

Cambridge University Press

978-0-521-18987-3 - Managing in the Modern Corporation: The Intensification of Managerial Work in the USA, UK and Japan

John Hassard, Leo McCann and Jonathan Morris

Index

[More information](#)

Index

- authoritarianism, 7, 13, 26, 27, 31, 61, 100, 170, 177, 180, 218, 219, 226, 227, 244, 249, *see also* bullying
- authority
downward devolvement of, 22, 23, 94, 102, 234
- automobile industry, *see* Ford, Toyota
in Japan, 187–203
in UK, 129–141
in USA, 95–110
- Balanced Scorecard, 62, 64, 66, 93, 122, 135
- banking industry
in Japan, 215–220
in UK, 174
in USA, 85–95
- Baran, P. A. and Sweezy, P. M., 44, 45, 48, 49, 55, 56, 75, 239, 244, 249, 256
- Baumol, W. J. *et al.*, 10, 18, 59, 186, 226, 233, 247
- Berle, A. A. and Means, G. C., 7, 56
- Beynon, H., 10, 11, 25, 37, 44, 48, 126, 136, 139, 177, 234, 261, 265
- ‘boundaryless’ careers, 11
- Braverman, H., x, 20, 21, 35, 36, 43, 44, 45, 46, 47, 48, 49, 52, 55, 110, 233, 249, 261, 272
- bubble economy (Japan), 64, 181, 188, 204, 215, 216
- bullying, 28, 129, 138, 139, 149, 170, 173, 174, 177, 180, 221, 222, 227, 252
- bureaucracy, 6, 8, 13, 22, 23, 30, 34, 48, 53, 56, 58, 115, 210, 244, 260
- Cascio, W. F., 11, 15, 19, 29, 55, 60, 61, 69, 232, 246, 247, 248, 262
- Chandler, A. D. Jr, 23, 25, 27, 55, 262
- China, 2, 74, 80, 128, 140, 198, 203, 204, 206, 209, 212, 215, 251, 269
- Citibank, 2, 4
- consultants, 1, 5, 16, 25, 27, 35, 79
- convergence, 6, 31, 52, 53, 54, 68, 225, *see also* globalization, varieties of capitalism
- corporate scandals, 58, 111, 181, 183, 242
- cost control, 56, 64, 69, 72, 78, 88, 89, 91, 92, 94, 116, 122, 132, 135, 142, 151, 152, 153, 154, 155, 160, 163, 186, 188, 189, 190, 192, 193, 199, 206, 209, 212, 225, 226, 234, 237, 247, 251, 255
- culture change programmes, 142, 143, 144, 149, 150, 152, 153, 154, 166, 171, 185, 252
- de-layering, 6, 10, 11, 14, 28, 35, 37, 49, 61, 66, 67, 78, 79, 80, 81, 82, 83, 89, 90, 103, 106, 108, 112, 113, 115, 124, 131, 132, 152, 154, 160, 184, 185, 188, 195, 198, 204, 207, 210, 211, 213, 216, 220, 224, 233, *see also* hierarchy
- dignity of the workplace
attempts to restore it, 245–257
- Dore, R., 27, 28, 31, 49, 175, 176, 179, 180, 183, 184, 218, 238, 241, 243, 263
- dotcom bubble (USA), 64, 74
- electronics industry
in Japan, 203–206
in USA, 69–85
- engineering industry
in Japan, 206–209
in USA, 110–121

Cambridge University Press

978-0-521-18987-3 - Managing in the Modern Corporation: The Intensification of Managerial Work in the USA, UK and Japan

John Hassard, Leo McCann and Jonathan Morris

Index

[More information](#)

Index

275

- Enron, 58, 273
- ethnic diversity
absence of among middle managers, 149, 244
- executive pay, 3, 37, 118, 186, 227, 237–238, 239, 241, 242, 243, 252
- factory shutdowns, 72, 73, 128, 137, 138, 140, 181, 200, 203
- financialisation, 3, 16, 48, 125, 151, 154, 225, 236
- forced ranking, 77, 84, 112, 118, 121
- Ford Motor, 1, 2, 4, 17, 28, 57, 99, 136, 177, 180, 184, 261, 269, 272
- France, 17, 128
- Froud, J., *et al.*, 9, 16, 17, 18, 19, 21, 32, 38, 49, 55, 58, 76, 95, 186, 226, 233, 242, 249, 264
- '*furūta*' (job hopper in Japan), 194, 220
- gender, 28, 50, 227, 254
- General Electric, 31, 38, 112, 118, 120, 121, *see also* Welch, J.
- Germany, 2, 17, 57, 58, 60, 128, 176, 263, 273
- globalisation, 1, 29, 30, 33, 34, 48, 49, 53, 54, 128, 147, 187, 189, 196, 225, 236, 251
- graduate recruitment
in Japan, 217, 218, 222
slowdown of, 205, 211
- gurus, 5, 28, 29, 30, 55, *see also* consultants
- Heckscher, C., 9, 13, 15, 29, 55
- hierarchy, 5, 8, 13, 22, 23, 28, 32, 35, 40, 46, 76, 90, 138, 210, 241, 244
- High-Performance Work Systems, 21, 38, 44, 50, 57, 58, 60, 249
- Hochschild, A. R., 14, 51, 145, 161, 174, 230, 235, 236, 240, 252, 254, 266
- IBM, 4, 12
- ICT, *see* new technology
- India, 2, 128, 151, 215
- insurance industry
in UK, 151–164
- international competition
rise of, 1, 2, 5, 30, 37, 44, 47, 48, 49, 52, 62, 68, 73, 75, 96, 107, 125, 130, 140, 141, 150, 151, 164, 186, 188, 190, 193, 203, 206, 210, 211, 212, 225, 233, 237, 251, 255
- Jacoby, S., 8, 11, 27, 32, 52, 55, 56, 58, 60, 114, 125, 178, 179, 180, 184, 186, 199, 224, 254, 267
- Japanese firms
as paternalist and traditional, 176, 178, 179, 186
authoritarian and demanding nature of, 177, 178, 217, 218
conservative approach to restructuring, 181, 183, 203, 216, 236
keiretsu (subcontractor networks), 188, 189, 190, 193, 198, 200, 202, 227
reluctance to use redundancies, 176, 202
- job insecurity, 11, 127, 129, 233
- Kanter, R. M., 27, 29, 137, 180, 267
- labour process theory, 88, 109, 110, 122, 174, 193, 215, 225, 231, 232, 234, 249, 256, *see also* Braverman, H.
- lean manufacturing, 9, 22, 96, 99, 103, 106, 115, 122, 131, 139, 176, 183, *see also* automobile industry, Toyota
as exploitative, 107, 139, 177
- Lehman Brothers, 3, 185
- levels of management, 6, *see also* de-layering, heirarchy
- loyalty, 5, 8, 23, 30, 60, 73, 108, 163, 179, 183, 194, 205, 206, 220, 227
- Mehri, D., 139, 177, 178, 185, 193, 238, 244, 252, 269
- Merrill Lynch, 3
- middle managers
and intrinsic job reward, 24, 51, 67, 68, 110, 122, 136, 146, 149, 150, 157, 174, 203, 222, 240

Cambridge University Press

978-0-521-18987-3 - Managing in the Modern Corporation: The Intensification of Managerial Work in the USA, UK and Japan

John Hassard, Leo McCann and Jonathan Morris

Index

[More information](#)

276

Index

- middle managers (cont.)
 and 'lifetime' employment, 5, 32, 65, 68, 83, 108, 147, 154, 155, 163, 168, 178, 197, 200, 205, 223
 and resistance, 141, 174, 241, 245, 250, 256
 and suicide, 209, 227, 231
 and work intensification, 31, 46, 47, 67, 103, 104, 109, 133–135, 137, 143, 144, 151, 159–160, 162, 164, 167, 185, 191, 193, 196, 200, 207, 208, 220, 228, 233, 253
 as both managers and the managed, 25, 45, 46
 as 'men in grey suits', 25, 234
 as shapers of top management strategy, 25, 77
 changing career paths of, 68, 81, 89, 107, 114, 117, 147, 194, 204, 224
 changing work tasks of, 6, 9, 33, 47, 65, 105, 115, 138, 147, 195
 closer interaction with supervisors/ front line work, 88, 90, 105
 declining morale of, 6, 9, 20, 35, 67, 89, 122, 130, 158, 160, 173, 192, 236
 disaffection with organisational change, 94, 100, 122, 143, 148, 149, 158, 168, 172
 early retirement of, 79, 130, 184, 188, 192, 205, 211
 excessive workloads of, 33, 50, 59, 106, 109, 112, 131, 132, 133, 143, 146, 163, 169, 198, 226, 229, 244
 firms' dependence on their goodwill, 69, 110, 122, 137, 141, 161, 236
 frantic work pace of, 107, 113, 133–135, 169, 214, 252
 high levels of commitment of, 98, 108, 120, 122, 132, 137, 141, 148, 162, 167, 209, 236, 254
 high skill levels of, 26, 47, 117, 136, 213, 234
 increasing responsibilities of, 14, 81, 88, 102, 105, 106, 116, 132, 133, 162, 166, 196, 200, 204, 208, 233
 isolation from top management, 103, 113, 122, 132, 164, 231
 job security of, 25, 34, 69, 91, 130, 150, 156, 157, 158, 160, 168, 200, 209, 216, 228
kachō (section chief in Japan), 40, 176, 188, 191, 192, 194, 195, 196, 199, 200, 204, 207, 208, 211, 213, 220, 224
 long hours culture of, 107, 116, 127, 143, 145, 159, 191, 195, 200, 204, 214, 219, 239
 reduced promotion prospects of, 108, 119, 122, 136, 151, 154, 160, 161, 164, 191, 192, 210, 212, 219
 reduction of entitlements, 155, 156
 salaries of, 64, 68, 92, 135, 163, 172, 199, 204, 207, 221
 spans of control of, 80, 88, 113, 116, 131, 201
 stress levels of, 25, 91, 107, 132, 135, 137, 144, 146, 148, 168
 Mills, C. W., 8, 22, 24, 36, 39, 43, 47, 49
 new technology, 57, 74, 88, 90, 126, 162, 165, 171, 190, 200, 213
 Nissan Motor, 184, 187, 189
 offshoring, 2, 57, 151, 153, 215
 organisational structure
 matrix, 86
 new ideas on, 35, 36, 53, 56, 75, 87, 113, 115, 142, 154, 232, 238
 traditional ideas on, 26, 55, 144, 155, 164, 172, 178, 179, 180, 205
 outsourcing, 49, 50, 57, 90, 94, 151, 153, 183, 203, 215
 pay systems, 6, 33, 67, 92, 114, 119, 160, 194, 199, 207
 performance management, 6, 66, 84, 90, 92, 101, 112, 117, 118, 120, 135, 154, 156, 165, 166, 168, 171, 234, *see also* surveillance
 personnel recruitment industry
 in USA, 62–69
 Porter, M., 17, 18, 21, 57, 125, 176, 181, 270
 post-bureaucracy, 23
 privatisation, 48, 56, 142, 144, 147, 150, 181

Cambridge University Press

978-0-521-18987-3 - Managing in the Modern Corporation: The Intensification of Managerial Work in the USA, UK and Japan

John Hassard, Leo McCann and Jonathan Morris

Index

[More information](#)

Index

277

- racism, 3, 149
- rationalisation
 of departments, 63, 165, 188, 191, 199, 211, 213
 of lines of business, 91
 of personnel numbers, 64, 78, 82, 107, 112, 116, 131, 132, 165, 190, 191, 207, 209, 213, 234
- redundancies, 2, 4, 5, 9, 10, 23, 29, 33, 37, 57, 59, 72, 75, 95, 126, 130, 142, 144, 151, 156, 158, 165, 171, 181, 202, 203, 227, 240, 246
 announcements to press of, 2, 4, 17
- relocation of factories to low-cost regions, 74, 128, 140, 204, 206, 212, 215
- restructuring
 and metaphors of war, 75, 122, 143
 failing to deliver improved performance, 15, 110, 119, 122, 246, 249
- sell-offs of non-performing parts of firms, 72, 77, 208
- senior HR managers, 12, 42, 71, 75, 85, 90, 110, 111, 130, 135, 186, 188, 191, 245
- Sennett, R., 10, 12, 29
- sexism, 14, 149, 178, 180, 218, 238, 244
- shareholder value, 1, 5, 13, 15, 17, 21, 29, 32, 37, 52, 76, 118, 124, 125, 151, 152, 156, 161, 173, 175, 176, 181, 182, 183, 184, 186, 226, 232, 239, 243, 252
- Six Sigma, 38, 62, 70, 77, 99, 101, 102, 103, 111, 122
- Sony, 2, 4, 6, 128, 175, 203, 254
- steel industry
 in Japan, 215
- stress, 11, 13, 16, 20, 126, 129, 139, 150, 165, 169, 229–232, 233, 245
- sub-prime crisis, 3, 4, 7, 8, 58, 185
- surveillance, 16, 69, 90, 146, 167
- ‘title creep’, 9, 67
- top management, 2, 30, 37, 117, 120, 141, 178, 236, 237, 238, 248, 255
 unimaginative policies of, 109, 121, 166
- Toyota Motor, 99, 175, 177, 185, 187, 189, 190, 193, 254, 268, 269
- trade unions, 30, 57, 60, 61, 79, 96, 103, 104, 123, 136, 138, 141, 142, 144, 183, 227, 238, 239, 240, 243, 256
- US investment banks, 3, 49, 86, 93
 in Japan, 216, 220, 244
 in UK, 125
- US military, 75, 77
 downward devolvement of authority in, 22
- utilities industry
 in UK, 141–151
- varieties of capitalism, 17, 28, 52, 53, 58, 175, 184, 220, 225, 241
- Wal-Mart, 23, 61, 238, 262, 264
- Welch, J., 32, 55, 77
- Whyte, W. H., 8, 23, 25, 32, 49, 228, 239, 273
- Williams, K., *see* Froud, J. *et al.*
- women managers, 14, 127, 138, 145, 161, 180, 202, 243
 in Japan, 216, 219, 227, 244
- work intensification, 16, 106, 123, 127, 186, 250, *see also* work-life balance
- work-life balance, 10, 119, 129, 142, 145, 146, 159, 161, 162, 196, 202, 225, 230, 235, 244, 245, 253, 261