

# CONTENTS

Preface	ix
Acknowledgments	x
Introduction	1
<b>I. ORGANIZATIONS AS RATIONAL SYSTEMS I: CLASSIC THEORIES OF BUREAUCRACY AND ADMINISTRATION</b>	<b>5</b>
<b>A. Early Definitions of Organization and Management</b>	
1. Bureaucracy and Legitimate Authority (1924) <i>Max Weber</i>	17
<b>B. Scientific Management and the Treatment of Labor</b>	
2. The Principles of Scientific Management (1911) <i>Frederick W. Taylor</i>	24
<b>Critique</b>	
3. The Degradation of Work in the Twentieth Century (1974) <i>Harry Braverman</i>	32
<b>II. ORGANIZATIONS AS RATIONAL SYSTEMS II: CONTINGENCY THEORY AND THE DISCOVERY OF ORGANIZATIONAL VARIATION</b>	<b>39</b>
4. The Management of Innovation (1961) <i>Tom Burns and G. M. Stalker</i>	45
5. Technology and Organization (1965) <i>Joan Woodward</i>	52
6. The Measurement of Organization Structures (1973) <i>D. S. Pugh</i>	66

<b>III. ORGANIZATIONS AS HUMAN AND SOCIAL SYSTEMS I: THE IMPULSE TO REFORM WORK</b>	77
<b>A. The Early Human Relations Movement</b>	
7. The Hawthorne Experiments (1941) <i>George C. Homans</i>	85
<b>Critique</b>	
8. Hawthorne, the Myth of the Docile Worker, and Class Bias in Psychology (1981) <i>Dana Bramel and Ronald Friend</i>	97
<b>B. Humanistic Management and Contemporary Employee Involvement</b>	
9. The Human Side of Enterprise (1957) <i>Douglas McGregor</i>	108
10. From Control to Commitment in the Workplace (1985) <i>Richard E. Walton</i>	114
11. A Different Kind of Company: From Control to Commitment in Practice (2002) <i>Saul A. Rubinstein</i>	123
<b>Critique</b>	
12. Inside a Japanese Transplant: A Critical Perspective (1993) <i>Laurie Graham</i>	131
<b>IV. ORGANIZATIONS AS HUMAN AND SOCIAL SYSTEMS II: INFORMAL ORGANIZATION AS SHADOW STRUCTURE</b>	145
13. Conflicts Between Staff and Line Managerial Officers (1950) <i>Melville Dalton</i>	149
14. The World of Corporate Managers (1988) <i>Robert Jackall</i>	157
15. Manufacturing Consent: Changes in the Labor Process Under Market Capitalism (1979) <i>Michael Burawoy</i>	170
<b>V. RATIONALITY AND NON-RATIONALITY IN ORGANIZATIONAL DECISION MAKING</b>	181
16. Conceptual Models and the Cuban Missile Crisis (1969) <i>Graham Allison</i>	185
<b>VI. POWER INSIDE ORGANIZATIONS</b>	205
17. Organizations and Oligarchy (1915) <i>Robert Michels</i>	211

<b>VII. ORGANIZATIONS AS OPEN SYSTEMS:</b>	
<b>ORGANIZATIONS AND THEIR ENVIRONMENTS</b>	225
<b>A. Resource Dependency Theory</b>	
18. The External Control of Organizations: A Resource Dependence Perspective (1978) <i>Jeffrey Pfeffer and Gerald R. Salancik</i>	233
<b>B. Institutional Theory</b>	
19. The Iron Cage Revisited: Institutional Isomorphism and Collective Rationality in Organizational Fields (1983) <i>Paul DiMaggio and Walter Powell</i>	243
<b>C. Organizational Ecology</b>	
20. Density-Dependent Processes (2000) <i>Glenn R. Carroll and Michael T. Hannan</i>	254
<b>VIII. ECONOMIC THEORIES OF ORGANIZATIONS</b>	263
21. Theory of the Firm: Managerial Behavior, Agency Costs and Ownership Structure (1976) <i>Michael C. Jensen and William H. Meckling</i>	269
22. The Economics of Organization: The Transaction Cost Approach (1981) <i>Oliver E. Williamson</i>	276
<b>Critique</b>	
23. Markets, Hierarchies, and Hegemony (1981) <i>Charles Perrow</i>	288
<b>IX. THE EVOLUTION OF MODERN BUSINESS ORGANIZATION: FROM BIG BUSINESS TO POST-FORDISM?</b>	295
<b>A. Alfred Chandler's Account of the Rise of Big Business</b>	
24. The Emergence of Managerial Capitalism (1984) <i>Alfred D. Chandler, Jr.</i>	303
<b>B. Post-Bureaucratic Alternatives to Big Business</b>	
25. Neither Market nor Hierarchy: Network Forms of Organization (1990) <i>Walter W. Powell</i>	315
<b>Critique</b>	
26. Lean and Mean: The Changing Landscape of Corporate Power in the Age of Flexibility (1994) <i>Bennett Harrison</i>	331

<b>X. ORGANIZATIONAL CULTURE</b>	347
27. Engineering Culture: Control and Commitment in a High-Tech Corporation (1992) <i>Gideon Kunda</i>	351
<b>XI. ORGANIZATIONS AND SOCIETY: GENDER, RACE, CLASS, AND POLITICS</b>	371
28. Men and Women of the Corporation (1977) <i>Rosabeth Moss Kanter</i>	381
29. Black Mobility in White Corporations: Up the Corporate Ladder But Out on a Limb (1997) <i>Sharon Collins</i>	397
30. Segmented Labor Markets (1979) <i>Richard Edwards</i>	408
31. The Access Process: Loopholes as a System (1992) <i>Dan Clawson, Alan Neustadt, and Denise Scott</i>	423
<b>XII. ORGANIZATIONAL DEVIANCE</b>	433
32. Normal Accidents: Living With High-Risk Technologies (1984) <i>Charles Perrow</i>	437
33. Rational Choice, Situated Action, and the Social Control of Organizations: The <i>Challenger</i> Launch Decision (1998) <i>Diane Vaughan</i>	443
<b>XIII. DEMOCRATIC ALTERNATIVES TO CAPITALIST BUREAUCRACY: WORKER OWNERSHIP AND SELF-MANAGEMENT</b>	457
34. The Collectivist Organization: An Alternative to Rational-Bureaucratic Models (1979) <i>Joyce Rothschild-Whitt</i>	461
35. Worker Ownership, Participation, and Control: Toward a Theoretical Model (2002) <i>William Foote Whyte, Joseph R. Blasi, and Douglas Lynn Kruse</i>	475
<b>XIV. GOVERNMENT, NONPROFIT AGENCIES, AND VOLUNTARY ASSOCIATIONS</b>	497
36. Street-Level Bureaucracy (1980) <i>Michael Lipsky</i>	503
References	519
Index	527
About the Editor	541