

# Contents

## Sociologies of Class and Organization

*Stewart R. Clegg*

1. Introduction . . . . .	1
2. Classes, Structures and Actors . . . . .	4
3. Management, Calculation and Control . . . . .	13
4. Class Restructuring and Organization . . . . .	22
5. The Labour Process, Class Structure and Gender . . . . .	31
6. Classless Organizations? . . . . .	42
References . . . . .	48

## I. Classes, Structures and Actors

### Classes in Contemporary Capitalist Society:

### Recent Marxist and Weberian Perspectives

*Val Burris*

1. Introduction . . . . .	55
2. Manual versus Nonmanual Occupations . . . . .	56
3. Supervisors versus Nonsupervisors . . . . .	59
4. Productive versus Unproductive Labour . . . . .	60
5. Professionals and Managers versus Routine Employees . . . . .	62
6. Credentialed versus Uncredentialed Workers . . . . .	65
7. An Empirical Comparison of Class Models . . . . .	68
8. Conclusion . . . . .	71
References . . . . .	73

### Analytical Marxism and Class Theory

*Raimo Blom and Markku Kivinen*

Abstract . . . . .	75
1. Introduction: Marxism and “analytical Marxism” . . . . .	75
2. Wright’s Theory and Some Critical Comments . . . . .	77
2.1 Contradictory Locations Within Class Relations – First Version . . . . .	77
2.2 Wright’s Autocritique . . . . .	78
2.3 Class Relations and Forms of Exploitation . . . . .	80
2.4 Classes and the Labour Process – Some Critical Remarks . . . . .	86
3. New Middle Classes and Autonomy – An Alternative Solution . . . . .	92
4. The Class Theory of Analytical Marxism: Its Theoretical Nature . . . . .	98
4.1 Fundamental Critique and the Levels of Class Theory . . . . .	98
4.2 Class Action: An Excursus . . . . .	103

4.3 Weber and Analytical Marxism: A Comparison . . . . .	104
4.4 Class-theoretical Critique of Analytical Marxism: Conclusions . . . . .	108
Acknowledgement . . . . .	109
References . . . . .	109

### Between Rational Choice and Durkheimian Solidarity

*Frans Kerstholt*

1. Recent Stratification Research: The Continuing Relevance of Class . . .	113
1.1 Reactions to the Status Attainment Model . . . . .	113
1.2 Recent Mobility Research . . . . .	114
1.3 Conclusion . . . . .	115
2. Neo-Weberian Class Theory as Improved Marxist Theory . . . . .	115
2.1 John Goldthorpe: A Frank Weberian . . . . .	116
2.2 Frank Parkin: "Social Closure" as the Basic Process . . . . .	118
2.3 The New Weber Interpretation: The Ingham/Ultee View . . . . .	119
2.4 Erik Olin Wright: From Marx to Weber . . . . .	120
2.5 Wright's First Bid . . . . .	121
2.6 The Revised Class Theory . . . . .	121
2.7 Some Evaluative Remarks . . . . .	123
3. The Future of Stratification Research: Issues and Problems . . . . .	124
3.1 The Formation of Groups Through Rituals: The Durkheimian Micro-Tradition . . . . .	124
3.2 Rational Choice Theory and Group Formation: The Logic of Col- lective Action . . . . .	126
3.3 The Organization of Solidarity . . . . .	127
3.4 The Growth of Solidarity . . . . .	128
3.5 Rational Choice and the Typically Weberian Conflict Perspective . .	129
4. Class and Status: Between Rational Choice and Durkheimian Solidarity	131
4.1 A Paradox of Collective Action? . . . . .	132
References . . . . .	133

### "New" Social Inequalities and the Renewal of the Theory of Social Inequalities

*Reinhard Kreckel*

1. Introduction . . . . .	137
2. Critique of the Classical Concept of Social Inequality . . . . .	137
3. Historical Roots of the Vertical Image of Society . . . . .	142
4. Centre and Periphery . . . . .	145
5. Towards a Renewal of the Theory of Social Inequality . . . . .	147
References . . . . .	153

## Classes, Collectivities and Corporate Actors

*Barry Hindess*

1. Introduction . . . . .	157
2. A Minimal Concept of the Actor . . . . .	159
3. Reductionism . . . . .	161
4. Two Kinds of Persons? . . . . .	162
5. Classes . . . . .	166
References . . . . .	170

## II. Management in Class and Organization Structures

## Ownership and Management Strategy

*Glen Morgan*

1. Introduction . . . . .	175
2. The Debate on Ownership and Control . . . . .	176
3. Imperial Group: Strategy, Ownership and Corporate Survival . . . . .	181
4. Conclusions . . . . .	189
References . . . . .	190

## International Management and the Class Structure

*Jane Marceau*

1. Introduction . . . . .	193
2. Changes to the Opportunity Structure . . . . .	196
3. The Players . . . . .	198
4. Moves in the Game . . . . .	201
5. Reaching the Top . . . . .	204
References . . . . .	209
Appendix A. Methodology of the Study . . . . .	209

## Managers and Social Classes

*Harri Melin*

1. A Short History of Management . . . . .	211
2. Control of the Labour Process . . . . .	214
3. Managers and the Class Structure . . . . .	215
4. Wright and the New Middle Classes . . . . .	217
5. Job Autonomy and Class Theory . . . . .	219
6. Managers and Social Classes . . . . .	221
7. Summary of Comparisons . . . . .	228
8. Conclusions . . . . .	230
References . . . . .	230

## Technical Workers: A Class and Organisational Analysis

*Chris Smith*

1. Introduction . . . . .	233
2. Explanations for the Growth of White-Collar Workers . . . . .	233
3. The New Working Class Thesis . . . . .	235
4. Braverman . . . . .	236
5. Structural Marxism and Technical Workers . . . . .	238
6. Poulantzas . . . . .	239
7. Carchedi . . . . .	240
8. Technical Workers and Class . . . . .	241
9. Technical Workers: Comparative Position . . . . .	243
10. Technical Workers and the Organisation . . . . .	244
11. Management Strategies and Technical Workers . . . . .	248
12. Internalisation . . . . .	249
12.1 Exposure to Production . . . . .	249
12.2 Exposure to Markets . . . . .	250
13. Externalisation . . . . .	251
14. Conclusion . . . . .	254
References . . . . .	256

## III. Class Restructuring and Organizations

### Disorganised Capitalism and Social Class

*John Urry*

1. Introduction . . . . .	261
2. Organised Capitalism . . . . .	262
3. Towards Disorganisation . . . . .	265
3.1 Capitalist Class . . . . .	267
3.2 Service Class . . . . .	268
3.3 Working Class . . . . .	270
4. Conclusion . . . . .	272
References . . . . .	273

### Managing the Multinationals: The Emerging Theory of the Multinational Enterprise and Its Implications for Labour Resistance

*Harvie Ramsay and Nigel Haworth*

1. Introduction . . . . .	275
2. The Power of International Capital . . . . .	276

3. Dilemmas, Contradictions and Weaknesses in Management Strategy and Control . . . . .	279
4. The Logistics of Intelligence and Control . . . . .	281
5. The Icon of Structure and Other False Gods . . . . .	283
6. To Direct or not to Direct . . . . .	285
7. Sovereignty Unleashed? . . . . .	287
8. Human Resources as Labour . . . . .	288
9. Conclusions: Some Implications for Labour Movements . . . . .	290
References . . . . .	292

**Work Organization Under Technological Change: Sources of Differentiation and the Reproduction of Social Inequality in Processes of Change**  
*Wolfgang Littek and Ulrich Heisig*

1. Stratification on the Basis of Group Specific Differences in Working Conditions and Within Relations in Production as Decisive Preconditions of Change . . . . .	299
2. The Bilateral Reproduction of Segmentation Through Work Games Within the Labour Process . . . . .	302
3. Distribution Patterns of Workers to Modes of Relations in Production . . . . .	304
4. Dynamics of High Trust Relations . . . . .	307
5. Competitive Behaviour and Constraint Inside High Trust Relations . . . . .	308
6. Uncertainty, Stability and the Strengthening of Professional White-Collar Work Under Recession . . . . .	310
7. Changes in the Composition of the Labour Force in Economic Recession and Its Effects on Relations in Production . . . . .	312
References . . . . .	313

**The New Rise of Self-Employment and Industrial Structure**  
*Timo Toivonen*

1. Introduction . . . . .	315
2. The Problem . . . . .	316
3. Data . . . . .	316
4. General Trends in the Share of Self-Employment . . . . .	319
5. Industrial Structures and Percentages of the Self-Employed . . . . .	325
6. The Shift-Share Analysis in the Change in Self-Employment . . . . .	327
7. Internal Shift, Unemployment and the Composition of Parliaments and Cabinets . . . . .	330
8. Discussion of Other Influencing Variables . . . . .	335
9. Concluding Remarks . . . . .	336
References . . . . .	337

## IV. The Labour Process, Class Structure and Gender

## Exploring the Class and Organisational Implications of the UK Financial Services

*David Knights and Hugh Willmott*

1. Introduction . . . . .	345
2. From Orthodoxy to Marxian Analysis in Organisational Studies . . . . .	348
3. Financial Services and the Ownership-Control Debate . . . . .	354
4. Insurance as a Commodity . . . . .	357
4.1 The Commodity Form . . . . .	358
4.2 Money as a Commodity . . . . .	358
4.3 Insurance and Pensions as Commodities . . . . .	359
5. The Social Significance of Financial and Insurantal Commodities . . . . .	361
6. Conclusion . . . . .	363
References . . . . .	364

## Organization and Class: Burawoy in Birmingham

*Dennis Smith*

1. Introduction . . . . .	367
2. Burawoy on Factory Regimes . . . . .	367
3. Two Cities . . . . .	371
4. Two Factories . . . . .	376
5. Conclusions . . . . .	384
References . . . . .	386

## The Class/Gender/Organization Nexus

*Rosemary Crompton*

1. Introduction . . . . .	389
2. Theorizing Gender . . . . .	391
3. Building Societies . . . . .	394
4. Cashier-Clerks . . . . .	395
5. Management Trainees . . . . .	398
6. Concluding Remarks . . . . .	401
Acknowledgements . . . . .	403
References . . . . .	403

## Masculine/Feminine Organization: Class versus Gender in Swedish Unions

*Alison E. Woodward and Håkon Leiulfstrud*

1. Introduction . . . . .	407
2. Women and Politics . . . . .	408

Contents	XIII
3. The Case of Sweden	409
4. Family Situation and Class Action	412
5. The Juncture of Class and Gender: The Cross-Class Family	417
6. Conclusions	420
References	421

## V. Classless Organizations?

### Between Class Analysis and Organization Theory: Mental Labour

*Guglielmo Carchedi*

1. Introduction	429
2. Class Analysis and Socialist Organization	429
3. Elements of a Theory of Material and Mental Labour	433
3.1 Material and Mental Transformations as Conceptual Building Blocks of Labour	433
3.2 What Are Material and Mental Labour Processes?	437
3.3 How Can We Recognize Material and Mental Labour Processes?	438
3.4 What is Material and Mental Labour?	441
4. On the Class Content of Mental Labour	443
References	447

### Against the Current: Organizational Sociology and Socialism

*Stewart R. Clegg and Winton Higgins*

1. Introduction	449
2. Critical Sociology, Socialism and Organizations	450
3. Socialism and Organizations: Beyond Catch 22	453
4. Radical Organization Theory	457
5. Alternative Totalities: Alternative Organizations?	458
6. Anti-Organization Theory and Alternative Organizations	460
7. Property Relations/Economic Democracy	462
8. Organizational Relations/Organizational Democracy	463
9. Conclusion	465
References	466

### Political Domination and Reproduction of Classless Organizations

*Amir Ben-Porat*

References	481
Appendix	482

**Socialised Industry: Social Ownership or Shareholding Democracy?**  
*Tom Clarke*

<b>1. Introduction . . . . .</b>	<b>485</b>
<b>2. Privatisation Strategy . . . . .</b>	<b>489</b>
<b>3. Privatisation in Practice: A Shareholding Democracy? . . . . .</b>	<b>495</b>
<b>4. Conclusions . . . . .</b>	<b>508</b>
<b>References . . . . .</b>	<b>510</b>
 <b>Notes on Contributors . . . . .</b>	 <b>513</b>
<b>Index . . . . .</b>	<b>519</b>