

Abstracts (English)

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From being full of fault to man of action?

Managers in East Germany as creators of a productive corporate and work organization

The article shows, how managers within the East German industry are approaching the design of corporate and work structures. Based on case studies the relations between structural conditions of managerial acting, definitions of the situation, the course of acting and its outcomes are pointed out. Resulting from managerial acting within the East German firms, operating successfully on the market, structures and ways of functioning of the corporate and work organization have come into existence which include from elements out of the Tayloristic tradition as well as elements which go beyond this tradition.

keywords: corporate organization, East Germany, managers, restructuring

Christiane Jüngling

Integration with power

On gender equality micropolicy in companies

Experience with the implementation of complex support programmes for women has sometimes led to disillusionment; sometimes it has also led to a more realistic understanding of the relevance of formal agreements, and of the way decisions are actually reached in companies. This paper explores the strategical and micropolitical dimensions of gender equality policies in companies. Drawing on organization research, and more specifically on political theory and theory of power, it discusses both relevant findings of power research and findings of an empirical study, carried out by the author, on the specific features of negotiating and decision making processes in the context of policies to support women. The analysis shows that the most useful strategy for those involved in gender equality policies is a consensus-based strategy which is capable at the same time of handling conflicts. The ability to deal with conflicts is especially needed on the micro level of direct interaction, whereas the strategic planning and the implementation of gender equality policies seem to require a more consensus-oriented attitude in all actors involved.

keywords: gender politics, intraorganizational negotiating and decision making processes, sex gender in organization, strategies of power

Daniela Rastetter

Emotional labour

State of research and open questions

More than 15 years ago Arlie Russell Hochschild published her study on emotional labour stating that service sector employees have to control and utilise their emotions according to corporate demands. How has the concept of emotional labour developed since then and how valid was it for later studies? How much does it contribute to the understanding of service job requirements taking into account companies' growing customer orientation? The answers to these questions reveal that the concept of emotional labour is highly significant for the future of jobs in customer relations, in particular for the managerial organisation and evaluation of these jobs. The concept also has consequences for the employed individuals and their personal approach.

Key words: emotional labour, service sector jobs, stress at work

Joke Frerichs, Helmut Martens

Project-management and participation within policy on plant-level

Innovation in union policy within the frame of trade union development of organization

Considering their organizational and political set backs and deficits trade unions make every efforts within the last years to reform their programmatical, strategical and organizational foundations. So IG Metall has started a far-reaching process to develop its organization One part of it is the project „Beteiligungsorientierte gewerkschaftliche Betriebspolitik“, which may be translated with „participatory trade union policy on the plant-level“. In the following this project shall be quoted as an illustration for results of this efforts. It can be pointed out, that trade unions act successfully then, when they realize the competences of their members and functionaries actively in the shaping of modern processes of production, so that workers themselves can take part in the development and transfer of concepts of action referring to this. It turned out to be an innovation in union policy on the plant-level that trade unions initiated participatory projects in order to find new solutions for actually important problems. The members of for this installed project-teams got thorough knowledge of the method of „project-management“ within lengthy trainee-programmes.

keywords: development of organization, participation, project-management, trade unions, works councils