ume. Instead, the rest of the book is organized around another set of variables (presumably linked to literacy), which—according to the author—are necessary for people to use ICTs effectively. These factors include physical, digital (content), human, and social resources. In each of the subsequent chapters, the author surveys the state of affairs throughout the world with respect to these variables.

Warschauer's book offers much that is to be commended. Most research on the digital divide has been dedicated to determining whether, in fact, a gap exists (see, e.g., Benjamin M. Compaine, ed., *The Digital Divide: Facing a Crisis or Creating a Myth?* [MIT Press, 2001]). In contrast, *Technology and Social Inclusion* is one of the few works that has challenged the value of the catch phrase "digital divide" on analytical grounds. At best, this overly simplistic term is technology deterministic; at worst, it has served as a convenient business rationale for promoting global trade in ICTs. Also welcome is the author's chapter-by-chapter assessment, in which he identifies some of the socioeconomic gaps that must be overcome for people to realize fully the benefits of digital technologies. Thus, for example, he stresses the need for appropriate content and ICT regulatory frameworks.

My quarrel with this book is that Warschauer's analysis of social embeddedness does not go far enough. Certainly, the author is correct when he says that past failures to make effective use of new technologies reflect our failure to understand the relationship between technology and society, but he does not tell us very much about it. Providing an overview, the author generalizes on the basis of a wide variety of anecdotal evidence. So while affirming the importance of social context, the author cannot provide analytical guidance with respect to the mechanisms by which, or the circumstances under which, digital technologies are most likely to promote social inclusion. For such guidance, I would continue to look to Everett Rogers's *Diffusions of Innovations* (Free Press, 2001). Rogers's work not only incorporates all of the variables identified by Warschauer and many more, it is also much more analytical—and therefore useful—in relating causes to effects.

Manufacturing Rationality: The Engineering Foundations of the Managerial Revolution. By Yehouda Shenhav. Oxford: Oxford University Press, 1999. Pp. viii+247. $60.00 (cloth); $24.95 (paper).

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The received wisdom on the managerial revolution is probably best represented by the work of the distinguished, American business historian Alfred D. Chandler, who argues that managers emerged as an efficient response to the increasing scale and scope of American corporations. Ye-

houda Shenhav's book sets out to shatter this evolutionary, functional view of management history. Instead, the account presented in *Manufacturing Rationality* stresses the contingent political and, hence, contested history behind the rise of the managerial class. According to Shenhav, American engineers played a critical role in shaping management as a profession. By recasting human relations on the shop floor as "technical" problems amenable to technical solutions, engineers successfully removed the boundary between the technical and the social domain and extended their jurisdiction to the management of workers. Shenhav claims that the epistemological translation of the power struggle between employers and workers into a technical matter has left its traces even in contemporary organizational theory, and he shows how a number of its current conceptual tools and paradigms are deeply imprinted by the definitional work engineers conducted between 1880 and the 1930s.

The analysis proceeds in three steps, relying on the two leading engineering journals as the primary sources of empirical evidence. In the first part, the book traces the history of standardization projects and the theory of systems in American engineering, demonstrating how the establishment of managers as a distinct category between owners and workers relied upon a blurring of the differences between the technical and the social realm. In the second step, this ideological and professional project is linked to the wider intellectual climate in which these developments took place, namely American exceptionalism and progressivism. Shenhav argues that engineers furthered their own cause by co-opting these dominant modes of thought. Thus, when debates shifted from a focus on the singularity of the American societal experience to the acknowledgment of labor unrest as a social problem, the engineering discourse changed its emphasis accordingly. Yet, unlike streamlined textbook histories of management, Shenhav goes to great lengths to show how "systematization" ideas by no means unfolded in a linear fashion but were subject to heavy contestation from within engineering associations and sometimes faced stiff resistance from employers as well.

In the concluding section, Shenhav broadens his focus by turning from management history to tracing the bearing of the manager-engineers' worldview on the development of management and organizational theory. Quite compellingly, his discussion suggests that—much like the anthropologist who draws on the categories supplied by her subjects of study—the conventional depiction of developments in organizational theory falls short of stripping off the cognitive blinders developed by engineers as part and parcel of their professional project. For instance, by uncritically accepting the dominant depiction of "closed" versus "open" systems, students of organizations effectively sanction the "closure" of a broader consideration of social relations at the workplace to a narrow technical discourse.

An analogous argument could be, and in fact has been, made for the discipline of sociology writ large in regard to its role in the project of

modernity. With its emphasis on revealing the conflict-laden and socially constructed emergence of scripts for rational action in general, and the functional tale of management in particular, Shenhav's book ties well into existing work by new institutional theorists who find that in the American context in particular, a strong tendency exists to recast historical developments (which, at closer look, arose under very particular and contingent circumstances) in retrospect under an efficiency or "natural law" perspective.

While neoinstitutionalists have been well attuned toward understanding the cultural preference for functionalist accounts, they have neglected conflict in turn. By bringing conflict back into institutional sociology, *Manufacturing Rationality* provides a welcome corrective to this bias. Shenhav sharpens our lenses for the constitutive role of agency and power in the emergence of new institutions. This sometimes leads him to see conflict and strategizing even when at the time, "muddling through" and happenstance may have better characterized the perspective of the actors-engineers.

Based on an intriguing historical case, the book whets the reader's appetite for a more systematic examination of the institutional mechanisms that give rise to a particular body of knowledge (or, conceptions of rationality) at the expense of others. The conclusion's final section gives at least a glimpse of what such a comparative approach might look like. In light of the book's impressive scope however, this is hardly a shortcoming. By carefully doing away with functional accounts of the managerial revolution and by linking this compelling historical case study with a broader reflection on the intersection of applied and academic knowledge on organizations, *Manufacturing Rationality* should not only appeal to economic sociologists interested in management history and the emergence of the large corporation but also to students of the sociology of professions and the history of sociology.

Corporate Power, American Democracy, and the Automobile Industry. By Stan Luger. New York: Cambridge University Press, 2000. Pp. viii+208. $60.00.

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In *Corporate Power, American Democracy, and the Automobile Industry*, Stan Luger examines changes in public policy that affect the automobile industry in order to "unravel the dynamics of corporate power to explain its impact on American democracy" (p. 187). This book examines four historical periods: (1) the origins of the industry to the mid-1960s when corporate hegemony dominated public policy, (2) the bargaining and compromising period (1967–78), (3) the period when big business regained