



Alladi Venkatesh and the wired home

about their family life and toward their jobs. "We hope to attend a family orientation for a battle group ready to be deployed to see what they say about email and family cohesion," Gilly adds.

In a separate study, Christine Beckman, assistant professor of organization and strategy, is managing a three-year study for the Navy on how the Internet and other computer-mediated communication (CMC) affects individuals, groups and organizations. Beckman and PhD student Taryn Stanko will interview approximately 25 Navy personnel on their personal and professional use of CMC, then conduct a written survey of up to 1,000 Navy enlisted personnel and officers.

"We anticipate that email and other new forms of communication can act as a 'status equalizer' among different social groups within organizations," Beckman says. "These changes in communication patterns will likely lead to increased employee commitment through higher employee morale and higher retention rates. The Internet and CMC are tools that may help alleviate work-family conflict by allowing employees to feel they have more control over their job and home activities."

Outsource Jobs

"Many companies fail to adequately consider the costs that come with sending work to other countries," says CRITO Director Ken Kraemer. Thus, some corporations wind up with surprises, headaches and unexpected costs of the magnitude of the firm whose labor contract with "experienced" workers in India was violated.

On the other hand, companies such as General Electric have more than 20,000 employees in India and are reaping benefits from outsourcing jobs to other countries. Exult, a human resources outsourcing company based at UC Irvine's Research Park, recently launched operations at its offshore unit in Mumbai.

All told, the current trend of outsourcing jobs to offshore locations—whether the experience is successful or not—has serious ramifications for employment in the United States.

Kraemer and Jason Dedrick, a PhD student at GSM, began work this summer on a three-year study, funded by the Sloan Foundation and IBM Corporation, which will help managers assess the risks and rewards of outsourcing jobs.



Ken Kraemer