepreneurship. I propose an alternative view of the decision to start based on contemporary social theory (especially, Bourdieu's theory of capital, status expectations state theory, and Lenski's ecological-evolutionary theory of societal change).

The resulting practice theory model provides a set of theoretical propositions and hypotheses that fit well with existing evidence from the field entrepreneurship and from other studies of gender and work.

Results from a series of 2-level random coefficient models investigating the relative impacts of micro- and macro-level correlates of nascent entrepreneurship strongly support the proposed theoretical view of entrepreneurship. In particular, the findings indicate that national gender beliefs interact with micro-level perceptions to influence the decision to start a business, especially for women.

Laboring Lives: A Look at Transnational Work Practices, The Case of Eldercare Work in Italy

Francesca Degiuli, University of California, Santa Barbara

Based in Turin, Italy, this dissertation examines how the job of home eldercare assistant, an unexplored subset of domestic work, is shaped by the convergence of three major global trends: changes in labor market participation, ageing, and immigration. Italy, with its negative growth rate and inadequate State policies to respond to a progressively older population, provides an important case study for understanding the complexities of eldercare. Increasingly, Italian families are no longer able or willing to offer assistance to the elderly. They prefer to hire eldercare assistants, and immigrant women, seldom men, of various nationalities increasingly fill these positions.

The project draws on sixty-five interviews with workers, employers, and members of non-profit organizations that facilitate the encounter between families in need of assistance and unemployed immigrant women, as well as a full year of participant observation, at one of the above-mentioned organizations. The dissertation exposes an organization of care that is only apparently based on the national, individual unit of the family, but that in practice, relies on global political, social and economic processes to function.

Business Process Outsourcing: Its Ideology, Actuality, and the Effects on Professionals and Their Work

Jacqueline Zalewski, Loyola University Chicago

My dissertation research challenges many claims of the outsourcing industry. Interviews with outsourced professionals in information technologies and human resources suggest that it is not a cooperative and more efficient way of organizing work, which the industry hawks. The majority of outsourcing deals in this sample show that special challenges exist in outsourcing because two companies with divergent goals are attempting to work together.

Although work with outsourcing companies can revitalize careers—especially in information technologies, the benefits professionals gain from jobs at outsourcing companies are offset by several significant drawbacks. Drawbacks include reduced professional discretion and control over their work, significant increases in the amount of work and time they spend at the office, damage to personal relationships with former colleagues, and geographic barriers to networking and career growth.

DISSERTATION ABSTRACTS (CONTINUED)

First We Built, Now We Buy: Enterprise Resource Planning in Higher Education
Nicholas Rowland, Indiana University

Colleges and universities are replacing their homegrown administrative information systems with standardized technologies from private market vendors. This dissertation is guided by two theoretical traditions – new institutional theory in organization studies and actor-network theory from science and technology studies. It asks: Why do organizations adopt new technology and, once adopted, what are the consequences of implementation?

Quantitative data include adoption decisions made by American research universities from 1990 to 2006. High-status organizations were more likely to adopt one product and early-on while low-status organizations did the opposite, adopting an alternative product later than their high-status peers.

Qualitative data on diffusion capture how universities respond to the behavior of vendors who inevitably seek to influence adoption decisions.

But universities do not simply adopt and then implement the new systems. Instead, university officials and technicians unite in order to modify the systems in strategic ways. There is a strong historical imperative for this behavior, despite universities' stated intentions to implement completely standardized systems and despite past knowledge that modifying information technology systems is partially the reason their aging systems no longer function.

Unexpectedly, the intense face-to-face negotiations, which were necessary to modify the new systems, end-up bringing the two formerly segregated groups – officials and technicians – closer together.

Coordination without Hierarchy: Toward a Theory of Trust-Control Relationships in Creative Organizations.
Dmitry Khodyakov, Rutgers University

Can a large organization be successful without a single leader? Common wisdom suggests that organizations need a leader to control and be ultimately responsible for decision-making and guarding against inefficiency and vulnerability to the behavior of employees. Nonetheless, my study of two large conductorless orchestras, Persimfans and Orpheus, suggests otherwise.

Such apparently leaderless organizations reject the idea of hierarchical control because it violates their fundamental goals of artistic freedom and creativity. Yet the absence of a single leader does not mean that conductorless orchestras are, in fact, leaderless. More so than conventional orchestras, they benefit from the talent, commitment, and professionalism of all their members. In contrast to hierarchical control, both Persimfans and Orpheus rely extensively on trust-based governance mechanisms that are essential for collaborative decision-making. They have also developed less formal control strategies, such as leadership rotation and socialization into organizational culture, that facilitate the search for consensus.

Therefore, my study suggests that trust and control are intricately intertwined and become a duality in creative organizations. Besides offering insights into intra-organizational trust and control, my dissertation also contributes to the literature on leadership, collaboration, professions, and creativity.

Dissertation Abstracts (continued)

Ways of Old, Ways of New: A Case Study of Community Supported Agriculture in the Pacific Northwest

Laura Earles, University of Oregon

The public increasingly recognizes the need to create and support alternative approaches to food production and consumption because of the socially and environmentally problematic nature of the conventional agrifood system.

Community Supported Agriculture (CSA) is an evolving vision and practice of one such alternative. Involving an extra-market relationship between farmers and consumers and an emphasis on ecologically sound production practices, CSA is a potentially radical challenge to the conventional agrifood system and its associated methods and social relations of production and consumption.

Drawing on in-depth interviews and participant observation with a purposively chosen sample of farmers and other community members associated with CSA in a selected Pacific Northwest community, this research critically examines variations in CSA farmers' agricultural and cultural practices and ideologies. Particular attention is paid to the central importance of labor in Community Supported Agriculture and how its varying character is related to the specific goals and circumstances of respective farms and to the larger political economy.

Creating the Market University: Science, the State, and the Economy, 1965-1985

Elizabeth Popp Berman, University of California – Berkeley

In the past few decades, a number of institutions that historically have been shielded from the market economy—health care, the family, the media—have found their central functions becoming more commoditized, with complex but significant social consequences. Academic science is one such institution. Once relatively insulated from market forces, it has seen the Mertonian ideal of communism partially displaced by a belief that science, in order to be fully applied, must often be privately owned. In conjunction with this shift, universities have developed closer relationships with the business sector, have begun patenting and licensing their inventions, and have encouraged faculty to become directly involved in the commercialization of their research.

This dissertation explains how and why the relationship between academic science and the market changed in the United States. Its main finding is that the primary cause of this shift was not corporate needs, university budget cuts, or even new opportunities to make money. Instead, I how that government provided the biggest push of academic science toward the market.

In the late 1960s and early 1970s, three groups began promoting three very different government policies, not all of which were aimed at universities: to allow federal contractors and grantees to retain ownership of government-funded research, to change tax laws and pension fund regulations restricting investment in venture capital, and to fund federal programs that would encourage universities and industry to work together to solve scientific problems of social importance. Each group of supporters had its own justifications for these policy changes, but none had great success in implementing its proposals.

During the 1970s, the U.S. experienced an extended period of economic stagnation. By the second half of the decade, conventional wisdom had begun to attribute the nation's economic woes to an "innovation gap" with countries like Japan. As pressure mounted on Congress and the Carter administration to turn the economy around, a moment of political opportunity opened for policies to solve this innovation gap. Supporters took advantage of this opening to reframe their projects as connecting technological innovation and economic growth. The result was new federal legislation, regulations, and funding.

By the early 1980s these new policies institutionalized the practice of university patenting and the university-industry research center organizational form, and unleashed a flood of venture capital that reshaped academic biology. Arguments behind these policy changes introduced a new market-oriented logic into the university. By the mid-1980s, this logic was well

DISSERTATION ABSTRACTS (CONTINUED)

entrenched, and had established a new calculus for evaluating the relationship between academic science and the market. The study demonstrates how market logic came to dominate an institution even in the absence of a concerted effort to promote it. This has implications not only for our understanding of universities, but for all social institutions being transformed by the market.

Lean Enough: Factory Relations of Production under Neoliberal Globalization

Matt Vidal, University of Wisconsin-Madison

The central empirical question of this dissertation is: How are U.S. manufacturing sector firms, particularly small suppliers, contributing and responding to economic globalization? Mainstream approaches in both economics and sociology predict tendencies toward organizational homogeneity as market and institutional forces, respectively, discipline firms into adopting the profit-maximizing or normative organizational model. I show that lean production, *adopted as a comprehensive package of complementary lean practices*, is both the most efficient and the normatively dominant model. Yet, I find that the transition from Fordism leads not to convergence around this comprehensive model of lean but results in a nontrivial diversity of organizational forms, many of which are *relatively inefficient* yet apparently *stable*.

This organizational diversity is generated in two ways. First, managers vary in their technical conceptions of lean production and their aspirations levels, and thus implement lean in different configurations. Second, even where managers attempt to implement a similar model of lean, nondiscretionary differences develop as they contend with political and cultural issues forcing them to compromise and alter original plans. These intermediate, relatively inefficient, organizational forms remain stable in the face of market pressures because their adaptations are *good enough* to meet satisficing managers' aspiration levels and customers' performance targets.

To explain this diversity of intermediate cases I develop an organizational political economy framework, focusing on the politics of production within firms and relations of production between firms. The politics of production – satisficing in the development and implementation of strategy, organizational conflict, and workplace culture embedded in routines – operate as a set of polymorphic causal forces generating discretionary and nondiscretionary differences in how lean gets implemented. Managers vary in how they envision lean and how they interpret their organizational environment. Further, managers often must negotiate change with individuals and factions, and accommodate the norms, conventions and dispositions of workers as they seek to overcome old and establish new routines.

My research indicates that the supply side of the market for durable goods is constituted in multiplex ways by institutional relations of production between firms. First, conceptions of the organizational environment, and competitive strategy, in supplier firms are shaped by the multifaceted institutional structure of relations of production, from differing norms of subcontracting relations across industries to factional conflict over organizational strategy within firms.

Lean production continues to exist and be used at a technical level, but as lean has diffused among leading manufacturers and been adopted by major industry associations and consultants, it also has multiple institutional moments, for example, existing as a normative model often divorced from complexities of implementation. The often-indistinguishable technical and institutional pressures that suppliers face from their industrial customers can be quite contradictory, sending mixed signals about what industrial customers actually want, and demonstrating to suppliers there is space for variation in strategy, organizational process and, ultimately organizational performance. The institutional market structure thus constituted in part by relations of production between customers and suppliers is permissive of a limited but significant range of variation in the capabilities and organizational form of supplier plants. Customer-supplier relations are institutionalized in many ways that create space for diversity in supplier performance.

BOOK REVIEWS

Children of NAFTA: Labor Wars on the U.S. / Mexico Border. By David Bacon. University of California Press. 2004. 323 pp. ISBN-13: 978-0520244726.

Reviewer: Ann Shirley, University of Oregon, ashirley@uoregon.edu

David Bacon's *Children of NAFTA* was an absolutely riveting and important book. Looking at the effects of NAFTA by studying labor conditions in fields and maquiladoras along the border between the United States and Mexico, Bacon shows the desperate situation many workers are in and discusses the ways they are responding to the challenges they face. His writing is more complex than typical journalism, and his photography tells stories more powerful than words could; for example, one of the photographs included showed an individual who literally had sewn his eyes and ears shut, in protest of privatization. Viewing that certainly made me realize that the conditions must be really horrible if people are willing to endure such things in order to make a statement.

One of the strengths of *Children of NAFTA* was the numerous striking quotes from the people affected most negatively by the trade agreement, who eloquently put into words the ironies and harms of free trade. The wages they earn are not enough to live on, so they have cardboard houses. There is no electricity, sewers, or running water. In some areas, the wages were so low it would take the workers 50 times as long to earn enough to buy a couple pounds of rice as it would take across the border in the United States. Even as an undocumented worker, they would be able to earn enough money 12.5 times faster (214-5).

While Mexico has an admirable constitution that provides better protection to workers than U.S. workers even hope for, it is not enforced. Responding to pressure to repay debts, the Mexican government lowered wages in order to attract foreign investment. They focus on economic costs without concern for the social costs. Child labor is one of the problems allowed to flourish by NAFTA. Most families are not able to survive unless every member is working. Another problem is worker safety. The maquiladora work is dangerous, and safeguards are often eliminated in order to increase efficiency. Fumes from toxic chemicals harm the workers and cause birth defects.

Most workers are represented by unions, but they are government-affiliated unions that support the company, not the workers. Numerous stories are told in this book that demonstrate the lengths the Mexican workers are willing to go to in order to gain recognition of independent unions, controlled by the workers instead of the government.

Bacon also emphasizes the advantage in all of this. NAFTA was destructive to workers on both sides of the border, but it also broke down divisions between the workers. Now U.S. workers and Mexican workers see how they are connected. Poverty in Mexico drives workers to the U.S. looking for work, which drives down wages in the U.S. Both sets of workers can solve their problems is to cooperate with each other. Mexican unions are facing the threat of outsourcing to China, just as U.S. unions were threatened with outsourcing to Mexico in the 1990s. Several examples are given of unions and other associations not focused on labor working together across the border.

I recommend this book to all readers, because it tells an important story about something very real that is going on in the world right now. In addition to members of OOW, anyone doing research on economic issues, political issues, or Mexico would benefit from reading this. Advanced undergraduates would probably do well with this book, especially if they had a general understanding of NAFTA economic policies and union history. The one complaint I have concerns the excessive number of acronyms used in the book, which were hard to keep track of at times. Overall, this book was a very worthwhile and moving read.

BOOK REVIEWS (CONTINUED)

Janitors, Street Vendors, and Activists: The Lives of Mexican Immigrants in Silicon Valley. By Christian Zlolniski. University of California Press. 2006. 249 pp. ISBN-13: 978-0520246430.
Reviewer: Matthew Eddy, University of Oregon, meddy@uoregon.edu

Culminating years of ethnographic fieldwork, Christian Zlolniski's *Janitors, Street Vendors, and Activists* offers a complex portrait of the dilemmas faced by an "invisible" population – Mexican immigrants who push popsicle carts in the informal economy or clean office buildings (frequently without sufficient cleaning supplies) for a low-wage after everyone else has gone home. Often indispensable to the new economy, they live their lives tucked away in segregated barrios seizing opportunities and confronting diverse challenges shaped by many of the contradictions of American capitalism. Probing deeper than the frequent romanticization and victimization of undocumented immigrants, Zlolniski traces three significant terrains in which human agency and structural constraints intersect: work, the household, and community politics.

In recent decades, outsourcing has become a common corporate strategy for reducing costs and dodging employer liability. Silicon Valley offers an instructive case, where many janitors are undocumented workers employed by small companies, subcontracted by large high-tech corporations. Behind the expediencies of cheap labor are the daily survival strategies of Mexican immigrants, including pooling incomes, the doubling or tripling up of households in apartments, working multiple and informal jobs, and savvy community organizing. Such strategies create new conflicts and tensions exacerbated by gender inequality and social stratification within the households.

In their moments of greatest agency, whether mounting union campaigns, engaging in grass-roots community organizing, or dallying in Chaplinesque "microresistance," the precarious social location of Mexican immigrants constantly threatens their initiatives and their human dignity. For these immigrant workers, the structural limitations of advanced capitalism are formidable and Zlolniski brings many layers of exploitation and struggle to light.

From Hire to Liar: The Role of Deception in the Workplace. By David Shulman. Cornell University Press. 2007. 232 pp. ISBN-13: 978-0801473319
Reviewer: Christina Ergas, University of Oregon, cergas@uoregon.edu

David Shulman makes a structural argument while utilizing a dramaturgical analysis of lying at work. Structurally, lying is an adaptive necessity for workers on the job. Individuals catch on quickly that lying to appear to be a fast learner, evade work, appear competent, etc. will push them further up the occupational ladder. The author claims that the impression management of individuals contributes to their successes and failures in the business world. Shulman argues that much of what keep work organizations "going" are the individual actors who keep the appearances that the organizations are "going."

Shulman explores private detectives' deceptions and justifications and workers' mundane, everyday deceptions and justifications. A process of passing the blame or *label laundering* is key to understanding justifications for deception. Private detectives identify unscrupulous targets, managers point at their inferiors, and professionals claim that their poor training or dishonest clients are to blame for any *dirty work* the professionals are involved in. Label laundering allows workers to engage in work deceptions with a clear conscience.

Often, occupational goals are unattainable given occupational rules and regulations.

BOOK REVIEWS (CONTINUED)

Workers must cut corners and break rules to reach their goals. Managers, by setting unattainable goals, are implicitly asking employees to cut corners while remaining inculpable when their employees do not perform up to standard. The organization's structural demands force deception at every level of employment. With other structural forces at fault, workers may undertake morally controversial work while remaining guilt-free.

Shulman makes a compelling argument for the cultural hypocrisy all workers face in the work place and the ensuing cognitive dissonance. Individuals are taught to be honest and trustworthy at home while at work they learn a different lesson; they often find that it does not pay to be honest on the job. Workers must then establish creative ways to justify their behavior.

Overall, the subject matter is intriguing and valuable in assessing the reasons for subterfuge in the workplace. Shulman describes this subterfuge as "of practical and overlooked significance in people's workplace experiences," and concludes with, "We manage their hidden dark realities in our impression management at work – and they are the proverbial elephants in the room in many of our workplace interactions." Understanding the necessity for deceptions in the workplace may have implications for creating policy and establishing a system of culpability for those in higher-level positions in organizations who are unassailable when challenged.

I would recommend this book for an undergraduate class. It is an accessible and fast read. The biggest fault is Shulman's failure to provide an analysis of any differences in workplace lying based on gender, race, or class, which would likely yield very interesting results. Additionally, his study neglects higher-level employees. However, the issues surfaced are relevant and worthwhile for further study in the field of organizational sociology.

ANNOUNCEMENTS

Recent and Forthcoming Books

The Next Catastrophe: Reducing Our Vulnerabilities to Natural, Industrial, and Terrorist Disasters. Charles Perrow. 2007. Princeton University Press. ISBN-13: 978-0-691-12997-6.

Charles Perrow is famous worldwide for his ideas about normal accidents, the notion that multiple and unexpected failures--catastrophes waiting to happen--are built into our society's complex systems. In The Next Catastrophe, he offers crucial insights into how to make us safer, proposing a bold new way of thinking about disaster preparedness.

Perrow argues that rather than laying exclusive emphasis on protecting targets, we should reduce their size to minimize damage and diminish their attractiveness to terrorists. He focuses on three causes of disaster--natural, organizational, and deliberate--and shows that our best hope lies in the deconcentration of high-risk populations, corporate power, and critical infrastructures such as electric energy, computer systems, and the chemical and food industries. Perrow reveals how the threat of catastrophe is on the rise, whether from terrorism, natural disasters, or industrial accidents. Along the way, he gives us the first comprehensive history of FEMA and the Department of Homeland Security and examines why these agencies are so ill equipped to protect us.

The Next Catastrophe is a penetrating reassessment of the very real dangers we face today and what we must do to confront them. Written in a highly accessible style by a renowned systems-behavior expert, this book is essential reading for the twenty-first century. The events of September 11 and Hurricane Katrina--and the devastating human toll they wrought--were only the beginning. When the next big disaster comes, will we be ready?

ANNOUNCEMENTS (CONTINUED)

Recent and Forthcoming Books

Race, Ethnicity and Inequality in the U.S. Labor Market: Critical Issues in the New Millennium. George Wilson (ed.). 2007. Sage Publications. ISBN: 9781412955027.

This new volume of The Annals of the American Academy of Political and Social Science contains many strong analyses of race in organizational contexts, including chapters by Vincent Roscigno, Lisett Garcia, & Donna Bobbit-Zeher; Dee Royster; Don Tomaskovic-Devey & Kevin Stainback; Devah Pager; Dalton Conley & Rebecca Glauber; Matt Huffman & Phil Cohen; David Maume & Rachel Sebastian; and Greg Squires.

The volume's central question is: What patterns of racial and ethnic stratification are emerging in the American labor market as representation of racial and ethnic minorities continues to increase in the new millennium? The articles demonstrate that in the 21st century the labor market is neither race-neutral nor color-blind. Race and ethnicity continue as salient factors in determining life-chance opportunities in the American labor market.

The chapters explore a range of critical topics, including: the role of Equal Employment Opportunity (EEO) law and data in existing research; approaches used by firms to interpret and apply EEO law; analysis of job satisfaction between and among groups; use of audit studies to identify discrimination; application of competition theory; examination of racial and ethnic stratification in the workforce; intergenerational occupational mobility; and the effects of segregation in both employment and residential spheres

Ending Poverty in America: How to Restore the American Dream. John Edwards, Marion Crain, and Arne L. Kalleberg, eds. 2007. NY: New Press. ISBN-13: 978-1595581761.

Organizations, Identities and the Self. Janette Webb. 2005. Palgrave/MacMillan. ISBN-13: 9780333804889.

Cynthia Fuchs Epstein (Distinguished Professor, CUNY Graduate Center) calls Webb's book, "highly original and thought provoking. I hope to nominate it for an award."

Class Acts: Service and Inequality in Luxury Hotels. Rachel Sherman. 2007. University of California Press. ISBN-13: 978-0520247826.

Based on 12 months of participant observation in several jobs in two urban luxury hotels, as well as interviews with managers and hotel guests, this book examines the production and consumption of luxury service.

The analysis focuses on what luxury service comprises, how managers organize its production and, especially, how workers and guests experience and negotiate their visibly unequal entitlements both to material resources and to human emotional and physical labor.

The author shows that workers develop multiple interpretive and practical strategies in order to constitute themselves as powerful and not subordinate to guests. These strategies depend on symbolic resources which differ in each organizational setting.

Hotel guests also use discursive justifications and practices of reciprocity toward workers to avoid seeing themselves as dominating or exploitative. At the same time, however, luxury service itself bolsters their sense of entitlement to the labor of others.

Ultimately, Sherman argues, workers' and guests' interpretive strategies serve to normalize inequality, leading them to take unequal class entitlements for granted.

Research in the Sociology of Organizations.* Volume 25, *The Sociology of Entrepreneurship. Martin Ruef and Michael Lounsbury, eds. 2007. Elsevier. ISBN-13: 978-0762314331.

The Mismatched Worker. Arne L. Kalleberg. 2007. NY: W.W. Norton. ISBN-13: 978-0393976434.

ANNOUNCEMENTS (CONTINUED)

Recent and Forthcoming Books

Research in the Sociology of Work, Volume 17, Workplace Temporalities. Forthcoming 2007. Beth A. Rubin (ed.). JAI/Eslevier.

The global 24/7 economy and the organizational changes it has generated have enormous implications for the organization, experience, and use of time in (and out of) the workplace. In addition to eroding the boundary between home and work, creating time pressures both within and outside of the workplace, the need for businesses to compete in a 24/7 global economy has re-problematized time in the workplace. Drawing on sociology, labor economics, social history, and organizational behavior, this volume's chapters empirically and theoretically, examine various aspects of time in the workplace.

Contributors to this volume examine issues surrounding the distribution of and struggle over work hours and how these vary across a number of factors including race, class, occupation, and other structural components of work.

They examine temporal structures within organizations including inequities in flexible scheduling, entrainment and work teams, polychronicity, and how changing temporal structures affect professionalism and expertise.

They also consider the way in which changing uses and organization of work time, in the context of economic instability and globalization, affect the difficulties of reconciling work and family. At the more micro-level, the papers consider individuals' perceptions and constructions and intersubjective constructions of time.

To varying degrees, the authors speak to the policy implications or strategies for managing new times. Taken as a whole, these papers shed light on the way in which globalization and the emergence of a 24/7 economy have altered the ways, times, and meanings of time at work.

The Transformation of Work in the New Economy. Robert Perrucci and Carolyn C. Perrucci, eds. 2007. Los Angeles: Roxbury Publishing Company. ISBN-13: 978-1933220970

Changing Corporate America from Inside Out: Lesbian and Gay Workplace Rights. Nicole C. Raeburn. 2004. Minneapolis: University of Minnesota Press. ISBN-13: 978-0816639991.

Recent and Forthcoming Articles

Collins-Dogrul, J. 2006. **"Managing US-Mexico 'Border Health': An organizational field approach."** *Social Science & Medicine* 63(12): 3099-3211.

Degiuli, Francesca and Cristopher Kollmeyer. **"Bringing Gramsci Back in: Labour Control in Italy's New Temporary Help Industry."** *Work, Employment and Society*. Forthcoming.

Leahey, Erin. **"Not by Productivity Alone: How Visibility and Specialization Contribute to Academic Earnings."** *American Sociological Review*. Forthcoming.

Lounsbury, Michael. 2007. **"A Tale of Two Cities: Competing Logics and Practice Variation in the Professionalizing of Mutual Funds."** *Academy of Management Journal* 50: 289-307.

Wysong, Earl and Robert Perrucci. 2007. **"Organizations, Resources, and Class Analysis: The Distributional Model and the U. S. Class Structure."** *Critical Sociology* 33: 211-246.

Transition

Amanda Elam started a one-year postdoc at the Queensland University of Technology in Brisbane, Australia in January. She says it is an absolutely wonderful opportunity to roll out some papers for journal review. Also, working in a business school offers an interesting contrast to her years in a Department of Sociology.

ANNOUNCEMENTS (CONTINUED)

Call for Papers

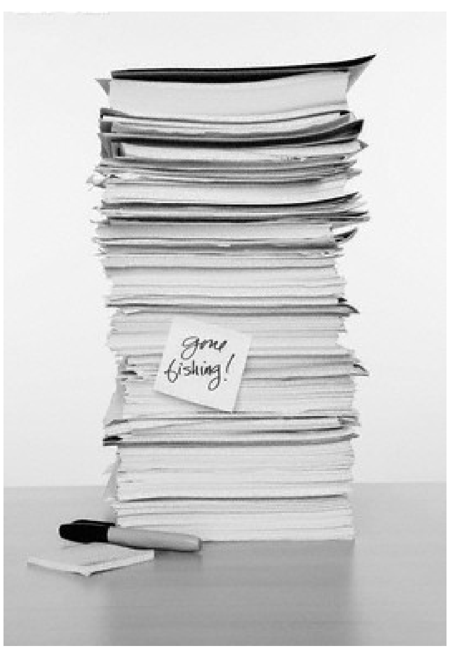
Research in Political Sociology is accepting manuscripts for Volume 17. This volume will broadly focus on "Politics and Public Policy." The primary objective of ***Research in Political Sociology*** is to publish high quality, theoretically informed empirical research in areas that advance the understanding of politics in society.

Manuscripts submitted for Volume 17 might focus on topics such as social policy, business policy, trade policy, organizations and policy formation and related topics of interest to political sociology.

Four copies of the manuscripts should be submitted to:

Harland Prechel
Department of Sociology
4351 Academic Building
Texas A&M University
College Station, TX 77843-4351

The deadline for submission of manuscripts for Volume 17 is September 15, 2007.



OOW Sessions at the ASA Annual Meeting

Session: Roaring Controversies and Heart-felt Resolutions in Statistical Models of Organizational and Network Dynamics
Presider: Peter Hedstrom
Discussant: Michael Macy
Papers:

Inter-organizational Hierarchies, Social Networks, and Identities in Multi-Unit Organizations. All Academic Code: 183413. Alessandro Lomi, alx@economia.unibo.it; Dean Lusher, dean.lusher@unimelb.edu.au; Philippa Pattison, pepatt@unimelb.edu.au; Garry Robins, garrylr@unimelb.edu.au

A Plea for the Study of Unimportant Phenomena: Selective Sampling of Empirical Settings in Organizational Studies. All Academic Code: 182788. (Balazs Kovacs, bkovacs@stanford.edu; Jerker Denrell, denrell@gsb.stanford.edu)

The Diffusion of Technology Transfer Offices Among U.S. Universities. All Academic Code: 184766. Kelly Patterson, klp38@cornell.edu

Network Influence, Social Selection and Individual Performance in Organizations. All Academic Code: 183621. Vanina Torlo, vtorlo@luiss.it; Christian Steglich, c.e.g.steglich@rug.nl; Alessandro Lomi, alx@economia.unibo.it Tom Snijders, t.a.b.snijders@rug.nl

ANNOUNCEMENTS (CONTINUED)

OOW Sessions at the Annual Meeting

Session: Governance Meets Families, Political Power, and Long-term Relationships
Presider: Jerry Davis
Discussant: Christine Ahmadjian
Papers:

- Family Governance and Foreign Institutional Investors: Board Reform in Taiwanese Companies 2002-2005. All Academic Code: 178180. Chi-Nien Chung, cnchung@leland.stanford.edu; Young-Choon Kim, youngchoonkim@nus.edu.sg
- The Expansion of Outside Directorate in Korea: Agency Control, Resource Dependency, and Neo-institutional Perspectives. All Academic Code: 182975. Hang Young Lee, solemt@korea.ac.kr; Kyungmin Baek, hasook99@daum.net; YongSuk Jang, yongsukjang@korea.ac.kr
- Does Money Cost Too Much? The Effect of Going Public on Firm Innovation. All Academic Code: 182636; Geraldine Wu, geraldine.wu@stern.nyu.edu
- Long-term Brokerage: Relationship Duration and Returns to Brokerage in the Staffing Sector. All Academic Code: 183528. Matthew Bidwell, Matthew.Bidwell@insead.edu; Isabel Fernandez-Mateo, ifernandezmateo@london.edu

Session: Emergence, Imitation, and Breaking of Norms in the *New York Times* to High-end Indian Fashion
Presider: Bruce Kogut
Discussant: Barbara Czarniawska
Papers:

- To Share or Not to Share? Reference Group Norms and Information Withholding Among LIfe Scientists. All Academic Code: 182752. Martine Haas, martine_haas@cornell.edu; Sangchan Park, sp339@cornell.edu
- All the News That's Fit to Fix: Error and Misjudgment in the New York Times. All Academic Code: 182436. David Gibson, gibsond@sas.upenn.edu
- Fashioning an Industry: The Emergence and Evolution of an Established Industry in a New Geographic Region. All Academic Code: 177903. Mukti Khaire, mkhaire@hbs.edu
- Imitating What? Conflicting Organizational Models for NGOs in Russia. All Academic Code: 183436. Sarah Busse Spencer, sspencer@tcnj.edu

Session: Movin' on Up: Organizations, Earnings, and Career Paths in China and in the U.S.
Presider: Christopher Edling
Discussant: Doug Guthrie
Papers:

- Academy of Capitalism: Organizational Transformation of the Chinese Academy of Sciences in the Creation of Private Entrepreneurs. All Academic Code: 182353. Dali Ma, dalima@uchicago.edu
- Workplace and Life Chances: Organization-Based Inequality in Urban China, 1952 - 1996. All Academic Code: 183961. Maocan Guo, mguo@fas.harvard.edu; Xiaogang Wu, sowu@ust.hk
- Earnings Inequality within Organizations. All Academic Code: 184749. Taek-Jin Shin, tshin@berkeley.edu
- Structure at Work: The Division of Labor in U.S. Wineries, 1940-1989. All Academic Code: 183149. Heather Haveman, hah15@columbia.edu; Anand Swaminathan, aswaminathan@ucdavis.edu; Eric Johnson, ebj2001@columbia.edu