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ENOP Reports

An Experiment in International Social Science Cooperation

A Dozen Years in Review

European Network of Organizational
and Work Psychologists (ENOP)

MAISON DES SCIENCES DE L'HOMME

**EUROPEAN NETWORK OF ORGANIZATIONAL
AND WORK PSYCHOLOGISTS
(ENOP)**

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SOCIAL SCIENCE COOPERATION**

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Bernhard Wilpert
Paris, Maison des Sciences de l'Homme
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Introduction

In Paris, on February 25 - 27, 1993, ENOP held its 13th Annual Symposium. The dozen years of ENOP's existence and work, which from its outset have been supported by the Maison des Sciences de l'Homme, deserve a look back on its achievements and a look forward towards its future challenges.

ENOP entered the scene of international social scientific organizations at a meeting in Windsor Park (Great Britain) of some 25 professors of Work and Organizational Psychology (W/O) from East and West European universities. It understood itself as a small and loosely knit network of colleagues. However, it had forerunners. Based on the initiative of Charles de Wolff (University of Nijmegen), an even smaller group of W/O psychologists¹ had informally met over a period of several years to discuss professional and scientific matters of common interest. This group, with the assistance of the Dutch Foundation for the Study of Developments in European Industrial Psychology, also invited to the founding meeting of ENOP in Windsor Park.

The motives for the creation of ENOP grew out of an acute awareness that the progress of European integration began to pose challenges both for scientific inquiry as well as professional practice which called for renewed efforts in information exchange and concerted European action also by academics in the field of W/O psychology. This problem orientation implied from the very beginning that the search for solutions could not be confined exclusively to monodisciplinary traditions but had to be open to transcend received disciplinary borders and paradigms (cf. Ref. 19). This principle was to be borne out in

¹Members were: Marian Dobrzynski (Poland), Maurice de Montmollin (France), Sylvia Shimmin (UK), Enzo Spaltro (Italy), Göran Ekvall (Sweden), Heinz-Ludwig Horney (Germany).

program activities. The formation of ENOP also formed part of a European wide trend in the 70s and 80s of social sciences to develop a more genuine European orientation in research and academic exchange (Ref. 9). In this context it was natural that ENOP members were actively involved in European Congresses of Psychology (Amsterdam 1989, Budapest 1991) and cooperated in the formation of the European Association of Work and Organizational Psychology (EAWOP), founded in 1991. Furthermore, ENOP members became responsible for editing the European Work and Organizational Psychologist, the official organ of EAWOP which is edited jointly under auspices of EAWOP and the International Association of Applied Psychology (IAAP) and joined the boards of various other European learned journals such as Travail Humain or the Journal of Occupational and Organizational Psychology.

ENOP in 1993 consists of some 40 professors in W/O Psychology from 17 East and West European countries. Its wide range of scientific activities goes far beyond the limited membership. ENOP is facilitated by a small administrative support structure and modest but critical program support provided by the Maison des Sciences de l'Homme. Supplementary sources for program activities are sought to implement ENOP's program which is decided during an annual plenary "Business Meeting". A seven member Coordinating Committee (CoCo) meets bi-annually to ensure the implementation of decisions by the plenary meeting. Neither charta nor representational roles (president or similar functions) exist. Membership is linked to a respective university position in W/O Psychology and active involvement in ENOP programs. The implementation and realisation of ENOP's various program elements is carried out in the spirit of collective responsibility, and yet, with drastic decentralization, i.e. various members take on operational functions depending on their interests and competence.

Program Activities

1. Symposia and Newsletter

Annual thematic symposia (see Appendix 1) and a bi-annual newsletter were conceived to provide the primary means to achieve the first immediate objectives: information exchange and informal contacts to facilitate further collective but decentralized work. The uninterrupted series of 13 well-attended annual thematic symposia and a body of meanwhile 24 issues of the ENOP-Newsletter (cf. App.1, ref. 1) provide ample proof of the adequacy of chosen means.

2. Workshops

From its very beginning ENOP has intensified its substantive work through the organization of thematic workshops, many of which have led to publications (see Appendix 3). These three to four day thematic workshops, of which ENOP has organized 32 up until 1993 (see Appendix 2), are designed to address scientific issues at the very front of scientific discovery or methodology. They are not confined to ENOP-members, but open to European research teams directly involved in advancing the state of the art in the chosen thematic domain. Their problem orientation frequently demands an interdisciplinary composition of participants.

A special case of these workshop activities is constituted by the workshop series on "New Technologies and Work" which is jointly sponsored by the Maison des Sciences de l'Homme and the Werner Reimers Foundation (Bad Homburg, Germany). By 1993 altogether 11 consecutive annual workshops on various subthemes to the overall theme will have been carried out (see Appendix 2, asterisked workshops), practically all of them leading to publications ("NeTWork" publications series with Wiley and Lawrence Erlbaum, see Appendix 3). In recent years the focus of the workshop series has been on safety and reliability of complex socio-technical systems with high hazard potential. An international, interdisciplinary "core group" of reputed scholars provides the requisite planning, implementation and evaluation of the NeTWork activities which all are initiated by ENOP members.

3. Educational Programs

In view of the fact that in virtually no European university system exist coherent curricula for postgraduate education of doctoral students, ENOP started a series of **European Summer Schools** on "New Information Technology and Work Psychology". Sponsored by ENOP, four Universities (Universities of Paris XIII and Tilburg, Universities of Technology Delft and Berlin) accepted to take on the organization of the first two four-week European Summer Schools in Berlin (September 1989) and Tilburg (July 1992) which were supported by grants from the German Volkswagen Foundation and otherwise financed through participant fees and support from the Maison des Sciences de l'Homme and the organizing universities. Teaching staff came from various European countries and disciplines. The 20 - 25 postgraduate participants were proposed and selected by ENOP and came from a dozen East and West European countries. The European Summer School can be considered as a first contribution towards the development of European doctoral training schemes. As a measure of success of this initiative may be considered the fact that the contacts established among the participants are continued through electronic networks and the emergence of joint research projects (cf. refs. 32, 33).

Based on a comprehensive survey of European university curricula in W/O Psychology, ENOP began in 1990 to develop a comprehensive framework and individual sample modules for a university curriculum in W/O Psychology. This work was supported by the ERASMUS program of the European Community in view of its potential to harmonize university education in W/O Psychology on a European level. Although not intended to bring about a thorough standardization of educational programs in W/O Psychology, the framework and modules of this model curriculum may be seen as a means to stimulate European-wide comparability of university education in W/O Psychology for the sake of facilitating easier student and staff mobility within Europe and mutual recognition of diplomas and certificates. The next step in this curriculum development activity of ENOP is planned to tackle projects of improving teaching materials and didactics. It is intended to publish the results of this curriculum development in a brochure in order to ensure its wide distribution.

4. Exchange and Professional Programs

ENOP began to initiate staff and student exchange programs among European countries (East and West) already in the early 80s, i.e. long before the EC-programs ERASMUS, COMMETT or TEMPUS entered the European scene. This exchange activity was a direct consequence of common interests that were identified by colleagues participating in ENOP-symposia and workshops. Support for such exchanges came from the Maison des Sciences de l'Homme, host universities and national academic exchange programs. Meanwhile many universities of ENOP members are involved in an ERASMUS supported exchange program for students and staff.² At present, the major bulk of personnel exchange takes place with East European universities (see point 6. below).

European-wide issues of personnel recruitment were addressed in a special issue of the European Review of Applied Psychology under editorship and contributions of ENOP members (App. 3, Ref. 18).

5. Research Programs

ENOP provided fertile grounds for the development of a great variety of international comparative research projects. Sponsored by the Maison des Sciences de l'Homme or national and international research support organizations, ENOP members organized meetings of research teams to facilitate the conduct and progress of such research ventures. The following projects were thus promoted:

Industrial Democracy in Europe (IDE)

During a first research phase the study investigated the impact of different formal national participation systems upon the de facto participation in 134 comparable enterprises of twelve countries: Belgium, Denmark, Finland, France, Germany, Israel, Italy, Netherlands,

²The present student exchange program is directed from the university of Ghent and covers universities of Amsterdam, Nijmegen, Berlin, Madrid, Valencia, Dublin, Bologna, Lissabon.

Norway, Sweden, UK, Yugoslavia (publications, Appendix 3, refs. 12-15). A second research phase, "10 years after", constituted the longitudinal characteristic of the study in ten of the original twelve countries and added samples from Japan and Poland (cf. refs. 12-15).

Work Socialization of Youth (WOSY)

This longitudinal research investigates the transition problems and coping strategies of young entrants to work life at three measurement points in time, each one year apart. Research teams participate from Belgium, France, Germany, Israel, Italy, Netherlands, Portugal, Spain, U.K. (App. 3, ref. 5, 21).

Managers of Tomorrow (MOT)

The study investigates work and self representations of young aspiring managers in Australia, Canada, China (Peoples Republic), Germany, India, Israel, UK. The research is presently extended to Russia.

Meaning of Working (MOW)

The research focusses on the study of work meanings in representative and target group samples of eight countries: Belgium, Germany (former FRG and GDR), Israel, Japan, Netherlands, UK, USA, Yugoslavia. Replications in Belgium, Germany, Japan, and USA enable to scrutinize changes of work meanings over time. The research is presently extended to East European countries (Poland, Czechoslovakia, Hungary, Russia).

FOCUS '92 - Climate and Culture in Organizations

This research aims to develop a set of research instruments for the evaluation of climate and culture, particularly in European organizations. Fifteen country teams, mainly from Europe, participate in this comparative longitudinal research. The University of Leuven, Belgium (Prof. Gaston de Cock) serves as a coordination center and clearing house and edits a bi-annual newsletter.

International Handbook of Participation (IHP)

An editorial team from France, Germany, UK, USA and Yugoslavia (now: Croatia) has over the years been working on the edition of a series of standard reference volumes

(Handbook/Yearbook series) on developments in the field of participation and industrial democracy (cf. refs. 6,16,17,27,31).

Safety in Nuclear Power Plants (SNPP)

ENOP members from Hungary and Germany have developed a joint research program on safety and reliability of nuclear power plants. The program is supported by the participating universities (Berlin and Budapest Universities of Technology) and national research support organizations. The cooperation is presently expanded to France and Bulgaria.

6. East-West Cooperation

The annual plenary business meeting of ENOP decided in 1986 to place a major emphasis of its future work on encouraging cooperation with colleagues in Eastern Europe. The decision resulted in special recruitment efforts for East European members and a first Annual Symposium in one of the then still East Block countries: Hungary 1987 (see Appendix 1, # 7). As a sequel, four thematic workshops with topics of particular relevance for the host countries were held in Eastern Europe with the assistance of the Maison des Sciences de l'Homme and hosting national institutions (see Appendix 2, #17,26,27,31). An increasing number of East European colleagues participated ever since in ENOP's annual symposia as regular participants as well as especially featured speakers. The European Summer Schools and thematic workshops in Western Europe have always made sure that an increasing ratio of East Europeans were able to take part.

Rigorous attempts were made to include East European teams in ongoing research projects of ENOP members, resulting in joint ventures which extended the scope of the projects as well as providing opportunities to acquaint East European colleagues with West European research approaches and methodologies. At the same time, the intimate working relations facilitated a better understanding among Western colleagues of the often impressive level of scientific research in Eastern Europe.

A TEMPUS.JEP project has been approved by the European Community on Stress in Work. One outcome of this project, in which teams from Nijmegen, Netherlands (coordination), Cracow (Poland), Valencia (Spain) and Nottingham (U.K.) participate, has been the creation of the Center for Stress Education and Research of the Jagiellonian University in cooperation with the University of Cracow.

Joint applications to TEMPUS.JEP projects are presently pending with the respective EC offices for joint work on "Ergonomic Design of Human-Computer Interfaces" (Universities of Delft, Tilburg and Budapest) and on "Information Technology and Human Factors" (Universities of Delft, Berlin, Budapest, Loughborough, Tilburg). A further project concerns "Work Motivation and the Quality of Working Life: Prerequisites of Successful Socio-Economic Change" which is prepared by the universities of Tilburg & Delft (Netherlands), Sofia (Bulgaria), Prague & Brno (Czech Republik) and the Institute of Labor in Budapest (Hungary).

ENOP has laid a special emphasis on encouraging and facilitating East European staff and student study tours to Western Europe. More than a dozen young East European researchers have used this opportunity of spending a minimum of four weeks in West European research institutions focussing on topics such as training methods, environmental psychology, test psychology, transition problems to market economies, marketing, consulting services, work analysis). Particularly successful have been the study visits from Hungary, which have led, among others, to the establishment of an office of a major test publisher in Budapest. Recently visitors of senior and junior researchers from Russia are increasing in numbers as well while consulting missions of Western colleagues for research and curriculum development to Russia and Roumania took place during the last two years.

Presently underway is a major effort of a **Library Support Project**. Based on a survey among ENOP members a list of some 100 basic text books and research monographs was compiled. The list is considered to represent important reference materials for educational and training programs in W/O Psychology. It is envisaged that a set of these basic publications will be donated to selected libraries in East European countries to improve access of students and staff to modern educational and research literature. A TEMPUS.JEP

application on "Training Work and Organizational Psychology on the Undergraduate Level" is presently also pending with EC offices (participating universities in: Bulgaria, Roumania, Hungary, Netherlands, Germany, Spain).

7. A Look Ahead

Above account of past ENOP achievements may be seen as a solid basis for a continuation of the main program items. The major emphasis is, however, likely to be in the following domains:

1. Curriculum Development

It will be in the interest of Eastern as well as Western European countries to continuously strive towards an improvement of scientific and professional training of W/O psychologists. General socio-economic changes in Eastern European countries and dramatic changes in the world of work due to technological advancements in all of Europe present new and awe inspiring challenges to those in position to design work places and work organizations. W/O Psychology as a discipline, more than any other scientific discipline, covers the whole gamut of aspects in work: from physiology and stress to cognitive demands and competences, from work motivation and group work to personnel selection and training, from job design and training to man-machine interfaces and safety, from psychopathology of work to management. Hence, a joint European effort is called for to offer the best training for those in position to tackle these tasks. The aspect of European mobility of students, staff and professional practitioners, their familiarization with opportunities and constraints of the life of academic and professional W/O psychologists in other countries, will then be a natural side effect of the best possible and Europe-wide comparable education in W/O Psychology.

2. East-West Cooperation

ENOP has been a spearhead of East-West cooperation years before the socio-political transitions in Eastern Europe. The keen awareness that we are standing only at the very beginning of establishing close links to East European colleagues is similarly present as the knowledge that the facilities for such improved cooperation still need drastic improvement.

Annual ENOP symposia have with increasing frequency addressed problems of particular importance to Eastern Europe (see Appendix 1, symposia 7,11,12 and Appendix 2, workshops 17,26,27,31,32).

Apart from continuing the practice of expanding East European participation in all ongoing programs (Annual Symposia, Workshops, Summer Schools, Student and Staff Exchange), already specific plans exist for activities in Eastern Europe for the coming years:

- 1993 Workshop "Work Psychology in Health Organizations: East European Approaches", Cracow, Poland
- April 13-16, 1994 Workshop "Methodology of Simulation in Work and Organizational Psychology", Smilovice, Czech Republic
- European Symposium ENOP/EAWOP 1994/5 on "Work and Organizational Psychological Practice in Changing Societies", Balaton-Füred, Hungary

Joint research projects will be continued and attempts are made to initiate new ones. An important element in this cooperation will be constituted by the implementation of the library support project mentioned under point 6 above. The magnitude of this project is likely to go beyond the moderate means available at present. Additional support will have to be obtained. However, concluding this report it must be stressed, the contribution of the Maison des Sciences de l'Homme, the unfailing and unbureaucratic support of its directors and staff, have been critical to facilitate ENOP's achievements in the past and will remain so in the future.

Bernhard Wilpert
Paris, February 1993

APPENDIX 1:

Annual ENOP Symposia

- 1) 1981 Windsor, U.K., April 13-15: PROFESSIONAL ISSUES OF WORK AND ORGANIZATIONAL PSYCHOLOGY
- 2) 1982 Paris, January 28-30: WORK AND ORGANIZATIONAL PSYCHOLOGY: CHALLENGES OF THE NEXT TWO DECADES
- 3) 1983 Paris, March 28-30: EUROPEAN CONTRIBUTIONS OF W/O PSYCHOLOGY IN VIEW OF UNEMPLOYMENT
- 4) 1984 Paris, March 28-30: NEW TECHNOLOGY, OBSOLESCENCE AND WORK
- 5) 1985 Barcelona, March 21-23: POWER AND ORGANIZATIONS: FOCUS ON EUROPE
- 6) 1986 Paris, March 6-8: ENTRY INTO THE WORLD OF WORK
- 7) 1987 Siófok, Hungary, May 21-24: EUROPEAN METHODOLOGIES IN WORK AND ORGANIZATIONAL PSYCHOLOGY (cf. App.3, ref.2)
- 8) 1988 Paris, April 14-16: RESEARCH DIRECTIONS AND CURRENT RESEARCH PROBLEMS IN EUROPEAN W/O PSYCHOLOGY
- 9) 1989 Amsterdam, July 2-7: TRENDS IN PROFESSIONALIZATION
- 10) 1990 Paris, March 22-24: EDUCATIONAL EXCHANGE AND COOPERATION IN WORK AND ORGANIZATIONAL PSYCHOLOGY
- 11) 1991 Paris, March 21-23: THE CHALLENGE OF ECONOMIC AND ORGANIZATIONAL CHANGE IN EASTERN EUROPE
- 12) 1992 Paris, April 2-4: ORGANIZATIONAL DEVELOPMENT AND INDIVIDUAL ADAPTATION IN EASTERN EUROPE - AN EAST/WEST DIALOGUE
- 13) 1993 Paris, February 25-27: EUROPEAN CURRICULUM IN WORK AND ORGANIZATIONAL PSYCHOLOGY: A REFERENCE MODEL

APPENDIX 2:

ENOP Thematic Workshops

1982

- 1) Edinburgh, July 11: **HISTORICAL DEVELOPMENTS IN WORK PSYCHOLOGY**
- 2)* Bad Homburg, October 20-22: **NEW INFORMATION TECHNOLOGIES AND WORK**

1983

- 3) Paris, September 23: **PROFESSIONAL COMPETENCES AND NEW METHODS OF EDUCATION AND TRAINING**
- 4) Paris, October 17-18: **LEARNING TO LEARN AND PROFESSIONAL COMPETENCES**

1984

- 5)* Bad Homburg, February 13-15: **HUMAN ERROR AND NEW TECHNOLOGIES** (App.3, Ref.23)

1985

- 6) Aachen, April 1-3: **MEANING OF WORK TODAY** (App. 3,Ref. 20)
- 7)* Bad Homburg, April 18-20: **CHANGING WORK STRUCTURES AND WORK MEANINGS IN THE CONTEXT OF NEW TECHNOLOGIES** (App., Ref.7)
- 8) Gregynog/Cardiff, September 25-27: **WORK AND ORGANIZATIONAL PROBLEMS IN HOSPITALS** (App.3, Ref. 10)
- 9) Ghent, October 24-26: **WORK SOCIALIZATION OF YOUTH** (App.3, Ref. 5)

1986

- 10) Paris, March 25-27: **MANAGERS OF TOMORROW**
- 11)* Bad Homburg, April 24-26: **NEW TECHNOLOGIES, COMPETENCE AND EMPLOYMENT** (App.3, Ref.8)

- 12) Paris, November 23-29: **INDUSTRIAL DEMOCRACY IN EUROPE** (App.3, Refs.12-15)

1987

- 13) Paris, March 25-27: **MANAGERS OF TOMORROW**
- 14)* Bad Homburg, April 9-11: **WHAT AND HOW TO TEACH IN INFORMATION TECHNOLOGY** (App.3, Ref.4)
- 15) Paris, October 22-24: **INDUSTRIAL DEMOCRACY IN EUROPE** (App.3, Refs.12-15)

1988

- 16)* Bad Homburg, May 5-7: **NEW TECHNOLOGY, DISTRIBUTED DECISION MAKING AND RESPONSIBILITY** (App.3, Ref.24)
- 17) Warsaw, September 24-27: **ORGANIZATIONAL CLIMATE AND ITS DIAGNOSIS IN EUROPE** (App.3, Ref. 22)

1989

- 18)* Bad Homburg, April 13-15: **TELEMATICS AND WORK** (App. 3, Ref.3)
- 19) Paris, 20-23: **JOINT VENTURES - OPPORTUNITIES, CONSTRAINTS AND DYNAMICS OF EAST-WEST COOPERATION** (App.3, Ref.11)
- 20) Arc-en-Senans, October, **FRENCH-GERMAN COLLOQUIUM OF ERGONOMISTS AND WORK PSYCHOLOGISTS**

1990

- 21) Valencia, April 4-8: **STRESS AND ORGANIZATIONAL PROBLEMS IN HOSPITALS**
- 22)* Bad Homburg, May 3-5: **MANAGEMENT OF RISK AND NEW TECHNOLOGIES**
- 23) Paris, May 9-13: **EAST-WEST JOINT VENTURES** (App.3, Ref.11)
- 24) Paris, June 1-2: **INTERNATIONAL HANDBOOK OF PARTICIPATION** (Ref.27)
- 25) Brussels, June 28-July 1: **EUROPEAN HARMONIZATION OF TRAINING WORK AND ORGANIZATIONAL PSYCHOLOGISTS**

26) Siófok, Hungary, September 9-13: TECHNOLOGICAL CHANGE PROCESS AND ITS IMPACT ON WORK (App.3, Ref. 25)

27) Moscow, Russia, December 9-16: EAST-WEST JOINT VENTURES (App.3, Ref. 110)

1991

28)* Bad Homburg, May 2-4: SAFETY AND RELIABILITY IN HAZARDOUS WORK ORGANIZATIONS (Ref.30)

29) Paris, 19-22: INTERNATIONAL HANDBOOK OF PARTICIPATION (Ref.16)

1992

30)* Bad Homburg, May 14-16: GROWTH, CHANGE AND SAFETY

31) Sofia, Bulgaria, September 16-20: PSYCHO-SOCIAL ASPECTS OF EMPLOYMENT (Ref.26)

31) Balaton-Füred, Hungary, September 4-7: SIXTH EUROPEAN CONFERENCE ON COGNITIVE ERGONOMICS (ECCE) ON HUMAN-COMPUTER-INTERACTION: TASK AND ORGANIZATION (in cooperation with ENOP, EACE, Budapest University of Technology, CCWP (App. 3, Ref. 28)

* Workshop Series "New Technologies and Work - NeTWork"
For references of respective publications see Appendix 3 (Ref.#)

APPENDIX 3

References of Major ENOP Publications

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- 3) Andriessen, E. & Roe, R. A. (eds.) (1993). Telematics and Work. Hove: Lawrence Erlbaum
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- 19) Lévy-Leboyer, C. & Sperandio, J.C. (eds.) (1987). Traité de Psychologie du Travail. Paris: PUF
- 20) MOW-International Research Team (1987). The Meaning of Working. London: Academic Press
- 21) Peiró, J.M. & Moret, D. (1987). Socialización Laboral de los Jovenes. Transición de la Escuela al Trabajo. Valencia: NAU
- 22) Peiró, J.M. & Gonzalez-Roma, V. (1991). Clima v Satisfaccion Laboral en Profesionales de Equipos de Atencion Primaria. Valencia: NAU
- 23) Rasmussen, J., Duncan, K. & Leplat, J. (eds.) (1987). New Technologies and Human Error. Chichester: Wiley
- 24) Rasmussen, J., Brehmer, B. & Leplat, J. (eds.) (1991). Distributed Decision Making and New Technologies. Chichester: Wiley
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