



Employment Relationships

The second half of the twentieth century witnessed a quite dramatic shift in the nature of white-collar employment, from lifetime tenure, often in a very hierarchical work structure, to a new model defined by flatter organizations, job insecurity, shorter tenures, declining attachment between employer and employee, and contingent work. Managing employment relations has become an issue of huge strategic importance as businesses struggle to respond to the pace of change in management systems and working practices. *Employment Relationships: New Models of White-Collar Work* traces the latest developments in employment arrangements drawn from a number of business contexts. These include the rising role of outside hiring and lateral moves in shaping and managing careers, increased career uncertainty, and much greater variety in organizational structures – even within industries and professions – as employers struggle to meet the diverging demands of their product markets.

Employment Relationships offers an authoritative resource for students and scholars wanting to understand the role of employment relations in real-world business settings.

PETER CAPPELLI is the George W. Taylor Professor of Management and Director of the Center for Human Resources at the Wharton School, University of Pennsylvania.

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Employment Relationships

New Models of White-Collar Work

Edited by

PETER CAPPELLI

The Wharton School, University of Pennsylvania



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Foreword

We are pleased to introduce Peter Cappelli's *Employment Relationships: New Models of White-Collar Work*, as part of the Cambridge Companions to Management series. The series is intended to advance knowledge in the fields of management by presenting the latest scholarship and research on topics of growing importance. Bridging the gap between journal articles and student textbooks, the volumes offer in-depth treatment of selected management topics, exploring the current knowledge base and identifying future opportunities for research. Each topic covered in the series is one with great future promise, and one that also has developed a sufficient body of research to allow informed reviews and debate.

Management scholarship is increasingly international in scope. No longer can scholars read only the work conducted in their own countries, or talk only to their near neighbors; creative and innovative work in management is now being conducted throughout the world. Each volume is organized by one of our most prominent scholars, who brings researchers from several countries together to provide cross-national perspectives and debate. Through this series we hope to introduce readers to scholarship in their field they may not yet know, and open scholarship debate to a wider set of perspectives.

We feel fortunate to be working with Cambridge University Press. Their rigorous independent scholarly reviews and board approval process helps ensure that only the highest-quality scholarship is published. We feel confident that scholars will find these books useful to their own research programs, as well as useful in their doctoral courses.

Here, in *Employment Relationships*, Peter Cappelli and his chapter authors take the field of employment relations beyond its roots in the study of blue-collar jobs and unionization to address new models of office and professional work. Since such jobs now dominate the rich economies, we see this book as leading an important historical shift in the field of employment relations.

Further, those in office and professional jobs now face frequent corporate restructuring, unstable careers, and complex employment relationships with worksite supervisors but off-site contract employers, among many other upheavals. These topics are widely discussed in the popular press, and are gaining more attention from those in diverse management fields. The field of employment relations brings a history of rigor and intellectual depth to these changing patterns of work that will enrich the work in such diverse fields as organizational behavior, corporate responsibility, industrial and organizational psychology, and strategy. We are pleased to bring this exciting book to all of those interested in today's changing work and organizations.

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