

## Chapter 1 : 5 Important Concept of Marketing Management Philosophy

*However, in addition to his overtly philosophical early work, his later writings have many points of contact with contemporary philosophical debates, especially in the philosophy of history and the social sciences, and in moral and political philosophy.*

Use training on the job. Train for consistency to help reduce variation. Build a foundation of common knowledge. Allow workers to understand their roles in the "big picture. Expect your supervisors and managers to understand their workers and the processes they use. Be a coach instead of a policeman. Figure out what each person actually needs to do his or her best. Emphasize the importance of participative management and transformational leadership. Make workers feel valued, and encourage them to look for better ways to do things. Use open and honest communication to remove fear from the organization. Break down barriers between departments. Build the "internal customer" concept – recognize that each department or function serves other departments that use their output. Build a shared vision. Use cross-functional teamwork to build understanding and reduce adversarial relationships. Focus on collaboration and consensus instead of compromise. Get rid of unclear slogans. How is it achieved? The message is clearer in a slogan like "You can do better if you try. Outline your expectations, and then praise people face-to-face for doing good work. Eliminate management by objectives. Look at how the process is carried out, not just numerical targets. Deming said that production targets encourage high output and low quality. Provide support and resources so that production levels and quality are high and achievable. Measure the process rather than the people behind the process. There are situations in which approaches like Management By Objectives are appropriate, for example, in motivating sales-people. As Deming points out, however, there are many situations where a focus on objectives can lead people to cut corners with quality. If you do, make sure that you think through the behaviors that your objectives will motivate. Remove barriers to pride of workmanship. Allow everyone to take pride in their work without being rated or compared. Implement education and self-improvement. Improve the current skills of workers. Encourage people to learn new skills to prepare for future changes and challenges. Build skills to make your workforce more adaptable to change, and better able to find and achieve improvements. Improve your overall organization by having each person take a step toward quality. Analyze each small step, and understand how it fits into the larger picture. Taken as a whole, the 14 points are a guide to the importance of building customer awareness, reducing variation, and fostering constant continuous change and improvement throughout organizations. Subscribe to our free newsletter , or join the Mind Tools Club and really supercharge your career!

## Chapter 2 : Arendt, Hannah | Internet Encyclopedia of Philosophy

*These choices "of liberally educated free agents" will set the standards of capitalist production and lead to a world in which, as Aristotle said, work is for the sake of leisure. We are, unfortunately, far from this ideal, but it is one worth working toward.*

Research findings[ edit ] In , Dr. In his book Liker calls the Toyota Way "a system designed to provide the tools for people to continually improve their work. Long-term philosophy[ edit ] The first principle involves managing with a long-view rather than for short-term gain. It reflects a belief that people need purpose to find motivation and establish goals. Right process will produce right results[ edit ] The next seven principles are focused on process with an eye towards quality outcome. Following these principles, work processes are redesigned to eliminate waste muda through the process of continuous improvement " kaizen. The seven types of muda are 1 overproduction; 2 waiting, time on hand; 3 unnecessary transport or conveyance; 4 overprocessing or incorrect processing; 5 excess inventory; 6 motion; and 7 defects. The principles in this section empower employees in spite of the bureaucratic processes of Toyota, as any employee in the Toyota Production System has the authority to stop production to signal a quality issue, emphasizing that quality takes precedence Jidoka. The way the Toyota bureaucratic system is implemented to allow for continuous improvement kaizen from the people affected by that system so that any employee may aid in the growth and improvement of the company. Recognition of the value of employees is also part of the principle of measured production rate heijunka , as a level workload helps avoid overburdening people and equipment muri , but this is also intended to minimize waste muda and avoid uneven production levels mura. These principles are also designed to ensure that only essential materials are employed to avoid overproduction , that the work environment is maintained efficiently the 5S Program to help people share work stations and to reduce time looking for needed tools, and that the technology used is reliable and thoroughly tested. Value to organization by developing people[ edit ] Human development is the focus of principles 9 through Principle 9 emphasizes the need to ensure that leaders embrace and promote the corporate philosophy. This reflects, according to Liker, a belief that the principles have to be ingrained in employees to survive. Principle 11 looks to business partners, who are treated by Toyota much like they treat their employees. Toyota challenges them to do better and helps them to achieve it, providing cross functional teams to help suppliers discover and fix problems so that they can become a stronger, better supplier. Solving root problems drives organizational learning[ edit ] The final principles embrace a philosophy of problem solving that emphasizes thorough understanding, consensus -based solutions swiftly implemented and continual reflection hansei and improvement kaizen. The 12th principle Genchi Genbutsu sets out the expectation that managers will personally evaluate operations so that they have a firsthand understanding of situations and problems. Principle 13 encourages thorough consideration of possible solutions through a consensus process, with rapid implementation of decisions once reached nemawashi. The final principle requires that Toyota be a "learning organization", continually reflecting on its practices and striving for improvement. According to Liker, the process of becoming a learning organization involves criticizing every aspect of what one does. Translating the principles[ edit ] There is a question of uptake of the principles now that Toyota has production operations in many different countries around the world. As a New York Times article notes, while the corporate culture may have been easily disseminated by word of mouth when Toyota manufacturing was only in Japan, with worldwide production, many different cultures must be taken into account. A recent increase in vehicle recalls may be due, in part, to "a failure by Toyota to spread its obsession for craftsmanship among its growing ranks of overseas factory workers and managers. Although one of the Toyota Way principles is to "build a culture of stopping to fix problems to get quality right the first time," Akio Toyoda , President and CEO, stated during Congressional hearings that the reason for the problems was that his "company grew too fast.

## Chapter 3 : Karl Marx > By Individual Philosopher > Philosophy

*Capitalism is a mode of production based on private ownership of the means of production. Capitalists produce commodities for the exchange market and to stay competitive must extract as much labor from the workers as possible at the lowest possible cost.*

Good housekeeping - workplace cleanliness and organisation. Set-up time reduction - increases flexibility and allows smaller batches. Ideal batch size is 1 item. Multi-process handling - a multi-skilled workforce has greater productivity, flexibility and job satisfaction. Jidoka Automation - providing machines with the autonomous capability to use judgement, so workers can do more useful things than standing watching them work. Andon trouble lights - to signal problems to initiate corrective action. JIT - Background and History JIT is a Japanese management philosophy which has been applied in practice since the early 80s in many Japanese manufacturing organisations. It was first developed and perfected within the Toyota manufacturing plants by Taiichi Ohno as a means of meeting consumer demands with minimum delays. Taiichi Ohno is frequently referred to as the father of JIT. Toyota was able to meet the increasing challenges for survival through an approach that focused on people, plants and systems. Toyota realised that JIT would only be successful if every individual within the organisation was involved and committed to it, if the plant and processes were arranged for maximum output and efficiency, and if quality and production programs were scheduled to meet demands exactly. There are strong cultural aspects associated with the emergence of JIT in Japan. The Japanese work ethic involves the following concepts. Workers are highly motivated to seek constant improvement upon that which already exists. Although high standards are currently being met, there exist even higher standards to achieve. Companies focus on group effort which involves the combining of talents and sharing knowledge, problem-solving skills, ideas and the achievement of a common goal. Work itself takes precedence over leisure. It is not unusual for a Japanese employee to work hour days. Employees tend to remain with one company throughout the course of their career span. This allows the opportunity for them to hone their skills and abilities at a constant rate while offering numerous benefits to the company. These benefits manifest themselves in employee loyalty, low turnover costs and fulfilment of company goals. Yasuhiro Monden, , Toyota Production System:

**Chapter 4 : Karl Marx (Stanford Encyclopedia of Philosophy)**

*Lean manufacturing or lean production, often simply "lean", is a systematic method for waste minimization ("Muda") within a manufacturing system without sacrificing productivity, which can cause problems.*

Photograph, Introduction Karl Heinrich Marx - was a German philosopher, political theorist and revolutionary of the 19th Century. Both a scholar and a political activist, Marx is often called the father of Communism , and certainly his Marxist theory provided the intellectual base for various subsequent forms of Communism. Marxism , the philosophical and political school or tradition his work gave rise to, is a variety of radical or revolutionary Socialism conceived as a reaction against the rampant Capitalism and Liberalism of 19th Century Europe, with working class self-emancipation as its goal. Among other things, he is known for his analysis of history particularly his concept of historical materialism and the search for a systemic understanding of socioeconomic change. His father, Heinrich Marx, was descended from a long line of Jewish rabbis, but converted to Lutheran Christianity in order to continue practicing law; his mother was Henriette Pressburg. Marx was educated at home until the age of thirteen, when he attended the Trier Gymnasium. In , at the age of seventeen, he enrolled in the University of Bonn to study law his father would not allow him to study philosophy and literature, as Marx would have preferred, for practical career reasons , However, he did not pursue his studies very diligently at one point serving as the president of the Trier Tavern Club drinking society , and his father moved him the next year to the more serious and academically orientated Humboldt University in Berlin. At Humboldt, he began to absorb the atheistic philosophy of the Young Hegelians the more radical left-wing followers of G. Hegel who were prominent in Berlin at the time. He earned his doctorate in with a thesis entitled "The Difference Between the Democritean and Epicurean Philosophy of Nature", although he had to submit his dissertation to the University of Jena as he was warned that his reputation among the faculty as a Young Hegelian radical would lead to a poor reception in Berlin. In , he married Jenny von Westphalen, the educated daughter of a Prussian baron, despite the objections of both families. However, the next year he met Friedrich Engels - , and began the most important friendship of his life and arguably one of the most important in history. The same year, Marx himself became a communist , and set down his views in a series of writings known as the "Economic and Philosophical Manuscripts of " which remained unpublished until the s , in which he outlined a humanist conception of Communism , influenced by the philosophy of the Young Hegelian Ludwig Feuerbach - , and based on a contrast between the alienated nature of labor under Capitalism and a communist society in which human beings freely developed their nature in cooperative production. There, Marx devoted himself to an intensive study of history and elaborated on his idea of historical materialism, particularly in a manuscript published posthumously as "Die Deutsche Ideologie" "The German Ideology". He was invited to return to Paris by the radical movement that had seized power from King Louis-Philippe in France, and he witnessed the revolutionary "June Days Uprising" first hand. The paper was suppressed and Marx, after two arrests and acquittals, returned to Paris again, but was forced out yet again. This time, in May , he sought refuge in London, where he was to remain for the rest of his life. During the first half of the s, the Marx family lived in poverty and constant fear of creditors in a three room flat in Soho, London. They already had four children and three more were to follow although only three survived to adulthood. Throughout the s and s, Marx continued the laborious task of writing his huge works on political economy, spending day after day in the reading room of the British Museum. The most important of these was his masterwork "Das Kapital" "Capital" , the first volume of which was published in , well behind schedule. Volumes II and III remained mere manuscripts upon which Marx continued to work for the rest of his life, and which were published posthumously as were several of his other works by Engels. However, Marx was also devoting much of his time and energy during this period to the First International, to whose General Council he was elected at its inception in He was particularly active in preparing for the annual Congresses of the International, and in leading the struggle against the anarchist wing led by Mikhail Bakunin - One of the most important political events during the existence of the International was the Paris Commune of , when the citizens of Paris rebelled against their government and held the city for

two months. Marx wrote one of his most famous pamphlets, "The Civil War in France" in enthusiastic defense of the Commune after its bloody suppression. Following the death of his wife, Jenny, in 1881, Marx developed a catarrh that kept him in ill health for the last fifteen months of his life, and that eventually brought on the bronchitis and pleurisy from which he died in London on 14 March 1883. He died a stateless person and was buried in Highgate Cemetery, London, his tombstone carved with the final line of "The Communist Manifesto": This was the work in which he first noted that the nature of individuals depends on the material conditions determining their production, and in which he traced the history of the various modes of production and predicted the collapse of the present one industrial and its replacement by Communism. Material conditions and social relations are therefore historically malleable because developments and changes in human societies are dependent on the way in which humans collectively produce the means to live. It was first published on 21 February 1848 as the manifesto of the Communist League, a small group of European communists who had come to be influenced by Marx and Engels. He believed that the Capitalist mode of production enables the bourgeoisie or owners of capital to exploit the proletariat or workers, and that a socialist revolution must occur in order to establish a "dictatorship of the proletariat" with the ultimate goal of public ownership of the means of production, distribution, and exchange, and the self-emancipation of the working class. In 1849, he produced the "Contribution to the Critique of Political Economy", his first serious economic work to be published. In the early 1850s, he worked on three large volumes of the "Theories of Surplus Value" also published posthumously, one of the first comprehensive treatises on the history of economic thought, which discussed the classical theoreticians of political economy such as Adam Smith and David Ricardo - In 1867, well behind schedule, the first volume of his masterwork "Das Kapital" "Capital" was published, which analyzed the capitalist process of production arguing that the alienation of human work and the resulting "commodity fetishism" was the defining feature of Capitalism, and in which he elaborated his labor theory of value and his conception of surplus value and exploitation which he argued would ultimately lead to a falling rate of profit and the collapse of industrial Capitalism. Volumes II and III remained mere manuscripts upon which Marx continued to work for the rest of his life, and which were edited and published posthumously by Engels.

**Chapter 5 : Kaizen Creates a Culture of Continuous Improvement | Lean Production**

*Levelling production in terms of its volume and mixed product range - we avoid inequalities triggered by encumbering employees and machines with production programme what allows providing services for different customers in a short period of time.*

Marxism, Work, and Human Nature Marxism as a philosophy of human nature stresses the centrality of work in the creation of human nature itself and human self-understanding see the entry on Marxism. Both the changing historical relations between human work and nature, and the relations of humans to each other in the production and distribution of goods to meet material needs construct human nature differently in different historical periods: Marxism as a philosophy of history and social change highlights the social relations of work in different economic modes of production in its analysis of social inequalities and exploitation, including relations of domination such as racism and sexism. Marx , , ; Marx and Engels , ; Engels Within capitalism, the system they most analyzed, the logic of profit drives the bourgeois class into developing the productive forces of land, labor and capital by expanding markets, turning land into a commodity and forcing the working classes from feudal and independent agrarian production into wage labor. Marx and Engels argue that turning all labor into a commodity to be bought and sold not only alienates workers by taking the power of production away from them, it also collectivizes workers into factories and mass assembly lines. This provides the opportunity for workers to unite against the capitalists and to demand the collectivization of property, i. Women lose power when private property comes into existence as a mode of production. The rise of capitalism, in separating the family household from commodity production, further solidifies this control of men over women in the family when the latter become economic dependents of the former in the male breadwinner-female housewife nuclear family form. Reed , Leacock , Rosaldo and Lamphere Yet other feminist economic historians have done historical studies of the ways that race, class and ethnicity have situated women differently in relation to production, for example in the history of the United States Davis ; Amott and Matthaei Keys represented the difference side, that women are superior humans because of mothering; while Gilman and Goldman took the equality side of the debate, that is, that, women are restricted, and made socially unequal to men, by unpaid housework and mothering[ 3 ]. Second Wave Feminist Analyses of Housework In the second wave movement, theorists can be grouped by their theory of how housework oppresses women. Typically, liberal feminists critique housework because it is unpaid. This makes women dependent on men and devalued, since their work is outside the meaningful sphere of public economic production Friedan That the necessary work of reproducing the working class is unpaid allows more profits to capitalists. Some even make this analysis the basis for a demand for wages for housework Dalla Costa ; Federici More recently, Federici has done an analysis of the transition to capitalism in Europe. One of the philosophical problems raised by the housework debate is how to draw the line between work and play or leisure activity when the activity is not paid: If the former, then her hours in such activity may be compared with those of her husband or partner to see if there is an exploitation relation present, for example, if his total hours of productive and reproductive work for the family are less than hers cf. But to the extent that childrearing counts as leisure activity, as play, as activity held to be intrinsically valuable Ferguson , no exploitation is involved. Perhaps childrearing and other caring activity is both work and play, but only that portion which is necessary for the psychological growth of the child and the worker s counts as work. If so, who determines when that line is crossed? Since non-market activity does not have a clear criterion to distinguish work from non-work, nor necessary from non-necessary social labor, an arbitrary element seems to creep in that makes standards of fairness difficult to apply to gendered household bargains between men and women dividing up waged and non-waged work. One solution to this problem is simply to take all household activity that could also be done by waged labor nannies, domestic servants, gardeners, chauffeurs, etc. Or, one can argue that although the line between work and leisure changes historically, those doing the activity should have the decisive say as to whether their activity counts as work, i. Finally, one can argue that since the human care involved in taking care of children and elders creates a public good, it should clearly be characterized as

work, and those who are caretakers, primarily women, should be fairly compensated for it by society or the state Ferguson and Folbre Folbre , Ferguson Patricia Hill Collins argues further that the racial division of labor, institutional racism and different family structures put African American women in yet a different epistemic relation to society than white and other women , Hence our perspectives are so intersectional that they cannot be unified simply by a common relation to work. This involves theorizing a separate system of work relations that organizes and directs human sexuality, nurturance, affection and biological reproduction. While Ferguson and Folbre agree that there is no inevitable fit between capitalism and patriarchy, they argue that there are conflicts, and that the family wage bargain has broken down at present. Walby has a similar analysis, but to her the connection between forms of capitalism and forms of patriarchy is more functional and less accidental than it appears to Ferguson and Smart. Walby argues that there are two different basic forms of patriarchy which emerge in response to the tensions between capitalist economies and patriarchal household economies: Private patriarchy as a form is marked by excluding women from economic and political power while public patriarchy works by segregating women. There is a semi-automatic re-adjustment of the dual systems when the older private father patriarchy based on the patriarchal family is broken down due to the pressures of early industrial capitalism. This is especially notable in the rise of poor single-mother-headed families. However, as it forces more and more women into wage labor, women are given opportunities for some independence from men and the possibility to challenge male dominance and sex segregation in all spheres of social life. The work of feminist sociologist Dorothy Smith has been a notable intervention into the public-private split by bringing into view the institutions and power regimes that regulate the everyday world, their gender subtext, and basis in a gendered division of labor. Legal feminist critics expand on the biopolitics of the patriarchal welfare state, which psychiatrizes as it threatens mothers with the loss of child custody. This represents a new eugenics twist on the enduring mistrust of working-class mothers and casting those who are imprisoned as undeserving parent Guggenheim ; Law African American mothers bear the brunt of punitive and racist family and criminal law Thompson ; Solinger et al. Psychological Theories of Women and Work The socialist-feminist idea that there are two interlocking systems that structure gender and the economy, and thus are jointly responsible for male domination, has been developed in a psychological direction by the psychoanalytic school of feminist theorists. Particularly relevant to the question of women and work are the theories of Mitchell , , Kuhn and Wolpe , Chodorow , , and Ruddick Mothering, or, taking care of babies and small children, as a type of work done overwhelmingly by women, socializes women and men to have different identities, personalities and skills. In a Freudian vein, Mitchell later argues that women learn that they are not full symbolic subjects because compulsory heterosexuality and the incest taboo bar them from meeting either the desire of their mother or any other woman. The sexual division of infant care gives boys, who must learn their masculine identity by separating from their mother and the feminine, a motive for deprecating, as well as dominating, women. On the other side of the debate, Brenner argues that women are not uniformly exploited by men across economic class lines: Hochschild and hooks point out that career women tend to pay working class women to do the second shift work in the home so they can avoid that extra work, and they have an interest in keeping such wages, e. Nancy Fraser and Susan Moller Okin formulate ethical arguments to maintain that a just model of society would have to re-structure work relations so that the unpaid and underpaid caring labor now done primarily by women would be given a status equivalent to other wage labor by various means. Interestingly, the debate between feminist theorists of justice, e. All of these theorists seem to have ideal visions of society which dovetail: Postmodernist Feminist Theory Useful anthologies of the first stage of second wave socialist feminist writings which include discussions of women, class and work from psychological as well as sociological and economic perspectives are Eisenstein , Hansen and Philipson , Hennessy and Ingraham , and Holmstrom Others such as Jaggar and Rothenberg , Tuana and Tong and Herrmann and Stewart include classic socialist feminist analyses in their collections, inviting comparisons of the authors to others grouped under the categories of liberal, radical, psychoanalytic, Marxist, postmodern, postcolonial and multicultural feminisms. Various post-modern critiques of these earlier feminist schools of thought such as post-colonialism as well as deconstruction and post-structuralism challenge the over-generalizations and economic reductionism of many of those constructing feminist theories that fall

under the early categories of liberal, radical, Marxist or socialist feminism cf. Grewal and Kaplan ; Kaplan et al. Others argue that part of the problem is the master narratives of liberalism or Marxism, the first of which sees all domination relations due to traditional hierarchies and undermined by capitalism, thus ignoring the independent effectivity of racism Josephs ; and the second of which ties all domination relations to the structure of contemporary capitalism and ignores the non-capitalist economics contexts in which many women work, even within so-called capitalist economies, such as housework and voluntary community work Gibson-Graham For example, Spivak , Mohanty , Carby , and Hennessy , are creating and re-articulating forms of Marxist and socialist-feminism less susceptible to charges of over-generalization and reductionism, and more compatible with close contextual analysis of the power relations of gender and class as they relate to work. They can be grouped loosely with a tendency called materialist feminism that incorporates some of the methods of deconstruction and post-structuralism Hennessy ; Landry and MacLean Nonetheless strong emphasis on issues of race and ethnicity can be found in their work on women, class and work. For example, Brewer shows that white and African-American working class women are divided by race in the workforce, and that even changes in the occupational structure historically tend to maintain this racial division of labor. Presupposed in the general theoretical debates concerning the relations between gender, social and economic class, and work are usually definitions of each of these categories that some thinkers would argue are problematic. For example, Tokarczyk and Fay have an excellent anthology on working class women in the academy in which various contributors discuss the ambiguous positions in which they find themselves by coming from poor family backgrounds and becoming academics. One problem is whether they are still members of the working class in so doing, and if not, whether they are betraying their families of origin by a rise to middle class status. Another is, whether they have the same status in the academy, as workers, thinkers and women, as those men or women whose families of origin were middle class or above. Rather than provide a standard philosophical definition in terms of necessary and sufficient conditions for membership in the working class, they provide a cluster of characteristics and examples of jobs, such as physically demanding, repetitive and dangerous jobs, jobs that lack autonomy and are generally paid badly. Examples of working class jobs they give are cleaning women, waitresses, lumberjacks, janitors and police officers. They challenge those that would argue that family origin can be overcome by the present position one has in the social division of labor: More recent work in socio-legal studies also has begun to question the limits of intersectional analysis Grabham et al. Furthermore, because such method is identity-focused it will not get at the dimension of class which has been traditionally thought in relational not locational terms , 29” For example, a woman may work on two levels: If in addition her family of origin is professional middle class because, say, her parents were college educated academics , the woman may be seen and see herself as either working class or middle class, depending on whether she and others emphasize her present relations of wage work her individual economic class, which in this case is working class , her household income middle class or her family of origin middle class. Sylvia Walby deals with this ambiguity of economic class as applying to women as unpaid houseworkers by claiming against Delphy that the relevant economic sex classes are those who are housewives vs. Such an identity is usually formed through political organizing and coalitions with other women at her place of employment, in her home and her community. In this sense the concept of sex class is exactly analogous to the concept of a feminist epistemological standpoint: Strategic gender interests, on the contrary, may ally women across otherwise divided economic class interests, since they are those, like rights against physical male violence and reproductive rights, which women have as a sex class to eliminate male domination. Her distinctions, and those of Molyneux, have been changed slightly ” practical vs. Many have pointed out that the concept of class itself is mystified in the U. The Ehrenreichs , in a classic article, argue that this mystification is due to the emergence of a professional-managerial class that has some interests in common with the capitalist class and some with the working class. Whatever its causes, there are empirical studies which show that class distinctions still operate between women, albeit in an indirect way. Barbara Ehrenreich , by adopting the material life conditions of a poor woman, did an empirical study of the lives of women working for minimum wages and found their issues to be quite different from and ignored by middle and upper-class women. Diane Reay does an empirical study of women from manual labor family

backgrounds and their relation to the schooling of their children, and discovers that they use a discourse that acknowledges class differences of educational access and career possibilities, even though it does not specifically define these by class per se. Anarchist Perspectives on Work and its Other So far, it has been assumed that work is an intrinsic good. What if waged or unwaged work itself were to be considered problematic or oppressive? Autonomous Marxists contest that liberal or socialist feminist perspectives have unnecessarily mystified work and have operated with a moralism. Whether one ought to be paid for housework or reproductive labor or seek equal employment opportunities, feminists have not sufficiently opposed the sanctification of work. Championing the refusal of work means to abandon a narrow focus on the critique of the extraction of surplus value or of the process of deskilling. Furthermore, it is imperative to interrogate how work dominates our lives Weeks , Kathi Weeks charges that a productivist bias is common to feminist and Marxist analysis. The Wages for Housework campaign demanded purposefully the impossible. These feminists did not only ask for compensation for unpaid domestic labor, but also postulated the end of such work Federici Post-work also means post-domestic care, something that gets lost in some of the ethic of care analysis, which inadvertently fosters a romantic attachment to endowing meaning to such work. A post-work ethic entails a playful commitment to leisure and unstructured activities such as day-dreaming. By ignoring the liberatory power of play, Weeks insufficiently engages the meaning of work and the asceticism of the work ethic Trullinger , Punitive Perspectives on Work and Non-Work While it is reasonable to champion daydreams and play as intrinsic goods, idle time itself is often not felt as a good or luxury, but instead a psychic imposition. Imprisonment is anathema to indigenous, socio-centric peoples in the Global South, and imprisonment is closely connected to the disciplinary apparatus of western colonization of the Americas and Africa Nagel Day-dreaming in a solitary cell becomes positively dangerous and suicides and mental illness increase exponentially Casella et al. In the US, poor children of color, especially Black, Latino, and American Indians living on reservations, are at higher risk of being taken away from their kin and carers and turned over to the foster care system Goldberg The world over, parents who are socially displaced such as Romanian immigrants in Norway, are under greater scrutiny by state actors, e.

**Chapter 6 : Lean manufacturing - Wikipedia**

*1. Marxism, Work, and Human Nature. Marxism as a philosophy of human nature stresses the centrality of work in the creation of human nature itself and human self-understanding (see the entry on. Marxism).*

Keeping in mind the same philosophy these companies put in all their marketing efforts in reducing the cost of production and strengthening their distribution system. In order to reduce the cost of production and to bring it down to the minimum level, these companies indulge in large scale production. This helps them in effecting the economics of the large scale production. Consequently, the cost of production per unit is reduced. The utility of this philosophy is apparent only when demand exceeds supply. Its greatest drawback is that it is not always necessary that the customer every time purchases the cheap and easily available goods or services. Those companies who believe in this philosophy are of the opinion that if the quality of goods or services is of good standard, the customers can be easily attracted. The basis of this thinking is that the customers get attracted towards the products of good quality. On the basis of this philosophy or idea these companies direct their marketing efforts to increasing the quality of their product. It is a firm belief of the followers of the product concept that the customers get attracted to the products of good quality. This is not the absolute truth because it is not the only basis of buying goods. The customers do take care of the price of the products, its availability, etc. A good quality product and high price can upset the budget of a customer. Therefore, it can be said that only the quality of the product is not the only way to the success of marketing. Selling Concept Those companies who believe in this concept think that leaving alone the customers will not help. Instead there is a need to attract the customers towards them. They think that goods are not bought but they have to be sold. The basis of this thinking is that the customers can be attracted. Keeping in view this concept these companies concentrate their marketing efforts towards educating and attracting the customers. This concept offers the idea that by repeated efforts one can sell anything to the customers. This may be right for some time, but you cannot do it for a long-time. If you succeed in enticing the customer once, he cannot be won over every time. On the contrary, he will work for damaging your reputation. Therefore, it can be asserted that this philosophy offers only a short-term advantage and is not for long-term gains. Marketing Concept Those companies who believe in this concept are of the opinion that success can be achieved only through consumer satisfaction. In other words, they do not sell what they can make but they make what they can sell. Keeping in mind this idea, these companies direct their marketing efforts to achieve consumer satisfaction. In short, it can be said that it is a modern concept and by adopting it profit can be earned on a long-term basis. The drawback of this concept is that no attention is paid to social welfare. This concept is almost a step further than the marketing concept. Under this concept, it is believed that mere satisfaction of the consumers would not help and the welfare of the whole society has to be kept in mind. For example, if a company produces a vehicle which consumes less petrol but spreads pollution, it will result in only consumer satisfaction and not the social welfare. Primarily two elements are included under social welfare-high-level of human life and pollution free atmosphere. Therefore, the companies believing in this concept direct all their marketing efforts towards the achievement of consumer satisfaction and social welfare. In short, it can be said that this is the latest concept of marketing. The companies adopting this concept can achieve long-term profit.

## Chapter 7 : The Toyota Way - Wikipedia

*As rosy as that story may be, those tenets are core to Kaizen as a productivity philosophy. Once embraced, the goal is to do better work, not just more work (to work smarter, not harder, as it.*

Elimination of waste Process operations eliminating values for which customer is not willing to pay - we notice waste at our workplace and we submit proposals regarding its elimination. Flow Flow of materials and information within the period between ordering the car and its delivery to the customer - we continuously reduce duration of individual processes what affects customer satisfaction. Levelled production Levelling production in terms of its volume and mixed product range - we avoid inequalities triggered by encumbering employees and machines with production programme what allows providing services for different customers in a short period of time. Pull A pull system - activities are not performed until the need arises - we manufacture cars within a deadline and in the amount specified by the customer. Standardisation Understandable and transparent working methods accepted and complied with by all employees - we quickly notice irregularities and optimise processes for employees and machines, while eliminating waste. It may for example concern the quality of a process or product, safety or work ergonomics. Unused potential Viewing VWP employees as unlimited resources of new ideas in the continuous improvement process rather than as costs for the company. Verification Each application undergoes assessment in terms of its usefulness for Volkswagen Poznan and potential cost savings triggered by its implementation. Ergonomics and OHS We create optimal conditions for performance of work and operation of machinery and tools, suited to abilities and needs of employees - we seek to maintain high level of health and work abilities as well as balance between actual and permissible work load per one employee. Problems We solve problems in a systematic and transparent manner, applying small, logically arranged steps - we identify and eliminate root causes of the problems thus guaranteeing long-term maintenance of generated results. Process We increase added value of production, logistic and administrative processes, both current and envisaged - we seek to develop excellent processes thus manufacturing flawless products and ensuring customer satisfaction. Product We optimise products through development of new concepts and comparison of constructive solutions applied in vehicles of the same market segment - we reduce production costs and increase quality of a car thus enhancing its competitiveness on the market. Standards We analyse and improve current standards and adjust them to volatile external conditions, we develop the best, in given reality, processing rules - we reduce production costs, ensure transparent and safe production process, identify and eliminate waste and guarantee the highest quality. Waste We identify, eliminate and prevent waste in current and envisaged processes - we limit waste in favour of added value what results in customer satisfaction. Bonus system Volkswagen Poznan appreciates more than just individual ideas. There is also a bonus system allowing for rewarding the most involved and creative teams for development and implementation of solutions during the CIP workshops. Inspiring employees by presentation of the best and developed CIP solutions. They support the philosophy by providing funds used to implement solutions, participate in workshops, mentor and collect the developed solutions. Vision The Continuous Improvement Process implemented in small steps constitutes, for Volkswagen Poznan, one of tools used to achieve its objective - status of the company fully focused on added value. High competitiveness of the company resulting thereof provides its employees with stable employment opportunities. All information included on this website are not legally binding and do not constitute an offer, as defined by the Civil Code. Some equipment elements described and presented on the website may be available only in selected countries. In order to receive current product specifications for a given country please contact an authorised representative of Volkswagen.

**Chapter 8 : JIT Just-in-Time manufacturing**

*Regarding the quality of design, production, and distribution of products, an ethical requirement for management is to determine whether any of the organization's stakeholders are violated by poor quality products.*

Received Aug 27; Accepted Nov This is an open access article distributed under the terms of the Creative Commons Attribution License <http://creativecommons.org/licenses/by/4.0/>: This article has been cited by other articles in PMC. Abstract In recent years, inventory management is continuous challenge for all organizations not only due to heavy cost associated with inventory holding, but also it has a great deal to do with the organizations production process. This study attempts to identify the key strategies for successful implementation of just-in-time JIT management philosophy on the cement industry of Pakistan. The results show that implementing the quality, product design, inventory management, supply chain and production plans embodied through the JIT philosophy which infect enhances cement industry competitiveness in Pakistan. JIT implementation is a vital manufacturing strategy that reaches capacity utilization and minimizes the rate of defect in continuous flow processes. The study emphasize the need for top management commitment in order to incorporate the necessary changes that need to take place in cement industry so that JIT implementation can take place in an effective manner. Just-in-time management, Production process, Structural equation model, Cement industry, Pakistan Introduction In the face of current economic crunch, companies are looking for the ways to cope with the situation by opting for cost reduction and quality products at the same time. Referring back to Japanese manufacturing success in s, companies find the TQM and just-in-time JIT inventory management systems are some of most popular ways to have lower cost and high quality products Daniel and Reitsperger Advantages of implementing JIT are enormous. Klein and Devens argued that it leads to efficiency and effectiveness. JIT increases communication inside the organization as well as outside the organization with other organizations such as vendors and distributors Inman and Mehra JIT implementation also leads to the reduction in the cost of purchase which has been the major expense for many industries Gargeya and Thompson Just in time tries to promote managerial involvement and organizational discipline Ptak ; Bolander et al. JIT also tends to combine the different organizational functional areas. It specially endeavour to make connection between accounting and production Johansson ; Sandwell and Molyneux ; Green et al. Biggart and Gargeya found that JIT implementation helps to minimize the amount of work-in-process inventory, raw material and the finished goods. Thus all these advantages are contributing in lowering the costs of production and the product itself. However, implementation of JIT has posed many setbacks to the firms who are actually following this philosophy. For example, Japanese faced several problems while implementing this philosophy such as suppliers have been blamed for inconsistency in the delivery process due to traffic problems. Some experts also blamed that JIT philosophy switches the responsibility of this inefficiency from more powerful and large manufacturing companies to smaller, lesser powerful vendors. JIT is also vulnerable in the management of natural catastrophes such as earthquakes, floods, storms etc. Beyond these above mentioned barriers to the successful implementation of JIT approach, companies may also find problems due to gaps between the communication facilities available to manufactures and suppliers. Proper training of the employees as well as the top management involvement is the important factors for the successful implementation of JIT Minahan Presence of accurate data including the accurate and reliable forecast of demand is a key for JIT to operate smoothly Francis Given the potentials of the JIT, implementation of this philosophy will be of great help to Pakistani companies in this current economic downturn. Pakistan cement industry has exposed marvelous development since the time of independence. In the year , there were just 4 operational cement units in West Pakistan having round about half a million tons per annum of production capacity. Total demand through the same period was estimated at over a million tones. For the duration of these 3 decades, BY production went up from 3. And in to Government policy of Pakistan moved towards denationalization and had complete focus towards construction and housing. In s in order to meet demand, the government permitted to set up 7 more units by the private sector housing units having total capacity of 2. On the other hand, there were huge price differentials between public and private sector manufacturing units in Pakistan as SCCP i-e the scientific

committee on consumer products fixed cement prices much lower for the public sector companies. During to , in hand capacity of the cement plants was not able to meet the local demand mainly in the north of Pakistan resulting an imminent and enormous need of increasing the in hand capacity of the cement plants in order to satisfy the growing need. At the same time a few plants were also shut down due to different reasons resulting the dramatic increase in the prices in s. The shortage of local cement and high cost of import were a few main reasons behind this huge increase in the price at that time. In the world and the local economy, by the projections for accelerated growth in demands, 5 more plants were set up to satisfy cement requirements at local level. To overcome this problem, cement industry should rethink on the reduced deficits and focus on infrastructure building to meet the market demand and to maximize profit from its operations. Just-in-time JIT management philosophy focuses on the reduction of wastes and improves the efficiency of the manufacturing process. Same problem exists in the cement industry of Pakistan and the manufacturers are continuously looking the ways to reduce defects and efficient inventory management to increase the capacity utilization during the production processes. The most imminent barriers to the successful implementation of JIT in Pakistan are electricity crisis, terrorism, natural catastrophes, economic crises, technology gap between the power manufacturers and the weak suppliers to name a few. Keeping in view, the more specific objectives as follows: To investigate the imminent factors which somehow influences the cost associated with production process, reduce the inventory costs and smooth running of production process in cement industry of Pakistan. To identify those factors which eliminate and reduce the waste of resources; inappropriate processes and redundant waiting time in the production processes. The main building blocks of the study are divided in the following sections. After introduction which build up Section 1, Section two discusses the review of literature. Methodological and results are discussed in Section 3. Final section concludes the study. Literature review

The manufacturers operating in the moeren era face a lot of challenges among them the factors of most pivotal focus are making operations faster, customer service improvement, and cost reduction. In order to compete globally, US companies are looking for new ways for improving their abilities. Wafa and Yasin pointed out that JIT is a continuous goal oriented process in order to remove waste and increase productivity. They also mentioned that JIT is used for the description of manufacturing system where different parts are produced that are essential to complete finished products or delivered where needed. Missing to which the firm may encounter some of the problems like losing market shares, high scrap, high levels of inventory, low quality in labor and products, longer lead times and the survival of many sources of waste in the process of production Salaheldin and Francis Studies proved that the successful implementation of JIT can help better to lessen many of the obstacles that are mentioned above Vuppapapati et al. Though, relevant literature review reveals that the philosophy of successful implementation of JIT is based mainly on the efforts regarding several modifications that are to be undertaken before this implementation process. One major change that should be undertaken before the JIT implementation is that it demands a major change in the attitudes of the people and work habits as well Gupta ; Norris and Swanson ; Yasin et al. Some literature has shown the positive impacts of JIT when applied on the strategic and operational aspects of an organization especially in the private sector. The phenomina explaining the importance of JIT and its efficacy for the modern organizations can easily be understood from the concluding remarks of Pandya and Boyd i. JIT improves communication between and within an organization, and its vendor and customers Inman and Mehra It may also remove the waste in production process Tesfay Practitioners and researchers indentified that several modifications in the existing systems should be undertaken before the implementation of JIT. Secondly, for the engineering of JIT modifications the organization need to incorporate some important changes which may involve the need for combining several operations for minimizing the distance traveled; changing work center layout; combining machines in cells; buying equipment with short setup Wafa and Yasin ; product design responsibility; reliability and quality; using experiment designs for improving quality in order to succeed in the cost reduction. The adaptation of the machanisim also encourages the manufacturing unit for looking for product standardization wherever feasible; to concentrate on continuous progress in product design Theng ; using TPM total productive maintenance as an integral part of a JIT system Bamber et al. Furthermore the implementation requires more sophisticated operations where the implemented operational machanisims are in

any case re-analyzed for the successful implementation for identifying the needed adjustments where simplifications, standardization and automation are required Yasin et al. Worth mentioning that the success of JIT also depends on design of the product in any business. Tan shows that JIT strategy influences product design and development strategies significantly. On the basis of above cited literature, this study posits that product design affect JIT implementation positively: It is very important, to mention about the difficulties during the implementation of JIT since the conception stage of the implementation the top management should wholeheartedly be into it and in an agreement for this implementation recognizing it as the most important strategic consideration and intent to reduce the cost and increase the overall profitability of the firm. Monitoring the whole process is another important aspect as it is pivotally needed to observe how efficiently and smoothly the process is being implaced. Kazazi and Banerjee and Kim opened that cooperation among buyer and vendor is an imperative ingredient for effective and successful implementation of JIT. So employee commitment during the implementation process is needed most, which can be increased by educating the employees first about the overall process of JIT and their responsibilities i-e by making them aware about their contributions to JIT implementation process. On the other way around, Inman and Mehra survey findings do not show the significant relationship between JIT educational strategy and management commitment and successful implementation of JIT. JIT requires significant modifications during its implementation it is like designing a model organization which could transform itself completely by integrating strategy with people to achieve JIT objectives, i. TQM principle is implemented on each and every worker in an organization who should be involved throughout the process particularly related to the improvement of products and services in terms of quality but as mentioned earliar this process is mainly dependent upon the top management commitment. TQM Total quality management has widened the production process to the whole company and suppliers not only manufacturing. In Japan, quality controls is an amelgimation of some diverse activities ranging from research and development, top management support, purchasing, finance, marketing, and all the aspects of facility operations. In the final stages of implementation after the completion of the necessary training, formation of team and thegoal setting the implementation of the JIT or TQM system is good to go. Total quality management in the US has the similar aspacts but they are implemented differently than implementation in Japanese firms. Reducing defects or increasing the quality of products is an important aspect of JIT initiative. Thus we advance the following hypothesis: Spencer and Guide conducted a survey and asked several questions regarding the inventory management aspects of JIT from the respondents divided into two groups. Results showed that both the groups were not agreed with the idea that JIT is largely a matter of inventory reduction but agreed on that its goal is the removal of non value added activities. This study also suggests that Quality is one of the important components of JIT implementation. This study identified some of the important elements that are essential for the successful implementation of JIT mechanisms like proper physical resource management that include reduction of setup and preventive maintenance, human resource and quality management. The understanding of the importance of inventory management by all the levels of organization is essential for the core philosophy of JIT. Salaheldin study also supports the above argument that for the successful implementation of JIT philosophy, effective modifications are necessary for inventory management as well as for purchasing methods. For this purpose the openness of communication between management and employees is the pivotal necessity. The implementation of JIT can assert marvelous impacts on different factors like production lead time, cost of labor, inventory level and manufacturing space requirement, only when it is implemented correctly. Its effectiveness mostly depends on the technique used while implementation Groebner and Merz JIT management theory is a wide concept of business and is related to inventories directly. But it is not the whole story yet. Just in time process is the removal of waste including dead inventory, but also including scrap, indirect labor, rework, activities that are not value adding for the firm, machines that are non-productive and the quality of materials as well. The impact on labor and cost controls are also evidently seen. Inventory reduction is only the reduction of cost of in hand inventory to a satisfactory levels, with a least amount of safety level for definite unexpected cycles or demands. There are lot of different methods used for inventories forecasting like product order quantity, quantity of economic order, and discount models of quantity that may trim down the amount of cost that is included in the inventories

themselves contributing towards the savings of capital. We can draw another hypothesis on the basis of above discussion i. The proposal of implementing Just in time JIT practices upstream with the supply chain is possibly as old as the concept of JIT itself. Regarding the impact of JIT supply practices, many authors have the same opinion that implementation of JIT at the manufacturer supplier interface may contribute to the production planning processes, which significantly streamline procurement processs and this efficiency results in cost saving and smoothening the material flow Jones et al.

*Deming said that production targets encourage high output and low quality. Provide support and resources so that production levels and quality are high and achievable. Measure the process rather than the people behind the process.*

At the opening session, during which this talk was given, a Christian perspective was presented by Monsignor George Higgins. Marxists may be expected to have few disagreements about the meaning of work in the past and present. The same cannot be said, however, about work in the future. Since I will be talking about work under socialism and communism as well as in history, what I am presenting here is a Marxist perspective, not the Marxist perspective. This book appeared in the midst of a period of rapid industrialization, growing concentration of economic power, and violent class struggle. Bellamy imagined that the trust-building of his time would eventually lead to the concentration of all capital into the hands of one giant corporation. This would simplify the shift of ownership of all the means of production to the state, which would then apply the rules of reason to create a well-ordered, egalitarian society. Bellamy used a simple and by now familiar literary device to introduce his utopia. The hero, Julian West, arises from a hypnotic sleep in the year to find himself in a United States where classes, exploitation, and money have disappeared, and where all enjoy the living standards of the well-to-do middle class of nineteenth-century Boston. As West locates himself in the new world, the reader learns how the good society was supposed to have been reached and how it operates. Work is a burden. At best, it should be avoided. Thereafter, one is free to choose an occupation, subject to some government restrictions. Compulsory labor service ends at age 45, after which the good life of cultivated ladies and gentlemen of leisure can begin. In all fairness, Bellamy does not denigrate work as such. It is his celebration of leisure that typifies the mentality of the bourgeoisie in capitalist society and upper classes throughout history. How utterly different is the Marxist perspective! Look at the scorn Marx heaps on Smith for this negative attitude to work: In the sweat of thy brow shalt thou labor! And this is labor for Smith, a curse. Certainly, labor obtains its measure from the outside, through the aim to be attained and the obstacles to be overcome in attaining it. But Smith has no inkling whatever that the overcoming of obstacles is in itself a liberating activity—and that, further, the external aims become stripped of the semblance of merely external natural urgencies, and become posited as aims which the individual himself posits—hence as self-realization, objectification of the subject, hence real freedom, whose action is, precisely, labor. Really free working—is at the same time precisely the most damned seriousness, the most intensive exertion. The work of material production can achieve this character only 1 when its social character is posited, 2 when it is of a scientific and at the same time general character, not merely human exertion, as a specifically harnessed natural force, but exertion as subject, which appears in the production process, not in a merely natural, spontaneous form, but as an activity regulating all the forces of nature. Adam Smith, by the way, has only the slaves of capital in mind. The specialization of the hand in turn led to labor, the mastery over nature, and the differentiation of the human species. Further evolution along this path led to society: By the combined functioning of hands, speech organs, and the brain, not only in each individual but also in society, men became capable of executing more and more complicated operations, and were able to set for themselves and achieve higher and higher aims. The work of each generation itself became different, more perfect and more diversified. Differences in environment led to differences in the way people worked and in the things they made. The type of soil and the availability of animals, fish, forests, ores, coal, waterfalls, etc. Nature provided both the opportunities and the fetters. Yet within these constraints it was nevertheless the social factor that increasingly determined the organization of work and the distribution of its products. The First Social Division of Labor In the earliest forms of social organization, family and kinship relations set the pattern for the way different tasks were undertaken or assigned. There are various theories—or shall we say speculations? International Publishers, ], But whatever the precise sequence of these developments, it is clear that the division of labor based on private property and exchange became the dominant characteristic of economic life. For Marx and Engels the primary, decisive division is that between town and country. As Marx put it: The foundation of every division of labor that is well developed, and brought about by the exchange of commodities, is the separation between town and

country. It may be said that the whole economic history of society is summed up in the movement of this antithesis. Progress Publishers], The differentiation of town and country arises of course from the division between agricultural and industrial and commercial labor. Eventually other separations take place, as between industrial, commercial, and financial activities within the cities. But what needs to be understood is that the town-country antithesis encompasses much more than merely city vs. Thus as nations evolve, regional differences emerge and become ossified. Today, even in the most advanced industrial countries, conflicts and contrasts exist between, on the one hand, regions that specialize in industry, commerce, and finance, and, on the other, those that engage primarily in agriculture. To be sure, new social formations and advances in productive forces alter particular aspects of the way people become separated by job specialization and life style. Still, there are two features common to all the variations in the social division of labor: And 2 it is always taken over, shaped, and reproduced by and for a dominant social group, generally comprising those who own or control the primary means of production. When the social formation operates through slavery, castes, estates, or guilds, the distribution of occupations is usually rigidly controlled and tends to be hereditary. In this type of social system, the main means of production are owned and controlled by a relatively small class of capitalists from whom most people must seek employment in order to live. Ultimately, what kinds of jobs are available and how labor is divided are directly or indirectly determined by the self-interest of the owners and managers of capital. The roots of this contradiction and its psychological reinforcement go far back in time. Note, for example, how Socrates views manual work and the manual worker: What are called the mechanical arts carry a social stigma and are rightly dishonored in our cities. For these arts damage the bodies of those who work at them or have charge of them, by compelling the workers to a sedentary life, by compelling them, indeed, in some cases to spend the whole day by the fire. This physical degeneration results also in deterioration of the soul. Furthermore, the workers at these trades simply have not got the time to perform the offices of friendship or citizenship. Consequently they are looked upon as bad friends and patriots. And in some cities, especially the warlike ones, it is not legal for a citizen to ply a mechanical trade. But the debasement of physical labor is typical not only of social systems based on various forms of forced labor; it is common to all class societies. The distinction between exploit and drudgery is an invidious distinction between employments. Those employments which are to be classed as exploit are worthy, honorable, noble; other employments which do not contain this element of exploit, and especially those which imply subservience or submission, are unworthy, debasing, ignoble. The concept of dignity, worth, or honor, as applied either to persons or conduct, is of first-rate consequence in the development of classes and class distinctions. What he is referring to is the wide spectrum of non-manual activities. But what is important is that the objective elements creating and perpetuating divisions and subdivisions of manual and non-manual workers—private property, exploitative class structures, and the state—are reinforced by a subjective, supportive social psychology and ideology that separates people and their work according to degrees of inferiority and superiority. The particular types of ranking will of course vary over time. Deep-seated biases, however, carry over from one social system to another. Similarly, the racism that served the U. Division of Labor and Modern Industry The upper classes have at all times been concerned with recruiting, disciplining, and maintaining a labor force. This is as true for capitalist as for feudal and slave societies. The harshest forms of coercion took place when capitalist relations were imposed on colonial territories. Because of the nature of eighteenth-century British society within which modern industrialism arose, because of the bitterly competitive nature of the market facing the typical manufacturer, because of the alienation from work involved in the change, and because, after all, they faced the employers as enemies within the distributive system of a capitalist economy, the modern industrial proletariat was introduced to its role not so much by attraction or monetary rewards, but by compulsion, force and fear. It was not allowed to grow as in a sunny garden; it was forged, over a fire, by the powerful blows of a hammer. The typical framework is that of dominance and fear, fear of hunger, of eviction, of prison for those who disobey the new industrial rules. Hitherto, the experience of other countries at a similar stage of development has not, in essentials, been very different. Penguin Books, ], The changeover to wage labor greatly altered the way of life and the meaning of work for formerly independent farmers and craftspeople. In seventeenth-century England work for wages was

looked on as a form of enslavement. In the pre-industrial period the time devoted to work was determined by the task to be performed and by natural conditions weather for farmers, tides for fishers, etc. Capitalism also introduces a new stage in the division of labor. In addition to the earlier social division of labor, the production process is itself fractionalized. The extensive use of machinery routinizes the different segments of manufacturing to which a worker is tied, in effect transforming the worker into an appendage of the machine he or she tends. Monthly Review Press, Labor power [in a capitalist society] has become a commodity. Its uses are no longer organized according to the needs and desires of those who sell it, but rather according to the needs of its purchasers, who are, primarily, employers seeking to expand the value of their capital. And it is the special and permanent interest of these purchasers to cheapen this commodity. The most common mode of cheapening labor power is exemplified by the Babbage principle: Every step in the labor process is divorced, so far as possible, from special knowledge and training and reduced to simple labor. Meanwhile, the relatively few persons for whom special knowledge and training are reserved are freed so far as possible from the obligations of simple labor. In this way, a structure is given to all labor processes that at its extremes polarizes those whose time is infinitely valuable and those whose time is worth almost nothing. This might even be called the general law of the capitalist division of labor. It is not the sole force acting upon the organization of work, but it is certainly the most powerful and general. Its results, more or less advanced in every industry and occupation, give massive testimony to its validity. It shapes not only work, but populations as well, because over the long run it creates that mass of simple labor which is the primary feature of populations in developed capitalist countries. The insecurity, the frequency of unemployment, the demanding aspects of the search for work, the growing employment in wasteful and socially harmful occupations, not to mention the meager rewards for the mass of workers—all contribute to the degradation of labor in our time. It is therefore no wonder that Studs Terkel, who interviewed a broad range of workers across the country about their jobs, reported in the introduction to his fascinating book *Working New York*: This book, being about work, is, by its very nature, about violence—to the spirit as well as to the body. It is about ulcers as well as accidents, about shouting matches as well as fist fights, about nervous breakdowns as well as kicking the dog around. It is above all or beneath all about daily humiliations.