

# The New World of Work

*Challenges and Opportunities*

*Edited by*

Cary L. Cooper

Manchester School of Management, University of  
Manchester Institute of Science and Technology, UK

and

Ronald J. Burke

York University, Canada

**IBLACKWELL**

# Contents

<i>List of Contributors</i>	vii
<i>About the Editors</i>	viii
<i>Acknowledgments</i>	x
<i>Introduction: The New World of Work</i> Ronald J. Burke and Cary L. Cooper	xi
<b>Part I The Changing Work Environment</b>	1
1. Organizational Transitions <i>Ronald J. Burke</i>	3
2. Privatization and Outsourcing <i>Rita Campos e Cunha</i>	29
<b>Part II Changing Career Landscapes</b>	47
3. Developmental Relationships at Work: A Learning Perspective <i>Douglas T. Hall and William A. Kahn</i>	49
4. Second Careers and Multiple Careers <i>Daniel C. Feldman</i>	75
5. The Impact of Family Life on Career Decisions and Outcomes <i>Romila Singh, Jeffrey H. Greenhaus, and Saroj Parasuraman</i>	95
<b>Part III Changes to Jobs and Work</b>	113
6. Contingent Work Contracts: Practice and Theory <i>Daniel G. Gallagher</i>	115

7.	Reduced-Load Work Arrangements: The Changing Nature of Professional and Managerial Work <i>Mary Dean Lee, Pierre-Guy Hourquet, and Shelley M. MacDermid</i>	137
8.	Telework: A Primer for the Millennium Introduction <i>Linda Duxbury and Christopher Higgins</i>	157
<b>Part IV Changing Organizational Forms</b>		201
9.	The Virtual Organization <i>Wayne F. Cascio</i>	203
10.	Designing Change-Capable Organizations <i>Edward E. Lawler III</i>	222
<b>Part V Company Initiatives to Improve New Working Arrangements</b>		239
1.1.	Formal Mentoring: The Promise and the Precipice <i>Terri A. Scandura and Ethlyn A. Williams</i>	241
12.	Self-Assessment Models and Quality/Excellence Awards <i>B. G. Dale</i>	258
13.	Best Practices for Advancing Women in Business Organizations <i>Mary C. Mattis</i>	283
14.	Towards a Culture for Work-Life Integration? <i>Suzan Lewis and Jackie Dyer</i>	302
	<i>Index</i>	317