Contents

List of Tables page x
List of Figures and Sidebars xi
Preface xiii
Acknowledgments xvii
List of Contributors xix
List of Abbreviations xxix

1 Lean Production as the Dominant Division of Labor: Theories, Industries, and National Contexts 1
THOMAS JANOSKI AND DARINA LEPADATU

Part I Theories of Lean Production 33

2 Lean Production from the View of Management Theory: Functional, Critical, and Paradox Approaches 35
KATSUKI AOKI

3 Lean Production – Perspectives from its Primary Caretaker, Industrial Engineering 64
RICHARD J. SCHONBERGER

4 The Industrial Relations Perspective on Lean Systems, Workers, and Unions 92
JOHN PAUL MACDUFFIE

5 Contested Views of Lean Production from the Social Sciences Perspective 124
THOMAS JANOSKI, DARINA LEPADATU, AND ANDREA SIGNORETTI

6 The Lean Labor Process: Global Diffusion, Societal Effects, Contradictory Implementation 150
CHRIS SMITH AND MATT VIDAL
## Table of Contents

### Part II  Lean Production across Industries

7  Challenges to Lean Implementation from a True Lean Toyota Production System Perspective  
   **Michael Abbot Maginnis, William R. Cooper, and David M. Parsley**  
   179

8  Lean Production in the Automotive Industry: Origin, Diffusion, Paradoxes, and Contradictions of a New Managerial Paradigm  
   **Tommaso Pardi**  
   204

9  Product and Process Innovation to Power the Lean Enterprise  
   **James M. Morgan and Durward K. Sobek II**  
   227

10  Using a Lean Six Sigma Strategy to Be Resilient in the Telecommunications Sector: Examples from Ericsson AB  
    **Roy Andersson**  
   245

11  Lean Transformation in Healthcare  
    **John S. Toussaint**  
   271

12  The Adoption of Lean Thinking by Legal Services Providers  
    **Kenneth A. Grady**  
   294

13  Lean in Public Services: Focusing on Flow  
    **Pär Åhllström and Niklas Modig**  
   324

14  Mass Merchandizing and Lean Production at Walmart, Costco, and Amazon  
    **Thomas Janoski and Darina Lepadatu**  
   350

15  Lean Management Systems and the Use of Financial Information  
    **Jean E. Cunningham**  
   375

16  Lean Workflow and Quality Assurance when Creating Software-Intensive Products and Services  
    **Mary Poppendieck**  
   396

### Part III  Lean Production Around the World

17  Lean in Europe and the USA – A New Dominant Division of Labour?  
    **Timo Anttila, Tomi Oinas and Armi Mustosmäki**  
   423

18  The Development and Diffusion of the Hyundai Production System  
    **Byoung-Hoon Lee**  
   448

19  Transferring Lean to the United States  
    **James P. Womack and Daniel T. Jones**  
   467
20  Disseminating Lean across the UK: A Personal Reflection
    DANIEL T. JONES
    490
21  Lean Production in Germany: A Contested Model
    MARTIN KRZYWDZINSKI
    507
22  Tricolore: Traditionalists, Taylorists, and Toyotists and
    the Historical Perspective of Lean in France
    MICHAEL BALLÉ, GODFROY BEAUVALLET,
    AND FLORIAN MAGNANI
    529
23  Lean Production in China: A Case Study of the Automobile
    Industry
    LU ZHANG
    549
24  Lean Production in India and Australia
    REYNOLD P. JAMES
    573
25  The Four Stages of Lean in Mexico
    JORGE CARRILLO AND REDI GOMIS
    595
26  Lean Production in Post-Communist Europe: Formalisation
    and Employee Involvement in Russia
    ELENA SHULZHENKO
    615

Name Index
Subject Index