Contents

Preface / xi

1 The McDonaldization of Society / 1

McDonald's as "Americana," Sacred "Icon," and at 35,000 Feet / 4

Dunkin' Donuts, "Critter Watch," and "The McDonald's of Sex" / 7

The Dimensions of McDonaldization: From Drive-Throughs to Uncomfortable Seats / 9

A Critique of McDonaldization: The Irrationality of Rationality / 12

The Advantages of McDonaldization: From the Cajun Bayou to Suburbia / 14

Conclusion / 15

2 McDonaldization and Its Precursors / 18

Bureaucratization and Rationalization: Into the Iron Cage / 18

Scientific Management: There Is One Best Way / 24

The Assembly Line:

Producing Robot-Like Workers / 25

Levittown: "Houses Go Up Boom, Boom, Boom" / 27

Shopping Centers: "The Malling of America" / 29

Ray Kroc and the McDonald Brothers: Creating the "Fast-Food Factory" / 30

Conclusion / 33

3 Efficiency / 35

Wireless Keyboards and Self-Service Slurpees / 36
"Home-Made" Fast Food and the StairMaster / 45
"Selling Machines" and L.L. Bean / 49
Video Rentals, Package Tours,
"The Magic Kingdom," and Domed Stadiums / 49
Assembly-Line Medicine and "McDoctors" / 52
Customized Textbooks, Books-on-Tape,
"News McNuggets," and Drive-In Churches / 55
Henry Ford, "Just-in-Time," and
"Efficiency Experts" / 58
Conclusion / 61

4 Calculability / 62

Whoppers, Whalers, and Weight Watchers / 62
Mona Lisa, thirtysomething, and Michael Jordan / 68
Junk-Food Journalism, GPAs, Sound Bites, and
Throw Weight / 73
Patients, Money, and Profits / 79
Increased Work Productivity and
"First-Class Men" / 80
Silicon Chips and Plastic Money / 81
Conclusion / 82

5 Predictability / 83

Holiday Inn and Those "Magic Fingers" / 83

"Howdy Partner," Hamburger University, and
TV Dinners / 84

Norman Bates, RVs, and "McStables" / 88

Multiple-Choice Exams, Newspaper Vending
Machines, and "It Never Rains" / 94

Hierarchies, Standardization, and
Identical Automobiles / 95

Contents

From Subjectivity to Objectivity in Medicine / 97 ET Visits Those "Little Boxes on the Hillside" / 98 Conclusion / 99

6 Control / 100

Bread Refineries, Sea Farms, and Chicken Factories / 101

Automatic Drink Dispensers and Supermarket Scanners / 105

Soups That Cook Themselves, Talking Automatons, Mall Zombies, and Junk Mail / 110

The Disappearing Black Bag / 114

"Education for Docility," TV Preachers, and Automated Check-In / 115

Bureaucratic Constraints, the One Best Way, and Repetitive Labor / 117

Conclusion / 120

7 The Irrationality of Rationality / 121

Long Lines and That Familiar Lube Job / 122

"Expense World" / 125

"Fun, Fun, Fun" / 126

The Phantom of the Opera and "Molly McButter" / 129

Caution: McDonaldization Can Be Dangerous to Your Health / 130

Turnover and "Trough and Brew" / 131

"Get Lost," Wheel of Fortune, and Fake Submarines / 133

Fast-Food Croissants and Fast Forwarding Through Fall / 138

Demystification, Deprofessionalization, and Assembly-Line Medicine / 139

Factory-Like Universities, Bureaucracies, and Planes That Almost Fly Themselves / 141 "Sometimes I Felt Just Like a Robot" / 143 Conclusion: The Future Is Now / 145

The Iron Cage of McDonaldization? / 147 8 The Forces Driving McDonaldization / 147 McDonaldization and Some Alternative Perspectives / 152 Conclusion / 158

Coping With a McDonaldized Society / 160

Attitudes Toward the Iron Cage: Velvet, Rubber, or Iron? /160 Modifying McDonaldized Institutions: McLean Deluxe Burgers and Macheezmo Mouse / 163 Modifying the Auto Assembly Line in Sweden / 169 Creating "Reasonable" Alternatives: Baguettes, Ben & Jerry's, and B&Bs / 171 Other Alternatives: "It's Okay to Go Outside the Lines" / 177 Carving Out Nonrationalized Niches for Ourselves: Tenured Professors and Skunk Works / 178 Individual Responses: Subverting the Process of McDonaldization / 182 Conclusion / 187

End Notes / 189 Bibliography / 206 Index / 213

Index

A & W Root Beer 31	and repetition 144-5
Aamco Transmissions 3, 44	automated teller machines (ATMs
Aburdene, Patricia 176	42, 122-5, 151
alienation 140, 145, 169	Automat, The 109
Allen, Woody 5, 8–9	automobile industry 58-61, 153-
American Bed and Breakfast	"just-in-case" system (America
Association 177	59–60
American Broadcasting Company	"just-in-time" system (Japanese
(ABC) 68	58–60, 122
American Medical Association (AMA)	Sential the of the North life
54 H. All Sycology material	Back to the Future 89
American Sociological Review 75	banks 44
Amusing Ourselves to Death 128	Banquet 46
amusement parks 51-2, 56, 61, 90,	baseball 72-3, 93
92-3, 111, 126-7, 129	artificial turf 52, 72, 93, 185
Animal Liberation 103-4	designated hitter 72-3
answering machines 161-2	pinch hitter 72–3
aquaculture 102, 120	basketball 70-2, 82
Arby's 7, 66, 105	45-second clock 71-2
assembly line 18, 31, 33, 38, 40, 100,	24-second clock 71-2, 82, 151
119, 120, 132, 151, 153,	Baskin-Robbins 8
155, 159, 170	Bates Motel 88-9
automobile 25, 28, 58, 59-61, 96-7,	bed and breakfasts (B&Bs) 15, 17
99, 153, 169–71	and growing rationalization of
and dehumanization of human	Bell, Daniel 152-3
life 144–5, 169–70	Ben & Jerry's 175-8
destructiveness of 144	and "caring capitalism" 175
irrationality of 143-5, 169	Cherry Garcia 178
modifications of 169-71	employees of 175-6
principles for construction of 59	"joy gang" 175-6
in Sweden 169–71	and franchise growth 176
and unions 170	and health 175
medical 52, 140-1	and use of recycled products 1
as rationalized systems 25-7	Bennis, Warren 129
workers 125, 144-5, 169	Best Western 27

and repetition 144-5 nachines (ATMs) 2-5, 151 ry 58-61, 153-5 vstem (American) system (Japanese)

89 2, 72, 93, 185 er 72-3 2 k 71–2 k 71-2, 82, 151 (B&Bs) 15, 177-9 tionalization of 177 -8 italism" 175 178 75 - 6175-6 rowth 176 cled products 175 29

Bethlehem Steel 24	and Ford Pinto 144
Better Business Bureau 139	and foreign policy 78
Big Bite 63	and medicine 79-80
Big Boy 7, 31	and newspapers 73
Biggies 63	and politics 77-8
Big Gulp 63	and scientific management 80-1
Big Mac 10, 11, 62, 82-3, 95, 130,	and "sea farms" 103
155, 173	and sports 70-3
Big Start breakfast 63	of television 68-70, 82
Blockbuster Video 50	Nielsen ratings 68-9, 82
Blue Cross-Blue Shield 53	and touring 68
Boca Raton News 8	(See also quantification/quantifiability
Body Shop, The 3	Carson, Johnny 116, 164
Bogart, Humphrey 161-2	catalogue sales/shopping 49, 61, 13
books-on-tape 57, 61, 180	Charley Chan 2
Boorstin, Daniel 129	Chase, Chevy 89
Boston Celtics 70	Checkout Channel 122
Boston Cooking School Cook Book, The 67	Chi Chi's 8
Brave New World 146	Chicken McNuggets 39-40, 85, 15
Breakfast Burrito 167	166
breakfast sandwiches 45-6	Chock Full o' Nuts 168
bureaucracy xi, 18, 19, 20-2, 24-5, 31,	Cinnabon 41
33, 56, 97, 117–20,	citation indexes 76
141–3, 151, 159	Club Med 23
educational 56-7	Cohen, Ben 175
irrationalities of 142-3	Cohen, Richard 122-3, 125
fake fraternization 142	Coming to America 4
"red tape" 143	computers 100, 107, 120, 151, 184
medical 54	calls 112, 129
bureaucratization 18, 153	control 10-2, 16, 20-2, 24, 26, 34,
Burger and Brew 132	100–20, 121, 149
Burger King (InstaBurger) 7, 26, 31,	and amusement parks 110-1
41, 63, 65–6, 131, 134,	and aquaculture 102-3
155, 164, 167, 178	and assembly lines 119
and the conveyor belt 40	and bakeries 101-2
on wheels 167	and bureaucracies 117-8
Busch Gardens 52, 90, 92-3, 129	in education 115-6, 120
Business Week 58, 128	the clock 115
Butter Buds 129, 184	the lesson plan 115, 120
Chery Grien ITS	and employees 105-6, 111, 120
calculability 9-10, 12, 16, 21, 24, 34,	manipulation of as automaton
62-82, 121, 139, 141,	119–20
144, 148–149	replacement of by machines
and computers 81-2	106–9
and diet industry 67-8	and factory farms 103-5
and education 73-7	and fast-food restaurants 105-7,
and fast-food restaurant 62-7	109–10

over food consumption and production 105–10
and hotels 117
and junk mail 112–3
and medicine 114–5, 120, 139
and politics 117
and religion 116–7
and scientific management 118–9
and shopping malls 111
and smart bombs 119
and supermarkets 107–9
and telemarketing 111–2
(See also substitution of nonhuman for human technology.)

Cooley, Dr. Denton 52 co-ops, as alternatives to supermarkets

178

Count Chocula 127 credit cards 82, 112, 184

Dairy Queen 7, 31
Days Inn 84, 179
Democratic party 70
Denny's 7
department stores 49, 112, 122
Diagnostic Related Groups (DRGs)
53, 79, 114

Dial-a-porn 8 dinner, microwave/TV 45-7, 84, 88, 99, 129, 149

"Docs-in-the-Box" 54-5 domes 52, 93, 151, 185 Domino's 7, 8, 10-1, 45 Downey, Congressman Tom 113 drive-in churches 58 drive-through windows 44, 61, 109, 122, 133-5, 156

Dunkin' Donuts 7-8, 40

Econo-Lodge 84 efficiency 9, 12, 16, 20–2, 24–5, 34–61, 121, 139–40, 147–9, 161 and amusement parks 51–2 and athletic stadiums 52 and automobile industry 58–60 and banking 42

and books-on-tape 57

and diet industry 47-8 and doctors' offices 42-3 experts 58, 60-1 and fast-food restaurant 35-42, 44-5 and gas stations 42 of hamburger 37 and health clubs 48 and home cooking 45-7 illusion of 126 and medicine 52-5 and newspapers 57-8 and phone companies 42 and postal service 43 and publishing 57 and religion 58 and scientific management 60-1 and shopping 49 and touring 50 and university 55-6 and video rentals 49-50 and voice mail 43 Egg McMuffin 10, 32, 40, 46, 155,

Epcot Center 51
escort services 8
ET 99
Euro DisneyLand 12, 110

166, 185

factory farms 103–5, 120

Fahrenheit 451 146

family meal 135–7

Farmer, Fannie 67

fat farms 67

fatilyzer 66, 151

Fenway Park 93, 185

Filet–O–Fish 166

Five Easy Pieces 87

football 70

Ford, Henry 18, 25, 27–8, 38, 40, 44, 53, 58–9, 61, 119, 144, 153, 155, 158

Fordism 153–5 158

Fordism 153–5, 158
deskilling of workers 153, 155
homogenization of consumption
154–5

homogenization of labor 153-5 inflexible technologies 153, 155

Fordism (continued)
intensification 153–4
mass production 153–5
Model Ts 153
standardized work routines 153, 155
Ford Motor Company 58
Ford Pinto 144
freeze-dried foods 88, 99
Fuddrucker 2
Funny Feet fruit snacks 127

Gans, Herbert 29
Garfield, Bob 125, 137
gas stations 42
General Motors 27
Giant Food 123
Godfather, The 89
Golden Arch Cafe 165–6
Goodman, Ellen 139
Greenfield, Jerry 175–6
Green Monster, the 93
Gulf and Western 173
gymnastics 71

Hair Cuttery 184
Hair Plus 3, 84–5
Halloween 89
Hamburger University 33, 84, 87
Hampshire College 177–8
H & R Block 3, 44, 151, 158, 183
Hardee's 7, 41, 165
Harvey, David 157–8
health maintenance organizations
(HMOs) 54, 79, 114,
151

Hilton, Conrad 90
Hilton Hotels 90
Hitchcock, Alfred 88
Holiday Inn 15, 27, 83, 84, 91, 99
Holiday Spas 48
home (TV) shopping networks 14, 49, 61
Hormel 45
horse racing 94, 99
Hospital Corporation of America 53
hospitals 53–5, 97
Howard Johnson's 27, 163
HulaBurger 32, 124

Humana Inc. 53

Ida Red's 163 IGA 31 incalculability 121 inefficiency 121-6, 136, 146 infotainment 129 insurance companies 53 Internal Revenue Service 21–2 iron cage of McDonaldization xiv, 131 147–59, 162, 174, 182, 188 responses to 160-3, 182-7 of rationality xi, 18, 19, 22, 24, 146 irrationality of rationality 122-46 assembly line 143=5 bureaucracies 141-3 dehumanization 130-9 demystification and deprofessionalization 139-41 fun not substance 126-9 high cost 125-6 inefficiency 122-5 totalitarianism 145-6

Japanese industry 132, 134, 154, 169 Jenny Craig 48 Jiffy Lube 3, 124 Jones, Indiana 89 Jordan, Michael 15, 68, 70 Juicy Burger 3 junk-food journalism 73 junk mail 112–3, 129, 184

unreality 129

Juicy Burger 3 junk-food journalism 73 junk mail 112-3, 129, 184 Kampgrounds of America (KOA) 3, 92 Kennedy, Donald 77 Kentucky Fried Chicken xii, 2, 7, 31, 40, 64, 107, 138, 173 Kid Cuisine 136 Kid's Kitchen 136 Kidsports Fun and Fitness Club 3 Kinder Care 3-4, 116, 169 King's Dominion 93 kitchens 107 Kowinski, William Severini 5, 30, 49, 111, 128 Krauthammer, Charles 110 Kroc, Ray 1, 4, 18, 30-2, 36-8, 64-5, 86, 106, 124

Land's End 49 Lean Deluxe 164-5 Leaps & Bounds 126 Lens Crafters Letterman, David 116 Levitt, Alfred 28 Levitt & Sons 27-8 Levittown 18, 27-9, 183 Levitt, William 27 Limited, Inc.'s Bath and Body Works 3 L.L. Bean 49 long-distance phone service 42 Long John Silver's 8 Louvre, the 68 Lube Center, The 112-3 Lukas, Wayne 94 Luke, Tim 131 Luxenberg, Stan 46, 126 Lyotard, Jean-Francois 156 Macheezmo Mouse Mexican Cafe 163, 165, 184 Mall of America 128 Marriott 7 Marvelous Market 171-4, 178 and dangers of rationalization 174 inefficiency of 172 McCharge 167 "McChild" Care Centers 4, 116, 120,

"McDentists" 4, 44, 183-4 "McDoctors" 4, 14, 54-5, 61, 97, 114, 182–4 McDonaldism 155 (See also Fordism.) McDonaldization advantages of 14-5 alternative theories of 152-8 alternatives to 171-8 in colleges/universities 177-8 supermarkets 178 of athletic stadiums 52, 61 attempts to carve out nonrationalized niches 163, 178-87 as college professor 179-80 tenure 180 creativity and 181

as related to occupational standing 180 attitudes toward 160-2, 182 "iron cage" xi, 131, 147-59, 162, 174, 182, 188 "rubber cage" 161-2, 182 "velvet cage" 160-1, 182 and authoritarian and totalitarian possibilities 145-6 of basketball 15 and Communist societies 148 coping with 160-88 defined 1 dehumanization of 12, 20, 22, 121, 130-4, 138, 141-2, 146, 168-9 and employees 131-3, 168-9 turnover rate 132-3 unionization of 168 and demystification 140 of dieting 15, 47-8, 61, 67-8 dimensions of 9-12, 16, 20-2 of education . 55-8, 141-2 grades 142 lecture classes 142 efforts to limit negative effects 162 efforts to modify 162 environmental drawbacks of 131, 165 expense of 125-6 and family 135-7, 150-2 and finger foods 39-40, 61, 185 Fordism and 153-5 fun in 126-9 of garbage disposal 51-2, 92 of health clubs 48 and homogenization 138-9 inefficiencies of 41-3, 121-6, 136 of journalism 57-8 of the kitchen 45-7 limitations of 44-5 of manufacturing 25 of medicine 14, 42-3, 52-5, 61, 79-80, 139-41 motivating factors 147-52 by our cultural system 147-9, 158 as desirable process 148-9 as value in and of itself 149,

151

218 Index

McDonaldization, motivating factors	minimum wage 124 Mitroff, Ian 129
(continued)	
economic goals 147–8, 151, 158	modernism/modernity 152, 156-8
social changes 147, 150-2, 158	Molly McButter 129, 184
automobiles in 150-1	Mona Lisa, the 68
discretionary income 151	Moscow on the Hudson 5
technological changes 151–2 precursors of 18–34	Moscow Research Institute of Eye Microsurgery 53
assembly line 25-7	Motel 6 15, 84
bureaucracy 18-24	Mrs. Dash 110
Levittown 27–9 scientific management 24–5	multiple-choice examinations 55–6, 94–5, 142
shopping mall 29-30	computer-graded 56, 185
process xiii, 140	Murphy, Eddie 4-5
and depersonalization 141	Muzak 128, 142
and deprofessionalization 140 of recreation 23	My Own Meals 136
of religion 58	Nichita John 176
	Naisbitt, John 176
of sex 7–9	National Heart Savers Association 16
speed and 65-6	News McNuggets 4, 57, 61
of sports 70–3	News McRather 4
suburban 29	Newsweek 58
subversions of, individual 182-7	New York Times, The 57, 164, 185
of tomatoes 186	Nicholson, Jack 87
of travel 50–2	Nightmare on Elm Street 89
is unhealthy 130-1, 164-7	1984 146
carrot and celery sticks 167	Nutri/System 3, 48, 67, 129, 135,
and salads 166	151, 158, 182
(See also rationalization.)	Nutri/System University 48
"McDonaldization of Society, The	
(1983)" xii	package tours 14, 51, 61, 68, 82,
McDonald, Mac and Dick 30, 36	90–1, 129
McDonald, Ronald 3, 5, 126	Pearle Vision Centers 3, 44, 151, 18
homes 6	Perdue 40
McDonald's Speedee Service	Peters, Thomas 180-1
Drive-In 65	Pizza Hut 2, 4, 8, 10, 41, 86, 107
McGulag Archipelago 131	Poltergeist 99
McLean Deluxe 163, 165	Popeye's 2, 8, 41
McMasters,169	postal service 43
McPaper 4	post-Fordism 152–5, 158, 160
McRib sandwich 167	decline in mass products 154
McStables 4, 94	differentiation 155
Medicare 53	
	flexible management 154
Megatrends 2000 176	flexible production 154
microwave ovens 45–7, 110, 136–7, 184	more required from workers 154
Midas Muffler & Brake Shops 3, 44	specialization of production 154
Milli Vanilli 129	postindustrialism 152-3, 156, 158

goods-production vs. service society quality vs. quantity 62–7 152–3 in academic publishing 75-7 Postman, Neil 128 the illusion of quantity 64–5 postmodernism 152, 156-8, 160 in journalism 73 space compression 156–8 in sports 70–1 time compression 156–8 quantification/quantifiability 9, 20-2, CNN and the 1991 war with 26, 34, 62–82, 148 Iraq 157-8 and computers 81-2 predictability 10, 12, 16, 20-2, 24, 26, of education 73-7 34, 83–99, 121, 147, 149 credentials/degrees 73-4 in evaluating professors 74–5 of amusement parks 92-3 of assembly lines 96-7 grade-point averages (GPAs) of bureaucracies 95-6, 99 73, 81–2, 151, 178 of camping 91-2, 99 grades 73, 81 recreational vehicles 91-2, 99, ranking of departments 73-4 standardized tests 73-4 151 of employees 86-7, 92-3, 99 of foreign policy 78 of fast-food restaurants 84-7, 99 nuclear deterrence 78 of home cooking 87–8 nuclear disarmament 82 of housing 98–9 "throw weights" 73, 78, 82 of medicine 97-8, 139-40 of medicine 79-80, 82 of motels 83-4 of occupations 74 of movies 88-90, 99 credentials 74 ratings 89-90 of political sector 77–8 sequels 89, 99 campaign speeches 78, 82 of newspapers 95 candidates 77 of packaging 85-6, 88 polls 77, 82 and pseudointeractions 85, 112-3, presidential debates 78 129, 133–5 "sound bites" 73, 78, 82 in medicine 140-1 and television 77-8 of sports 70–3 and scientific management 96 of shopping malls 95 accumulation of statistics 71 of sports 93-4, 99 TV time-outs 70 "standardization" 96, 99 of television 68-9, 82 of suburbs 98–9 of work 80-1 of touring 90–1 Quarter Pounder 10, 44 of university 94-5 productivity 80-1, 101, 124, 153-4 Raiders of the Lost Ark 89 Ramada Inn 84 Psycho 88-9 public broadcasting (PBS) 69, 185 rationality publishing 57-8 fast-food restaurant as model of 19 custom 57 formal 19-20, 22 efficiency in 57 elements of 9-12, 16, 20-2 "publish or perish" pressure 75-7 the irrationality of 12-3, 16, 19-20, 22, 34, 122–46 "quality control inspectors 97 rationalization xi, xiii, 18

Weber's theory of xiii, 18
(See also McDonaldization.)

Quality Inn 83

Reader's Digest 58 Snausages in a Blanket 127 Reagan, Ronald 117 Social Security Administration 21 Red Lobster 2, 168 Sokoloff, Phil 164 Reiter, Ester 65 Southdale Center 29 Rexall Pharmacy 31 Spielberg, Steven 99 Roadside Empires 46 StairMaster 48, 61, 151 robots 100, 107 Stanford University 77 Rodeway Inn 84 Star Wars 89 Roy Rogers, 85, 112, 129, 134 styrofoam 131, 184 substitution of nonhuman for human Saab 170 technology 10-2, 16, Safeway 108 20-2, 24, 26, 34, 100-21, salad bar, the 41, 130 147–8 in airplanes 143 salmonella as result of McDonaldization of food 130-1, 185 artificial intelligence 120 automated hotel check-in 117 Samuelson, Robert 14 Sanders, Colonel Harlan 64, 173 automated drink dispensers 107, 120 Sanibel Island 163 computerized cash registers 106-7 Saturday Night Live 4, 132-3 and deskilling human employees 107 Sbarro's 2 in medicine 114-5, 120 Schrambling, Regina 130-1, 185-6 optical scanners 107, 120 scientific management 24-5, 31, 33, in politics 117 60, 80–1, 96, 118, 151, in religion 116-7 153, 159 self-checkout 108 "smart bombs" 120 and creation of nonhuman technology 118 suburbia 29, 98-9 dehumanization of 24-5 Super Big Gulp 63 Super Boil 110 irrationalities of 24-5 supermarkets 42, 45, 47, 107-8, 122-4, sea farms 102-3 and genetics 102-3 Seven-Eleven 44-5, 63, 109, 124 as entertainment centers 127-8 Shelton, Allen 156 Sylvan Learning Center 116 Sheraton 90 shopping malls 18, 29-30, 33, 45, 49, Taco Bell 2, 8, 39, 41, 43, 106-7, 167-8 61, 95, 111, 120, 163, 168 Takaki, Ronald 22 Taylor, Frederick W. 18, 24-5, 60-1, as entertainment centers 128 as "retail drama" 128 80-1, 96, 118-20 silicon chip 81 Taylorism 25, 82, 99, 153 Simon, Herbert 35 TCBY 7 Singer, Peter 103-4 Teenage Mutant Ninja Turtles cereal Singer Sewing Machine 31 127 Sizzlean 129 telemarketing 111-2 televised religious programming 58, Sizzler 2, 7 skunk works 180-1 116-7 Sleeper 5,8 tennis 93-4 Sloan, Alfred 27 textbooks 56 Slurpees 36, 45 customized 57, 61

thirtysomething 68-69 Thomas, Dave 85 Thomas, Dylan 188 Time 58 Time After Time 5 "time-and-motion" studies 24, 60 Taylor's steps of 60 Tin Men 5 Toys R Us 3, 127 Trough and Brew 132-133 2001: A Space Odyssey 100 unionization 168 United Airlines 63 universities 55-6, 141-2 University of Chicago Press 75 university presses 75 unpredictability 121 "unreality industry," 129 USA TODAY 4, 8, 57-8, 61, 73, 95, 185

Vacation 89
value meals 9
Vatican Television Center 116
vegetarians 178
video tapes 49–50, 151
rental stores 49–50, 61
voice mail 4, 43, 184
Volvo 153, 170

Wall Street Fournal 58, 128, 136 Wal-Mart 3 Walt Disney World/Disneyland 5, 51-2, 92-3, 110-1, 125-6, 137-8 cleanliness of 51-2, 92 Washington Post, The 57, 113, 125 Waterman, Robert 180-1 Weber, Max xi, xiii, 18-24, 121, 147, 160, 162, 188 impact on social theorists xiii theory of rationalization xiii (See also "iron cage.") Weight Watchers 67 Wells, H.G. 5 Wendy's 7, 85, 149, 164 Western Auto 31 Whaler 63 Wheel of Fortune 136 Whopper 63 Williams, Robin 5 Winnebago 91 Wonder Bread 178 Wrigley Field 93 "Writing McDonald's, Eating the Past: McDonald's as a Postmodern Space" 156 Yuppies 69