

Table of Contents

List of Figures	XV
List of Tables.....	XVII
Summary	XIX
Zusammenfassung	XXI
1. Introduction	1
1.1. Problem Statement.....	1
1.2. Research Questions and General Proceedings	3
1.3. Thesis Structure	4
2. What Next Taylorism is all about? Facts and Challenges	7
2.1. Mind Map for Next Taylorism: A State of Problems.....	7
2.1.1. Digital and New Taylorism in Mass Media.....	8
2.1.2. Knowledge Work from a Scientific Perspective	9
2.1.3. Knowledge Work related Challenges for Manufacturers	11
2.2. Variables of Next Taylorism	15
2.2.1. Computer Communication: The Primary Knowledge Work System	16
2.2.2. The Human Factor in Manufacturing: A New Role in Work Processes	17
2.2.3. Social/Technical Systems: A Complex Web	19
2.3. Initial Conclusion I: The Purpose of Research on Next Taylorism	20
2.3.1. Focus	21
2.3.2. Mission.....	23

- 2.3.3. Vision 23
- 3. What Knowledge Work is all about? The Status Quo of Scientific Rules... 25
 - 3.1. Basic Principles of Knowledge 27
 - 3.1.1. Data, Information and Knowledge..... 28
 - 3.1.2. Knowledge and Non-Knowledge..... 30
 - 3.2. Basic Principles of Work..... 32
 - 3.2.1. The Division of Work 33
 - 3.2.2. Distinctions of Work in Manufacturing..... 34
 - 3.2.3. Working Definition of Knowledge Work..... 38
 - 3.3. Scientific Accesses to Knowledge Work 39
 - 3.3.1. The Transaction-based View 40
 - 3.3.2. The Interaction-based View 41
 - 3.3.3. The Communication-based View 43
 - 3.4. Initial Conclusion II: Structural Holes and Missing Links 46
- 4. How to Observe Knowledge Work: A New Heuristic Standpoint 49
 - 4.1. The Basic Problem of Maturana..... 50
 - 4.1.1. Discovering and Inventing..... 51
 - 4.1.2. Copy Theory vs. Constructivism 52
 - 4.2. How Knowledge Work is Done: Principles of Inquiry and Reasoning..... 53
 - 4.2.1. Deduction – Induction – Abduction..... 53
 - 4.2.2. Abduction as a Form of Knowledge Creation 55
 - 4.2.3. Why Abduction? 56
 - 4.2.4. Applications of Principles of Inquiry..... 58
 - 4.3. Initial Conclusion III: A Case for Next Taylorism 60

5. Operationalization for Observing Knowledge Work: Configuration of Rules	63
5.1. Theoretical Background I: System Theory	64
5.1.1. Foundations of System Theory	64
5.1.2. Observing Systems.....	66
5.1.3. Core Concepts of a Theory of Social Systems	71
5.2. Theoretical Background II: Laws of Form.....	80
5.2.1. The Calculus of Indication.....	80
5.2.2. The Application of the Calculus	82
5.3. Initial Conclusion IV: A Comparative Analysis of Facts and Rules	84
6. Taylorism and Scientific Management: Algorithms of Manual Work	87
6.1. Developing a Calculus of Taylorism.....	87
6.2. The Distinction of Manual Work and Knowledge Work.....	90
6.2.1. Manual Work and MTM: The Scientific Management's Paradigm of Time-Motion Studies	92
6.2.2. The Re-entry Form of Taylorism: Productivity and Motivation	98
6.2.3. Stabilizing Differences within a Hierarchical Management Structure	104
6.3. The Functions of Taylorism in Large-Scale Corporations.....	108
6.3.1. A Control and Monitoring Concept for Productivity	108
6.3.2. Engineerial Autonomy and Harmonization of Industrial Relations.....	110
6.3.3. Algorithmization of Manual Work	111
6.4. Initial Conclusion V: How Taylorism Works	113

- 7. Next Taylorism: Coordination and Control of Knowledge Work 115
 - 7.1. Developing a Calculus of Next Taylorism 117
 - 7.2. The Distinction of Knowledge Work(s) and MXM 121
 - 7.3. Identification of Operations: The Self-Alignments of Knowledge Work 124
 - 7.3.1. SWAT: Subjective Workload Assessment Technique 126
 - 7.3.2. Visualization with VennMaker 128
 - 7.3.3. Features of Knowledge work Operations 132
 - 7.4. Towards MXM: The Self-Embeddings of Knowledge Work 133
 - 7.4.1. Eigenfunctions: Social Mechanisms of Selection 135
 - 7.4.1.1. Theoretical Access 135
 - 7.4.1.2. Methodological Access 136
 - 7.4.1.2. Evaluation of the Method 139
 - 7.4.2. Eigenbehavior of Knowledge Work: Discovering Actual and Nominal States 141
 - 7.4.2.1. Theoretical Access 141
 - 7.4.2.2. Methodological Operationalizations 143
 - 7.4.2.3. Computer-Aided Social Network Analysis 145
 - 7.4.2.4. Empirical Plausibilization I: The Actual State of a Knowledge work Network 150
 - 7.4.2.5. Empirical Plausibilization II: The Nominal State of Knowledge work Networks 155
 - 7.4.2.6. Evaluation of the Method 158
 - 7.4.3. Enabling Reflexivity of Knowledge Work 159
 - 7.5. Networks and the Self-Observations of Knowledge Work 160
 - 7.5.1. Managerial Requirements for Knowledge work Networks 161
 - 7.5.2. Insights to Network Theory 162

7.5.3. The Limitation of Reflexion	164
7.6. The Re-entry Form of Next Taylorism.....	165
7.6.1. The Productivity of Knowledge Work.....	166
7.6.2. Motivational Media: Money and Values	168
7.7. The Functions of Next Taylorism	171
7.7.1. Coordination and Control of Knowledge Work	171
7.7.2. Taylorizing the Knowledge Worker	172
7.8. Initial Conclusions VI: How Next Taylorism Works.....	174
8. Discussion and Conclusion	177
8.1. Résumé and Management Implications: Results Revisited	177
8.2. Limitations of Methodology and Applications	179
8.3. Fields of Further Research.....	181
8.4. Conclusion: What we have learned	184
List of References.....	XXV