

## **Abstracts (englisch)**

Gerhard Bosch

### **Gegen den Trend: Flexibilität und Gleichheit im norwegischen Arbeitsmarkt** **Swimming against the tide: Flexibility and equality in the Norwegian labour-market**

The subject of this article is external and internal flexibility in the Norwegian labour market. In a small country dominated by small and medium-sized firms, a certain level of external flexibility is necessary, on the one hand because firms are unable to solve all their employment problems internally and, on the other hand, the only way for employees to gain promotion is to change firms. The article focuses on internal flexibility, placing it in the context of a specific industrial relations system and particular management styles. The trade unions have been granted considerable rights of participation in recent years. The article investigates whether a distinctive Norwegian style of management has emerged and what the advantages and disadvantages of that style might be for the innovative potential of Norwegian firms. By using the examples of working time flexibility (Norway has the shortest working times in the world) and those areas in which skill shortages may cause difficulties, both the weaknesses of the Norwegian labour market and initial attempts at reform - particularly in the vocational training system - are highlighted, before several conclusions are drawn in the final section.

Roland Springer

### **Reflexivitätssteigerung durch Organisationsberatung? Zur Aufgabe und Rolle der Industriesoziologie im industriellen Transformationsprozeß** **The increase of reflexivity by organizational advice?**

The implementation of Lean Production in the nineties requires more sociological know-how in industry than in earlier decades. The comprehension of its own political role in the process of rationalization, which has been developed by industrial sociology during the seventies and eighties, is not able to satisfy this requirement. Therefore, industrial sociology not only has to redefine its relationship towards economical principles; it has also to develop an approach

research and consulting, which allows a higher degree of sociological intervention into industrial transformation in order to make this process more reflexive. Both is necessary, if industrial sociology wants to get more influence on the process of industrial transformation.

Jürgen Howaldt

### **Der Industriosozioologe als Organisationsberater**

Theoretische Überlegungen und Beratungspraxis am Beispiel der Einführung von Gruppenarbeit

### **The industrial sociologist as organizational adviser**

Referring to consulting processes concerning the implementation of teamwork the article deals with the relationship between industrial sociology and the consulting of organization. The author tries to answer the question as to how sociological knowledge about social change in organizations may help actors to control the organizational change process. Referring to the debate about new consulting concepts he outlines the fundamentals of a consulting process which enables the organizational actors to change their structures and processes according to their objects.

Cordula Sczesny, Rainer Skrotzki

### **Partizipative Entwicklung von Arbeits- und Leistungsbedingungen**

Ein betriebliches Beispiel

### **Participation orientated development of a work- and achievement-system**

The report describes the process of an ergonomic consulting project in a medium-sized chemical enterprise, focusing the development on a pay- and achievement-system. Rather in the center of interest than the detailed rules of the new system are the description and evaluation of the participation process of developing a new bonus-system. These processes contain a lot of interesting details which could be used in other enterprises in a modified way. In our point of view it is very interesting to report on the bargaining-process between the inter-company actors. The work of the external consulting-team was to moderate and to inject special know-how for finding a result which was accepted from all participants.

Helmut Martens

### **Schlechte Zeiten für die Mitbestimmung? Bad time for co-determination?**

After 45 years of co-determination in the steel and coal-mining industries and ever since the co-determination act of 1976 has been in practice for 20 years, the following essay tries to give an account. In times of globalization and increasing risks for institutional structures, which have been stable for some decades, shareholder value concepts leave their mark on the politics of enterprises, risks and damages of the functions of co-determination on the enterprise as well as on the factory level are to be observed, the trade unions' idea of co-determination itself is exposed to a self-critical examination and when managerial participation concepts occupy the original place of co-determination with, the author standing up for the German model of institutionalized co-determination. Especially in such times of radical changes, it is necessary to put emphasis on the historical achievements of co-determination and the importance of its institutionalization by law, which does not completely accord with the pure logic of the market. But it is also necessary to remind of reforms of the institutional structures and to look for points of contact for a further evolution of co-determination in its everyday practice.