

TABLE OF CONTENTS

	<u>Page</u>
CHAPTER I The Issues in Perspective.	1
Background.	1
Relevancy of Executive Succession to Organizations	2
Method of Study	4
Limitations	6
 CHAPTER II The General Nature of Organizations and the Executive Job.	10
The Concept of Formal Organization.	10
The Concept of Informal Organization.	12
The Concept of Authority.	12
The Functions of the Executive.	14
The Nature of the Executive Job	15
Summary	19
 CHAPTER III Two Outstanding Studies Revisited.	20
Executive Succession in a Gypsum Plant.	21
The Setting	21
The Predecessor	23
Succession Takes Place.	24
Work Group Reaction	26
Analysis of the General Gypsum Case	33
Executive Succession in an Automobile Plant . .	42
Introduction.	42
The Setting	43
The Predecessor	45
Succession Takes Place.	47
The Briefing.	49
Strategies.	50
Success Criteria.	56
Analysis of the Case.	57
Summary	60
 CHAPTER IV Current Issues on Succession: A Literature Review	62
Organizational Size	64
Organizational Effectiveness and Efficiency .	66
Planning for Succession	69
Staging	71

	<u>Page</u>
Work Group Reaction	71
Allies.	73
Loyalty	75
Procedence of the Successor	76
Personal Ability of the Successor	79
Some Implications and Conclusions	82
 CHAPTER V Methodology.	87
The Research Design	88
Shortcomings Revisited.	95
Summary and Conclusions	97
 CHAPTER VI Findings and Analysis.	99
A Framework of Executive Succession	99
Predecessor Variables	101
Successor Variables	109
Organizational Variables.	130
The Management of Executive Change.	139
Gathering Information	141
Coping with Resistance.	152
Showing Immediate Results	172
Summary and Conclusions	176
 CHAPTER VII Conclusions.	178
Bibliography.	189
Appendices.	193
Guide to Interviews on Executive Succession.	194
Class Exercise on Executive Succession (Spanish).	198
Class Exercise on Executive Succession (English).	199
Guide to the Writing of a Case in Succession (Spanish).	200
Guide to the Writing of a Case in Succession (English).	205