

Abstracts (English)

Eva Senghaas-Knobloch

From occupational to activity society. On a current debate

In most early industrialized countries the problem of high unemployment rates has been prevailing since the eighties. This has also been the case in the Federal Republic of Germany after unification. Consequently, the social-economic development model of fordism together with its vision of salaried society is under serious pressure. Nevertheless, subjective and objective functions of employment for individuals and political communities remain valid. This contribution discusses the actual strategies against unemployment taking into account the secular changes in the German „Arbeitsgesellschaft“. What are the analytical assumptions behind the strategies and what are the implications in the realm of labour, social and democratic politics? Which problems have to be reflected if not only work in monetized economy is taken into account but also the entire spectrum of human activities, of men *and* women?

Keywords: acting society, laboring society, reappreciation of activities, strategies against unemployment

Ursula Müller

Between light and grey area: women in leadership positions

The paper is focused on the basic theoretical and research strategies that scholarly debates have developed to discuss the topic of „women in leadership positions“. It is shown that a research perspective is prevailing that takes the persistingly small numbers of female leaders as an opportunity to presuppose a problematic relationship between „women“ and „leadership“, neglecting dimension of creation and active structuring that are also present in this relation. Partially, this is a consequence of the concept of gender-roles, underpinning a large amount of literature in this field, but the equating of gender hierarchy and organizational hierarchy is also contributing to this picture. Some recent trends in the debate upon „gender and organization“ are discussed and, finally, it is argued that differences in age, branches and national conditions have to be taken into account in order to rise attention to changes that have, though slowly, come along.

Keywords: gender and organization, leadership, women

Susanne Kohn, Thomas Breisig

Part-time work for management ranks? Results from a case-study

Although part-time work is one of the most promising instruments in the struggle against unemployment, this discussion does not affect the management ranks in organisations, mainly substantiated by their functions of leading and controlling the workforce. In a case study from an enterprise of chemical industries with a few part-time working managers the authors examine the circumstances, conditions and experiences from the perspective of the organization and the participants. The results show that the frame and setting of part-time work in management is still very unfavourable. The participants must accept a career stop and a massive intensifying of their „reduced“ work.

Keywords: managers, parttime, working time

Erich Latniak

Experiences in using industry science analysis tools on company level

The article is focusing on experiences in using selected modules of the MTO instrument - an industry science analysis tool - in organizational restructuring projects. First, the article is presenting different requests for selecting and using this kind of tool. It will then give a report on the need and extent to adjust the modules to the specific needs of the restructuring project. Finally, the consequences of using the tool will be reflected focusing on the relationship and interaction of consultant and company.

Highlighting the experience that relevant and confident information and interpretation are generated based on an ongoing and stable interaction during the consulting process, it can be said that the modules proved to be useful but too costly to be adapted to the specific conditions on the one hand. On the other hand the modules could quite well support the development of a fruitful cooperation. But the basic task is still to be solved: to further develop these tools towards being useful for developing social and interaction aspects of the processes.

Keywords: concepts of consulting, methods for analysing work and organisation, participation/involvement