

# **Industrial Inefficiency and Downsizing**

A Study of Layoffs and Plant  
Closures

**Matthew B. Krepps and  
Amy Bertin Candell**



Garland Studies on Industrial Productivity

# Industrial Inefficiency And Downsizing A Study Of Layoffs And Plant Closures

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Dornberger**

## **Industrial Inefficiency And Downsizing A Study Of Layoffs And Plant Closures:**

**Industrial Inefficiency and Downsizing** Matthew B. Krepps, Amy Bertin Candell, 1997 First Published in 1997 Routledge is an imprint of Taylor Francis an informa company Downsizing in America William J. Baumol, Alan S. Blinder, Edward N. Wolff, 2003-06-26 In the 1980s and early 1990s a substantial number of U S companies announced major restructuring and downsizing But we don t know exactly what changes in the U S and global economy triggered this phenomenon Little research has been done on the underlying causes of downsizing Did companies actually reduce the size of their workforces or did they simply change the composition of their workforces by firing some kinds of workers and hiring others Downsizing in America one of the most comprehensive analyses of the subject to date confronts all these questions exploring three main issues the extent to which firms actually downsized the factors that triggered changes in firm size and the consequences of downsizing The authors show that much of the conventional wisdom regarding the spate of downsizing in the 1980s and 1990s is inaccurate Nearly half of the large firms that announced major layoffs subsequently increased their workforce by more than 10 percent within two or three years The only arena in which downsizing predominated appears to be the manufacturing sector less than 20 percent of the U S workforce Downsizing in America offers a range of compelling hypotheses to account for adoption of downsizing as an accepted business practice In the short run many companies experiencing difficulties due to decreased sales cash flow problems or declining securities prices reduced their workforces temporarily expanding them again when business conditions improved The most significant trigger leading to long term downsizing was the rapid change in technology Companies rid themselves of their least skilled workers and subsequently hired employees who were better prepared to work with new technology which in some sectors reduced the size of firm at which production is most efficient Baumol Blinder and Wolff also reveal what they call the dirty little secret of downsizing it is profitable in part because it holds down wages Downsizing in America shows that reducing employee rolls increased profits since downsizing firms spent less money on wages relative to output but it did not increase productivity Nor did unions impede downsizing The authors show that unionized industries were actually more likely to downsize in order to eliminate expensive union labor In sum downsizing transferred income from labor to capital from workers to owners

**Workforce Reductions** Thomas Hickok, 1999 Annotation Brings together the prevailing thinking surrounding the issue of workforce reduction to help managers and executives ensure a successful transition to a more robust and effective organization Articles and books reviewed were found in both practitioner oriented sources such as magazines and popular books as well as scholarly journals Sources were selected for annotation based on their perceived relevance to the body of literature their unique perspective and their general interest Entries are in depth with many a page or more in length Annotations are organized in three sections on the organizational the organization individual relationship and the individual perspectives Section introductions summarize key themes Hickok holds a Doctor of Public Administration degree from the

University of Southern California and is a consultant to the US Defense Intelligence Agency Annotation c Book News Inc  
Portland OR booknews.com Employee Relations International, 1997 **Library Acquisitions List** Martin P.  
Catherwood Library, 1998 **International Labour Documentation** International Labour Office. Central Library and  
Documentation Branch, 1998 *The British National Bibliography* Arthur James Wells, 1999 **Employment and Health**  
Jennie Grimshaw, 1999 The changing nature of work contract working job insecurity downsizing privatization and  
deregulation has had a profound effect on employment and health The book covers government policy EU directives health  
and safety industrial employment policies and general welfare **American Book Publishing Record**, 1997

**Speculative Management** Dan Krier, 2012-02-01 In this timely work Dan Krier examines the relationship between two  
phenomena that dominated the economic scene in the late twentieth century the rising power of financial markets and the  
restructuring of American industry He argues that corporate governance was transformed during this period into speculative  
teams of stock optioned executives and activist owners These teams encouraged a vigorous restructuring of American  
industry through corporate buyouts takeovers reengineering and downsizing Often portrayed in business discourse as  
initiatives to enhance the efficiency and long range profitability of industrial operations these corporate changes were  
instead primarily what Krier describes as speculative management practices used to manipulate the trading price of  
corporate securities even at the expense of operational efficiency and long term profitability Krier also analyzes social  
intermediaries institutions that connect industrial firms to security markets and allow them to interact He focuses on  
corporate governance structures composed of stock optioned top managers big owners and their representatives on  
corporate boards financial accounting rules and practices and the business media that analyze corporate actions and results

A Concise Guide to Corporate Downsizing Rocki-Lee DeWitt, Alyson P. House, 2025-07-15 This incisive guide showcases  
contemporary downsizing scholarship and practice examining post downsizing effects on unemployment attitudes and  
behaviors It provides historical analyses and comprehensive literature reviews as well as empirical and theoretical  
assessments of contextual influences on downsizing Renowned experts address leadership and managerial motives and  
practices in downsizing implementation exploring the relationship between downsizing and financial performance

Forthcoming Books Rose Army, 1997 **Business in the 21st Century** Claudia Nelly Berrones-Flemmig, Françoise  
Contreras, Utz Dornberger, 2022-10-31 *Business in the 21st Century* provides a valuable framework for scholars managers  
leaders and business stakeholders to help navigate the incorporation of SDGs into the business world shape strategy improve  
practices and create a better business future **Employee Relations Bibliography and Abstracts Journal**, 1991

**Excess Capacity and Difficulty of Exit** Sumio Saruyama, Peng Xu, 2021-09-16 This book provides cases and analyses of  
causes and consequences of difficulty in downsizing and exiting in the electronics industry during the two lost decades in  
Japan Because of excess capacity in the industry many electronics companies have been required for downsizing and exit

since the 1990s Exploiting corporate financial and segment datasets it shows empirical evidence of misallocation of internal funds to zombie segments intra firm businesses suffering losses consecutively The topics addressed in the book include the failure of Japanese corporate internal control systems the lack of capital market pressure employment protection and misallocation of internal funds to businesses with few prospects The last two decades indicate that the Japanese corporate governance systems have failed to resolve problems of excess capacity as did US systems in the 1980s Zombie lending is no more than one phase of the difficulty of downsizing and exit in response to excess capacity in the banking sector Supported by both data analyses and rich anecdotal evidence this book is highly recommended to readers who seek a convincing and comprehensive explanation of Japan s two lost decades from the points of view of difficulty in downsizing and exit The authors analyses have implications not only for accelerating downsizing and exit in corporate Japan but also for the world economy

**Federal Register** ,2000-01-20 Annual Report Federal Reserve Bank of Chicago,1993 *Report - Federal Reserve Bank of Chicago* Federal Reserve Bank of Chicago,1991

**On the Job** David, editor Neumark,2000-11-16 In recent years a flurry of reports on downsizing outsourcing and flexible staffing have created the impression that stable long term jobs are a thing of the past According to conventional wisdom workers can no longer count on building a career with a single employer and job security is a rare prize While there is no shortage of striking anecdotes to fuel these popular beliefs reliable evidence is harder to come by Researchers have yet to determine whether we are witnessing a sustained economy wide decline in the stability of American jobs or merely a momentary rupture confined to a few industries and a few classes of workers On the Job launches a concerted effort to reconcile the conflicting evidence about job stability and security The book examines the labor force as a whole not merely the ousted middle managers who have attracted the most publicity It looks at the situation of women as well as men young workers as well as old and workers on part time non standard or temporary work schedules The evidence suggests that long serving managers and professionals suffered an unaccustomed loss of job security in the 1990s but there is less evidence of change for younger newer recruits The authors bring our knowledge of the labor market up to date connecting current conditions in the labor market with longer term trends that have evolved over the past two decades They find that layoffs in the early 1990s disrupted the implicit contract between employers and staff but it is too soon to declare a permanent revolution in the employment relationship Having identified the trends the authors seek to explain them and to examine their possible consequences If the bonds between employee and employer are weakening who stands to benefit Frequent job switching can be a sign of success for a worker if each job provides a stepping stone to something better but research in this book shows that workers gained less from changing jobs in the 1980s and 1990s than in earlier decades The authors also evaluate the third party intermediaries such as temporary help agencies which profit from the new flexibility in the matching of workers and employers Besides opening up new angles on the evidence the authors mark out common ground and pin point those areas where gaps in our knowledge remain and popular belief runs

ahead of reliable evidence On the Job provides an authoritative basis for spotting the trends and interpreting the fall out as U S employers and employees rethink the terms of their relationship *Protest And Popular Culture* Mary Triece,2018-03-05

Protest and Popular Culture is at once a historical monograph and a critique of postmodernist approaches to the study of mass media consumerism and popular political movements In it Triece compares the self representations of several late nineteenth and twentieth century women s protest movements with representations of women offered by contemporaneous mass media outlets She shows that from the late nineteenth century until the present day U S women s protest movements sought to convince women that they are first and foremost laborer producers while the U S media has just as consistently sought to convince women that they are primarily consumers Triece contends that these approaches to portraying women have been and continue to be constructed in opposition to one another The leaders of women s protest movements she argues have long sought to convince women not to spend time and money on reshaping their selves through consumer purchases but instead to focus attention on empowering themselves politically by asserting control over their own labor power The mass media meanwhile has always treated such movements as potential threats to the financial well being of the consumer sector that is of advertisers and so has consistently trivialized them while seeking simultaneously to convince women that they should devote attention and resources to buying things not to struggling to overcome class and gender discrimination Many cultural studies scholars have argued that in recent years rising prosperity has made consumerism into the primary site of both individual expression and resistance to the dominant socio economic order with self definition through personal purchases supplanting the role formerly played by struggle for an end to inequities of all kinds These scholars contend that as such mass media no longer function to naturalize and thus reinforce such inequities and consumerism no longer serves to perpetuate them Triece argues that her examples show that this argument is faulty and that scholars should continue to take a traditional materialist view in all studies of mass media consumerism and popular protest

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