

References

- ACAS (2011), *The People Factor: Engaging Your Employees for Business Success*, London, UK: ACAS.
- Ackers, P., M. Marchington, A. Wilkinson and J. Goodman (1992), 'The use of cycles? Explaining employee involvement in the 1990s', *Industrial Relations Journal*, **23**, 268–283.
- Adler, N. and A. Harzing (2009), 'When knowledge wins: transcending the sense of and nonsense of academic rankings', *Academy of Management Learning and Education*, **8** (1), 72–95.
- Adler, P. (1993), 'Time and motion regained', *Harvard Business Review*, January, 97–108.
- Adler, P. (1995), "'Democratic Taylorism": the Toyota production system at NUMMI', in S. Babson (ed.), *Lean Work: Empowerment and Exploitation in the Global Auto Industry*, Detroit, MI: Wayne State University Press.
- Adler, P. and R. Cole (1993), 'Designed for learning: a tale of two plants', *Sloan Management Review*, Spring, 85–91.
- Al-Ahmadi, H. (2011), 'Challenges facing women leaders in Saudi Arabia', *Human Resource Development International*, **14** (2), 149–166.
- Alasoini, T. (2003), 'Promotion of workplace innovation on the public policy agenda: reflections on the Finnish workplace development programme', UK Work Organisation Network, Working paper number 5.
- Alvesson, M. and Y. Billings (2009), *Understanding Gender and Organizations*, London, UK: Sage.
- Alvesson, M. and H. Willmott (eds) (1992), *Critical Management Studies*, London, UK: Sage.
- Anderson, D., S. Vinnicombe and V. Singh (2010), 'Women partners leaving the firm: choice, what choice?', *Gender in Management: An International Journal*, **25**, 170–183.
- Anthony, P. (1977), *The Conduct of Industrial Relations*, London, UK: Institute of Personnel Management.
- Anthony, P. (1994), *Managing Culture*, Buckingham, UK: Open University Press.
- Appelbaum, S., D. Hebert and S. Leroux (1999), 'Empowerment: power, culture and leadership: a strategy or fad for the millennium?', *Journal of Workplace Learning: Employee Counselling Today*, **11** (7), 233–254.
- Argyris, C. (1998), 'Empowerment: the emperor's new clothes', *Harvard Business Review*, **76**, 98–105.
- Audi (2007a), *The Audi Magazine*, Summer, Audi UK.
- Audi (2007b), *The Audi Magazine*, Winter, Audi UK.

- Bachrach, P. and A. Botwinick (1992), *Power and Empowerment: A Radical Theory of Participatory Democracy*, Philadelphia, PA: Temple University Press.
- Baddon, L., L. Hunter, J. Hyman, J. Leopold and H. Ramsay (1989), *People's Capitalism: A Critical Analysis of Profit-sharing and Employee Share Ownership*, London, UK: Routledge.
- Bansler, J. and K. Bodker (1993), 'A reappraisal of structured analysis: design in an organisational context', *Transactions on Information Systems*, **11** (2), 165–193.
- Barboza, D. (2010), 'A night at the electronics factory', *The New York Times*, 20 June, 3.
- Barker, J. (1993), 'Tightening the iron cage: concertive control in self-managed teams', *Administrative Science Quarterly*, **38**, 408–437.
- Barry, J., J. Chandler and H. Clark (2001), 'Between the ivory tower and the academic assembly line', *Journal of Management Studies*, **38** (1), 87–101.
- BBC (1994), 'The computer triangle', *The Money Programme*, BBC2, 16 January.
- BBC (1995), 'Videoprint', *Sid's Heroes*, BBC1, 14 May.
- BBC (2000), 'Changing the Japanese way', *Bubble Trouble*, BBC2, January.
- BBC (2002), 'Production methods', *Working Lunch Business Education*, BBC1, 31 January.
- BBC (2009), 'Can't deliver, won't deliver', *Panorama*, 14 December.
- BBC (2010), 'Foxconn suicides: "workers feel quite lonely"', *Asia-Pacific News*, 28 May.
- BBC (2012a), 'Nick Clegg plans more employee ownership', *BBC News*, 16 January.
- BBC (2012b), 'RBS chairman says bankers' pay high for too long', *BBC News*, 3 February.
- BBC (2012c), 'Birmingham city council loses equal pay appeal bid', *BBC News*, 24 October.
- Beale, D. (2003), 'Engaged in battle: exploring the sources of workplace union militancy at Royal Mail', *Industrial Relations Journal*, **34** (1), 82–95.
- Beath, C. and W. Orlikowski (1994), 'The contradictory structure of systems development methodologies: deconstructing the IS–user relationship in information engineering', *Information Systems Research*, **5** (4), 350–377.
- Becker, G. (1985), 'Human capital, effort, and the sexual division of labor', *Journal of Labor Economics*, **3** (1/2), 33–58.
- Beirne, M. (1999), 'Managing to empower: a healthy review of resources and constraints', *European Management Journal*, **17** (2), 218–225.
- Beirne, M. (2008), 'Idealism and the applied relevance of research on employee participation', *Work, Employment and Society*, **22** (4), 675–693.
- Beirne, M. (2011), 'Managers, workers, their union and modernization: challenging interpretations of management and change at the Royal Mail', Organizational Change Stream. *Seventh International Critical Management Studies Conference*, Naples, 13 July.
- Beirne, M. (2013), 'Creative tension? Negotiating the space between management and the arts', *Journal of Arts and Communities*, **4** (2).

- Beirne, M. and C. Cromack (2009), 'Managing creative coalitions: reflections on the social side of services innovation', *European Management Journal*, **27**, 83–89.
- Beirne, M. and S. Knight (2002a), 'Principles and consistent management in the arts: lessons from British theatre', *The International Journal of Cultural Policy*, **8** (1), 75–89.
- Beirne, M. and S. Knight (2002b), 'Principles and the practice of reflective management', *Proceedings of the First International Art of Management and Organisation Conference*, Kings College, London, UK, September.
- Beirne, M. and S. Knight (2004), 'The art of reflective management: dramatic insights from Scottish community theatre', *The International Journal of Arts Management*, **6** (2), 33–43.
- Beirne, M. and H. Ramsay (1988), 'Computer redesign and labour process theory: towards a critical appraisal', in D. Knights and H. Willmott (eds), *New Technology and the Labour Process*, London, UK: Macmillan, pp. 197–229.
- Beirne, M. and H. Ramsay (1992), 'A creative offensive? Participative systems design and the question of control', in M. Beirne and H. Ramsay (eds), *Information Technology and Workplace Democracy*, London, UK: Routledge, pp. 92–120.
- Beirne, M., H. Ramsay and N. Panteli (1998a), 'Participating informally: opportunities and dilemmas in user-driven design', *Behaviour and Information Technology*, **17** (5), 301–310.
- Beirne, M., H. Ramsay and N. Panteli (1998b), 'Developments in computing work: control and contradiction on the software labour process', in P. Thompson and C. Warhurst (eds), *Workplaces of the Future*, London, UK: Macmillan, pp. 142–162.
- Beirne, M., K. Riach and F. Wilson (2004), 'Controlling business? Agency and constraint in call centre working', *New Technology, Work and Employment*, **19** (2), 96–109.
- Belt, V. (2002), 'A female ghetto? Women's careers in call centres', *Human Resource Management Journal*, **12** (4), 51–66.
- Benders, J., P. Hoeken, R. Batenburg and R. Schouteten (2006), 'First organise, then automate: a modern socio-technical view on ERP systems and teamworking', *New Technology, Work and Employment*, **21** (3), 242–251.
- Berggren, C. (1992), *The Volvo Experience: Alternatives to Lean Production in the Swedish Auto Industry*, Basingstoke, UK: Macmillan.
- Berggren, C. (1995), 'Are assembly lines just more efficient? Reflections on Volvo's "humanistic" manufacturing', in S. Babson (ed.), *Lean Work: Empowerment and Exploitation in the Global Auto Industry*, Detroit, MI: Wayne State University Press, pp. 277–291.
- Berner, B. (2008), 'Working knowledge as performance: on the practical understanding of machines', *Work, Employment and Society*, **22** (2), 319–336.
- Beynon, H. (1973), *Working for Ford*, London, UK: Allen Lane.
- Bhatnagar, J. (2005), 'The power of psychological empowerment as an antecedent to organizational commitment in Indian managers', *Human Resource Development International*, **8** (4), 419–433.
- Bjerknes, G., P. Ehn and M. Kyng (eds) (1987), *Computers and Democracy: A Scandinavian Challenge*, Aldershot, UK: Avebury/Gower.

- Blackburn, R. (1967), 'The unequal struggle', in R. Blackburn and A. Cockburn (eds), *The Incompatibles: Trade Union Militancy and the Consensus*, Harmondsworth, UK: Penguin, pp. 48–51.
- Blanchard, K., J. Carlos and A. Randolph (1999), *The Three Keys to Empowerment*, San Francisco, CA: Barrett-Koehler Publishers.
- Blomberg, J., F. Kensing and E. Dykstra-Erickson (1996), *PDC'96: Proceedings of the Participatory Design Conference*, Cambridge, MA: CPSR.
- Bluestone, I. (1999), 'Public Policy and the Evolution of Change in Industrial Relations', in S. Babbson (ed.), *Lean Work: Empowerment and Exploitation in the Global Auto Industry*, pp. 350–361.
- Blum, B. (1996), *Beyond Programming: To a New Era of Design*, New York: Oxford University Press.
- Blumberg, P. (1968), *Industrial Democracy: The Sociology of Participation*, London, UK: Constable.
- Boguslaw, R. (1965), *The New Utopians: A Study of System Design and Social Change*, Englewood Cliffs, NJ: Prentice Hall.
- Bossen, C., C. Dindler and O.S. Iversen (2012), 'Impediments to user gains: experiences from a critical participatory design project', *Proceedings of the Twelfth Participatory Design Conference*, Roskilde, Denmark, August.
- Brannan, M. and B. Hawkins (2007), 'London calling: selection as a pre-emptive strategy for cultural control', *Employee Relations*, **29** (2), 178–191.
- Bratteteig, T. and I. Wagner (2012), 'Disentangling power and decision-making in participatory design', *Proceedings of the Twelfth Participatory Design Conference*, Roskilde, Denmark, August.
- Briefs, U., C. Ciborra and L. Schneider (eds) (1983), *Systems Design, For, With and By the Users*, Amsterdam, the Netherlands: North Holland.
- Broadbridge, A. and R. Simpson (2011), '25 years on: reflecting on the past and looking to the future in gender and management research', *British Journal of Management*, **22**, 470–483.
- Brown, R. (1967), 'Research and consultancy in industrial enterprises: a review of the contribution of the Tavistock Institute of Human Relations to the development of industrial sociology', *Sociology*, **1** (1), 33–60.
- Brown, R. (1984), 'BSA Presidential Address: working on work', *Sociology*, **18** (3), 311–323.
- Bruce, M. (1987), 'Managing people first: bringing the service concept into British Airways', *Industrial and Commercial Training*, March/April, 21–26.
- Buchanan, D. (2000), 'An eager and enduring embrace: the ongoing rediscovery of teamworking as a management idea', in S. Procter and F. Mueller (eds), *Teamworking*, **25**, 3.
- Buchanan, D. and D. Preston (1992), 'Life in a cell: supervision and teamwork in a manufacturing systems engineering environment', *Human Resource Management Journal*, **2** (4), 55–76.
- Burnes, B. (1998), 'Recipes for organisational effectiveness: mad, bad or just dangerous to know?', *Career Development International*, **3** (3), 100–106.
- Burns, T. (1967), 'Sociological explanation', *British Journal of Sociology*, **18** (4), 353–369.
- Business Week* (2011), 'Boards of directors need quotas for women', February.

- Butler, P. (2012), 'Birmingham equal pay victory for women may impact city of London', *The Guardian*, 24 October.
- Carter, J.D.T. (2009), 'Managers empowering employees', *American Journal of Economics and Business Administration*, **1** (2), 41–46.
- Castiglione, J. (2007), 'Self-managing work teams and their external leadership: a primer for library administrators', *Library Management*, **28** (6), 379–393.
- Caudron, S. (1995), 'Create an empowering environment', *Personnel Journal*, September, 28–36.
- Caulkin, S. (2012), 'Taking the lid off CEO pay', *Management Today*, April, 40–43.
- Channel 4 (1993), *The Pulse*, Series 1, Programme 10, 5 May, London: Diverse Productions.
- Channel 4 (2010), 'Post Office undercover', *Dispatches*, 8 February.
- Chan Kim, W. and R. Mauborgne (2005), *Blue Ocean Strategy*, Boston, MA: Harvard Publishing.
- Charles, M. (2005), 'National skill regimes, postindustrialism and sex segregation', *Social Politics*, **12** (2), 289–316.
- Chen, C., T. Steiner and A.M. Whyte (2006), 'Does stock option-based executive compensation induce risk taking? An analysis of the banking industry', *Journal of Banking and Finance*, **30**, 915–945.
- Cho, Y. and D. Newhouse (2011), 'How did the Great Recession affect different types of workers?', The World Bank, Policy Research Working Paper 5636, April, Washington DC: World Bank.
- Ciulla, J. (2000), *The Working Life: The Promise and Betrayal of Modern Work*, New York: Random House.
- Clark, T. and I. Mangham (2004), 'From dramaturgy to theatre as technology: the case of corporate theatre', *Journal of Management Studies*, **41** (1), 37–59.
- Clegg, H. (1960), *A New Approach to Industrial Democracy*, London, UK: Blackwell.
- Clement, A. (1993), 'Looking for the designers: transforming the 'invisible' infrastructure of computerised office work', *AI and Society*, **7**, 323–344.
- Clement, A. (1994), 'Computing at work: empowering action by low-level users', *Communications of the ACM*, **37** (1), 53–63.
- Clemons, D. and M. Kroth (2011), *Managing the Mobile Workforce: Leading, Building and Sustaining Virtual Teams*, New York: McGraw-Hill.
- Clutterbuck, D. (1998), 'Empowerment as mutuality of benefit', *Human Resource Development International*, **1** (1), 95–102.
- Collins, D. (1998), 'Il a commence a penser avant d'avoir rien appris: a processual view of the construction of empowerment', *Employee Relations*, **20** (6), 594–609.
- Collins, D. (1999), 'Born to fail? Empowerment, ambiguity and set overlap', *Personnel Review*, **28**, 208–221.
- Collins, D. (2000), *Management Fads and Buzzwords: Critical-Practical Perspectives*, London, UK: Routledge.
- Commission of the European Union (1998), *Modernising the Organisation of Work: A Positive Approach to Change*, Luxembourg: Office for the Official Publications of the European Union.

- Conley, H. (2012), 'Using equality to challenge austerity: new actors, old paradigms', *Work, Employment and Society*, **26** (2), 349–359.
- Conti, R. and M. Warner (1993), 'Taylorism, new technology and just-in-time systems in Japanese manufacturing', *New Technology, Work and Employment*, **8** (1), 31–42.
- Cooley, M. (1980), *Architect or Bee?* Slough, UK: Langley Technical Services.
- Cooper, C. (2011), 'Management research in the UK: a personal view', *British Journal of Management*, **22**, 343–346.
- Cowan, T. (2011), *The Great Stagnation*, New York: Dutton.
- Craven, J. (2009), 'The future is female: why the business world wants a women's touch', *The Mail Online*, 8 August.
- Cressey, P. (2003), 'European works councils: transforming European industrial relations?', *UK Work Organisation Network Journal*, **1**, 2–4.
- Crummy, H. (1992), *Let the People Sing!* Edinburgh, UK: Craigmillar Festival Society.
- Crystal, G. (1991), *In Search of Excess: The Overcompensation of American Executives*, New York: Norton.
- Cunningham, I. and J. Hyman (1999), 'The poverty of empowerment? A critical case study', *Personnel Review*, **28** (3), 192–207.
- Cunningham, I., J. Hyman and C. Baldry (1996), 'Empowerment: the power to do what?', *Industrial Relations Journal*, **27**, 143–154.
- Currie, G. and D. Knights (2003), 'Reflecting on a critical pedagogy in MBA education', *Management Learning*, **34** (1), 27–49.
- Curtis, B., H. Krasner and N. Iscoe (1988), 'A field study of the software design process for large systems', *Communications of the ACM*, **31** (11), 1268–1287.
- The Daily Record* (1996), 'BA in shop-a-mate storm', 12 October, 9.
- The Daily Record* (1998), 'Make fat cats pay', 23 July, 8.
- The Daily Record* (2003), 'Fatcats trouser 288% rise', 10 October, 2.
- The Daily Mail* (2012), 'TUC urges revolt over fat cat pay', *Mail Online*, 9 February.
- Danford, A. (1997), 'Teamworking and labour regulation: a case study of shop floor disempowerment', *Proceedings of the 15th International Labour Process Conference*, Edinburgh, UK.
- D'Annunzio-Green, N. and J. Macandrew (1999), 'Re-empowering the empowered: the ultimate challenge?', *Personnel Review*, **28** (3), 258–278.
- D'Art, D. (1992), *Economic Democracy and Financial Participation*, London, UK: Routledge.
- D'Art, D. and T. Turner (2004), 'Profit sharing, firm performance and union influence in selected European countries', *Personnel Review*, **33** (3), 335–350.
- Davidson, C. (2007), 'The future is female, BT predicts', *BBC Newsonline*, 23 April.
- Davis, L. and J. Taylor (eds) (1972), *The Design of Jobs*, Harmondsworth, UK: Penguin.
- Deal, T. and A. Kennedy (1982), *Corporate Cultures: The Rites and Rituals of Corporate Life*, Harmondsworth, UK: Penguin.
- Deal, T. and A. Kennedy (1999), *The New Corporate Cultures: Revitalising the Workplace after Downsizing, Mergers and Reengineering*, Cambridge, MA: Perseus.

- Delamarter, R. (1988), *Big Blue: IBM's Use and Abuse of Power*, London, UK: Pan Books.
- Denham, N., P. Ackers and C. Travers (1997), 'Doing yourself out of a job? How middle managers cope with empowerment', *Employee Relations*, **19**, 147–159.
- De Nijs, W. and E. Poutsma (2006), 'Financial participation revisited', *Economic and Industrial Democracy*, **27** (4), 539–542.
- Department of Trade and Industry (1999), *Working for the Future: The Changing Face of Work Practices*, London, UK: HMSO.
- Dong, A., C. Wang and F. Xie (2010), 'Do executive stock options induce excessive risk taking?', *Journal of Banking and Finance*, **34**, 2518–2529.
- DuBois, S. (2012), 'The rise of the chief culture officer', *CNN Money*, 30 July.
- Eastman, C. and L. Fulop (1997), 'Management for clinicians or the case of "bringing the mountain to Mohammed"', *International Journal of Production Economics*, **52**, 15–30.
- The Economist* (2001), 'A long march', 14 July, 79–81.
- Edmonstone, J. (2000), 'Empowerment in the national health service: does shared governance offer a way forward', *Journal of Nursing Management*, **8**, 259–264.
- Edwards, P. (2006), 'Power and ideology in the workplace: going beyond even the second version of the three dimensional view', *Work, Employment and Society*, **20** (3), 571–581.
- Edwards, P. and M. Collinson (2002), 'Empowerment and managerial labour strategies: pragmatism regained', *Work and Occupations*, **29** (3), 272–299.
- Ehn, P. (1988), *Work-Oriented Design of Computer Artifacts*, Stockholm, Sweden: Arbetslivscentrum.
- Eldridge, J.E.T. (1981), 'Space for sociology', *Sociology*, **15** (1), 94–103.
- Emery, F. and E. Thorsrud (1976), *Democracy at Work*, Leiden, the Netherlands: Martinus Nijhoff.
- Ennals, R. and B. Gustavsen (1999), *Work Organisation and Europe as a Development Coalition*, Amsterdam, the Netherlands: John Benjamins.
- Equality and Human Rights Commission (2008), *Sex and Power in Scotland*, Glasgow, UK: EOC Scotland.
- European Commission (1997), 'Partnership for a new organisation of work', Green Paper, COM(97)128, Brussels, Belgium: European Commission.
- European Commission (1998), *Modernising the Organisation of Work: A Positive Approach to Change*, COM(98)592, Brussels, Belgium: European Commission.
- European Commission (2010), *Restructuring in Europe*, Brussels, Belgium: European Commission.
- European Commission (2011), 'Adapting to change: the EU approach to re-structuring', *Social Agenda*, Issue No. 27, July, Brussels, Belgium: European Commission.
- Fenton-O'Creavy, M. (1995), 'Empowerment', in N. Nicholson (ed.), *Blackwell Encyclopedic Dictionary of Organizational Behaviour*, Cambridge, MA: Blackwell, p. 155.
- Fernandez, S. and T. Moldogaziev (2011), 'Empowering public sector employees to improve performance: does it work?', *The American Review of Public Administration*, **41** (1), 23–47.

- The Financial Times* (2003), 'A speedier route from order to camcorder', 12 February, 11.
- The Financial Times* (2004), 'Chief executive pay soars 168% in five years', 24 May, 9.
- The Financial Times* (2012), 'Investor anger boils over', 4 May, 1.
- Fincham, R. (1989), 'Natural workgroups and the process of job design', *Employee Relations*, **11** (6), 17–22.
- Fincham, R. and P. Rhodes (1992), *The Individual, Work and Organization: Behavioural Studies for Business and Management*, Oxford, UK: Oxford University Press.
- Findlay, P., A. McKinlay, A. Marks and P. Thompson (2000), 'Flexible when it suits them: the use and abuse of teamwork skills', in S. Procter and F. Mueller (eds), *Teamworking*, Basingstoke, UK: Macmillan.
- Flanders, A. (1964), *The Fawley Productivity Agreements*, London, UK: Faber.
- Flint, M. (2012), 'Why is chief executives' pay not linked to performance', *BBC Radio 4 News*, 9 February.
- Flowers, S. (1996), *Software Failure: Management Failure*, Chichester, UK; New York: Wiley.
- Fondas, N. (1997), 'Feminization unveiled: management qualities in contemporary writings', *Academy of Management Review*, **22** (1), 257–282.
- Ford, H. and S. Crowther (1926), *My Life and Work*, New York: Doubleday.
- Foster, D. and P. Hoggett (1999), 'Change in the Benefits Agency: empowering the exhausted worker', *Work, Employment and Society*, **13**, 19–39.
- Fox, A. (1971), *The Sociology of Work in Industry*, London, UK: Collier-Macmillan.
- Foy, N. (1994), *Empowering People at Work*, Aldershot, UK: Gower.
- Fracaro, K. (2006), 'The real meaning of empowerment', *Contract Management*, March.
- Gadman, L. and C. Cooper (2009), *Open Source Leadership*, London, UK: Palgrave Macmillan.
- Gall, G. (2003), *The Meaning of Militancy? Postal Workers and Industrial Relations*, Aldershot, UK: Ashgate.
- Gall, G. (2005), 'Breaking with, and breaking, partnership', in M. Stuart and M. Martinez Lucio (eds), *Partnership and Modernisation in Employment Relations*, London, UK: Routledge, pp. 154–170.
- Gandz, J. (1990), 'The employee empowerment era', *Business Quarterly*, **55** (2), 74–79.
- Geary, J. (1993), 'New forms of work organisation and employee involvement in two case study sites: plural, mixed and protean', *Economic and Industrial Democracy*, **14**, 511–534.
- Geary, J. (1995), 'Work practices: the structure of work', in P. Edwards (ed.), *Industrial Relations: Theory and Practice in Britain*, Oxford, UK: Blackwell, pp. 368–396.
- Gieseckam, G. and S. Knight (2000), *Luvvies and Rude Mechanicals? Amateur and Community Theatre in Scotland*, Edinburgh, UK: Scottish Arts Council.
- Gill, C. and H. Krieger (2000), 'Recent survey evidence on participation in Europe: towards a European model?', *European Journal of Industrial Relations*, **6** (1), 109–132.

- Gill, C., M. Gold and P. Cressey (1999), 'Social Europe: national initiatives and responses', *Industrial Relations Journal*, **30** (4), 313–329.
- Goffman, E. (1961), *Asylums: Essays on the Social Situation of Mental Patients and Other Inmates*, New York: Anchor Books.
- Goldthorpe, J., D. Lockwood, F. Bechofer and J. Platt (1968), *The Affluent Worker: Industrial Attitudes and Behaviour*, Cambridge, UK: Cambridge University Press.
- Goulding, D. and D. Currie (eds) (2000), *Thinking About Management: A Reflective Practice Approach*, London, UK: Routledge.
- Graham, L. (1994), 'How does the Japanese model transfer to the United States? A view from the line', in T. Elger and C. Smith (eds), *Global Japanisation? The Transnational Transformation of the Labour Process*, London, UK: Routledge.
- Granath, J.A. (1998), 'Torslanda to Uddevalla via Kalmar: a journey in production practice in Volvo', *Seminario Internacional Reestruturacao Produtiva*, Rio de Janeiro, August.
- Greasley, K., A. Bryman, A. Dainty, A. Price, R. Soetanto and N. King (2005), 'Employee perceptions of empowerment', *Employee Relations*, **27** (4), 354–368.
- Greenbaum, J. and M. Kyng (eds) (1991), *Design at Work: Co-operative Design of Computer Systems*, Hillsdale, NJ: Lawrence Erlbaum.
- Greenhouse, S. (2010), 'In Indiana city, an economic centrepiece closes and heads for Mexico', *The New York Times*, 20 June, 14, 19.
- The Greenock Telegraph* (2006), 'Gone by the end of the year', 3 April.
- Grey, C. (1994), 'Career as a project of the self and labour process discipline', *Sociology*, **28** (2), 479–497.
- Grugulis, I. and A. Wilkinson (2002), 'Managing culture at British Airways: hype, hope and reality', *Long Range Planning*, **35**, 179–194.
- The Guardian* (1997), 'Lost pay, lost time, lost expectations, lost trust', 11 July, 4.
- The Guardian* (1997), 'Doctors sick of cabin crew rush', 11 July, 4.
- Guest, D. (1997), 'Towards jobs and justice in Europe: a research agenda', *Industrial Relations Journal*, **28** (4), 344–352.
- Guidon, R. and B. Curtis (1988), 'Control of cognitive processes during design: what tools would support software designers?', *Conference Proceedings of CHI*, Washington DC; Chicago, IL: ACM Press.
- Gustavsen, B. (1979), 'Liberation of work and the role of social research', in T. Burns, L.E. Karlsson and V. Rus (eds), *Work and Power*, London, UK: Sage, pp. 341–356.
- Gustavsen, B., B. Hofmaier, M. Ekman Philips and A. Wikman (1996), *Concept-Driven Development and the Organisation of the Process of Change: An Evaluation of the Swedish Working Life Fund*, Amsterdam, the Netherlands: John Benjamins.
- Hacker, S. (1990), 'Doing it the Hard Way': *Investigations of Gender and Technology*, D. Smith and S. Turner (eds), London, UK: Unwin Hyman.
- Hagen, R., S. Miller and M. Johnson (2003), 'The disruptive consequences of introducing a critical management perspective onto an MBA programme', *Management Learning*, **34** (2), 241–257.

- Hakim, C. (1995), 'Five feminist myths about women's employment', *British Journal of Sociology*, **46** (3), 429–455.
- Hakim, C. (2000), *Work-Lifestyle Choices in the 21st Century: Preference Theory*, Oxford, UK: Oxford University Press.
- Hakim, C. (2004), *Key Issues in Women's Work: Female Diversity and the Polarisation of Women's Employment*, London, UK: Glass House.
- Hales, C. (2000), 'Management and empowerment programmes', *Work, Employment and Society*, **14** (3), 501–519.
- Hall, M. and P. Marginson (2005), 'Trojan horses or paper tigers? Assessing the significance of European works councils', in B. Harley, J. Hyman and P. Thompson (eds), *Participation and Democracy at Work: Essays in Honour of Harvie Ramsay*, Basingstoke, UK: Palgrave Macmillan, pp. 204–221.
- Harding, S. and G. Gilbert (1993), 'Negotiating the take up of formal methods', in P. Quintas (ed.), *Social Dimensions of Systems Engineering: People, Processes, Policies and Software Development*, New York: Ellis Horwood.
- Hardy, C. and S. Leiba-O'Sullivan (1998), 'The power behind empowerment: implications for research and practice', *Human Relations*, **51** (4), 451–483.
- Harley, B. (1999), 'The myth of empowerment: work organisation, hierarchy and employee autonomy in contemporary Australian workplaces', *Work, Employment and Society*, **13** (1), 41–66.
- Harley, B., J. Hyman and P. Thompson (2005), 'The paradoxes of participation', in B. Harley, J. Hyman and P. Thompson (eds), *Participation and Democracy at Work: Essays in Honour of Harvie Ramsay*, Basingstoke, UK: Palgrave Macmillan, pp. 1–19.
- Harris, L., A. Tuckman, D. Watling and B. Downes (2011), 'Unlocking engagement: a review of the innovative workplaces initiative', *ACAS Research Summary*, London, UK: ACAS, March.
- Harris, M. and H.R. Weistroffer (2009), 'A new look at the relationship between user involvement in systems development and system success', *Communications of the Association for Information Systems*, **24**, 739–756.
- Hassard, J., L. McCann and J. Morris (2009), *Managing in the Modern Corporation: The Intensification of Managerial Work in the USA, UK and Japan*, Cambridge, UK: Cambridge University Press.
- Hassard, J., J. Morris and L. McCann (2011), 'My brilliant career? New organizational forms and changing managerial careers in Japan, the UK and USA', *Journal of Management Studies*, **49** (3), 571–599.
- Hatch, M. (1997), *Organisation Theory: Modern, Symbolic and Postmodern Perspectives*, Oxford, UK: Oxford University Press.
- Heinbokel, T., S. Sonnentag, M. Frese, W. Stolte and F. Brodbeck (1996), 'Don't underestimate the problems of user centredness in software development projects: there are many', *Behaviour and Information Technology*, **15** (4), 226–236.
- Heller, F. (1999), 'Is participation really working?', *Quality of Working Life News and Abstracts*, **138**, Spring, 6–10.
- Heller, F. (2003), 'Participation and power: a critical assessment', *Applied Psychology*, **52** (1), 144–163.
- The Herald* (1996), 'Performance pay schemes backfire', 11 March.
- The Herald* (1997), 'Caterers' ballot turns up the heat on BA', 11 July, 2.

- Herbert, S. (2004), *Arts in the Community, Scottish Parliament Information Centre Briefings*, Edinburgh, UK: Scottish Executive.
- Herzberg, F. (1968), 'One more time: how do you motivate employees', *Harvard Business Review*, **46** (1), 53–62.
- Hewett, J. (2008), 'Maytag closes Newton Iowa', *BBC World News*, May.
- High Pay Commission (2011), *Cheques with Balances: Why Tackling High Pay is in the National Interest*, London, UK: Joseph Rowntree Charitable Trust.
- Hindess, B. (1982), 'Power, interests and the outcomes of struggles', *Sociology*, **16** (4), 498–511.
- Hirschheim, R. and H. Klein (1994), 'Realizing emancipatory principles in information systems development: the case for ETHICS', *MIS Quarterly*, March.
- Hofstede, G. (1991), *Cultures and Organisations: Software of the Mind*, London, UK: McGraw-Hill.
- Holden, L. (1999), 'The perception gap in employee empowerment: a comparative study of banks in Sweden and Britain', *Personnel Review*, **28** (3), 222–241.
- Holme, C. (2000), 'Too few women mean business', *The Glasgow Herald*, 3 March, 8.
- Holt, R. (2006), 'Principles and practice: rhetoric and the moral character of managers', *Human Relations*, **59** (12), 1659–1680.
- Hooper, R. (2010), *Saving the Royal Mail's Universal Postal Service in the Digital Age*, Cm 7937, London, UK: Her Majesty's Stationery Office.
- Hopfl, H., S. Smith and S. Spencer (1992), 'Values and valuations: corporate culture and job cuts', *Personnel Review*, **21** (1), 24–38.
- Howcroft, D. and M. Wilson (2003), 'Participation: "bounded freedom" or hidden constraints on user involvement', *New Technology, Work and Employment*, **18** (1), 2–19.
- Humphries, J. (1998), *Managing Successful Teams*, Oxford, UK: How to Books.
- Huq, R. (2010), *Employee Empowerment: The Rhetoric and the Reality*, Devon, UK: Triarchy Press.
- Hurd, F. (2012), 'Work innovations: transformation, micro-emancipation, or discursive shift?', *International Journal of Work Innovations*, **1** (1), 79–93.
- Hyde, P., A. McBride, R. Young and K. Walshe (2005), 'Role redesign: new ways of working in the NHS', *Personnel Review*, **34** (6), 697–712.
- Hyman J., H. Ramsay, J. Leopold, L. Baddon and L. Hunter (1989), 'The impact of employee share ownership', *Employee Relations*, **11** (4), 9–16.
- Hyman, R. (2005), 'Trade unions and the politics of the European social model', *Economic and Industrial Democracy*, **26** (1), 9–40.
- Ichniowski, C., T. Kochan, D. Levine, C. Olson and G. Strauss (1996), 'What works at work: overview and assessment', *Industrial Relations*, **35** (3), 299–333.
- Jacobs, A. (2010), 'Honda strikers in China offered less than demanded', *The New York Times Business*, 19 June, B2.
- Jenkins, G. and M. Poole (eds) (1990), *New Forms of Ownership*, London, UK: Routledge.

- Jenkins, S., M. Martinez Lucio and M. Noon (2002), 'Return to gender: an analysis of women's disadvantage in postal work', *Gender, Work and Organization*, **9** (1), 81–104.
- Johnson, D. and D. Redmond (1998), *The Art of Empowerment: The Profit and Pain of Employee Involvement*, London, UK: Pitman.
- Johnson, P. (2006), 'Whence democracy? A review and critique of the conceptual dimensions and implications of the business case for organizational democracy', *Organization*, **13** (2), 245–274.
- Johnson, P. and J. Duberley (2011), 'Anomie and culture management: reappraising Durkheim', *Organization*, **18** (4), 563–584.
- Jones, O. (2000), 'Scientific management, culture and control: a first-hand account of Taylorism in practice', *Human Relations*, **53** (5), 631–653.
- Kalmi, P., A. Pendleton and E. Poutsma (2005), 'Financial participation and performance in Europe', *Human Resource Management Journal*, **15** (4), 54–67.
- Kanstrup, A.M. (2012), 'A small matter of design: an analysis of end users as designers', *Proceedings of the Twelfth Participatory Design Conference*, Roskilde, Denmark, August.
- Kanter, R.M. (1977), *Men and Women of the Corporation*, New York: Basic Books.
- Kanter, R.M. (1979), 'Power failure in management circuits', *Harvard Business Review*, **57** (4), 65–75.
- Kanter, R.M. (1984), *The Change Masters: Corporate Entrepreneurs at Work*, London, UK: Routledge.
- Kantor, J. (2012), 'Elite women put new spin on old debate', *The New York Times*, 22 June.
- Kanlauskaitė, R., I. Buciuniene and L. Turauskas (2012), 'Organizational and psychological empowerment in the HRM-performance linkage', *Employee Relations*, **34** (2), 138–158.
- Keep, E. and K. Mayhew (2010), 'Moving beyond skills as a social and economic panacea', *Work, Employment and Society*, **24** (3), 565–577.
- Kelan, E., L. Gratton, A. Mah and L. Walker (2009), *The Reflexive Generation: Young Professional's Perspective on Work, Career and Gender*, London, UK: London Business School.
- Kelly, J. (1985), 'Managements redesign of work: labour process, labour markets and product markets', in D. Knights, H. Willmott and D. Collinson (eds), *Job Redesign*, Aldershot, UK: Gower, pp. 30–51.
- Kenney, M. and R. Florida (1993), *Beyond Mass Production*, Oxford, UK: Oxford University Press.
- Kerr, J. and C. Tait (2008), 'Evaluation of tax-advantaged all-employee share schemes', *HM Revenue and Customs Research Report*, September, London, UK: Crown Copyright.
- Khan, S. (1997), 'The key to being a leader company: empowerment', *Journal for Quality and Participation*, January–February, 44–50.
- Kizilos, P. (1990), 'Crazy about empowerment?', *Training*, **27** (12), 47–56.
- Klidas, A., P. van den Berg and C. Wilderom (2007), 'Managing employee empowerment in luxury hotels in Europe', *International Journal of Service Industry Management*, **18** (1), 70–88.

- Korvajarvi, P. (1998), *Gendering Dynamics in White-Collar Work Organizations*, Tampere, Finland: University of Tampere.
- Kotter, J. and D. Cohen (2002), *The Heart of Change*, Boston, MA: Harvard Business School Press.
- Kotter, J. and J. Heskett (1992), *Corporate Culture and Performance*, New York: Free Press.
- Kottke, J. and M. Agars (2005), 'Understanding the processes that facilitate and hinder efforts to advance women in organizations', *Career Development International*, **10**, 190–202.
- Kuokkanen, L. and H. Leino-Kilpi (2001), 'The qualities of an empowered nurse and the factors involved', *Journal of Nursing Management*, **9**, 273–280.
- Labour Research Department (2002), 'Another year of executive excess', press release, 27 August.
- Lamb, N. (2012), 'Employee ownership: moving from niche to mainstream', *Liberal Democrat Voice*, 9 July.
- Land, F. and R. Hirschheim (1983), 'Participative systems design: rationale, tools and techniques', *Journal of Applied Systems Analysis*, **10**, 100.
- Lecher, W., H. Platzer, S. Rub and K. Weiner (2001), *European Works Councils: Developments, Types and Networking*, Aldershot, UK: Gower.
- Legge, K. (1978), *Power, Innovation and Problem-solving in Personnel Management*, London, UK: McGraw-Hill.
- Lencioni, P. (2002), *The Five Dysfunctions of a Team: A Leadership Fable*, San Francisco, CA: Jossey-Bass.
- Levine, D. and L. D'Andrea Tyson (1990), 'Participation, productivity and the firm's environment', in A. Blinder (ed.) *Paying for Productivity: A Look at the Evidence*, Washington DC: Brookings.
- Lewin, K. (1946), 'Action research and minority problems', in G. Lewin (ed.), *Resolving Social Conflict*, London, UK: Harper and Row, pp. 201–216.
- Lewis, M. and J. Urmston (2000), 'Flogging the dead horse: the myth of nursing empowerment?', *Journal of Nursing Management*, **8** (4), 209–213.
- Little, C. (1982), *The Development of the Labour Process in Capitalist Societies*, London, UK: Heinemann.
- Little, C. (ed.) (1985), *The Experience of Work*, Aldershot, UK: Gower.
- Little, C. and G. Salaman (1984), *Class at Work: The Design, Allocation and Control of Jobs*, London, UK: Batsford.
- Littrell, R. (2007), 'Influences on employee preferences for empowerment practices by the "ideal manager" in China', *International Journal of Intercultural Relations*, **31**, 87–110.
- Long, R. (2000), 'Employee profit sharing: consequences and moderators', *Industrial Relations*, **55** (3), 477–503.
- Loveridge, R. (1980), 'What is participation? A review of the literature and some methodological problems', *British Journal of Industrial Relations*, **18** (3), 297–317.
- Lukes, S. (1974), *Power: A Radical View*, London, UK: Macmillan.
- Lukes, S. (2005), *Power: A Radical View*, Second edition, Basingstoke, UK: Palgrave Macmillan.

- MacLeod, D. and N. Clarke (2009), *Engaging for Success: Enhancing Performance through Employee Engagement. A Report to Government*, London, UK: Department for Business, Innovation and Skills.
- Mandel, E. (1973), 'The debate on workers' control', in G. Hunnius, G. Garson and J. Case (eds), *Workers Control: A Reader in Labor and Social Change*, New York: Random House, pp. 344–373.
- Marginson, P., M. Hall, A. Hoffmann and T. Muller (2004), 'The impact of European works councils on management decision-making in UK and US-based multinationals: a case study comparison', *British Journal of Industrial Relations*, **42** (2), 209–233.
- Marginson, P., J. Arrowsmith and M. Grey (2007), 'Undermining or reframing collective bargaining: variable pay in two sectors compared', paper presented at the *Reward and Performance Conference*, Manchester, UK, March.
- Martin, P. and J. Nicholls (1987), *Creating a Committed Workforce*, New York: McGraw-Hill.
- Martin, R. and R. Fryer (1975), 'The deferential worker?', in M. Bulmer (ed.), *Working Class Images of Society*, London, UK: Routledge, pp. 98–115.
- Mathieu, M. (2012), 'An open letter to HM Revenue and Customs', *The European Federation of Employee Share Ownership*, Brussels, Belgium, 22 August.
- McCabe, D. (2000), 'The team dream: the meaning and experience of teamworking for employees in an automobile manufacturing company', in S. Proctor and F. Mueller (eds), *Teamworking*, Basingstoke, UK: Macmillan.
- McCabe, D. (2002), 'Waiting for dead men's shoes: towards a cultural understanding of management innovation', *Human Relations*, **55** (5), 505–536.
- McCarthy, D., E. Reeves and T. Turner (2010), 'The impact of privatization and employee share ownership on employee commitment and citizen behaviour', *Economic and Industrial Democracy*, **31** (3), 307–326.
- McKenna, J. (1990), 'Smart scarecrows: the wizardry of empowerment', *Industry Week*, **239** (14), 8–19.
- McKinlay, A. and P. Taylor (1996), 'Power, surveillance and resistance: inside the factory of the future', in P. Ackers, C. Smith and P. Smith (eds), *The New Workplace and Trade Unionism*, London, UK: Routledge, pp. 279–300.
- Medland, D. (2012), 'The benefits of gender diversity put to the test', *The Financial Times*, 18 October, 4.
- Men, L.R. (2011), 'How employee empowerment influences organization–employee relationship in China', *Public Relations Review*, **37**, 435–437.
- Metz, I. and P. Tharenou (2001), 'Women's career advancement: the contribution of human and social capital', *Group and Organization Management*, **26** (3), 312–342.
- Michels, R. (1949), *Political Parties*, Glencoe, UK: Free Press.
- Miller, E. and A. Rice (1967), *Systems of Organisation: The Control of Task and Sentient Boundaries*, London, UK: Tavistock.
- Mills, A. (2002), 'Studying the gendering of organizational culture over time: concerns, issues and strategies', *Gender, Work and Organization*, **9** (3), 286–307.

- Millward, N., A. Bryson and J. Forth (2000), *All Change at Work? British Employment Relations 1980–1998, as Portrayed by the Workplace Industrial Relations Survey Series*, London, UK: Routledge.
- Mingers, J. (2000), ‘What is it to be critical? Teaching a critical approach to management undergraduates’, *Management Learning*, **31** (2), 219–237.
- Mingers, J. and H. Willmott (2010), ‘Moulding the one-dimensional academic: the performative effects of journal ranking lists’, *Kent Business School Working Paper No. 239*, December.
- Mitrofanov, S. (1966), *Scientific Principles of Group Technology*, Boston Spa, UK: National Lending Library.
- Morgan, J. (2012), ‘No shortage of managers but academics bemoan a leadership lacuna’, *Times Higher Education*, 5 April.
- Morrell, K. and A. Wilkinson (2002), ‘Empowerment: through the smoke and past the mirrors?’, *Human Resource Development International*, **5** (1), 119–130.
- Moshavi, D. (2001), “‘Yes and...’: introducing improvisational theatre techniques to the management classroom”, *Journal of Management Education*, **25** (4), 437–449.
- Mouer, R. and H. Kawanishi (2005), *A Sociology of Work in Japan*, Cambridge, UK: Cambridge University Press.
- Mowshowitz, A. (1980), *Human Choice and Computers 2*, Amsterdam, the Netherlands: North Holland.
- Mumford, E. (1979), ‘The design of work: new approaches and new needs’, in J.E. Rijnsdorp (ed.), *Case Studies in Automation Related to the Humanisation of Work*, Oxford, UK: Pergamon.
- Mumford, E. (1980), ‘The participative design of clerical information systems’, in N. Bjorn-Andersen (ed.), *The Human Side of Information Processing*, Amsterdam, the Netherlands: North Holland.
- Mumford, E. (1981), ‘Participative systems design: structure and method’, *Systems, Objectives, Solutions*, **1** (1), 5–19.
- Mumford, E. (1983), ‘Successful systems design’, in H. Otway and M. Peltu (eds), *New Office Technology: Human and Organisational Aspects*, Leicester, UK: Pinter.
- Mumford, E. (1996), *Systems Design: Ethical Tools for Ethical Change*, London, UK: Macmillan.
- Mumford, E. (2003), *Redesigning Human Systems*, London, UK: Information Science Publishing.
- Mumford, E. and C. Cooper (1979), *The Quality of Working Life in Western and Eastern Europe*, London, UK: Associated Business Press.
- Mumford, E. and R. Hendricks (1996), ‘Business process re-engineering RIP’, *People Management*, 2 May, 22–27.
- Mumford, E. and D. Henshall (1979), *A Participative Approach to Computer Systems Design*, London, UK: Associated Business Press.
- Mumford, E. and B. MacDonald (1989), *XSEL’s Progress: The Continuing Journey of an Expert System*, London, UK: Wiley.
- Nardi, B. and J. Miller (1991), ‘Twinkling lights and nested loops: distributed problem-solving and spreadsheet development’, *International Journal of Man–Machine Studies*, **34**, 161–164.

- Nicholls, J. (1995), 'Tackling hidden contempt', *People Management*, 30 November, 36.
- Noon, M. (2010), 'The shackled runner: time to rethink positive discrimination?', *Work, Employment and Society*, **24** (4), 728–739.
- Noon, M. and P. Blyton (1997), *The Realities of Work*, Basingstoke, UK: Macmillan.
- Noon, M., S. Jenkins and M. Martinez Lucio (2000), 'Fads, techniques and control: the competing agendas of TPM and TECEX at the Royal Mail', *Journal of Management Studies*, **37** (4), 499–520.
- Nord, W. and J. Jermier (1992), 'Critical social science for managers? Promising and perverse possibilities', in M. Alvesson and H. Willmott (eds), *Critical Management Studies*, London, UK: Sage.
- Notter, J. and M. Grant (2011), *Humanize: How People-centric Organizations Succeed in a Social World*, Indianapolis, IN: Que.
- Nuttall, G. (2012), *Sharing Success: The Nuttall Review of Employee Ownership*, London, UK: Crown Copyright.
- Oakland, J. (1996), *Total Quality Management: a Practical Approach*, Bradford, UK: European Centre for Total Quality Management, University of Bradford Management Centre.
- Oakland, J. (2004), *Oakland on Quality Management*, Oxford, UK: Elsevier Butterworth-Heinemann.
- O'Connell-Davidson, J. and T. Nichols (1991), 'Privatisation and employee share ownership: it's still us and them', *Financial Times*, 7 March.
- O'Connor, E. (1995), 'Paradoxes of participation: a literary analysis of case studies on employee involvement', *Organization Science*, **16** (5), 769–804.
- Ogbonna, E. and B. Wilkinson (1990), 'Corporate strategy and corporate culture: the view from the checkout', *Personnel Review*, **19** (4), 9–15.
- O'Reilly, N. (1995), 'Hero of the Hour', *Personnel Today*, 9 May, 41.
- O'Reilly, J., D. Lain, M. Sheehan, B. Smale and M. Stuart (2011), 'Managing uncertainty: the crisis, its consequences and the global workforce', *Work, Employment and Society*, **25** (4), 581–595.
- Owen, J. (2009), *The Death of Modern Management: How to Lead in the New World Disorder*, Chichester, UK: Wiley.
- Parker, M. (1993), 'Industrial relations myth and shop floor reality: the team concept in the auto industry', in N. Lichtenstein and J. Howell (eds), *Industrial Democracy in America*, Cambridge, UK: Cambridge University Press.
- Parker, M. and J. Slaughter (1988), *Choosing Sides: Unions and the Team Concept*, Boston, MA: South End Press.
- Pascale, R. and A. Athos (1986), *The Art of Japanese Management*, London, UK: Sidgwick and Jackson.
- Pateman, C. (1970), *Participation and Democratic Theory*, Cambridge, UK: Cambridge University Press.
- Payne, J. (2010), 'Skill utilisation: towards a measurement and evaluation framework', *SKOPE Research Paper No. 93*, Cardiff University, UK.
- Payne, J. (2011), 'Scotland's skills utilisation programme: an interim evaluation', *SKOPE Research Paper No. 101*, Cardiff University, UK.

- Payne, J. (2012), 'Fronting up to skills utilisation: what can we learn from Scotland's skills utilisation project?', *Policy Studies*, **33** (5), 419–438.
- Payne, J. and E. Keep (2003), 'Re-visiting the Nordic approaches to work re-organization and job redesign: lessons for UK skills policy', *Policy Studies*, **24** (4), 205–225.
- Payne, J. and E. Keep (2005), 'Promoting workplace development: lessons for UK policy from Nordic approaches to job redesign and the Quality of Working Life', in B. Harley, J. Hyman and P. Thompson (eds), *Participation and Democracy at Work: Essays in Honour of Harvie Ramsay*, Basingstoke, UK: Palgrave Macmillan, pp. 146–165.
- Pearson, A. (1988), *Primary Nursing: Nursing in the Burford and Oxford Nursing Development Units*, London, UK: Chapman and Hall.
- Pedersen, V.B. and S. Lewis (2012), 'Flexible friends? Flexible working time arrangements, blurred work-life boundaries and friendship', *Work, Employment and Society*, **26** (3), 464–480.
- Pendleton, A. (1995), 'The impact of employee share ownership plans on employee participation and industrial democracy', *Human Resource Management Journal*, **5**, 44–60.
- Pendleton, A. (2001), *Employee Ownership, Participation and Governance*, London, UK: Routledge.
- Pendleton, A. (2005), 'Employee share ownership, employment relationships and corporate governance', in B. Harley, J. Hyman and P. Thompson (eds), *Participation and Democracy at Work: Essays in Honour of Harvie Ramsay*, Basingstoke, UK: Palgrave Macmillan, pp. 75–93.
- Pendleton, A. and A. Robinson (2011), 'Employee share ownership and human capital development: complementarity in theory and practice', *Economic and Industrial Democracy*, **32** (3), 439–457.
- Pendleton, A., N. Wilson and M. Wright (1998), 'The perception and effects of share ownership: empirical evidence from employee buy-outs', *British Journal of Industrial Relations*, **36** (1), 99–123.
- Peters, T. (1987), *Thriving on Chaos: Handbook for a Management Revolution*, London, UK: Macmillan.
- Peters, T. and R. Waterman (1982), *In Search of Excellence: Lessons from America's Best-Run Companies*, New York: Harper and Row.
- Podro, S. (2011), 'The future of workplace relations: an ACAS view', *ACAS Policy Discussion Paper*, London, UK: ACAS, January.
- Poling, S. (2005), 'Only women's work', *Frontline Scotland*, BBC One.
- Pollert, A. (1996), 'Team work on the assembly line: contradiction and the dynamics of union resistance', in P. Ackers, C. Smith and P. Smith (eds), *The New Workplace and Trade Unionism*, London, UK: Routledge.
- Poole, M. (1989), *The Origins of Economic Democracy: Profit-sharing and Employee-shareholding Schemes*, London, UK: Routledge.
- Poutsma, E. (2001), *Recent Trends in Employee Financial Participation in the European Union*, Dublin, Ireland: European Foundation for the Improvement of Living and Working Conditions.

- Poutsma, E., P. Kalmi and A. Pendleton (2006), 'The relationship between financial participation and other forms of employee participation: new survey evidence from Europe', *Economic and Industrial Democracy*, **27** (4), 637–667.
- Procter, S. and F. Mueller (eds) (2000), *Teamworking*, London, UK: Macmillan.
- Protherough, R. and J. Pick (2002), *Managing Britannia: Culture and Management in Modern Britain*, Norfolk, UK: Edgeways.
- Purcell, J. (2010), 'Building employee engagement', *ACAS Policy Discussion Paper*, London, UK: ACAS, January.
- Purcell, K. (1990), 'Research on gender: understanding the world in order to change it', *Work, Employment and Society*, **4** (4), 605–618.
- Purser, R. and Cabana, S. (1998), *The Self-Managing Organization*, New York: Free Press.
- Qvale, T. (2002), 'A case of slow learning? Recent trends in social partnership in Norway with particular emphasis on workplace democracy', *Concepts and Transformation*, **7** (1), 31–55.
- Ramsay, H. (1977), 'Cycles of control: worker participation in sociological and historical perspective', *Sociology*, **11** (3), 481–506.
- Ramsay, H. (1980), 'Phantom participation: patterns of power and conflict', *Industrial Relations Journal*, **11** (3), 46–58.
- Ramsay, H. (1985), 'What is participation for? A critical evaluation of labour process analyses of job reform', in D. Knights, H. Willmott and D. Collinson (eds), *Job Redesign: Critical Perspectives on the Labour Process*, Aldershot, UK: Gower.
- Ramsay, H. (1991), 'The community, the multinational, its workers and their charter: a modern tale of industrial democracy?', *Work, Employment and Society*, **5** (4), 541–566.
- Ramsay, H. (1993), 'Recycled waste? Debating the analysis of worker participation: a response to Ackers et al.', *Industrial Relations Journal*, **24** (1), 76–80.
- Ramsay, H. (1997), 'Fools gold? European works councils and workplace democracy', *Industrial Relations Journal*, **28** (4), 314–322.
- Ramsay, H. and D. Scholarios (2005), 'Organizational participation and women: an attitude problem?', in B. Harley, J. Hyman and P. Thompson (eds), *Participation and Democracy at Work: Essays in Honour of Harvie Ramsay*, Basingstoke, UK: Palgrave Macmillan, pp. 113–144.
- Randle, K. (1997), 'Rewarding failure: operating a performance-related pay system in pharmaceutical research', *Personnel Review*, **20** (3), 187–200.
- Ray, C. (1986), 'Corporate culture: the last frontier of control', *Journal of Management Studies*, **23**, 287–297.
- Report of the Committee of Inquiry on Industrial Democracy* (1977), Cmnd 6706, Chairman: Lord Bullock, London, UK: HMSO.
- Robson, M. (1988), *The Journey to Excellence*, Wantage, UK: MRA International.
- Rosenbrock, H. (1990), *Machines with a Purpose*, Oxford, UK: Oxford University Press.
- Roth, W. (1997), 'Going all the way with empowerment', *The TQM Magazine*, **9**, 42–45.

- Roy, D. (1969), 'Making out: a counter-system of workers' control of work situation and relationship', in T. Burns (ed.), *Industrial Man*, London, UK: Penguin.
- Roy, D. (1973), 'Banana time: job satisfaction and informal interaction', in G. Salaman and K. Thompson (eds), *People and Organisations*, Harlow, UK: Longman.
- Royal College of Nursing (2007), *Developing and Sustaining Effective Teams*, London, UK: RCN.
- Salzman, H. and S. Rosenthal (1994), *Software by Design*, New York: Oxford University Press.
- Sandberg, A. (1993), 'Volvo human centred work organisation: the end of the road?', *New Technology, Work and Employment*, **8** (2), 83–87.
- Sandberg, A. (1995), *Enriching Production: Perspectives on Volvo's Uddevalla Plant as an Alternative to Lean Production*, Aldershot, UK: Avebury.
- Sayles, L. (1958), *Behaviour of Industrial Work Groups*, London, UK: Wiley.
- Schein, E. (1985), *Organisational Culture and Leadership*, San Francisco, CA: Jossey-Bass.
- Scholarios, D. and P. Taylor (2011), 'Beneath the glass ceiling: explaining gendered role segmentation in call centres', *Human Relations*, **64** (10), 1291–1319.
- Schon, D. (1983), *The Reflective Practitioner*, Cambridge, MA: Basic Books.
- Schuller, T. (1985), *Democracy at Work*, Oxford, UK: Oxford University Press.
- Scotland on Sunday*, (1999), 'Fat cats to be collared', 4 April, 5.
- Scott, J., R. Crompton and C. Lyonette (eds) (2010), *Gender Inequalities in the 21st Century: New Barriers and Continuing Constraints*, Cheltenham, UK and Northampton, MA: Edward Elgar.
- Segal, D. (2012), 'Army of fans finds working in Apple stores a letdown', *The New York Times*, 24 June, 18–19.
- Selznick, P. (1966), *TVA and the Grass Roots*, New York: Harper and Row.
- Semler, R. (1989), 'Managing without managers', *Harvard Business Review*, September–October.
- Semler, R. (1993), *Maverick: The Success Story Behind the World's Most Unusual Workplace*, London, UK: Arrow.
- Silver, J. (1987), 'The ideology of excellence: management and neoconservatism', *Studies in Political Economy*, **24**, 105–129.
- Sirota, D., Mischkind, L. and M. Meltzer (2005), *The Enthusiastic Employee*, Upper Saddle River, NJ: Prentice Hall.
- Slater, P. and W. Bennis (1964), 'Democracy is inevitable', *Harvard Business Review*, March–April.
- Smith, S. and B. Wilkinson (1996), 'No doors on offices, no secrets; we are our own policemen: capitalism without conflict?', in S. Linstead, R. Grafton Small and P. Jeffcutt (eds), *Understanding Management*, London, UK: Sage.
- Spreitzer, G. (1995), 'Psychological empowerment in the workplace: dimensions, measurement and validation', *Academy of Management Journal*, **38** (5), 1442–1465.
- Spreitzer, G. and D. Doneson (2008), 'Musings on the past and future of employee empowerment', in T. Cummings (ed.), *The Handbook of Organization Development*, Thousand Oaks, CA: Sage, pp. 311–324.

- Squires, J. (2009), 'Teamwork is vital in providing holistic care', *Nursing Times*, 27 January.
- Starkey, K. and A. McKinlay (1994), 'Managing for Ford', *Sociology*, **28**, 975–990.
- Storey, J. and K. Sisson (1993), *Managing Human Resources and Industrial Relations*, Milton Keynes, UK: Open University Press.
- Strangleman, T. and I. Roberts (1999), 'Looking through the window of opportunity: the cultural cleansing of workplace identity', *Sociology*, **33**, 47–67.
- Strauss, G. (1998), 'Participation works: if conditions are appropriate', in F. Heller, E. Pusic, G. Strauss and B. Wilpert (eds), *Organisational Participation: Myth or Reality*, Oxford, UK: Oxford University Press, pp. 190–219.
- Street, S. (2010), 'In my opinion', *Management Today*, November, 66.
- Stuart, M. and M. Martinez Lucio (eds) (2005), *Partnership and Modernization in Employment Relations*, London, UK: Routledge.
- Subramanyam, R., F. Lee and M. Krishnan (2010), 'User participation in software development projects', *Communications of the ACM*, **53** (3), 137–141.
- Suff, R. (2009), 'The recession: what the future holds for employment relations', *ACAS Policy Discussion Paper*, London, UK: ACAS, June.
- The Sunday Telegraph* (1993), 'Pay research shock for UK boardrooms', 26 September, 1.
- Sward, K. (1948), *The Legend of Henry Ford*, New York: Rinehart.
- Taylor, F.W. (1911), *The Principles of Scientific Management*, New York: W.W. Norton.
- Thomas, K. and B. Velthouse (1990), 'Cognitive elements of empowerment: an interpretative model of intrinsic task motivation', *Academy of Management Review*, **15** (4), 666–681.
- Thompson, P. (1986), 'Crawling from the wreckage: the labour process and the politics of production', *Proceedings of the Fourth Aston/UMIST Labour Process Conference*, April.
- Thompson, P. and P. Findlay (1996), 'The mystery of the missing subject', *Proceedings of the Fourteenth International Labour Process Conference*, March.
- Thompson, P. and D. McHugh (1995), *Work Organisation*, London, UK: Macmillan.
- Tracy, D. (1990), *10 Steps to Empowerment*, New York: Quill.
- Trist, E. and K. Bamforth (1951), 'Some social and psychological consequences of the longwall method of coal getting', *Human Relations*, **4** (1), 3–38.
- Trist, E. and H. Murray (eds) (1993), *The Social Engagement of Social Science: A Tavistock Anthology, Vol. 2: The Socio-technical Perspective*, Philadelphia, PA: University of Pennsylvania Press.
- Trist, E., G. Higgin, H. Murray and A. Pollock (1963), *Organisational Choice: Capabilities of Groups at the Coal Face Under Changing Technologies: The Loss, Rediscovery and Transformation of a Work Tradition*, London, UK: Tavistock.
- TUC (2012), *Worker Representation on Remuneration Committees*, Trades Union Congress Briefing Paper, London, UK, January.

- Uchitelle, L. (2007), 'Is there (middle class) life after Maytag?', *The New York Times*, 26 August.
- Upadhy, C. (2009), 'Controlling offshore knowledge workers: power and agency in India's software outsourcing industry', *New Technology, Work and Employment*, **24** (1), 2–18.
- Vaitilingam, R. (2011), *Recovery Britain: Research Evidence to Underpin a Productive, Fair and Sustainable Return to Growth*, Swindon, UK: Economic and Social Research Council.
- Vallas, S. (2003a), 'The adventures of managerial hegemony: teamworking, ideology and worker resistance', *Social Problems*, **50** (2), 204–225.
- Vallas, S. (2003b), 'Why teamworking fails', *American Sociological Review*, **68** (2), 223–250.
- Vidal, M. (2007), 'Manufacturing empowerment? Employee involvement in the labour process after Fordism', *Socio-Economic Review*, **5**, 197–232.
- Vinnicombe, S., R. Sealy, J. Graham and E. Doldor (2010), *The Female FTSE Report 2010: Opening Up the Appointment Process*, Cranfield, UK: Cranfield University School of Management.
- Waddington, J. (2003), 'What do representatives think of the practices of European works councils? Views from six countries', *European Journal of Industrial Relations*, **9** (3), 303–325.
- Wagner, E. and G. Piccoli (2007), 'Moving beyond user participation to achieve successful IS design', *Communications of the ACM*, **50** (12), 51–55.
- Wajzman, J. (1998), *Managing Like a Man: Women and Men in Corporate Management*, Oxford, UK: Polity.
- Walby, S. (1990), *Theorising Patriarchy*, Oxford, UK: Blackwell.
- Ward, B. (1996), 'How to empower', *Canadian Manager*, Winter, 20–22.
- Watson, T.J. (1994), *In Search of Management: Culture, Chaos and Control in Managerial Work*, London, UK: Routledge.
- Watson, T. and D. Watson (1999), 'Human resourcing in practice: managing employment issues in the university', *Journal of Management Studies*, **36** (4), 483–504.
- Weidenfeller, N. (2012), 'Breaking through the glass wall: the experience of being a women enterprise leader', *Human Resource Development International*, iFirst, 1–10.
- Weizenbaum, J. (1976), *Computer Power and Human Reason: From Judgement to Calculation*, New York: Freeman.
- Welz, C. and E. Fernandez-Macias (2008), 'Financial participation of employees in the European Union: much ado about nothing?', *European Journal of Industrial Relations*, **14** (4), 479–497.
- Wickens, P. (1993), 'Steering the middle road to car production', *Personnel Management*, June.
- Willmott, H. (1993), 'Strength is ignorance; slavery is freedom: managing culture in modern organisations', *Journal of Management Studies*, **30** (5), 515–552.
- Willmott, H. (1998), 'Commercialising higher education in the UK: the state, industry and peer review', *Proceedings of the Higher Education Close-Up Conference*, University of Central Lancashire, UK, July.

- Willmott, H. (2012), 'Reframing relevance as social usefulness', *British Journal of Management*, Online First, August.
- Wills, J. (1999), 'European works councils in British firms', *Human Resource Management Journal*, **9** (4), 19–38.
- Wilson, D., P. Petocz and K. Roiter (1996), 'Software quality assurance in practice', *Software Quality Journal*, **5**, 53–59.
- Wilson, J. and A. McKinlay (2010), 'Rethinking the assembly line: organization, performance and productivity in Ford Motor Company, c. 1908–27', *Business History*, **52** (5), 760–778.
- Womack, J., D. Jones and D. Roos (1990), *The Machine that Changed the World: The Triumph of Lean Production*, New York: Rawson Macmillan.
- Wong, E. and G. Tate (1996), 'A study of user participation in information systems development', *Journal of Information Technology*, **9**, 51–60.
- Wooddell, V. (2009), 'Employee empowerment, action research and organizational change: a case study', *Organization Management Journal*, **6**, 13–20.
- Wright, M. and P. Edwards (1998), 'Does teamworking work, and if so, why? A case study in the aluminium industry', *Economic and Industrial Democracy*, **19** (1), 59–90.
- Wright Mills, C. (1973), *The Sociological Imagination*, Harmondsworth, UK: Pelican.
- Yates, C., W. Lewchuk and P. Stewart (2001), 'Empowerment as a Trojan Horse: new systems of work organisation in the North American automobile industry', *Economic and Industrial Democracy*, **22**, 517–541.
- Yeates, D., M. Shields and D. Helmy (1994), *Systems Analysis and Design*, London, UK: Pitman.
- Young, E. (1989), 'On the naming of the rose: interests and multiple meanings as elements of organisational culture', *Organization Studies*, **10** (2), 187–206.
- Yukl, G. and W. Becker (2006), 'Effective empowerment in organizations', *Organization Management Journal*, **3** (3), 210–231.
- Zhang, H. and E. Wu (2004), 'Human resource issues facing the hotel and travel industry in China', *The International Journal of Contemporary Hospitality Management*, **16** (7), 424–428.