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# RC 10 NEWSLETTER

## Participation and Organizational Democracy

ISA - International Sociological Association, Research Committee 10  
AIS - Association Internationale de Sociologie, Comité de recherche 10  
AIS -Asociación Internacional de Sociología, Comité de Investigación 10

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### CONTENTS

<b>From the Editor</b>	1
<b>From the Chair</b>	
<i>English</i>	2
<i>French</i>	5
<i>Spanish</i>	8
<b>Are you an ISA/RC 10 member? A list of members</b>	12
<b>ISA Registration Form</b>	14
<b>S. N. Eisenstadt – “The Spirit of the Time for Society” by Ingrid Voigt</b>	15
<b>Reports From RC 10 Conferences</b>	17
<b>Reports From Other Conferences</b>	21
<b>Networks of Interest</b>	22
<b>RC 10 Call for Papers:</b>	
Call for Papers - Durban, South Africa Conference	29
Call for Papers - Barbastro, Huesca, Espana Conference	31
<b>Other Calls for Papers:</b>	
Call for Papers - International Society for the Study of European Ideas	32
Call for Papers - ICA Asian Co-operative Research Conference	33
<b>Infos - New Books and Journals</b>	34
- Other Infos of Interest	40
<b>RC 10 Membership Application</b>	42

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**Manuscripts:** Please try to send only electronic versions by disk or email to the above address.

**Membership:** All corrections with regard to membership and members addresses should be sent to the treasurer, Wiking Ehlert in Germany (see address below).

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***Membership:***

Members get the RC 10 Newsletter, reduced fees for workshops, proceedings from workshops at reduced price, directory of members, and the possibility to elect and be elected board members of RC 10.

Membership fees for RC 10 are 40 US\$ for 2000-2003 120 US\$ for lifetime. Members from non-OECD countries pay a reduced fee of 20 US\$. Those unable to pay may be exempted from membership fee for a period of four years. Send application and cheque to the Treasurer. For membership in RC 10 for 2000-2003 see the form on the final page of this Newsletter. There is **no** separate mailing list for free copies of this Newsletter.

## FROM THE EDITOR

This newsletter comes to you as a result of a lot of good will from many RC10 members. It has been a pleasure getting quite a lot of material from various members of RC10 and a shame that some information did not reach me

At the board meeting in Tel-Aviv, it was decided that the newsletter will be published twice a year and that it does not have to be long. Also, it was decided to look into the possibility of publishing it via the net.

This year I did not manage to publish the newsletter twice a year, as the information does not yet float as smoothly as it should. Also, many of the RC10 members are still not connected to the e-mail or the web. My feeling is that once we start publishing via e-mail, or internet the newsletter would become more interactive. We might even run an on line chat, or an e-mail list with an on going discussion. I have not received any feedback from readers of the newsletter about these ideas.

My request now is, that anyone who is not able to receive the newsletter via e-mail or the web will write to me: Michal Palgi, Institute for Research of the Kibbutz and the Cooperative Idea, University of Haifa, Haifa, 31905, Israel. Those that can receive their newsletter via e-mail, please send me an e-mail confirming this. Also, let me know if you prefer a Word version or a pdf file. My e-mail address is: [palgi@research.haifa.ac.il](mailto:palgi@research.haifa.ac.il)

In this newsletter, in addition to old sections such as letters from the editor and president, information about past events, on coming events, you will find some new sections. These are: networks of interest, describing activities of other groups-organizations that are relevant to the activities of RC10 members; infos: mainly announcement of new publications (books and journals) and letters to the editor. This is also the occasion to congratulate all those RC 10 members who have published books, articles and got research grants. You will find information about them in the newsletter.

I could not get regional reports for this issue, and had difficulties to obtain reports on the activities of subcommittees. This is a shame as the motto of RC 10 is 'participation' and the importance of dissemination of knowledge in order to have a well functioning participative organization is well known to you all.

Many thanks to the Research Authority at the University of Haifa and to the Institute for Research of the Kibbutz and the Cooperative Idea who have agreed to give me financial and technical help for publishing the newsletter.

I hope this is going to be a very fruitful, healthy year to you all. Please send remarks, ideas, suggestions – I am waiting for it...

Michal Palgi

## FROM THE CHAIR (original in French)

First, let me thank very much the University of Haifa and the Institute for research of the Kibbutz and the Cooperative Idea for having agreed to support our RC10 Newsletter . Besides the practical aspects, it is of some symbolical and effective value for our Committee to have such a support: the kibbutz, with its history, successes and failures, indeed remains one of the most interesting and exciting experiences in our field of participation, self-management and organisational democracy.

I would also like to warmly welcome our new elected board members and alternates, especially our new officers: Dasarath Chetty and Michal Palgi (vice- presidents), Jan Kees Looise (secretary) and Wiking Ehlert (treasurer). Thanks to each of them for having decided to spend time and energy for our Committee. Thanks also to our past-presidents, Ake, Gyorgy and Rusty, for their active involvement in our long and interactive process of election. Let me finally thank all of them for trusting me again.

It is difficult for me not to be moved when leaving the previous board members and alternates, most of them having become friends. Some of them could no longer be candidates, according to our by-laws; others could not give priority to our Committee any longer. To all of them (especially to Bruce and to our former officers: Ann and Antonio), I would like to express, on behalf of the whole Committee, our sincere thanks for the job they have done. I do want to specially mention my friend Ake Sandberg, who has always been one of the pillar of our Committee: each of us knows how wonderful he was as a secretary, as an editor, and later as a president of our Committee. I will need again his advice, and I hope he will keep on acting for us as a Past-president.

### **IMPORTANT AND URGENT: Are you an ISA-RC10 member in good standing?**

I would like to share a deep concern with each of you. ISA is nowadays putting a very strong pressure on all RCs for them to ask their members to **quickly** become ISA members **in good standing**, i.e. having paid their RC fees **and** ISA fees.

The most recent pressure was to allocate sessions to RCs in the next World Congress in Australia with the only criterion of the number of ISA members in good standing. I will not elaborate here about this decision. Let me only stress that our RC10, which is among the most active ones (number of sessions and papers in Montreal last World Congress; number of Conferences and seminars in-between two World Congresses: 2 or 3 each year –in three continents last year-, instead of 1 or 2 in the four year period for many other RCs; number of represented countries; cultural and linguistic diversity; long and interactive process of elections...) would then be allocated with **only.... 4 sessions if no more members in good standing** (instead of the 17 sessions we were able to feed in Montreal)! Many RCs Presidents objected to that decision, which then will be on the Agenda of the next ISARC meeting in July in Montreal.

For a few good and bad reasons, our RC (and many others) never put enough pressure on membership in good standing. That was the reason why our previous board decided to adapt the fees and exemptions, and why the new board has taken concrete

decisions to go further in that direction. But things are even more urgent now, as we are facing a serious uncertainty which may threaten the quality of the World Congress, which is the major event in RCs lives. It is clear also that, if we (and most of the other RCs) get so few sessions in Australia, many colleagues will not go there. On the other hand, our RC clearly needs more money for supporting publications, events and colleagues (especially as we decided to support better linkages with colleagues from non dominant areas). Nevertheless, we decided to keep our fees at a low level (not to put the pressure only on the fair ones who pay), but to ask all our colleagues to check and regularise their own situation.

**In this context, we have received from the ISA Secretariat a rather surprising and disappointing information about ISA-RC10 membership in good standing. You will find this document further in this Newsletter. I would then URGE each of you to quickly and carefully check your own status on the appropriate lists. If any problem, please get in touch with the ISA Secretariat, and inform our treasurer ([wiking-ehlert@t-online.de](mailto:wiking-ehlert@t-online.de)). If you are not ISA and RC10 members in good standing, please regularise your situation, and inform us (you can find ISA and RC10 membership forms in the two last cover pages of this Newsletter). Let us also try to attract "real" new members. That is, above all, the best way to get "new blood" in our Committee, and more active debates in our field.**

Newsletter/ Web

**Our members have always and unanimously agreed that the Newsletter is indeed a very important tool for our RC10, sent to more than 350 colleagues. It is also a heavy task, first for the editor (specially when he/she is a new one), also for the president . Let's be clear: the Newsletter is sometimes a nightmare for us, because not enough colleagues provide inputs, and because others don't keep the deadlines and sometimes even don't provide the material they promised.**

Please, consider that this Newsletter is yours: provide us with useful info, with possible debates, with any material or analysis which could be of interest for our colleagues. **In this issue, I have introduced and easily fed a section with various pieces of information offering any interest; please feel free to feed it.**

**All that undoubtedly leads to think more about Internet communication.**

**I remind you that our board originally decided not to replace the paper version of the Newsletter by an electronic one (as most of our members did not use Internet yet), and not to put the full text of the Newsletter on the Web (as it has to remain somehow an internal way of communication which our members have paid for, and normally have to pay for).**

**As things are quickly moving in this area, I have asked the new board to think again about that. We then decided in Tel-Aviv, on the one hand to explore the different technical possibilities which could indeed improve our ways of communication (website? forums? permanent electronic and interactive info network? e-mailed newsletter to those who practice e-mail? passwords for members? connections with ISA sites? ...), on the other hand to go on cautiously in order not to create a "two speed membership" between those members who are in and those who are out. We all could have observed that in some countries (Australia, Israel, North America...) people are still more practising the web than in some others. Let me give one example about a stupid but major and revealing problem: despite many inquiries (in registration forms, in ballots, in the newsletters), we could not get from our members more than one sixth of the**

necessary e-mail addresses!!! Please send us your e-mail address, if you did not do it before.

**I am convinced that there could be ways of not misusing these electronic interactivity and informality, and that our RC on participation has to internally explore these new tools as much powerful for direct participation as for direct manipulation. We definitely have to find good uses with Internet, and then perhaps to change our previous (somehow too rigid or too serious) way of interacting. It will be a long learning process, as we don't want to feed inequality inside our Committee. Any suggestion or opinion on this topic?**

RC10 past and future events

**Last year was a rather good one for our activities. Three major events happened, the reports of them you will find in this issue:**

- **the XII International Seminar of our RC10 Ibero-American Subcommittee on "Participacion ciudadana y economia social en IberoAmerica: un balance hacia el tercer milenio", in Lima, June 23-24, 1999;**
- **our RC10 Conference on "Challenges confronting participation and organizational democracy" (in conjunction with the 34 World Congress of the International Institute of Sociology), in Tel-Aviv, July 11-15, 1999;**
- **our RC10 Workshop on "New forms of management, privatisation and participation", in St-Petersburg, July 19-20,1999.**

**Despite they were held within only one month (which we could not avoid), these three events were very successful, as much at scientific level, as at organisational level: controversial topics and debates, 25 to 30 papers in each event, coming from a great number of countries. Warm congratulations to the organisers, William Moreno, Michal Palgi and Volkmar Kreissig. That also means that our Committee and our field of research are able to attract a large range of colleagues in many continents in the same time.**

**On this year 2000, we will have two major events (see calls for papers in this Newsletter):**

- **the XIII International Seminar of our RC10 Ibero-American Subcommittee on "La Participacion en las organizaciones: un desafio para el nuevo milenio", in Barbastro (Huesca, Spain), June 28-30, 2000;**
- **our first Conference in Africa : "Participation, culture and globalisation", in Durban (South Africa), October 1-5, 2000.**

**These two events will meet some of the major challenges in our present scientific policy: to develop better linkages, on the one hand between academics from dominant areas and others, and on the other hand between academics and social actors. From this major viewpoint, our active Ibero-American Subcommittee (which we support as much as we can) is used to be an excellent tool for South American colleagues, as it makes efforts to be always more opened to other RC10 members. Therefore one should not be surprised that this year I specially stress the importance of our first RC10 Conference in Africa, and that I **ask each of you to seriously consider his/her participation**. We all should try to support this attempt not only for gathering African colleagues around our topics (in a country in which democratic participation was recently a difficult challenge), but also for building bridges and further cooperation with them. Please get in touch with Dasarath Chetty (tdchetty@pixie.udw.ac.za) if any question.**

**Globalization and privatization:  
productive participation and/or democratic participation?**

**These five RC10 past and future events were and will be new opportunities for RC10 to help in stressing the importance of human and social values in the two**

**major processes of globalization and of transition towards privatization (not only in Eastern and Central Europe), which are nowadays most often dominated by economic and financial values and criteria. One of our major tasks to-day is probably to elaborate and support a democratic vision of direct and representative participation as a necessary way to humanize and civilize these processes, as much as a necessary modern way to improve economic efficiency. Globalization and privatization need direct and various involvement from citizens and workers, and this requirement is not only necessary for human rights, but also for the efficiency of the present societal or firm systems.**

Fortunately, although they are deeply involved in economic and financial processes, many managers and policy makers are aware of that: in addition to democratic requirements, modern complexity, global competition, new technologies and quick changes cannot go together with authoritarian and centralized systems. Therefore dominant systems (in firms, cities, regions, society at large) can no longer be efficient without local autonomy and human involvement. This systemic requirement for efficiency (not always for democracy) is the main reason why the employers are developing so many forms of employee participation. Thus, most interviewed European managers (E.U.) think that employee participation is a good tool for improving efficiency and productivity in the firm. But in the same time, we often can observe that managerial forms of direct participation fail when too much focused on productive goals, and not at all on working conditions nor on decision-making processes. We then have to remind decision-makers that "productive participation" and "democratic participation" are most often interlinked in the long run (like democracy and economic development), and that, for instance, most European managers (E.U.) having practised direct participation, experienced that the more employees' representatives are involved in the process of implementation of employees' direct participation, the more efficient it is at economic and productive levels (re: results of the major research programme EPOC on participation in Europe; see information in this issue).

Therefore this managerial awareness about the systemic need of productive participation seems to be the newest and perhaps, paradoxically, the strongest support that the long processes towards democratic participation can expect to-day. And our role, as a Research Committee on Participation and Organizational Democracy, should be to take into account this major opportunity when analysing and supporting democratic participation, and then to contribute civilizing, as much as possible, the present major processes of transformation, from establishment level to global level.

Anyway, this actually dominant managerial approach of participation has not to hide the fact that a real democratic participation can indeed lead to consensus, but also to conflicts. In firms like in society at large, participation in conflicts is a necessary democratic way when participation in consensus processes (just like the lack of participation) would only mean implication in inequity or in non democratic processes. Thus globalization requires to-day participation in conflicts when major values and interests are at stake. Strikes, protests and demonstrations against some human, social and ecological consequences of globalization are on-going in many developed and developing countries. This is one of the usual ways, as much as consensus, to try to implement more democratic regulations, and to civilize "wild globalization", just like the "wild capitalism" in the nineteenth century was humanised by conflicts and new

**balance of powers, having led to more democratic regulations. This participative and conflictual process is on-going to-day at global level. What happened in Seattle confirmed, even quicker than I thought, this rough analysis which I suggested in this Newsletter four years ago. It also revealed new ways for direct participation to confront deregulated globalization, then new fields for our research.**

**We however should never forget in our scientific work that when one wants to improve democracy, a high level of quality is needed in order to be efficient in front of powerful forces.**

**This couple of remarks are above all presented here in order to open a debate among us. Please feel free to tell us what you think.**

**Alain Chouraqi  
President of ISA/RC10**

## **LA LETTRE DU PRESIDENT**

Je voudrais tout d'abord remercier tres vivement l'Universite de Haifa et l'Institut de Recherche sur le Kibboutz et sur l'Idée de Cooperation pour avoir accepte de soutenir la Lettre d'information de notre CR10. En plus des aspects purement materiels, une telle participation a une valeur reelle et symbolique pour notre Comite : le kibboutz, avec son histoire, ses succes et ses echecs, reste vraiment l'une des experiences les plus interessantes et stimulantes dans notre domaine de la participation, de l'autogestion et de la democratie organisationnelle.

Je voudrais aussi souhaiter chaleureusement la bienvenue aux membres du nouveau bureau élu, a leurs suppléants, et tout particulierement a nos nouveaux officiers : Darasath Chetty et Michal Palgi (vice-presidents), Jan Kees Looise (secrétaire), et Wiking Ehlert (tresorier). Merci a chacun d'eux d'avoir decide de consacrer du temps et de l'energie a notre Comite. Merci aussi a nos past-presidents, Ake, György et Rusty, pour leur engagement actif dans notre procedure d'election, longue et interactive. Enfin, permettez-moi de tous les remercier de me faire confiance encore une fois.

Il m'est difficile de ne pas éprouver de l'emotion en quittant les membres du precedent bureau et leurs suppléants, la plupart etant devenus des amis. Certains ne pouvaient plus etre candidats du fait de nos statuts; d'autres ne pouvaient plus longtemps donner de priorite au travail dans notre Comite. A tous (particulierement a Bruce et a nos officiers, Ann et Antonio), je voudrais exprimer, au nom de tout le Comite, nos remerciements sincerés pour le travail accompli. Je tiens a mentionner tout particulierement mon ami Ake Sandberg, qui a toujours ete l'un des piliers de notre Comite : chacun de nous sait combien il fut remarquable comme secretaire, comme editeur, puis comme president de notre Comite. J'aurai encore besoin de ses conseils, et j'espere qu'il continuera a oeuvrer pour nous en tant que past-president.

*IMPORTANT ET URGENT : Etes-vous un membre en regle de l'AIS et du CR10 ?*

Je voudrais partager un vrai souci avec chacun de vous. L'AIS fait actuellement fortement pression sur tous ses Comites de recherche pour qu'ils demandent a leurs membres de **rapidement se mettre en regle**, c'est a dire de payer leurs cotisations au Comite de recherche et a l'AIS.

L'incitation la plus recente consiste, pour le prochain Congres mondial en Australie, a n'attribuer de sessions aux Comites de recherche qu'en fonction du nombre de membres effectivement a jour de leurs cotisations a l'AIS. Je ne vais pas commenter ici cette decision. Je soulignerais simplement que notre CR10, qui est l'un des plus actifs (nombre de sessions et de communications lors du dernier Congres a Montreal ; nombre de conferences et seminaires entre deux Congres mondiaux : 2 ou 3 par an - dans trois continents l'annee derniere - au lieu de un ou deux en quatre ans pour beaucoup d'autres Comites de recherche; nombre de pays representes ; diversite culturelle et linguistique; procedure d'elections longue et interactive) se verrait alors allouer **seulement ... 4 sessions si chacun ne se met pas en regle** (au lieu des 17 que nous avons su alimenter a Montreal)! Plusieurs presidents de CR ont reagi a cette



decision de l'AIS, qui sera donc a l'ordre du jour de la prochaine reunion du Conseil Scientifique de l'AIS en juillet a Montreal.

Pour de bonnes et de mauvaises raisons, notre CR (et bien d'autres) n'a jamais assez insiste pour que les cotisations soient a jour. C'est pourquoi notre precedent bureau a decide de moduler les tarifs et les exemptions, et le nouveau bureau a pris des decisions concretes pour progresser dans ce sens. Mais les choses se precipitent, et nous sommes face a une incertitude serieuse qui menace la qualite du Congres Mondial, evenement principal dans la vie des CR. Il est clair en outre que si nous (et d'autres CR) disposions de si peu de sessions, de nombreux collegues ne se rendraient pas en Australie.

D'autre part, notre CR a clairement besoin de moyens pour soutenir ses publications, ses manifestations ainsi que la participation de certains collegues (d'autant plus que nous avons decide de renforcer les relations avec nos collegues des regions non-dominantes). Malgre cela, nous avons maintenu nos cotisations a un niveau bas (afin de ne pas penaliser seulement les collegues qui paient correctement), mais nous demandons a tous nos collegues de verifier et de regulariser eventuellement leur situation.

Dans ce contexte, nous avons reçu du secretariat de l'AIS une information plutot surprenante et decevante concernant la liste des membres en regle avec l'AIS. Vous trouverez ce document plus loin dans cette Lettre d'information. **Je vous demande donc instamment de verifier rapidement et soigneusement votre propre situation sur les listes concernees.** En cas de probleme, je vous prie de vous mettre en relation avec le secretariat de l'AIS, et d'informer notre tresorier (wiking-ehkert@t-online.de). Si vous ne faites pas partie des membres en regle avec l'AIS et le RC10, veuillez regulariser votre situation, et nous informer (vous trouverez les formulaires d'inscription pour l'AIS et le RC10 en dernieres pages de couverture de cette Lettre d'information). Essayons egalement d'attirer de "vrais" nouveaux membres. Cela est de loin le meilleur moyen d'apporter du "sang neuf" dans notre Comite, et d'y susciter des debats plus vivants dans notre domaine.

*Lettre d'information / Web*

Nos membres ont toujours unanimement considere que la Lettre d'information, envoyee a plus de 350 collegues, est un outil tres important pour notre CR10. C'est egalement une lourde tache, tout d'abord pour l'editeur (particulierement quand il/elle debute), et aussi pour le president. Soyons clair : la Lettre d'information est parfois un cauchemar pour nous, parce que trop peu de collegues l'alimentent, et parce que d'autres ne respectent pas les delais, ou ne produisent meme pas toujours ce qu'ils ont promis. **Il faut considerer que cette Lettre d'information est la votre : alimentez-la en informations utiles, en propositions de debats, en materiau ou analyses presentant quelque interet pour tous.** Dans ce numero, j'ai introduit et aiselement nourri une section consacree a des informations diverses ; merci de bien vouloir y contribuer.

Tout cela conduit inevitablement a poursuivre la reflexion sur l'utilisation d'internet.

Je vous rappelle que notre bureau avait decide a l'origine de ne pas remplacer la version papier de la lettre d'information par une version electronique (du fait que la plupart de nos membres n'utilisaient pas encore internet), et de ne pas diffuser le texte complet de la Lettre d'information sur le web (parce que celle-ci doit rester d'une façon ou d'une autre un moyen de communication interne pour lesquels nos membres ont paye, et doivent normalement payer).

Les choses evoluant vite dans ce domaine, j'ai demande au nouveau bureau de reconsiderer la question. Nous avons alors decide, a Tel-Aviv, d'une part d'explorer les differentes possibilites techniques qui pourraient ameliorer nos moyens de communiquer (site web ? forums ? reseau interactif permanent d'information ? Lettre d'information envoyee par e-mail a ceux qui le pratiquent ? mots de passe pour les membres ? liens avec les sites de l'AIS ? ...), d'autre part d'avancer prudemment afin de ne pas creer un Comite "a deux vitesses" selon que les membres seraient "in" ou "out". Nous avons tous pu observer que dans certains pays (Australie, Israel, Amerique du Nord...) le web est pour le moment beaucoup plus utilise que dans d'autres. J'evoquerais par exemple un probleme stupide, mais majeur et revelateur : en depit de plusieurs demandes (dans les formulaires d'inscription, dans les bulletins de vote, dans les Lettres d'information), nous n'avons pu obtenir de nos membres plus d'un sixieme des adresses e-mail necessaires !!! **Merci de nous envoyer votre adresse e-mail si vous ne l'avez pas encore fait.**

Je suis convaincu qu'il doit y avoir des moyens de ne pas passer a cote de cette interactivite et de cette informalite electroniques, et que notre Comite de recherche sur la participation doit explorer en interne ces nouveaux outils aussi puissants pour la participation directe que pour la manipulation directe. Nous

devons decider de trouver le bon usage d'internet, et peut etre faire evoluer nos manieres traditionnelles d'interagir (peut-etre parfois trop lourdes ou trop serieuses). Ce sera un long apprentissage, puisque nous ne voulons pas nourrir l'inegalite a l'interieur de notre Comite. Avez-vous quelque suggestion ou opinion sur ce sujet ?

#### *Manifestations passees et a venir du CR10*

L'annee derniere a ete riche en activites. Trois manifestations majeures ont eu lieu, dont vous trouverez les rapports dans ce numero:

- Le XIIeme Seminaire International de notre Sous-Comite Ibero-Americain sur "Participacion ciudadana y economia social en IberoAmerica : un Balance hacia el tercer milenio" ; Lima, 23-24 juin 1999;
- Notre Conference sur "Challenges confronting participation and organizational democracy" (en liaison avec le 34eme Congres Mondial de l'Institut International de Sociologie) ; Tel-Aviv, 11-15 juillet 1999;
- Notre Seminaire sur "New forms of management, privatization and participation" ; St Petersburg, 19-20 juillet 1999.

Bien qu'elles aient ete tenues dans une periode d'un mois seulement (ce que nous n'avons pas pu eviter), ces trois manifestations ont ete des succes, autant sur le plan scientifique que dans leur organisation : 25 a 30 communications pour chacune, provenant d'un grand nombre de pays, sur des themes ou debats parfois difficiles. Felicitation chaleureuse aux organisateurs, William Moreno, Michal Palgi et Volkmar Kreissig. Cela signifie aussi que notre Comite et notre domaine de recherche peuvent attirer de nombreux collegues dans plusieurs continents a la fois

En cette annee 2000, nous aurons deux manifestations importantes (cf. les appels a communication dans cette Lettre d'information )

- Le XIIIeme Seminaire International de notre Sous-Comite Ibero-Americain sur "La Participacion en las organizaciones ; un desafio para el nuevo milenio" ; Barbastro (Huesca, Espagne), du 28 au 30 juin 2000;
- **Notre premiere Conference en Afrique** : "Participation, culture and globalisation", a Durban (Afrique du Sud), du 1er au 5 octobre 2000.

Ces deux dernieres manifestations contribueront a relever certains des principaux defis de notre politique scientifique actuelle: renforcer les relations d'une part entre les universitaires et chercheurs des pays dominants et ceux des autres pays, et d'autre part entre les acteurs sociaux et les universitaires et chercheurs. Dans cette perspective particuliere, notre Sous-Comite Ibero-Americain, auquel nous avons renforce encore notre soutien, est depuis longtemps un excellent outil pour nos collegues sud-americains, grace notamment a ses efforts constants d'ouverture a d'autres membres du CR10. Personne ne sera donc surpris que j'insiste particulierement cette annee sur l'importance de la premiere conference de notre CR10 en Afrique, et que **je demande a chacun d'entre-vous d'envisager tres serieusement sa participation**. Nous devrions tous essayer d'encourager cette experience, destinee non seulement a rassembler nos collegues africains autour de nos themes (dans un pays ou la participation democratique etait encore recemment un enjeu tres difficile), mais aussi a etabliir des liens et des cooperations avec eux. Merci de prendre contact avec Dasarath Chetty (tdchetty@pixie.udw.ac.za) pour toute question eventuelle.

### **Mondialisation et privatisation: participation productive et/ou participation democratique?**

Ces cinq manifestations passees et a venir du CR10 ont ete et seront de bonnes occasions pour le Comite de souligner encore l'importance des valeurs humaines et sociales dans les deux processus majeurs que sont la **mondialisation** et la **transition vers la privatisation** (pas seulement en Europe Centrale et de l'Est), actuellement dominees par des criteres et des valeurs economiques et financieres. L'une de nos missions essentielles aujourd'hui est probablement de continuer a construire et a encourager une **vision democratique de la participation directe et representative en tant qu'outil necessaire pour humaniser et civiliser ces processus, mais aussi en tant qu'instrument moderne d'efficacite economique**. La mondialisation et la privatisation ont besoin de l'implication directe et plurielle des citoyens et des travailleurs, et cette necessite n'est pas seulement une exigence pour les droits de l'homme, mais aussi pour l'efficacite meme des systemes sociaux actuels, de l'entreprise a la societe dans son ensemble.

Heureusement, bien qu'ils soient profondement impliquees dans les processus economiques et financiers, bien des dirigeants et des decideurs en sont conscients: en plus des exigences democratiques, la complexite moderne, la competition internationale, les nouvelles technologies et les

changements rapides ne peuvent s'accommoder de systemes autoritaires et centralises. C'est pourquoi les systemes dominants (dans l'entreprise, la ville, la region, la societe au sens large) ne peuvent plus etre efficaces sans l'autonomie locale et l'implication de chacun. Cette exigence systemique d'efficacite (mais pas toujours de democratie) est la principale raison pour laquelle les employeurs developpent aujourd'hui tant de formes de participation des salaries. La plupart des dirigeants europeens interroges(U.E.) considerent ainsi que la participation directe est un bon outil pour ameliorer l'efficacite et la productivite dans l'entreprise. Mais parallelement, nous pouvons souvent observer que les formes manageriales de participation directe echouent lorsqu'elles sont centrees sur la productivite et pas du tout sur les conditions de travail ou les processus de decision. Il nous faut alors rappeler aux decideurs que **“la participation productive”** et **“la participation democratique”** sont ainsi liees a long terme (comme la democratie l'est au developpement economique), et que par exemple, la plupart des dirigeants europeens (U.E.) qui ont pratique la participation directe, reconnaissent que plus les representants des salaries sont impliquees dans le processus de mise en place de la participation directe, meilleurs sont les resultats economiques et la productivite (cf. les resultats de l'important programme de recherche EPOC sur la participation en Europe ; voir information dans ce numero).

Cette prise de conscience actuelle par les responsables d'entreprises de la necessite systemique d'une participation productive semble etre ainsi le facteur le plus neuf et peut-etre, paradoxalement, le plus solide sur lequel puisse compter aujourd'hui le lent processus vers la participation democratique. Et notre role, en tant que Comite de Recherche sur la Participation et la Democratie organisationnelle devrait etre de prendre en compte cette evolution capitale dans nos analyses et dans notre soutien a la participation democratique, et de contribuer ainsi a civiliser, autant que possible, les processus actuels de transformation sociale, du niveau de l'etablissement jusqu'au niveau mondial.

Quoi qu'il en soit, cette approche manageriale, actuellement dominante, d'une participation productive plutot consensuelle, ne doit pas faire oublier le fait qu'une participation reellement democratique peut certes conduire au consensus, mais aussi a des **conflits**. Dans les entreprises comme dans la societe, la participation aux conflits est un chemin democratique necessaire quand la participation a des processus consensuels (tout comme l'absence totale de participation) signifie seulement implication dans des processus inegalitaires ou non democratiques. Ainsi, la mondialisation appelle-t-elle aujourd'hui une participation a des conflits quand des valeurs ou des interets essentiels sont en jeu. Greves, revendications et manifestations contre certaines consequences humaines, sociales et ecologiques de la mondialisation sont aujourd'hui en cours dans plusieurs pays developpes ou en voie de developpement. C'est la l'un des chemins habituels, autant que les consensus, pour tenter de mettre en place des regulations plus democratiques, et de civiliser la **“mondialisation sauvage”**, tout comme le **“capitalisme sauvage”** du XIXeme siecle a ete humanise grace a des conflits et a de nouveaux equilibres de pouvoirs, qui ont conduit a des regulations plus democratiques. Ce processus participatif et conflictuel continue donc aujourd'hui au niveau mondial. Les evenements de Seattle ont confirme, plus vite meme que je ne le prevoyais, cette analyse sommaire que je proposais dans cette Lettre d'information il y a quatre ans deja. Ils ont egalement revele **de nouvelles formes de participation directe face a la mondialisation deregulee, et de nouveaux domaines pour notre recherche.**

Toutefois, nous ne devrions jamais oublier dans notre travail scientifique que lorsqu'il s'agit de faire progresser la democratie, un haut niveau de **qualite** est indispensable pour etre efficace face a des forces puissantes.

Ces quelques remarques ont avant tout ete presentees ici pour ouvrir un debat entre nous. N'hésitez pas a nous faire part de vos reactions.

Alain Chouraqui  
President de l'AIS/CR10

P.S. Que les accents nous pardonnent leur disparition des textes français et espagnols: le logiciel de Michal semble y etre allergique.

**UNAS PALABRAS DEL PRESIDENTE**  
(original en frances)

Primero que todo, quisiera agradecer particularmente a la Universidad de Haifa y al Instituto de Investigacion sobre el Kiboutz y sobre la Cooperacion el haber aceptado apoyar el Boletin de informacion de nuestro CI-10. Ademas de algunos aspectos puramente materiales, una participacion de esta indole tiene un valor real y simbolico para nuestro Comité: el kiboutz, con su historia, sus exitos y fracasos, permanece realmente como una de las experiencias mas interesantes y estimulantes en nuestro campo de la participacion, de la autogestion y de la democracia organizacional.

Tambien quisiera desear calurosamente la bienvenida a los miembros del nuevo comite director elegido, a los suplentes y muy especialmente a nuestros nuevos colaboradores: Darasath Chetty y Michal Palgi (vicepresidentes); Jan Kees Looise (secretario) y Wiking Ehlert (tesorero). Gracias a cada uno de ellos por haberse decidido a consagrar el tiempo y la energia a nuestro Comité. Gracias tambien a nuestros past-presidents Ake, György y Rusty por su entero compromiso a nuestro procedimiento de eleccion, prolongado y interactivo. Por fin, permitanme agradecerles a todos por hacerme confianza una vez mas.

Es dificil impedirme una emocion al dejar a los miembros del comite director y a sus suplentes que en su mayoría se convirtieron en mis amigos. Algunos ya no podian ser candidatos debido a nuestros estatutos; otros no podian consagrar mas tiempo al trabajo de nuestro Comité. A todos (especialmente a Bruce y a nuestros colaboradores Ann y Antonio) quisiera expresarles, en nombre del Comité, nuestros sinceros agradecimientos por el trabajo realizado. Quiero mencionar muy especialmente a mi amigo Ake Sandberg que siempre ha sido uno de los pilares de nuestro Comité: todos sabemos lo excelente que fue en su labor de secretario, de editor y luego como Presidente de nuestro Comité. Aun necesitare de sus consejos, y espero que continúe trabajando con nosotros en tanto que past-president.

### **URGENTE E IMPORTANTE: Esta usted al dia como miembro del AIS y del CI-10 ?**

Me gustaria compartir con ustedes una gran preocupacion. Actualmente el AIS presiona fuertemente a todos sus Comites de investigacion para que exijan a sus miembros **ponerse al dia rapidamente**, es decir que paguen sus cotizaciones al CI y al AIS.

La incitacion mas reciente concierne, para el proximo Congreso Mundial en Australia, en asignar sesiones a los Comites de investigacion solo en funcion del numero de miembros que esten al dia con sus cotizaciones. No comentare aqui esta decision. Solamente subrayare que nuestro CI-10, que es uno de los mas activos (por el numero de sesiones y de comunicaciones en el ultimo Congreso mundial en Montreal; por el numero de conferencias y seminarios entre dos Congresos mundiales, dos o tres al año – en tres continentes el año pasado- en lugar de uno o dos en cuatro años con respecto a muchos otros Comites de investigacion; por el numero de países representados; por la diversidad cultural y linguistica; por el procedimiento de elecciones prolongado e interactivo) se vera conceder **solamente ... 4 sesiones si cada quien no se pone al dia** (en lugar de 17 que supimos presentar en Montreal). Varios presidentes de CI han reaccionado ante esta decision del AIS, que sera pues en el orden del dia de la proxima reunion del Consejo científico del AIS en el mes de julio en Montreal.

Por razones diversas, buenas y malas, nuestro CI (y otros mas) no han insistido lo suficiente para que las cotizaciones esten al dia. Es por esto que nuestro anterior comite director decidio modificar las tarifas y las exenciones, y que el nuevo comite tomo decisiones concretas para progresar en ese sentido. Pero las cosas se precipitan, y estamos frente a una seria incertidumbre que amenaza la calidad del Congreso mundial, evento principal de la vida de los CI. Esta igualmente claro que si nosotros ( y otros

Comites de investigacion) dispusieramos de tan pocas sesiones, numerosos colegas nuestros no irian a Australia.

Por otro lado, nuestro CI necesita evidentemente los medios para mantener sus publicaciones, sus manifestaciones al igual que la participacion de algunos colegas (mas aun cuando que hemos decidido intensificar las relaciones con nuestros colegas de las regiones menos predominantes). A pesar de ello, hemos mantenido nuestras cotizaciones a un nivel bajo (con el fin de no penalizar solamente a los colegas que pagan su debida cuota) pero les pedimos a todos los colegas verificar y regularizar su situacion.

En ese contexto, hemos recibido de la secretaria del AIS una noticia por lo mas sorprendente y decepcionante concerniente a la lista de los miembros que estan al dia con el AIS. Ustedes encontraran ese documento un poco mas adelante en este Boletin de informacion. **Les ruego encarecidamente averiguar rapida y cuidadosamente su propia situacion en las listas a ese efecto.**

En caso de algun problema, les ruego ponerse en contacto con la secretaria del AIS e informar a nuestro tesorero (wiking-ehlert@t-online.de). Si usted no forma parte de los miembros que estan al dia con el AIS y el CI-10, por favor arregle su situacion e informenos (encontraran los formularios de inscripcion para el AIS y el CI-10 en las ultimas paginas de la cubierta de este Boletin de informacion). De igual manera, intentemos atraer a nuevos y «verdaderos» miembros. De lejos, esta es la mejor manera de aportar un nuevo impulso a nuestro Comite y vivacidad a los debates en nuestro campo.

## **BOLETIN DE INFORMACION/ WEB.**

Nuestros miembros siempre han considerado a la unanimidad que el Boletin de informacion, enviado a mas de 350 colegas, es un instrumento muy importante para nuestro CI-10. Es igualmente una dura labor, primero para el editor (en especial cuando el o ella es un principiante) e igualmente lo es para el presidente. Hablemos claramente: el boletin de informacion es a veces una pesadilla para nosotros, ya que pocos son los colegas que en el colaboran y tambien porque otros no respetan los plazos o incluso no siempre dan lo que han prometido.

**Hay que considerar que este Boletin de informacion es el vuestro, nutralo con informaciones utiles, con propuestas, con debates de materiales o analisis que presenten algo interesante para todos.** En este numero, he incluido y holgadamente nutrido una seccion dedicada a informaciones diversas; les agradezco si desean colaborar en ella.

Todo esto conduce inevitablemente a continuar la reflexion sobre el uso de la Internet. Les recuerdo que nuestro comite director habia decidido en un comienzo no reemplazar la version escrita del Boletin de informacion por una version electronica (por el hecho de que la mayoria de nuestros miembros no utilizaban aun Internet) y no difundir el texto completo del Boletin de informacion sobre el web (porque este permanece de alguna u otra manera un medio de comunicacion interna por el cual los miembros han pagado y deben normalmente pagar).

Las cosas evolucionan rapidamente en ese campo, yo mismo he pedido al nuevo comite director de volver a considerar la propuesta. Hemos decidido entonces, en Tel Aviv, por una parte estusted iar las diferentes tecnicas que podrian mejorar nuestros medios para comunicar ( sitio web? foros? red interactiva permanente de informacion? boletin de informacion por correo electronico para los que lo utilizan? una contrasena para los miembros? enlaces con los sitios del AIS?...), por otro lado, avanzar con cautela con el fin de no crear un Comite «de dos tipos» segun que los

miembros sean «in» o «out». Hemos podido observar que en algunos países (como Australia, Israel y los de América del Norte...) el web es por el momento mucho más utilizado que en otros. Por ejemplo, les hablare un problema tonto pero mayor y revelador: a pesar de las múltiples demandas (en los formularios de inscripción, en los boletos de votación, en los boletines de información), no hemos podido obtener de nuestros miembros nada más que la sexta parte de las direcciones electrónicas necesarias!!! **Gracias por enviar su dirección electrónica si no lo ha hecho antes.** Estoy convencido de que deben existir los medios para no dejar pasar por alto esta interactividad y esta informalidad electrónicas, y que nuestro Comité de Investigación sobre la participación debe explorar en su interior estos nuevos instrumentos tan poderosos para la participación directa como para la manipulación directa. Decididamente debemos encontrar el uso adecuado de la Internet, y tal vez hacer progresar nuestras formas tradicionales de interactuar (quizás a menudo o demasiado rígidas). Este será un largo aprendizaje si no queremos aumentar la desigualdad al interior de nuestro Comité. Tiene usted alguna sugerencia u opinión al respecto?

### **ACTIVIDADES PASADAS Y FUTURAS DEL CI-10.**

El año pasado fue muy rico en actividades. Tres manifestaciones mayores tuvieron lugar, y sobre las cuales encontrara los informes en este número:

- El XIII Seminario Internacional de nuestro Sub-comité Iberoamericano sobre la « Participación ciudadana y economía social en Iberoamérica: un balance hacia el tercer milenio », Lima, 23-24 de junio de 1999.
- La Conferencia del CI-10 sobre « Challenges confronting participation and organisational democracy (en colaboración con el XXXIV Congreso Mundial del Instituto Internacional de Sociología); Tel Aviv, 11-15 de julio de 1999.
- El Seminario del CI-10 sobre « News forms of management, privatisation and participation », San Petersburgo, 19-20 de julio de 1999.

A pesar de que tuvieron lugar en un período de un mes solamente (no pudedimos hacer de otra manera), estas tres manifestaciones fueron un éxito, tanto en el plano científico como por su organización: 25 a 30 comunicaciones para cada una, provenientes de numerosos países. Mis más calurosas felicitaciones a los organizadores, William Moreno, Michal Palgi y Volkmar Kreissig. Esto significa también que nuestro Comité y nuestro campo de investigación pueden congregarse a un gran número de colegas en varios continentes al mismo tiempo.

En este año 2000, tendremos dos manifestaciones importantes (cf. las invitaciones en este Boletín de información):

- El XIII Seminario Internacional de nuestro Sub-comité Iberoamericano sobre « La participación en las organizaciones: un desafío para el nuevo milenio »; Barbastro (Huesca, España), del 28 al 30 de junio del 2000.
- **Nuestra primera Conferencia en África**: « Participation, culture and globalization »; en Durban (África del Sur), del 1 al 5 de octubre del 2000.

Estas dos últimas manifestaciones contribuirán a poner de relieve algunos de los desafíos mayores de la política científica actual de nuestro Comité de investigación: fortalecer las relaciones por una parte entre los universitarios y los investigadores de las regiones predominantes y de los demás países, y por otro lado entre los actores sociales y los universitarios e investigadores. Según esta singular perspectiva, nuestro Sub-comité iberoamericano (al que apoyamos tanto como nos es posible) siempre ha sido un excelente instrumento para nuestros colegas estadounidenses, notablemente gracias a sus constantes esfuerzos de apertura hacia otros miembros del CI-10. Nadie estará pues sorprendido que insista principalmente en este año sobre la importancia de esta primera conferencia del CI-10 en África y que **les pido a cada uno de planear muy seriamente su participación.** Todos deberíamos intentar mantener esta experiencia, destinada no solamente a congregarse a nuestros colegas africanos alrededor de nuestros temas (en un país en donde la participación democrática era recientemente aun una apuesta

muy difícil), sino también de establecer lazos y de cooperar con ellos. Gracias por tomar contacto con Dasarath Chetty (tdchetty@pixie.udw.ac.za) para cualquier información.

## **MUNDIALIZACION Y PRIVATIZACION: PARTICIPACION PRODUCTIVA Y/O PARTICIPACION DEMOCRATICA?**

Estas cinco manifestaciones pasadas y futuras del CI-10 han sido y serán magníficas oportunidades para el Comité de subrayar aún la importancia de los valores humanos y sociales en los dos procesos más importantes que son **la mundialización y la transición hacia la privatización** (no solamente en Europa central y en Europa del Este), que están actualmente dominadas por criterios y valores económicos y financieros. Una de nuestras misiones principales hoy en día es probablemente la de seguir construyendo y apoyando **una visión democrática de la participación directa y representativa como instrumento necesario para humanizar y civilizar estos procesos, pero también como instrumento moderno de la eficacia económica**. La mundialización y la privatización necesitan implicaciones directas y diversas de los ciusted adanos y de los trabajadores, y esta necesidad no solo es una exigencia para los derechos humanos sino también para la eficacia de los sistemas sociales actuales, de la empresa en la sociedad.

Afortunadamente, y aunque profundamente implicados en los procesos económicos y financieros, incluso si muchos dirigentes y los que deciden son conscientes de ello: además de las exigencias democráticas, la complejidad moderna, la competencia internacional, las nuevas tecnologías y los cambios rápidos no pueden acomodarse a los sistemas autoritarios y centralizados. Es por esto que los sistemas dominantes (en las empresas, la ciudad, la región, la sociedad en un sentido más amplio) ya no pueden ser eficaces sin la autonomía local y la implicación de cada uno. Esta exigencia sistémica de eficacia (pero no siempre de democracia) es la razón principal por la cual los empresarios desarrollan hoy en día tantas formas de participación directa de sus asalariados. Es así como la mayor parte de los dirigentes europeos interrogados (UE) consideran que esta participación es un buen instrumento para mejorar la eficacia y la productividad en la empresa. Pero paralelamente, podemos observar a menudo o que las formas empresariales de participación directa fracasan cuando están dirigidas exclusivamente a la productividad y en absoluto a las condiciones de trabajo o a los procesos de decisión. Vale la pena recordar a los que deciden que «**la participación productiva**» y «**la participación democrática**» así van ligadas entre sí a largo plazo (al mismo título que la democracia lo está con el desarrollo económico), y que por ejemplo la mayor parte de los dirigentes europeos (UE) que han puesto en práctica la participación directa, reconocen que entre más que los representantes de los asalariados están implicados en el proceso de puesta en marcha de la participación directa, los resultados económicos y la productividad son mejores (cf. los resultados del importante programa de investigación EPOC sobre la participación en Europa; ver la información en este número).

De esta manera esta toma de conciencia actual de los dirigentes empresariales sobre la necesidad sistémica de una participación productiva parece ser el factor más reciente y tal vez, en forma paradójica, el más sólido sobre el que puede contar hoy el lento proceso hacia la participación democrática. Nuestro papel, como Comité de Investigación sobre la participación y la democracia organizacional, debería ser el de tomar en cuenta esta importante evolución en nuestros análisis y nuestro apoyo a la participación democrática, y de esta manera contribuir, en la medida de lo posible, a los mayores procesos actuales de transformación social, desde el nivel del estado hasta un nivel mundial.

Sea lo que fuere, este enfoque empresarial de la participación, actualmente predominante, no debe ocultar el hecho de que la participación democrática realmente puede conducir a un consenso, pero también a conflictos. En las empresas como en la sociedad, la participación en los conflictos es un camino democráticamente necesario cuando la participación en procesos consensuales (al igual que la ausencia total de participación) significa solo la implicación en procesos de desigualdad o antidemocráticos. De esta manera, la mundialización llama hoy a una participación en los conflictos cuando los valores o los intereses principales están en juego. Huelgas, reivindicaciones, y manifestaciones contra ciertas consecuencias humanas, sociales y ecológicas de la mundialización están en curso hoy en diferentes países desarrollados o en vía de desarrollo. Este es uno de los caminos más recorridos, tanto como el de los consensos, para intentar situar las regulaciones más democráticas y para civilizar la «mundialización salvaje», al igual que «el capitalismo salvaje» del siglo XIX ha sido humanizado gracias a los conflictos y a un nuevo equilibrio de poderes que han conducido a regulaciones más democráticas. Este proceso participativo y conflictivo continúa hoy a nivel mundial. Los eventos de Seattle han confirmado, más rápido de lo que yo había previsto, ese análisis a grandes rasgos que proponía en este Boletín de información hace cuatro años. Estos revelaron también **nuevas**

**formas de participacion directa frente a la mundializacion sin reglas y nuevos campos para nuestra investigacion.**

No obstante, no debemos olvidar que para nuestro trabajo científico, cuando se trata de hacer progresar la democracia, nos es indispensable un alto nivel de **calidad** para poder hacer frente a fuerzas poderosas.

Estas pocas observaciones han sido presentadas aquí sobre todo para abrir el debate entre nosotros. No dude en hacernos parte de sus comentarios.

Alain Chouraqui.

Presidente del AIS/ Comité de Investigación 10.

PS. Que los acentos nos disculpen su omisión en los textos en francés y español: al programa de Michal parecen producirle alergia.

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**A letter from Vera Vratusa - Reflections from the ESA Congress in Amsterdam**

The juncture between the subject matter of the research network on disasters and social crises in which I participated inter alia, and RC 10, I see in the participatory research of the relationship of organized and spontaneous reactions of people to emergency situations, the lessons of which could be applied to improve quality of life at the work place, in the neighborhood, local, national and international community in "normal" course of events as well. In fact, there will be not much normality, if military-industrial complex continues to instigate local wars in order to boost the sale of arms and after disastrous destruction of economy and society, to profit from control of local resources, legal and illegal trade and "reconstruction loans".

At the moment I am thinking of proposing comparative research on the role of the Unions in the "era of globalisation" (or "old" and "new" imperialism). I hope to contact colleagues especially in the Balkans. As soon as I make the progress in this direction, I will send the note for one of our newsletters in the future.

A recent publication:

Vratusa(-Zunjic), Vera: "Gender, Class and Participation in Decision-Making in the former Yugoslavia", **Economic Analysis**, No. 1, 1999, 57-68.

*S. N. Eisenstadt - "The Spirit of the Time for Society"  
IIS 34. World Congress, Tel Aviv, Israel, July 1999*

**Minutes taken by Ingrid Voigt, Kaiserslautern**

Intensified processes of globalization pose very sharply the problem as to whether the end of this century signals also an end of modernity which is understood as the result of development for the last two centuries.

**Concerning modern and contemporary moves in society, two main question arise:**

1. What are modernities as social facts ?
2. Realizing a exhaustion of society leads to the question:  
What ist meant by exhaustion of modernity ?

Eisenstadt noticed two different directions or moves in between and with exhausted Societies:

- A cultural move promulgated by Fukuyamas „the end of the time of history“, what is a move to a unified world, where the culture is exhausted – beyond postmodernity and modernity - an ahistorical homogenization of the world.
- A visional move out of civilization as a certain vision in what is exhausted.



The facts of these moves of modernity emerge in the weakening of society, there is obviously no classical national state drawn any more and citizens are multicultural framed developing homogenized basic assumptions in living close and mixed together. That means modernity has exhausted.

In contrary to these marks of modernity the limit of multiple modernity is to be characterized by homogenous nation states, known f.e. as Lutheran state or as a state like Great Britain is to be. Their core elements did not move to Egypt nor to the East, but did move to America – how Alexis de Toqueville is emphasising the new multiple modernity.

What are the key elements of USA in an era of „multiple modernity“? It has no concept of states, it has obviously a government and an „empeachment of authority“ with a strong feeling of cohesion. Question posed on these circumstances are, if it is allowed that these structures could be called „nationality“ or even if it could be characterized as a „secular society“? Consequently the premises of social order cannot longer be taken for granted. For example, India has had one of the best democracies of the world but, despite this, differences of democracy are not noticed in modern society in Europe. Following this thought there were constitutional different models of democracy representing themselves, fighting and struggling against each other. Reality was much more complex in the shape of collective identity and of changes of modernity.

Changing the Nation State was before a movement of oscillation between collective identities against the tradition, which became time-by-time more intensive. These changes regulated nations and developed collective identities on the one hand side with a growing emphasis coming narrower and on the other hand side a new universalistic view growing wider. This was a strong universalistic movement, which extended to beyond the nations. They claim for constructions of identities like gender, women in public in different countries – in Islam, Russia.... This very modern movement has become a power in media and above this, western countries accepted them. At this point of argument, Eisenstadt made a claim to a total association in constructing urban spaces. People are urban and want to be urban. How do we find different societies to appropriate modernity than? The content of modernistic modernity claims for important ideological and cultural elements, for distinctiv collectiv identity, for different cultural settings. Meanwhile the ideological claim is changing with the emphasis for moderne societies in changing institutional identities.

Reflecting these elements of changing modernity, the question emerges if this is a view of progress at all? Attention has to be paid on those great changes of concepts of modernities known as barbarism, different ethnics, de-structuredness. These are contradictions to quote for an endless trial – „distriers“ of modernity realized as „Existenzbastler“. You will find no linearity or dramatic potential. What is the whole of changing modernities? Japanese are to be located in spaces of diaspora, and are creating a new constellation of nationality. German live together with Moslem and Turkish people and their children are born in Germany – so they probably won't be able to hold their citizenship, because the desire increases for a twin nationality.

#### **Questions posed and contributions of the audience - responded by Eisenstadt:**

*Scheuch* from Köln/Germany is arguing that nationality includes a kind of self-distructuring rationalism. In the meaning of Eisenstadt, this contribution has to be reflected in that way,

that all types of rationality are used in a different way like it could be demonstrated by Descartes and Montaigne. We are reflexiv to a certain extend, but the question is, if this rationality exists as dominant or as multiple rationality.

*Enderson* is outpointing fundamentalism and/or traditionalism in nation states. The problem is, citing Eisenstadt, how the people relate to this. His answer: „Take them seriously and accepted“. Alternatives to western countries exist too; we have civilization in India, Russia... With Max Weber we have to ask, what are the views of different forms of alternatives? Following this thought of Eisenstadt, it is the very fact that they talked together, will shape them already, drawing structures to be more intensified and more diversified. At the beginning fundamentalism developed in the USA, now it is contained – but not disappeared. The ways you can cooperate are multivarious.

*Voice from India*: You put us in a tricky way and you gave us no idea of modernity. In his response, Eisenstadt is mentioning – *urbanism* -, *many things may be disversal, the risk will move, emphasis will grow – the antimodern will be modern – at the same time !*

In my opinion the present may be thought in the condition of „simultaneousness of the unsimultaneousness“ noticed by G.Anders. Against this N. Luhmann stressed the term „time“ for analysis in system theoretical explanation. The very fact, that systems are environment for each other, leads the sociological argumentation in a certain way. Those systems, like communication and conscienceness operate with each other, and they can interact with each other only on a synchronized level. That means, systems operate always primarily synchronous with their context and not by chance earlier or later. Following the author, these facts are at all time relations based. At the same time something gets in experience and passing over limits, the cutting point emerges, that marks experience of presence, experience of actuality, experience of present time. *Synchronization* is the foundation for the present time. From this point of view the actual past and actual future will be seized in their whole energy, in operating like autopoietic systems by continuously copling and uncopling, integrating and disintegrating. These copling systems define what is added simultaneous. Only all the other structures of time underlie than already shaped historical-cultural figures, especially so, the idea of time as measure of movement in the direction of before and after of the chronometrical imagined time. (I.Voigt)

*To conclude – the key question then is, how and under what conditions non-zero-sum conceptions of the „game“ of politics develop? The focus has to be directed on relationships between such sectors and centers of society, on the construction of different types of collective modernity which influence the developement of such conceptions of the political game. The key term and link for relationship Eisenstadt favourizes is „trust“, „through development and reproduction of trust among different sectors of society“.*

## REPORTS FROM CONFERENCES

### Report from of RC10 Conference:

#### CHALLENGES CONFRONTING PARTICIPATION AND ORGANIZATIONAL DEMOCRACY IN AN ERA OF GLOBALIZATION

Convener: Michal Palgi, Emek Yezreel College, Israel

in conjunction with the 34 World Congress of the International Institute of

**Sociology, July 11-15, 1999, Tel Aviv, Israel**

The conference had seven different sessions and one symposium. 29 different papers were presented and interesting discussions took place.

The topic of the symposium was: "Industrial Relations and Participation in the Process of Globalization" Chaired by Michal Palgi, Israel. Issues discussed in the symposium were: "Globalization of markets - what happens to labour relations - employee influence and gender equality? Some international and Scandinavian experiences", Bjorg Aase Sorensen, Norway.

"Participation as a tool for a democratic process of globalization", Alain Chouraqui, France.  
*"Changes in Kibbutz organizational democracy in an era of globalization", Menachem Rosner, Israel. "Conditions for democratization and implosive and explosive trends in work structuring and contracting." Klaus Bartoelke, Germany*

The first session dealt with issues of "Participation in a Global Context".

Richard P. Appelbaum, U.S.A. topic was: "Can Workers Organize? Globalization, Flexible Production, and the Decline of Organized Labor"; Aviad Bar-Haim, Israel spoke about "Participation Programs in their Contexts"; Kaarel Haav, Estonia analyzed "Problems of Participation and Organizational Democracy in the Public Sector: The Case of Estonia." and Yair Levi, Israel focussed his talk on "Rural Cooperatives and Mainstream Economics: Adaptation or Resistance".

The second session was about "Participation, Privatization and Inequality".

In this session the papers offered were "Privatization and processes of inequality in the Kibbutz" Michal Palgi, Israel; "Employee Participation in State-Owned, Privatized, and New Private Enterprises in Russia", Raymond Russell, U.S.A. Discussion on these issues was lead by Amnon Caspi, Israel.

The third session concentrated on "Gender and Participation in an Era of Globalization". This session was organized in a more informal manner which enabled the audience to hear of experiences in additional countries. The speakers were Martina Gille, Germany on: Social and Political Participation of Young People in Germany – Gender and Gender Role Attitudes as One Important Determinant of Participation. Maria Gomez y Patino, Spain on: "Woman participation in globalization times" and Bjorg Aase Sorensen, Norway on: "Women's methods of empowerment in Norway".

The fourth session was about "Forms of Organizational Democracy". Speakers were: Wolfgang G. Weber, Switzerland, "Beyond the Selfishness Paradigm: Collective Autonomy and Work-related Prosocial Orientations"; Dassarath Chetty, South Africa on "Combatting Aids - A Participatory Perspective"; and Victor J. Friedman, Israel on "Conflict Between 'Alternativists' and 'Pragmatists' in Democratic Organizations".

The fifth session, "Participation and Power in an Era of Globalization" consisted of the following speakers: Alain Chouraqui, France, "Regulation of direct participation and the "European model" of regulated autonomy"; Edward Zammit, Malta, "Trade union education

and democratic participation – a case study of Malta’s experience”; David Argeman, Israel, “The experiment of direct democracy”; and Helena Syna Desivilya, Israel spoke on ”Alternative Dispute Resolution at the workplace as an empowering mechanism in the era of privatization”.

In the sixth session “Culture and Participation” took part: Menachem Topel, Israel, "Technocratic Trend and Social Change in Egalitarian Democracy"; Ingrid Voigt, Germany “Influence of corporate culture on organizational behavior”; Vladimir P. Kultygin, Russia, "Development of Globalistic and Communal Traditions in Russian Society"; Reuven Shapira, Israel, “Kibbutz System Decline: Officers' Continuity and Submission of Democratic to Hierarchical Cultures”; and De Malach Daniel, Israel, “Ideology Costs: Managerial Practices at the Kibbutz Movement, 1940-1980”.

Session seven addressed issues on “Participatory Research”. The speakers in this session were: Victor J. Friedman, Israel, spoke on "Action Science: Participatory research for bridging the gap between social science theory and practice"; Dani Rosolio, Israel, on “Stages in the decision process structure in the kibbutz: Participatory research” and Ruby Newman, U.S.A on “Going home: Survival narratives of Ethiopian Jewish mothers and daughters”

All in all, the sessions were well attended, usually (but not always) there was enough time for discussions and for exchange of new ideas and ways for cooperation.

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**Report on the Workshop entitled: "New forms of Management, privatisation and participation" at the St. Petersburg State University/Faculty for Management from 19th - 20th July 1999 supported by German Volkswagen Foundation - Volkmar Kreissig**

The workshop was a meeting of RC 10 of ISA organised by the regulations of RC 10. Present were members of board and members of RC 10. Also have taken part members of RC 30 and RC 44 of ISA. Participants came from 11 countries and 3 continents (Brazil, France, Germany, Greece, Hungary, Italy, Poland, Spain, Japan, Russia, USA).

During the conference it has a very interesting reports and also a controversy, fruitfully stimulated discussion. Participants were researcher, academic professors and also practically working economists and politicians. A lot of reports made students from Germany and Russia and showed their ability to make researches and scientific analyses. The reports were based on empirical studies and theoretically orientated also.

The reports touched Problems of Germany and Russia on one hand and of Brazil, China, Italy, Hungary, Greece, Spain, Poland and Europe on other hand in general.

The reports and discussions at the workshop contributed to the actually discussion on Privatisation and the development of Management and Economy in Central and Eastern Europe. The question was relevant what can be the contribution of participation and industrial relations development to participatory workforce organisation and democratisation in production, work life and communities in general.

The workshop was structured in the following groups of lectures:

**1. Plenary**

- "Basis of new forms of management, participation and privatisation" (Kreissig/Raskow)
- "Development of positions of the management to participation in small and medium sized enterprises in East Germany" (Lang)

**2. New Forms of Management**

- "Successfully management in German small and medium sized enterprises (Gruhler)
- "Empirical studies on development of management in Eastern Europe" (Ishikawa)

- "Importance of participative management in small and medium sized enterprises in Europe (Insola)
- "Management in small and medium sized enterprises in Northern Italy (Silvestri)
- "Management and Selforganisation in enterprises" (Trofimov)
- "Management in Russian enterprises and business evaluation" (Loukianova/Zenkevich)
- "Entrepreneurship and management in Russia - psychological aspects" (Koshelova)
- "Forms of Management and Privatisation in Russian Household Economy" (Fox)
- 3. Students researches to Management, Participation and Privatisation**
- "Russian system of taxes as a problem of modern forms of management" (Adrianov)
- "Co-operative structures in interorganisational networks" (Schlorke/Schubert/Uhlmann)
- "Japanese management methods and problems of realisation in Russia" (Kusnezova)
- Human resources consulting - as important task of management in Russia" (Denisova)
- 4. Privatisation and Participation**
- "Privatisation and participation in Siberia" (Gershikov)
- "Structure of Hungarian economy after privatisation - limits of participation" (Galgoczi)
- 5. Participation - forms and industrial relations**
- "Industrial relations in Greece - present situation, trends and future" (Nicolaou-Smokoviti)
- "Teamwork - a contribution to co-determination at workplace - example of VW" (Seul)
- "Participation in propriety and management or co-determination in Poland" (Kulpinska)
- "Women participation in the management of the future" (Guadelupe Gomez y Patio)
- 6. Economic change and participation**
- "Democracy, participation and education" (Suenker)
- "Communal enterprises - participation in Russian entrepreneurship" (Patokina/Cherniakov)
- "Industrial change and fetching modernisation the example of Volkswagen AG" (Voigt)
- 7. Practical experiences in Management, Privatisation and Participation**
- "Foundation of a private enterprise and problems of participative management in East Germany" (Arnold)
- "Privatisation of Hoermann-Rawema and problems of participative project management in Eastern Europe" (Streicher)
- Development of business ethic and participative management on the market" (Igantieva)
- 8. Roundtable discussion: "Potentialities and forms of management and participation in the co-operation between Russia and Germany" (Arnold/Effenberger/Streicher/Gaube/Moltschanov/Chonobiev - Katkalo).**

After reports and discussion focused on search of ways of participation in different management fields, participants looked for some realities in Russian society, culture and history.

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**A TENTATIVE REPORT ON THE XIIth INTERNATIONAL SEMINAR OF THE  
IBEROAMERICAN SUBCOMMITTEE OF IPRA'S RC 10 - by Azril Bacal**

Antecedents

It had symbolic value to convene this seminar in Peru, ten years after its foundation in Lima, in 1989. Since then, as an active constituent group within RC 10, it successfully organized several high-level international meetings in various countries (Mexico, Spain, Chile, Spain, Mexico, Germany, Portugal, Chile, Palmas/Spain and Montreal. This time the theme addressed was: "Citizens' Participation and Social Economy in Iberoamerica: A Balance towards the Third Millenium."

It took place at the Technical University of Callao, nearby Lima,

between the 23rd and 26th June 1999.

I had been commissioned at the Montreal ISA Conference to support the local organizing committee in terms of both upgrading the academic quality of the programme and enhancing the diversity and democratic plurality of views presented at this occasion. Also to keep functionally alive the linkages between the Iberoamerican Subcommittee and the encompassing membership and the board of RC 10.

In my view, this seminar continued in the good tradition set forward since 1989, namely, by providing a lively regional (and international) realm of intellectual debate and academic networking on the same themes that concern RC 10. William Moreno's organizational skills were tested once again and he delivered a surprisingly good-quality seminar, by most standards: good programme, high quality, relevant and contemporary papers, plurality of views, international presence albeit reduced, a fairly good number of national participants, which included persons from the academic world, from NGOs and from local governments.

Klaus Lynge (Denmark), Richard Ruzicka (Chequien), myself (Peru/Sweden), and colleagues from Spain, Chile and Argentina, constituted the international dimension and the organic link with RC 10. Official letters from Alain Chouraqui, President of RC 10 and from Antonio Lucas, who could not be present, were officially read at the beginning of the seminar. I also presented the paper of Erik Lindhult, a Swedish colleague, on "The Challenges of the Regionally Embedded University," as he had asked me to do. This was Erik's second contribution to the Iberoamerican Subcommittee. The first one being in Mexico, a few years ago.

It should be mentioned, that it was a difficult feat to accomplish such an event in Peru, at that point in time, given the prevailing economic and political national circumstances there. Not to mention the hegemony of neoliberal policies and practices, reflected in the high levels of poverty, unemployment and its critical correlates of criminality, corruption and autocratic practices, among other difficult circumstances.

The complementary cultural, artistic, culinary and social events and tours provided by the local organizing committee were also noteworthy.

In spite of the limited support from the most important national universities in Peru, the XIIth International Seminar of the Iberoamerican Subcommittee deserves qualified praise.

Moreover, of relevance to all RC 10 members, a motion was passed unanimously by all participants at this seminar, to formally request the Board of RC 10 to regain the former denomination of "Participation and Self-Management." It was cogently argued that the term "organizational democracy" does not capture the historical and theoretical density of "self-management" as a heuristic and explanatory concept.

Certain formal organizational topics remain to be addressed at the next meeting of the Iberoamerican Subcommittee in Malaga, Spain, the year 2000, such as, for instance, the election of its new board.

My own presentation dealt with "Citizen Participation, Democratization and the Culture of Peace: Towards the New Millennium." I intend to write a brief article for our newsletter in the near future.

I wish also to inform RC 10 members, that I have established this year, for the second year in a row, in Sao Paulo, organizational contacts with the National Association of Self-Management in Brazil. They have expressed interest in joining both RC 10 and its Iberoamerican Subcommittee.

I hope these few lines suffice to provide an overview of what happened at the XIIIth International Seminar of the Iberoamerican Subcommittee.

## **Reports From Other Conferences**

### **International Colloquium “In Search of the Good Society: The Kibbutz and Other Experiences,” Haifa University, July 7-9, 1999**

Raymond Russell

A number of members of RC10 participated in the international colloquium “In Search of the Good Society: the Kibbutz and Other Experiences” that took place at Haifa University July 7-9, 1999. The meeting was co-hosted by Haifa University’s Institute for Research and Study of the Kibbutz and the Cooperative Idea and the Center for the Good Society of the Carmel Institute. Additional Support was provided by the Friedrich Ebert Stiftung, the Miyasdim Foundation, the Research Authority of the University of Haifa, and Yad Yaari in Givat Haviva, which is the documentation center of the Hashomer Hatzair youth movement.

This unique combination of themes and sponsors produced a fertile mix of participants and discussions. The first half of the conference was devoted to general discussions of definitions and conditions for a good society. The second half focused on empirical examples of alternative organizations, including especially the kibbutzim. The attempt to address both broad abstractions and concrete cases within a single three-day conference was an ambitious undertaking. That it succeeded may be due to the fact the themes and sponsors of the colloquium turned out to be not quite so diverse in practice as they appeared at first glance. Scholars interested in the possibility of a good society were not indifferent to the current fate of the kibbutzim, and the kibbutz researchers showed serious and often personal interest in the question of what a good society is.

Speakers on the general requirements and possibility of a good society included Karl Hondrich and Heinz Suenker from Germany, Edward Greenberg from the United States, and Menachem Rosner, Haim Barkai, and Amir Helman from among Israel’s kibbutz scholars. On the lessons to be learned from the kibbutz, Bjorg A. Sorrensen from Norway, Klaus Bartolke from Germany, Raymond Russell from the United States provided international perspectives. Israeli speakers on the kibbutzim included academic researchers like Uri Leviatan, Michal Palgi, Yehuda Don, and representatives of the two major kibbutz federations. Empirical experiences in other countries were discussed by Yaakov Oved from Israel, Paul Singer from Brazil, Wolfgang Weber from Switzerland, and Azril Bacal from Sweden.

The final evening of the conference included a reception to honor Menachem Rosner for his many services to kibbutz studies and to the kibbutzim. Among the speakers praising Menachem, Michal Palgi who worked with him for many years described his contribution to Kibbutz Research and researchers, Bjorg Sorrensen and Edward Greenberg detailed some of the many forms of assistance and encouragement that Menachem has given to international scholars. Raymond Russell added a few words about Menachem’s many contributions to RC10, including his role as one of the founders of RC10, his service on our first two boards of directors, and the many conferences and sessions at conferences that Menachem has organized.

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Leslie Brown reports: The Co-operative Researchers Committee of the International Co-operative Association met in Quebec City August 28-29, 1999. Sessions were organized on a variety of topics, including social auditing and member and employee participation. Abstracts of papers are available on the web site for the Canadian Co-operative Association, or by writing Carol Hunter at CCA . The relevant addresses are:  
Suite 400, 275 Bank St., Ottawa, Ontario, Canada K2P 2L6; [www.coopcca.com](http://www.coopcca.com)

## NETWORKS OF INTEREST

### **Network for Humanization of Work and Organizational Democracy**

-- An informal network of researchers and practitioners from Germany, Switzerland, and Austria who are occupied with work sciences (industrial and organizational psychology, industrial engineering, management science, industrial sociology, etc.)

Humanization and Democratization of Work as a Perspective of Work Sciences -- Some Theses

The current social and economic developments are linked with intentions to subordinate scientific research in public institutions to the economic interest of single companies, and to adapt the higher education at the universities to the soonest possible employment of graduates in the business world. Basic research knowledge and reflections on the societal function of science seem to be more and more outdated. Research and education of work sciences and social sciences are forced to orientate their results toward a short-term improvement of efficiency of the business and production processes in companies, more and more.

We promote work sciences (e.g., io psychology, industrial engineering, management science, industrial sociology, etc.) which view human and democratically organized work as the centre of research and education.

- O *Human work* does not harm the physical, the psychological nor the social wellbeing of the employees, fits their needs and qualifications, allows individual and collective influence on work conditions and work systems and contributes to the development of their personality in the sense of opening their potentials and enlarging their competence (Ulich, 1990).
- O *Democratically organized work* requires a business organization with enlarged co-determination and the possibility of ownership of the employees in which the employees are involved in decisions concerning their own work conditions as well as concerning corporate policy and strategy.

From the *professional ethics* point of view it is mandatory for the scientific disciplines which investigate work and organization that they are indebted to the human beings whose work is their object. The professional ethics oblige these disciplines to consider on one hand the individual, social, institutional and economical interests which influences their behavior and the utilization of their results, and on the other hand to consider the possible and actual consequences of the application of their research results for the dependant employees.

From the *responsibility of science* point of view, work sciences and social sciences have to consider public welfare and economical interrelations. Work activities which are not sufficiently adapted to human needs could cause additional cost in individual households, in parts of the public sector, in the health service, in the public pension scheme etc. An economically effective design of work must not be limited to the calculation of profits and losses of the companies in which the work is carried out. Work activities which do not harm the health,

- preserve the ability of employees to perform (including for elderly employees),
- encourage creativity and innovation,
- make for the society as a whole economically more sense than work activities which are structured and designed according to the effectivity needs of companies, only.



There still exists a tendency in our *democratic constitution* to base the difference between the citizen and the work-force solely on the right of ownership. The vast majority of the working people are dependent employees, whose work organization, goals of work, work tasks, and operations are directed by their supervisors and managers in the hierarchical system. The design of their own, daily work is at best permissible within the framework of “participation” given by the management, as most companies are not democratically organized. The interests of these employees who are striving toward a more dignified work activity and working environment have to be preferred over the concerns of those who are mainly interested in return of investment.

We find it unacceptable that an *object of research in the work sciences* is only marginally mentioned which has an innovative meaning for the democratization and humanization of the world of labor and the entire society. Democratic reform-enterprises with expanding co-determination, democratic producer cooperatives, self-managed firms, institutions and networks of self-help of marginalized groups of employees as well as communes and Kibbutzim, which were popular in the seventies and eighties, are no longer of interest. Especially, this applies to industrial and organizational psychology, although the mainstream in this area shows a great interest in the research of “participative work design”, “employee involvement”, “lean management”, and “corporate identity” to develop proposals for the design of work in order to promote more efficiency. If such concepts and methods of organization want to be more than just a means for manipulative performance-intensification through inexpensive appeals, symbols and informal meetings, if they shall serve to promote the communicative and democratic competence of all employees, which is parallel to the legitimate company-goals, then those concepts and methods will have to be integrated with binding structures of organizational democracy.

Expecting the work sciences to concentrate mainly on working-processes in companies as their object of research, must not lead to the situation, in which too little interest of the work sciences is shown in the working-processes of housekeeping, education, care-taking and nursing in private households. In this area approximately three quarters of all labor performance in our society is performed, unpaid and, most often, by women. In the work sciences and social sciences more attention should also be paid to the needs and problems of those members of society, who are denied participation in gainful employment.

It seems to be urgent for us to stand up for work sciences and social sciences that are oriented towards a more humane and a more democratically organized work for the following reasons:

- O The emergence, equipping and vanishing of teaching teams and research groups is a question of supply of financial resources -- and due to the recent developments it can be supposed that scientific approaches in education and research have greater chances, if they intend to perform clear enough contributions toward developing a restricted understanding of the economy of working-processes in enterprises.
- O Nowadays, research projects get financed by research funds in most of the cases only, if there are clear and immediate economical outcomes for decision makers in private companies. This connection is conclusive, because private companies are financing these projects, at least partly.
- O Projects to change work organization and work contents are carried out more and more often by management consultant companies or by technical product salesman who promise short term economical outcomes and the reduction in staff on a big scale, too.

The pressure, created under these conditions, reflects tendencies inside the research community (especially in some areas of psychology) to publish frequently and without much effort, even if the

published contents are not theoretically founded and show methodological weaknesses. Universal cost-cutting drives support these tendencies -- with the consequence that there is an increase in a hard competition between researchers for jobs, financial support and ways of influence, for example, in expert committees.

*We summarize our criticism of these tendencies in work sciences and in social sciences, as far as they are dealing with work, in the following six theses:*

**1. Work sciences are reduced increasingly to the consultancy of business management.**

Most part of money from research funds goes to design projects and implementation projects. The development of theories and theory reflection is rarely financially promoted. Research projects are transformed into consultancy projects which produce action-relevant knowledge for business decision-makers.

The mainstream university education tends to produce experts for business and industry instead of being an institution where the development of general knowledge and of personality is promoted.

More and more, the work sciences and social sciences neglect to take societal conditions, in which they exist, as their theme and they do not care for one of the original tasks of science, namely the criticism.

**2. Work sciences are subordinated to efficiency interests of single companies.**

Increasingly, the work sciences are under the pressure to work for the development of efficient work structures instead of researching for humanization and democratization of work.

Even arguments like "Humanization and efficiency go together" or "human work places are more effective in the long run" become less significant with the nowadays "culture" of high performance, namely, "only the best will survive" -- that means, not the working and living conditions must be improved but the human beings have to adapt themselves to the conditions. Those who cannot stand it are driven out of the working life.

The view of "economic viability" as a concept of economics of welfare for the whole society is replaced by a limited business management view.

**3. The idea of democracy is replaced by "participation"**

The one-sided accumulation of decision rights in workplaces and work processes is covered up by "participation" concepts which are restricted more or less by vague forms of consultation or which try to show mere opinions as a discourse-oriented decision process on a reciprocal basis. In this context, the demand for a comprehensive democratization of the world of work does not seem to be relevant any more.

This is coming to the fore in broad discussions within the work sciences with respect to questions of participation. On the contrary, research on democratically organized enterprises plays only a minor role.

**4. Work sciences neglect women's employment and women's work**

The working conditions of women who work in companies, households and education are only marginally analysed. This is happening against the background of a sex-specific division of labor which is responsible for the fact that women achieve three quarters of all the work that has to be done by society as a whole.

It is hardly a headline for the work sciences that women are increasingly driven out of *paid* work.

**5. Work sciences neglect unemployment**

The situation of jobless people, as well as the effects of unemployment for individuals and society, are only a matter of peripheral importance for the work sciences.

## **6. Work sciences are submitted more and more to the demands of short-term productivity growth**

The funding of a restricted research makes it more difficult to take the societal circumstances and consequences (including side-effects) of research results into account and to discuss them explicitly.

The tendencies of a pure transfer orientation are cutting the links to theoretical basic principles. The development of theoretical approaches is increasingly given up in favour of catalogued measures for pragmatic actions.

Dignified methodological approaches, scientifically based investigations and thoroughly laid down evaluations are becoming a luxury occupation.

Scientific reputation is measured to a growing extent by citation indices and further quantitative criteria, e.g., the number of publications, lectures and reports. It is not up-to-date any more to write longer articles or even well-considered books.

It is rare that discussions are taking place which include a mutual criticism of research topics and research methods, and not at least theoretical principles.

**Explanatory note:** These theses represent a discussion paper from 1997, and not a manifest. The theses are one of the bases for the workshops our network, which take place in Germany and Switzerland since 1995. Mostly, the workshops are included in conferences of work sciences (e.g., io psychology, industrial engineering). The members of the pluralistic Network for Humanization of Work and Organizational Democracy have made different evaluations of these theses. Thus, the theses are no shared resolution, but they represent topics of a collective discussion. Moreover, the situation in various work sciences may have changed in some aspects and with this situational changes, the evaluations of some theses may have changed. Not at least, some changes may have been influenced to some degree by the active engagement of many network members for the ongoing humanization and democratization of work as a matter of the work sciences, both, in research and in education. The network members are very interested in commentaries, critics, and completions by other colleagues who are engaged in the promotion of organizational democracy in research, education, and practice.

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## **The EPOC project (EMPLOYEE PARTICIPATION IN ORGANIZATIONAL CHANGE)**

Since the beginning of the 1990s there has been a serious re-appraisal of traditional work organization among EU social partners and policy makers. Trade unions have demanded greater industrial democracy in the workplace; there has been widespread management interest in using direct participation of employees to improve business performance and policy makers have highlighted organizational capacity as one of the key components of competitiveness.

In this context, the European Foundation for the Improvement of Living and Working Conditions conceived and carried out a major investigation of direct participation - the EPOC (Employee Direct Participation in Organizational Change) project - focusing on the extent to which management promotes direct participation as a strategy for improving business performance. The project included a representative postal survey of managers in nearly 6000 workplaces in ten EU countries which has provided the first EU map of the nature and extent of direct participation including information on innovative and flexible employment practices. For the focus of the project, direct participation was defined as consultation of, or delegation of decision-making to the individual employee or to the work group. Six forms of direct participation were studied.

According to the survey findings:

- All forms of direct participation covered in the survey were considered by managers to have a strong positive impact on a range of indicators of business performance including: quality, throughput time, cost reduction and increased output.
- Many of the workplaces introducing direct participation in the EPOC survey (around a third) reported that one of the effects was a reduction in the number of employees in general and managers in particular - and the more extensive the practice, it seems, the more likely they were to report such developments. In half of these cases, however, any short-term reduction seems to have been compensated, or over-compensated, for by stable or increased employment in the medium term.
- Workplaces without direct participation were more likely to report a reduction in medium-term employment than those with such participation.
- Direct participation has greater effects and is more successful where employee representatives are involved in its implementation.
- A significant minority of respondents (around a third), to the EPOC survey results suggested that there is no employee representation at workplace level.

However, the EPOC survey results, along with the findings of the earlier literature and social partner reviews which were carried out as part of the project, suggest that it is not just the workplace which is important. The wider context is also significant. The Netherlands and Sweden stand out on a number of counts: the incidence, scope, intensity and effects of direct participation. The interest in new forms of work organization in both countries is long-standing and is rooted in a wide variety of institutional arrangements.

The survey results identified a number of "ingredients of success". Better employee qualifications and vocational training are, the more likely that direct participation will be successful in achieving its various benefits. Similarly, direct participation is more likely to be successful if there is training of employees and managers for such participation. Training in social skills, and not just vocational training, is very important and needs to embrace managers as well as employees.

A second ingredient in success is the involvement of employee representatives in the introduction of direct participation. The survey results confirm the importance of such involvement in the regulation of direct participation, in order to improve both the quality of the participation itself and its economic and social effects. Far from being a "barrier to progress", it seems that employee representatives and trade unions in Europe are "agents of change", according to the report on the survey findings. The greater their involvements, in terms of form and extent (and this applies particularly to negotiation and joint decision-making), the more positive were the indicators on business performance.

The survey results are seen as having some extremely significant implications for practitioners, in particular. Practising one form of direct participation intensively seems to be better than practising several forms to a limited extent. Direct participation measures such as suggestion schemes, "speak-up

schemes" and project groups, are "as important for good economic performance and for reductions in labour costs as group-work, which has dominated the policy debate". The key message is that the greater the responsibility given to employees, the better and more sustainable are the economic results.

Several causes of concern are also raised by the survey results. A significant minority of workplaces in the EPOC survey - one in five - do not practice any form of direct participation. More importantly, many of those that do are pursuing a partial approach. Relatively few - around one in seven - report having an integrated approach. The scope of much of the direct participation that is practiced by the European enterprise is also "rather limited". Indeed, when the total population of workplaces in the survey is taken into account, the proportion with high scores for the scope of participation reaches more than 10% in the case of one form of direct participation only, that of individual delegation within some form of "job enrichment".

Although it is difficult to make comparisons with other surveys because of methodology differences, it seems that there has been an increase in the incidence of direct participation in Europe in recent years. Yet it is a moot point whether Europe has closed the gap with Japan and the USA which was identified in a previous EPOC literature study. This is especially so in the case of Japan where group-work, for example, was found to be practiced by more than 90% of large companies in industry and more than 80% in services. A comparison of the prevalence of integrated forms of group-work show the USA at 41% (1994) and Europe at 16% (1996). Thus the coverage in the USA is two and a half times higher than the European average. Sweden has the highest rate in Europe, with 31% of all establishments where more than 50% of the workers are working in teams.

Only a very small proportion (around 2%) of organizations in the 10 EU member countries were pursuing what, for many commentators, has come to be regarded as the near-ultimate form of work organization: the "Scandinavian" model, which is defined, for present purposes, as high-intensity group-work, plus a qualified workforce, plus high training intensity. The finding is at one, however, with the results of asking managers which, in their opinion, was the most important form of direct participation. In most countries, the consultative forms were regarded as more important than delegation. Indeed, many managers who practised group-work did not necessarily regard it as the most important form.

Other areas of concern highlighted by the report involve the ingredients which managers themselves identified as important for the success of direct participation. One is training. Around half the workplaces in the EPOC survey, with one or other of the group forms of direct participation, offered no training in the social skills required for such participation. Another is regulation: there was no employee representative involvement of any kind in the introduction of direct participation in around a quarter of the workplaces. Employee representatives were not even present in many workplaces. Most surprisingly, employees themselves were not involved in the introduction of direct participation in one in 10 workplaces, and received only limited information in another 10% of workplaces.

EPOC Research Group: Alain Chouraqui (coordinator 1992-1995), Dieter Fröhlich, Fred Huijgen, John Geary, Hubert Krieger, Kevin O'Kelly, Ulrich Pekruhl, Ida Regalia, Keith Sisson (coordinator 1995-1999), Georges Spyropoulos, and many other experts on specific (national or thematic) reports.

For further information, contact the Information Centre, European Foundation for the Improvement of Living and Working Conditions, Wyattville Road, Loughlinstown, Co. Dublin, Ireland, tel: +353 1 204 3100, fax: +353 1 282 6456, e-mail: [postmaster@eurofound.ie](mailto:postmaster@eurofound.ie).

## EPOC REPORTS

- **Conceptualising Direct Participation in Organisational Change - The EPOC Project** by John Geary and Keith Sisson, presents the conceptual framework of this project. English
- **Humanise Work and Increase Profitability? Direct -Participation in Organisational Change Viewed by the Social Partners in Europe** by Ida Regalia, gives a description and an analysis of the position of the social partners in the EU on DP in organisational change. English
- **Closing the Gap - Ideas and Practice: Direct Participation in Organisational Change** by Keith Sisson, complements the series of EPOC reports. It deals concisely with the different types of direct participation, its regulations, effects, success and failure, and finally its implications for policy-makers. Danish, Dutch, English, Finnish, French, German, Greek, Italian, Portug., Spanish, Swedish.
- **Direct Participation and Organisational Change - Fashionable but Misunderstood? An Analysis of Recent Research in Europe, Japan and USA** by Dieter Fröhlich and Ulrich Pekruhl,

- presents a review of international empirical research on DP which brings together, for the first time, research evidence from Europe, Japan and U.S. English
- **New Forms of Work Organisation - Can Europe realise its potential? - Results of a survey of direct employee participation in Europe** by the EPOC Research Group. First results of a 10 country survey. English
  - **New forms of Work Organisation - Can Europe realise its potential? Results of a survey of direct participation in Europe** - Summary. Free of charge. English, French, German, Italian, Portuguese, Spanish.
  - **Direct Participation in the Social Public Services – Findings from the EPOC survey** by A. Hegewisch, J. van Ommeren, C. Brewster, I. Kessler. An analysis of the 1996 EPOC survey data collected by the European Foundation as they relate to employee direct participation in the public service sector. English
  - **Direct Participation in the Social Public Services – Findings from the EPOC survey.** Summary. Free of charge. English, French, German, Italian, Spanish.
  - **Employment through Flexibility – Squaring the Circle? – Findings from the EPOC survey** prepared by the EPOC Research Group. A study based on the findings of the EPOC survey on the relation between flexibility in European workplaces, such as direct participation, product and process innovation and employment levels. English
  - **Employment through Flexibility – Squaring the Circle? – Findings from the EPOC survey.** Summary. Free of charge. English, French, German, Italian, Spanish.
  - **Useful but Unused – Group Work in Europe – Findings from the EPOC survey** by J. Benders, F. Huijgen, U. Pekruhl, K. O’Kelly. An analysis of the nature and extent of the delegation of decision-making to work groups or teams in European workplaces. English
  - **Useful but Unused – Group Work in Europe – Findings from the EPOC survey.** Summary. Free of charge. English, French, German, Italian, Spanish.
  - **Participating on Equal Terms? The Gender Dimension of Direct Participation in Organisational Change – Findings from the EPOC survey** by A. Schnabel, J. Webster. Women’s involvement in direct participation is surely an important indicator of the effectiveness of the process, particularly in fulfilling an equal opportunities agenda. This report considers the extent to which women are involved, before examining whether their involvement translates into positive workplace reorganization initiatives which prioritise equal opportunities at work. English
  - **Participating on Equal Terms? The Gender Dimension of Direct Participation in Organisational Change – Findings from the EPOC survey.** Summary. Free of charge. English, French, German, Italian, Spanish.

## **CONGRATULATIONS TO ANN WESTENHOLZ ON A 500,000 U.S.A DOLLARS GRANT FOR THE FOLLOWING PROJECT:**

### **Participation in Temporary and Scattered Communities of Practice – in a Social Constructivist Perspective (2000 – 2003) - by Ann Westenholtz**

The object is to study how people socially construct their identity(ies) in working life as they participate in temporary and scattered communities of work practice. - I argue that the evolution of employee participation in Danish working life reflects a complex process through which three different trajectories have emerged at different times through the twenties century: a collective bargaining system, a system of co-determination and a system of co-management. All three are regulative and cognitive institutions that have been capable of adapting to new demands but fundamental changes are on their way caused by the increasing globalization and IT-development indicating that when studying employee participation in work processes it will be more appropriate to study participation in temporary and scattered communities rather than participation in organizations. Sennett argues that these new trends corrode the character of the person whereas others much more stress the positive possibilities offered the individual by the new flexible economy. I wish to elucidate empirically how and in what way people come to look upon themselves in these new settings. - I have grounded the study in a social constructivist perspective and I want to develop a nested analysis by combining the analytical three levels: institutions, communities of work practice, and individuals. - The method applied in the project will be a combination of qualitative and quantitative methods with an emphasis

on dialogue and participation in the field studied. – The project contains three sub-projects: analysis of boundary spanners of firms, freelancers, and migrants.

## RC 10 CALL FOR PAPERS

THE RESEARCH COMMITTEE "PARTICIPATION & ORGANISATIONAL DEMOCRACY" (RC10) OF THE INTERNATIONAL SOCIOLOGICAL ASSOCIATION, THE SOUTH AFRICAN SOCIOLOGICAL ASSOCIATION (SASA); AND THE UNIVERSITY OF DURBAN-WESTVILLE (UDW) PRESENTS AN

*INTERNATIONAL CONFERENCE, 1 – 5 OCTOBER, 2000*

### "PARTICIPATION, CULTURE & GLOBALISATION"

*INVITATION AND CALL FOR PAPERS*

Together with SASA, RC10 is organising its first conference in Africa, a major concern being democratic participation and cultural diversity in the face of globalisation. A special focus will be given to the role of small, medium and micro enterprises (SMME's). On the one hand, SMME's suffer marginalisation as a result of globalisation. On the other hand, they are an answer to and a product of globalisation itself.

The conference will unite social scientists and practitioners from Africa, mainly South Africa itself, with international experts from all over the world. This will be a unique occasion at the same time to discover one of the most dynamic societies in the world, which suffered for decades under Apartheid and yet gave the world an example of peaceful reconciliation. It is also an opportunity for European and other scientists to study African forms of participation.

Africa has been in the last couple of years mainly in the headlines for civil-war, neo-colonialism, corruption, dictatorships. On the other hand South Africa delivered an example of a rather peaceful transition from the Apartheid regime to democracy. The Truth Commission is a unique example how to overcome decades of intolerance and State oppression. Still ethnic cleavages are still to be found, and a large part of the population are still living in townships. The main problems are unemployment and AIDS.

How to overcome this situation and what might be the role of participation and organisational democracy? The process of democratisation is fast growing through a number of empowerment activities. NGOs play a specific role in this process.

Africa has a long tradition of participation in its own social structures, particularly in the villages. Perhaps the most well known development strategy based on these traditions has been "Ujamaa" by the late Tanzanian president, Julius Nyerere. In South Africa many speak of an "African Renaissance". To this concept, this vision Pitika Ntuli, professor of Fine Art at University of Durban-Westville (UDW), has largely contributed. He will be one of the main contributors to the conference.

Herewith the debate on culture and cultural identity is closely linked. RC 10 has a little bit neglected this dimension in its debates and conferences so far. With ongoing globalisation participation and organisational democracy are under heavy pressure. Huge take-overs, which change the economic and social landscape fundamentally, are decided by the shareholders only. What we are facing now is "Shareholder dictatorship" of the really existing capitalism. And there the pension funds are decisive. The employees finance their own disempowerment.

The media and telecommunication are the main-battle field. The so-called knowledge-based society knows only the individual and the market. No solidarity, no collective action. The struggle around the Multilateral Convention for Investment within the World Trade Organisation is significant in this respect. Cultural products should be regarded just any other item.

The answer to these tendencies could be the **Stakeholder democracy**. Participation and organisational democracy are its very bases.

What can the participants from the other parts of the world learn? And what can RC 10 contribute to the further democratisation of society and economy in Africa, and especially in South Africa?

The participants are asked to contribute on their respective background and research to the different session of the conference.

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The University of Durban-Westville is itself one of the rare really multicultural universities in South Africa so far. Its slogan "For a changing Africa" speaks for itself. (More information on their **homepage**: <http://www.udw.ac.za/>)

After the opening ceremony in the evening of 1 October 2000, the following four days of presentations will be accompanied by social and cultural activities in the evening. Part of day 4 will be dedicated to company visits and visits of social institutions.

**The participation fee:**

1. Participants from OECD countries - 270 US \$.
2. Participants from South African – R550 (South African Rands).
3. Participants from other countries in Africa - R450.
4. Participants from non-OECD and non African countries – R550.

Discount for OECD participants: 50 USD if ISA-RC10 members in good standing. Discount for other participants: R50 if SASA or ISA-RC10 members in good standing; R100 if SASA and ISA-RC10 members in good standing.

The participation fee includes meals, drinks, visits and cultural events. The accommodation ranges from 30 US \$ to 150 US \$ per night. For 50 USD prime hotel accommodation on the beachfront has been negotiated. Famous game parks, natural reserves and the Drakensburg Mountains are only three hours away by car. It will be spring on the Southern hemisphere.

Registration should reach the organiser before 31 July 2000. For later registration there will be a 30 % surcharge.

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**INTERNATIONAL CONFERENCE**

**"PARTICIPATION, CULTURE & GLOBALISATION"**

**1 – 5 OCTOBER, 2000**

**REGISTRATION FORM**

**NAME:**

**ADDRESS:**

Tel:

Fax:

Email:

**Credit Card:** Name

#

Expiry date:

**Title of Proposed Paper:**

Please submit an **abstract** of 15 lines (**deadline** for abstracts 30 May 2000).

**Deadline** for full paper 31 August 2000.

Place & Date

Signature

Send by fax or email to:



**Dr. Dasarath Chetty**

School Of Social Sciences

University of Durban-Westville/South Africa

Tel: 0027-31-20 45027; Fax: 0027-31-2621873; Email : tdchetty@pixie.udw.ac.za

**PRIMER ANUNCIO E INVITACIÓN A PRESENTAR COMUNICACIONES**

**XIII SEMINARIO INTERNACIONAL DE SOCIOLOGÍA  
"LA PARTICIPACIÓN EN LAS ORGANIZACIONES:  
UN DESAFÍO PARA EL NUEVO MILENIO"**

**28 al 30 de Junio del 2000  
Barbastro (Huesca, España)**

**Organizan:**

**UNIVERSIDAD NACIONAL DE EDUCACIÓN A DISTANCIA (UNED BARBASTRO)  
SUBCOMITÉ IBEROAMERICANO DEL COMITÉ 10  
DE LA ASOCIACIÓN INTERNACIONAL DE SOCIOLOGÍA**

Continuando con la tradición de los Seminarios organizados por el Subcomité Iberoamericano del RC-10 de la Asociación Internacional de Sociología en las ciudades de Lima (Perú, 1989), León (México, 1989), Madrid (España, 1990), Santiago (Chile, 1991), Santander (España, 1992), Guanajuato (México, 1993), Bielefeld (Alemania, 1994), Braga (Portugal, 1995) y Santiago (Chile, 1996), Montreal (Canadá, 1997), Las Palmas de Gran Canaria (1998) y Lima (Perú, 1999) sobre Participación en las Organizaciones en el ámbito Iberoamericano, se invita a participar en la decimotercera edición que se celebrará en Barbastro (Huesca). Deseamos alentar un intercambio teórico y de experiencias prácticas en temas relacionados con "La participación en las organizaciones: un desafío para el nuevo milenio". Las áreas de trabajo específicas en que nos centraremos en esta ocasión son: 1. Teorías y metodologías actuales sobre la participación; 2. Formación, participación y cultura de las organizaciones; 3. Participación ciudadana y nuevos movimientos sociales; 4. La nueva sociedad de la información: participación y nuevas tecnologías.

Comité científico:

Dra. M<sup>a</sup> Violante Martínez, Universidad Nacional de Educación a Distancia, Madrid; Dr. Carlos Gómez Mur, UNED Barbastro; Dr. Carlos Gómez Bahillo, Universidad de Zaragoza; Dr. Antonio Lucas Marín (coordinador), Universidad Complutense de Madrid; Dra. Isabel de la Torre, Universidad Autónoma de Madrid; Dr. Juan del Pino Artacho, Universidad de Málaga; Dr. Aldo Meneses, Escuela de Gobierno y Gestión Pública, Universidad de Chile; Lic. William Moreno, Consejo Peruano para la Autogestión, Lima; Dr. Manuel da Silva e Costa, Universidad do Minho, Braga; Dra. Angela García Cabrera, Universidad de Las Palmas de Gran Canaria; Dr. Antonio Colomer, Universidad de Valencia; y Prof. M<sup>a</sup> Victoria Sanagustín Universidad de Zaragoza y UNED Barbastro.

Comité organizador:

Prof. Gloria Moreno Nasarre, UNED Barbastro; Prof. M<sup>a</sup> Victoria Sanagustín Fons (coordinadora), Universidad de Zaragoza y UNED Barbastro; Prof. Esther Puyal Español, Universidad de Zaragoza y UNED Calatayud; Dr. José Angel Bergua, Universidad de Zaragoza; Prof. M<sup>a</sup> José Reula, UNED Barbastro; Prof. Carmen Lumbiérres, UNED Barbastro; y Prof. Mercedes Puyuelo Simelio, Universidad de Zaragoza y UNED Barbastro.

Para mayor información dirigirse a:

M<sup>a</sup> Victoria Sanagustín Fons: Correo electrónico [vitico@posta.unizar.es](mailto:vitico@posta.unizar.es)

Secretaría del Seminario: UNED Barbastro, C/Argensola nº 60, 22300 BARBASTRO (Huesca, España),

tel. 974 311 448; fax 974 314 247

**Presentación de resúmenes de las comunicaciones hasta el 28 febrero del 2000.** Las comunicaciones aceptadas deberán ser enviadas antes del 30 de mayo, para estar presentes en la publicación previa. Con el segundo anuncio se indicarán los temas de alojamiento y las características formales de las comunicaciones (sobre 15 folios a doble espacio). Se organizarán cuatro grupos de trabajo centrados en las correspondientes áreas específicas señaladas y un quinto sobre el tema general en inglés.

## **OTHER CALL FOR PAPERS**

### **APPROACHING A NEW MILLENNIUM: LESSONS FROM THE PAST – PROSPECTS FOR THE FUTURE**

The seventh conference of the International Society for the Study of European Ideas (ISSEI 2000), 14-18 August 2000, Bergen/Norway

Call for papers for the Workshop: Democracy and Participation - a Management Fashion?

Chair: Dr. Henk J.L. Voets (Email: [voets@tbn.tudelft.nl](mailto:voets@tbn.tudelft.nl))

The central focus of the workshop will be: whether 'democracy and participation' must be considered as a fashion, which popularity has had its ups and downs, and sometimes a revival like other fashions? Or may it be considered as a social phenomena that has been present for already a long time in a lot of countries, but has been given different names in different periods?

The improvement of workers' participation at different levels in the enterprise has been widely recognized as one of the crucial factors for success,, though often different terms have been used, like entrepreneurship, productivity through people, empowering people, etc.

( Peters & Waterman 1982).

But participation can also be seen nowadays as the common ground of popular phenomena in the sphere of business organizations like decentralization, autonomy, business units, etc.

We will argue that even in the step by step approach of Business Process Redesign we can see elements of self-organization and participation ( Venkatram 1994).

Self-organization and participation have been accompanied by financial participation by the workers in their own firm. Financial participation by workers became a popular topic, especially in the days of Reagan and Thatcher, as a result of their support for ESOP's (Spear and Voets, 1995).

But also financial participation has a long history, which in the Netherlands for instance goes back to 1877. But it has also become popular in the eighties and the nineties in the Netherlands in the way it was practised in the United States of America: shares as an extra bonus for management and sometimes also other categories of workers.

Papers are invited which give a history of democracy and participation in one or preferably more European countries. Especially those papers are invited which try to answer the question whether democracy and participation may be seen as a fashion or fad.

Furthermore papers are invited which explore the role of the fashion setters in the eighties and nineties. In our case especially the role of management gurus and the employers in business organizations. But also the role played by some politicians. What motives did they have? What were the intended and unintended consequences of their actions?

#### References

Eccles, R.G., Nohria, N., and Berkley, J.D.,

Beyond the Hype, Harvard Business School Press, Harvard 1992.

Peters, T.J. and Waterman, R.H. jr.,

In Search of Excellence, Harper & Row, New York 1982

Roger Spear and Henk Voets,

Success and Enterprise, Avebury, Aldershot 1995.

Venkatram, N.,

IT-enabled Business Transformation: from Automation to Business Scope Redefinition, Sloan Management Review, winter 1994.

For those who want to participate contact henk voets, preferably by Email ( see above) or Fax: 31.15.2783956.. For more information about the conference Email: [issei2000@uib.no](mailto:issei2000@uib.no) or go to the Website: <http://www.uib.no/issei2000>

# **The 1st ICA Asian Co-operative Research Conference and Call for Papers**

June 24 o June 25, 2000 in Singapore

## **Background**

The International Co-operative Research Conference has been held annually and produced a number of quality papers. It has been held mostly in Europe and there have been very few participants from Asia and the Pacific. Efforts were made to attract more Asian participants on the occasion of the ICA Congress in Tokyo when more than 20 researchers took part from 5 countries in the region, but there was no follow-up action. Right now there are a good number of researchers and leaders who are interested in co-operative studies but they are isolated from one another, thus limiting their visibility. So there is a strong need to form a network of researchers.

Since the ICA Statement on Co-operative Identity was adopted in the Centennial Congress of 1995, a number of discussions have been made to put this into practice in each country. The ICA ROAP has made efforts to disseminate the ICA Statement and promote exchange of ideas/experiences in Jaipur, Manila and Seoul, etc. Co-operative studies have to make contribution in identifying the best practices, thus helping the movement to find solutions. It is for this reason that organizing the Asian Co-operative Research Conference is both important and timely.

The Asia and the Pacific Region has witnessed fundamental changes in the last decades; from underdevelopment to the center of world growth, from the economic bubble to the financial crisis. The socio-economic systems, all the institutions, community and culture have undergone drastic changes and co-operatives are no exception. With state withdrawal and liberalization/deregulation measures sought by many countries, co-operatives have been given space to be more independent and autonomous while overcoming the current difficulties caused by the overall economic crisis. Thus, it seems appropriate that we convene this Conference to review the co-operative response to the changed environment and think about strategies for further development.

## **Objectives**

- To provide a forum for exchanging research findings among researchers.
- To increase the contribution of research work to the advancement of the co-operative movement in the region.
- To establish the network of researchers in the region and integrate them into the global network.
- To promote the exchange of research papers and case studies among institutions and individuals of the region.
- To bridge the gap between co-op leaders and researchers so that both can learn each other and generate synergy.

**Date: June 24 - June 25 (AM), 2000**

Venue: Mandarin Singapore  
333 Orchard Road, Singapore 238867  
Tel. (65) 7374411 Fax. (65) 7322361

## **Themes and Sub-themes:**

How to Operationalise the Co-operative Principles (the ICA Statement on Co-operative Identity)

- 1-1. Restoring participative democracy, improving governance in co-operatives
- 1-2. Changing co-operative legislation in light of the new Principles
- 1-3. Value-added competitive advantage, value-based co-operative management
- 1-4. Gender and youth integration in co-operative functioning

Cooperative Response to Present and Future Challenges in the Changing Environment

- 2-1. Strategies and structures in coping with and overcoming the economic crisis for the benefit of members
- 2-2. Co-operative roles in creating employment and new services (health/social care, education etc.)

- 2-3. Co-operative renewal and innovation, organisational learning
- 2-4. Co-operative roles in supporting/building community

### **Workshops:**

The conference will consist of plenary session and parallel workshops. Themes and workshops will be loosely linked; Papers will be clustered into workshops on similar subject areas as far as possible. Participants should indicate which theme their paper addresses. We may invite the influential guest speaker on a self-financing basis.

Registration fee: S\$120 ( 1 Singaporean dollar : 1.67 US dollar as of 4 Nov 1999)

### **Call for Papers:**

Those who wish to present a Paper are requested to submit an Abstract to Mr. Romulo Villamin, at the ICA ROAP Business Office in Singapore by the end of January 2000. It should be 1 page (less than 300 words) and the addressed sub-theme should be described. Based on the response, a second announcement cum registration form will be sent in February 2000. The Paper should be an original one and submitted by the end of April 2000. Both theoretical/methodological and empirical/case studies are most welcome.

### **Organisers**

To prepare the Conference, the independent Asian Research Forum was organised within the framework of the ICA Regional Committee on HRD and Research, which is supporting the Conference. The ICA ROAP shall support the Conference by providing secretarial services.

ICA ROAP Business Office:

Address: 510 Thomson Road, 04-01A SLF Building, Singapore 298135

Tel: +65-3582322

Fax: +65-3582292

E-Mail: villamin@mozcom.com icasing@icaroap.org.sg

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## **INFOS**

*Please feel free to feed this section with information which could be of interest for colleagues*

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## **NEW BOOKS AND JOURNALS**

### **GLOBALIZATION AND LABOUR RELATIONS**

Edited by Peter Leisink

**This important new book presents an in-depth analysis of the neo-liberal viewpoint on globalization and its impact on labour relations. The policies of states and multinational corporations as well as their effects are analyzed from the perspectives of international political economy, institutional economics, cultural studies and industrial relations.**

**Contents:** 1. Introduction; 2. Globalization – Frequently Asked Questions and Some Surprising Answers; 3. Towards the Denaturing of Class Relations? 4. In the Name of ‘Globalization’; 5. Imagined Solidarities; 6. Fragmenting the Internal Labour Market; 7. Global Logistic Chains; 8. The

International Restructuring of the Media Industries; 9. Work Reorganization in a Globalized Mining Industry; 10. Australia's Historic Industrial Relations Transition.

1999 Marston Book Services Ltd. P.O. Box 269 Abingdon, OXON OX14 4YN UK.

## Ouvrage/ Book

*Sous la direction de / Edited by*  
**Henri PINAUD, Michel LE TRON, Alain CHOURAQUI**

**SYNDICALISME ET DEMOCRATIE DANS L'ENTREPRISE**  
*TRADE UNIONS AND DEMOCRACY IN COMPANIES*

**(L'Harmattan publ., 7 rue de l'Ecole Polytechnique, 75005 Paris )**  
**(edited in Oct 1999)**

L'ouvrage fait le point sur les diverses formes de **participation directe des salariés** dans la modernisation des entreprises, dans plusieurs secteurs de l'industrie, du tertiaire et des services publics. Sur la base d'enquêtes de terrain, plusieurs équipes de recherche s'interrogent sur les efficacités de cette participation, sur la place du syndicalisme, sur le rôle des cadres, sur les situations de crise, sans éluder la question du statut de cette expression. Sont notamment analysées les réactions syndicales (hostilité, repli, accompagnement, solutions alternatives...) devant le développement de la gestion participative, et les conséquences de ces diverses attitudes sur les rapports entre syndicalistes et salariés : d'une légitimité de plus en plus distante dans la construction automobile, aux risques d'éclatement d'un collectif syndical dans une usine chimique, en passant par le constat du déconcertant "zapping managérial" dans une grande entreprise publique. L'ouvrage présente ainsi les avatars de la démocratie directe et indirecte dans les entreprises saisies par la modernisation libérale. Ajoutons qu'il dresse un bilan nuancé des expériences de coopération scientifique entre chercheurs et syndicalistes, dans les deux programmes CNRS-CFDT, PAROLES (Programmes d'Analyse, de Recherche et d'Observation de la Liberté d'Expression des Salaires). Enfin, la postface de R'mi Jouan, membre de la commission exécutive de la confédération syndicale CFDT, présente un point de vue syndical sur les enseignements à tirer de ces travaux.

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**José Pérez Adán, LA SALUD SOCIAL; DE LA SOCIOECONOMIA AL COMUNITARISMO, Trotta, Madrid, 1999 (ISBN: 84-8164-322-X, pp:144, pvp: 1.600pts)**

José Pérez Adán es profesor de Sociología en la Universidad de Valencia, Presidente de SASECE (*Society for the Advancement of Socioeconomics* Capítulo Español) y en 1997 nos obsequió con tres obras de calidad: "Sociología; concepto y usos" publicada por Eunsu, y "Socioeconomía" y "Sociedad y Medio Ambiente" ambas en Trotta. Ahora publica La Salud Social con la misma línea argumental de las anteriores: la crítica a la economía neoclásica y a la cultura del cuanto-más-mejor, pero con un trasfondo nuevo: los modelos de desarrollo en el tránsito al tercer milenio.

El libro glosa la salud social, mental y cultural que denotan aquellos entornos sociales donde el individualismo todavía no se ha encumbrado como panacea. Pérez Adán defiende un modelo de desarrollo socioeconómico alternativo al que propugna la cultura occidental a través de un sistema de producción y consumo que cada vez descubre más disfuncionalidad. El autor defiende la importancia que tiene el uso estadístico del concepto de Salud Social y de manera concreta la utilización generalizada del Índice Relativo de Salud Social, que es la propuesta metodológica alternativa que se presenta al Índice de Desarrollo Humano utilizado por las Naciones Unidas. En el texto se hace, desde la ciencia social, una encendida defensa de la vida humana y se pone en entredicho la visión occidentalista de la idea de progreso.

En palabras del autor, "el libro no va dirigido exclusivamente a estudiosos de la sociología, de la socioeconomía o del comunitarismo. El texto pretende llegar a cualquier persona con formación universitaria que sea consciente del grado de insalubridad que está alcanzando nuestro entorno vital y

que muestre interés en mejorarlo". Nosotros pensamos que el libro será particularmente útil a estudiantes universitarios, empresarios, interesados en la política, y miembros y cooperantes de ONGs.

De su contenido entresacamos tres aportaciones novedosas y lúcidamente expuestas. La primera es la importancia que Pérez Adán da a la comprensión de la diacronía como elemento constitutivo de lo social. En este sentido la denuncia tanto de la degradación medioambiental como de la fragmentación social, que tienen consecuencias en efectos diferidos solo pueden entenderse y, por tanto, solucionarse adecuadamente, con el *sine qua non* de la comprensión del devenir social: la sociedad pervive más allá de la muerte y fuera de los cementerios.

La segunda es la decidida apuesta por la equidad intergeneracional concretada en la feminización de una cultura que ya no debe diferenciar entre lo público y lo privado como ámbitos de referencia exclusiva. Para Pérez Adán la activa incorporación del varón y de lo que representa al servicio indiscriminado en y fuera del hogar es condición de supervivencia social en un mundo que queda cada vez más lejos de las promesas con que el estado del bienestar hipnotizó a las y a los jóvenes de los optimistas años 70.

Y la tercera, es la idea de dirigirse al mundo de la empresa en un "epílogo para empresarios y mercaderes", que a nuestro juicio es de lo mejorcito del libro, en el que con ánimo vivo y genuina voluntad de reforma y colaboración, un socioeconomista trata de convencer a un empresario de las excelencias personales y sociales que se derivarían de una generosa puesta de la empresa al servicio de toda (en el espacio y en el tiempo) la sociedad.

La Salud Social es una obra de impacto; un *must* que hay que leer, esté una de acuerdo con cómo están las cosas o no. El autor prefirió dar otro libro a la editorial antes que aceptar la reedición de su prontamente agotado *onoceicosmia* con el sano afán de aceptar unos retos intelectuales que nos hacen bien a todos. El esfuerzo se agradece. Estamos ante un libro claro, distinto e innovador, optimista en su mensaje aunque crítico en su análisis, que viene a rellenar parte de la honda y profunda sima que separa al mundo académico y al del burócrata global de ese mundo real que sufre pobreza en unos casos, marginación en otros, y sobre todo la falta de comprensión que se deriva de la autoafirmación de una cultura y de unos estilos de vida que se muestran cada vez menos "saludables".

Carmen Salas

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**Alban d'Entremont y José Pérez Adán (Editores), DESARROLLO SOCIOECONOMICO Y EVOLUCION DEMOGRAFICA; PERSPECTIVAS PARA AMERICA LATINA, (Eunsa, Pamplona, 1999, 283 pp. pvp: 2.800pts).**

El libro (DSYEDPAL) presenta un completo análisis de la situación socioeconómica de los países latinoamericanos desde una genuina perspectiva interdisciplinar. El equipo reunido por los profesores d'Entremont ("Geografía Económica", Cédra, 1998) y Pérez Adán ("Socioeconomía" y "La Salud Social", Trotta, 1997 y 1999), tiene la máximo rigor científico y está dotado de la suficiente pluralidad académica y geográfica como para dar a la obra, en nuestra opinión, la categoría de referencia básica en la materia. Los autores han seguido un enfoque que explícitamente no quiere ser ni neoliberal ni neomaltusiano a la hora de analizar la realidad socioeconómica y política de América Latina. En este sentido, el libro quiere ofrecer una alternativa seria y contrastada a los numerosos estudios que contemplan la única vía como el paradigma desarrollista por excelencia.

DSYEDPAL es un libro de amplio espectro que tiene la pretensión de ofrecer un análisis acabado y puesto al día de la situación de los países de América Latina. Para los autores está claro que el futuro de América Latina es el futuro del mundo. Por eso es necesario conocer a fondo una realidad que la preponderancia del mundo anglosajón está dejando desgraciadamente a oscuras en ambientes académicos y empresariales. En este sentido, el hecho de que este libro tenga más de veinte autores procedentes de una docena de países y que vienen a abordar una enorme variedad de materias, le confiere un carácter marcadamente transcultural aunque con un enfoque unitario.

DSYEDPAL viene a ofrecer una alternativa rigurosa a los numerosos estudios que contemplan una única vía válida para el desarrollo y el bienestar de las naciones. Frente al modelo materialista propugnado por los organismos internacionales, las compañías multinacionales y los gobiernos de los países más ricos capitaneados por Estados Unidos y Europa Occidental, el criterio académico de este manual es que la perspectiva de fondo refleje la positiva peculiaridad del entorno cultural que estudia. Este criterio editorial de por sí justifica una obra muy necesaria hoy en día. Por desgracia, los criterios

de excelencia social que manejan los organismos internacionales y que son propuestos como meta a los países en vías de desarrollo, no hacen más que calcar la situación sociopolítica y económica de ciertos países punteros, sin prestar suficiente atención a sus deficiencias internas o a sus dificultades de exportación cultural y socioeconómica. Se trata de ofrecer una visión de América Latina que valore las normas de excelencia social que hoy están vivas en esta región. Al mismo tiempo, se proponen políticas y actitudes genuinamente latinoamericanas para procurar un desarrollo armónico y justo. En nuestra opinión, DSYEDPAL, será un instrumento particularmente útil como ayuda a la docencia del que se beneficiarán tanto estudiantes universitarios de todos los países de lengua española, como empresarios con intereses en América Latina.

Siguiendo un análisis por capítulos, podemos decir que en el tema 1, *América Latina en el contexto demográfico mundial*, los profesores Alban d'Entremont (España) y María Teresa Rentería (México) prestan especial atención al binomio población-desarrollo, lugar de referencia por excelencia en el debate actual sobre el progreso de las naciones. Concluyen con contundencia que la aplicación práctica del enfoque neomalthusiano, sea de tinte economicista, biólogo o ecologista, no constituye una vía válida de actuación para atajar los problemas de subdesarrollo que aquejan a los países del llamado Tercer Mundo. En el tema 2, *Las evoluciones demográficas en América*, el profesor Gérard-François Dumont (Francia) abunda en la misma temática con una mayor carga de referencia directa a América del Norte, y estudia los efectos negativos de la desaceleración de las tasas de fecundidad, que pueden acarrear múltiples problemas relacionados con el envejecimiento de la población.

En el tema 3, *Urbanización y estructura social en América Latina*, los profesores Fernando Díaz Orueta (España) y Mario Lungo (El Salvador) acentúan los hechos de reestructuración económica y los cambios en el territorio, con la consolidación de grandes regiones urbanas y un análisis de la exclusión social y del desarrollo urbano sostenible. En el tema 4, *La salud social: una propuesta para América Latina*, los profesores Jorge Juan Martínez Sistac (Colombia) y José Pérez Adán (España) presentan y glosan el concepto de salud social y lo proponen como alternativa a los diversos sistemas de medición del desarrollo humano y, particularmente, al Índice de Desarrollo Humano manejado por las Naciones Unidas y otros organismos internacionales. En el 5, *Familia y estructura familiar en América Latina*, el profesor Alejandro Piscitelli (Argentina) subraya la tensión que se manifiesta entre dos polos distintos de referencia: el modelo europeo, que se puede reflejar en el análisis que se hace de la situación de la familia argentina a modo de caso paradigmático, y el modelo americano, al que apuntarían mas decisivamente las familias de los países centroamericanos y de la zona norte de América del Sur.

En el tema 6, *Los derechos humanos en América Latina*, la profesora Regina Jiménez-Ottalengo (México) apunta el sello de injusticia que supone el abuso del poder político sobre las esferas de actuación de la población civil, y denuncia la violación y supresión de derechos económicos y sociales por parte de regímenes autoritarios. En el 7, *Ética social y ética del desarrollo*, la profesora Teresa López de Llergo (México) deja constancia de la importancia que tiene la educación en la conformación de infraestructuras firmes sobre las que se pueda apoyar cualquier tipo de programa de desarrollo duradero, y analiza el peso de la deuda externa en América Latina y la necesidad de aumentar el acceso a la educación y a la cultura.

En el tema 8, *Mujer y desarrollo socioeconómico en América Latina*, la profesora Teresa Hevia (Reino Unido) se propone describir el impacto de las políticas de ajuste estructural en las familias de escasos recursos en América Latina, con particular énfasis puesto en su impacto sobre la mujer. En el 9, *Desarrollo económico en América Latina*, el profesor Salvador Cerón (México), hace un repaso de las economías de la región, con especial mención a los temas del empleo, el financiamiento del desarrollo y la deuda externa. Como reto para el siglo venidero, apunta que la solución a la desigualdad pasa, entre otras cosas, por una concepción nítida del desarrollo al que se quiere apuntar, lo que servirá para diseñar un modelo de desarrollo propio, consecuente con la historia y la realidad plural de América Latina. En el 10, *Estrategias de desarrollo socioeconómico en América Latina*, los profesores Alban d'Entremont (España) e Ignacio Rodríguez Amenabar (Argentina) ofrecen una visión sumamente personal en torno a lo que constituye, en su esencia, el subdesarrollo y abogan a favor de nuevas estrategias concordes con la satisfacción de necesidades reales, carentes de ideologías y conformadas a la escala social de los países pobres, y no a la escala económica de los países ricos.

En el tema 11, *De la Revolución industrial a la sociedad postmoderna*, el profesor Pablo Guerra (Uruguay) considera el papel de las tecnologías y la importancia decisiva del sector de los servicios en base a la industrialización de América Latina. En el 12, *Geopolítica: integración en la sociedad global*, las profesoras María José Canel y Teresa La Porte (España) señalan que la cooperación es, con mucho, una mejor apuesta que la agresiva competitividad para la solución de los problemas que plantea la

integración de los países de América Latina en un contexto global, donde su particular idiosincrasia salga reforzada. En el 13, *Conciencia ecológica y sostenibilidad*, los profesores Gilberto Gallopín (Suecia) y José Pérez Adán (España) concluyen en una nota optimista, por cuanto en su opinión el mejor escenario de futuro, que es el escenario del desarrollo sostenible entendido en un sentido muy amplio, puede lograrse sin grandes costes, aunque sí implica una profunda reforma de los modos de enfocar el medio ambiente actualmente en vigor.

En el tema 14, *Aspectos biomédicos: modelos y aplicación en América Latina*, los profesores Carlos Basulto, Sofía del Bosque, Margarita Pereira y Martha Tarasco (México) realizan un análisis de lo que ellos llaman la Geografía de la Salud, con el tratamiento de múltiples indicadores aplicados y, como pieza clave, analizan la promoción de la salud como elemento esencial para una justa gobernabilidad, una asignatura aún pendiente en América Latina pero que poco a poco va dando los frutos apetecidos. Por último, en el 15, *El proceso de globalización e interconexión: los medios de comunicación*, las profesoras Mónica Meza y Lucina Moreno (México) ponen claramente de manifiesto que la comunicación es una referencia vital e imprescindible en cualquier programa moderno de desarrollo, y que la uniformidad lingüística de América Latina es uno de los fundamentos más seguros sobre los que se puede edificar lo que sin duda es un prometedor horizonte de futuro.

Como se desprende de este rápido viaje descriptivo a través de las páginas de DSYEVPAL, el libro ofrece una riqueza de materiales y de enfoques sumamente originales y rigurosamente tratados por sus autores, lo que constituye el mayor valor añadido de esta obra. Ello, como dijimos anteriormente, convierte a este manual en una referencia obligada e imprescindible en los estudios de desarrollo, economía y sobre cualquier aspecto de la realidad de América Latina. Una obra que hay que agradecer y que viene a constatar que la traducción de manuales de éxito en el mundo anglosajón no es siempre la mejor manera de contribuir a la excelencia y mejor formación de quienes deben de conocer realidades tan complejas y tan próximas como la prometedora realidad de América Latina: el mundo del futuro. Un mundo, que libros como este nos ponen al alcance de la mano.

Carmen Salas.

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## VALUES AT WORK

### **Employee Participation Meets Market Pressure at Mondragón**

By George Cheney

Values at Work is an analysis of organizational dynamics with wide-ranging implications in an age of market globalization. It looks at the challenges businesses face to maintain people-oriented work systems while remaining successful in the larger economy. George Cheney revisits the famous Mondragón worker-owned-and-governed cooperatives in the Basque Country of Spain to examine how that collection of innovative and democratic businesses is responding to the broad trend of "marketization."

The Mondragón cooperatives are changing in important ways as a direct result of both external pressures to be more competitive and the rise of consumerism, as well as through the modification of internal policies toward greater efficiency. One of the most remarkable aspects of the changes is that some of the same business slogans now heard around the globe are being adopted in this set of organizations renowned for its strongly held internal values, such as participatory democracy, solidarity, and quality. Instead of emphasizing the special or unique qualities of the Mondragón experience, this book demonstrates the case's relevance to trends in all sectors and across the industrialized world.

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## Table of Contents for European Sociological Review, Volume 16, Issue 1: March 2000.

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Rational choice theory and quantitative analysis. A comment on Goldthorpe's sociological alliance, C Edling, pp. 1-8. Abstract:

[http://www3.oup.co.uk/eurosoj/hdb/Volume\\_16/Issue\\_01/160001.sgm.abs.html](http://www3.oup.co.uk/eurosoj/hdb/Volume_16/Issue_01/160001.sgm.abs.html)

The professionalization of everyone? A comparative study of the development of the professions in the United Kingdom and Germany, M Neal and J Morgan, pp. 9-26. Abstract:

[http://www3.oup.co.uk/eurosoj/hdb/Volume\\_16/Issue\\_01/160009.sgm.abs.html](http://www3.oup.co.uk/eurosoj/hdb/Volume_16/Issue_01/160009.sgm.abs.html)

Divisions of labour. Social groups and occupational allocation, M Charles, pp. 27-42. Abstract:

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The influence of further education on occupational mobility in Switzerland, JH Li, M Konig, M Buchmann and S Sacchi, pp. 43-65. Abstract:

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Parental divorce and outcomes for children: evidence and interpretation, MN Bhrolchain, R Chappell, I Diamond and C Jameson, pp. 67-91. Abstract:

[http://www3.oup.co.uk/eurosoj/hdb/Volume\\_16/Issue\\_01/160067.sgm.abs.html](http://www3.oup.co.uk/eurosoj/hdb/Volume_16/Issue_01/160067.sgm.abs.html)

Globalization and socio-economic restructuring in Andalusia. Challenges and possible alternatives, F Entrena and J Gomez-Mateos, pp. 93-114. Abstract:

[http://www3.oup.co.uk/eurosoj/hdb/Volume\\_16/Issue\\_01/160093.sgm.abs.html](http://www3.oup.co.uk/eurosoj/hdb/Volume_16/Issue_01/160093.sgm.abs.html)

Book review. The problem of solidarity: theories and models. P Doreian, T Fararo [edd], A Ostermann and H Staubmann, pp. 115-117. Details:

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## Volume 138, Number 4 of Revue Internationale du Travail, a journal from International Labour Organization

is now available online via the CatchWord service, and contains the following articles:

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- Famille et travail flexible: quels risques pour la cohesion sociale? Martin Carnoy
- Femmes, hommes et styles de direction. Marie-Therese Claes
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Depuis le volume 138 (1999), les articles sont en ligne, mais il faut les acheter et ils sont chers (6\$/6 euros pièce!). L'accès à l'article est ouvert pendant 24 heures après l'achat (<http://www.catchword.co.uk/titles/ilo/03785599/fre-pricing.htm>)

On trouve cependant une sélection de textes dans leur version intégrale, et notamment divers textes introductifs.

### Other Infos of Interest

Table of Contents for **Labour Economics** Volume 7, Issue 1 and 2, 2000  
URL: <http://www.elsevier.nl/locate/jnlmr/05404>

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The previous issues of the MIT IR accessions bulletin are available at:  
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**The ETUI (European Trade Union Institute) Documentation Centre** is regularly publishing a monthly list of acquisitions (this is an hypertextual word document: you can go to each section by clicking on the index at the beginning of the document).

An example : ETUILIB Electronic bulletin Dec 1999

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  - 02.03 - Social protection
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  - 02.09 - Social protection - Family responsibilities
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  - 13.01.1 - Labour economics
  - 13.01.2 - Labour market
  - 13.01.3 - Employment
  - 13.03.2 - Work organization
  - 13.04.2 - Occupational safety and health
  - 13.05.1 - Arrangement of working time
  - 13.06.1 - Labour relations
  - 13.06.3 - Trade unionism
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  - 13.06.7 - Workers participation
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New data base from European Trade Union Institute (ETUI) meets needs of trade union and workplace industrial relations practitioners as well as researchers. To date 515 agreements have been signed

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**European Industrial Relations Observatory:**

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"DML on line"(multilingual) est la version electronique de "**Il diritto del mercato del lavoro**", revue italienne consacree aux relations professionnelles, <http://www.lex.unict.it/dml-online/online/indice3.htm>, [http://www.lex.unict.it/dml-online/online/consulta\\_tipologia.htm](http://www.lex.unict.it/dml-online/online/consulta_tipologia.htm) (pour acceder a des liens de telechargement).

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[English]

News update from the Employment and Social Affairs DG, available in English, French and German. Best viewed or printed in Courier News 10 point.

[Français]

Flash d'information de la DG Emploi et affaires sociales disponible en anglais, français et allemand. Utilisez la fonte Courier News 10 points, pou beneficier de la mise en page texte.

[Deutsch]

Kurznachrichten von der GD Beschäftigung und soziale Angelegenheiten, verfog Englisch, Französisch und Deutsch. Zum Ansehen oder Drucken benutzen Sie am die Schriftart Courier News (10 Punkte).

The programme of proposed reforms to the Commission can be found at: [http://europa.eu.int/comm/reform/index\\_en.htm](http://europa.eu.int/comm/reform/index_en.htm)

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Subject: AFL-CIO Press Release on Union Membership Growth Union Membership Shows Biggest Growth in Over 20 Years, According to New Government Data January 19, 2000. Multiple Indicators Show Private Sector Workers Forming New Unions. Union membership rose by more than 265,000 in 1999, according to new data released today by the Bureau of Labor Statistics, marking the largest annual membership growth in more than 20 years. The number of union members in the U.S. rose from 16.21 million to 16.48 million. In addition, the percentage of U.S. workers who have a union remained steady at 13.9 percent, reversing a trend of decline, despite strong overall job creation. Union membership increased by 112,493 in the private sector, nearly double the size of the only other such annual increase in two decades.

Contact: For Immediate Release Lane Windham (202) 637-3962

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The Canadian Association for the Study of Co-operation has created a listserv. Anyone interested in the study of co-operatives and co-operation is invited to join. The official purpose of the listserv is: "...to enable members of the list to present and discuss new research relevant to co-operatives, to review books and conferences; to discuss co-operative policy questions and the current affairs of Canadian and world co-operatives from an informed perspective; and, finally, to discuss CASC itself and to suggest directions for future research and strategy."

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***or direct to bank account:***

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Raymond Russell, UCR, Dept. of Sociology  
Riverside, CA 92521-0419  
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***Please send a copy of this form to our treasurer:***

Wiking Ehlert/RC10, Volksbank Enger-Spenge, Germany  
Account No. 41 519 300, No. of bank (BLZ) 494 613 23

Wiking Ehlert, Schillerstrasse 18, D-4904 Enger,  
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