Contents

1.	Introduction	1
	What Is Organization?	2 5
	What Is Organization Design?	5
	Who Should Design the Organization?	9
	Summary	9
2.	Approaches to Organization Design	11
	Classical Management Theory	12
	The Human Relations School	23
	Information and Decision Processes	24
	The People Approach	26
	Task Analysis	28
	Summary	32
3.	Organizing Modes: An Information Processing Model	35
	Task Uncertainty and Organization Design	35
	The Mechanistic Model	39
	Summary	55
4.	Chandler's Restaurant: A Case of Strategic Choice	58
	Organization and Work Flow	5 8
	Chandler's Restaurant	5 9
	Summary	69
5.	Analysis of Chandler's Restaurant: Strategic Choice Illustrated	70
	The Supply Task	70
	Current Organizing Mode	7 3
	Evaluation of Current System	73
	Alternative Organization Designs	74
	Summary and Discussion	. 80

xiv | Contents

	6.	Information Reduction Modes: Alternatives 1 and 2	81
		Alternative 1: Creation of Slack Resources	81
		Alternative 2: Creation of Self-Contained Tasks	85
		Summary	94
	7.	Investment in the Vertical Information System: Alternative 3	96
		Dimensions of the Vertical Information System	96
		Prototype Information Systems	101
		Examples of Information Systems	108
		Summary	109
/	8.	Creation of Lateral Relations	111
		Lateral Processes	111
		Making Lateral Processes Effective	118
		Summary	127
	9.	A Case Study—Teams	130
	•	Situation before the Change	130
		Organization Design Alternatives	135
		Teams in Operation	145
			146
	10	The Indian Control of the Indian	/
	10.	Lateral Relations Continued: Integrating Roles, Managerial Linking	148
		Roles, and Matrix Designs Need for an Additional Role	148
		Summary	164
		Summary	104
	11.	Authority and Responsibility in Lateral Relations	167
		Authority and Responsibility Ambiguities	167
	10	Review of Model and Empirical Evidence	157.4
	14.	The Framework in Review	1 74 174
		Lateral Relations and Influence Distribution	174
		Lateral Relations and finitelice Distribution	177
	13	Case Studies	185
		Response to a Market Change	185
		Organization of a Data-Processing System	197
		Summary	200
	14	The Organization and Its Environment	201
		The Organization's Environment	202
		Environmental Management	204
		Summary	219
	15	Organization and Environment: An Example of Production Smoothing	224
		The Smoothing Problem	224
		Independent Strategies	220

	Cooperative Strategies	231
	Strategic Maneuvering	237
	Summary	240
	·	
16.	Integrating Individuals and Organizations: Reward Systems	243
	Reward Systems	243
	A Contingency Theory of Reward Systems	$247 \times$
	Organizational Behaviors	$249 \times$
	Tasks and Required Behaviors	252
	Types of Reward Systems	253 ×
	Summary	260
17.	An Influence Model	263
_,,	Motivation—Influence Model	263 >
	The Motivation Model	267
	Dynamic Path-Goal Model	274
	•	288
	Summary	200
18.	Task Behavior and Motivational Bases	291
	Rule Compliance	291
	System Rewards	298
	Individual and Group Rewards	301
	Promotion	312
	Summary	312
10	Leadership and Groups	315
LJ.	Leadership Behaviors	315
	Groups	323
		323 327
	Implementation	
	Summary	329
20.	Intrinsic Rewards	333
	Intrinsic Motivation	333
	Task Involvement and Goal Identification	335
	Types of Behavior	338
	Implementation and Evidence	343
	Summary	354
91	Reward Systems—A Recapitulation	358
41.		358
	Analysis and Choice of Reward Systems	369
	An Example of a Reward System	
	Summary	379
22.	An Integrating Case Study	381
	A New Factory	381
	Comparison of Eight Alternatives of Organization Design	390
	Comparisons and Choice of Alternatives	403

xvi | Contents

Detailed Design of Groups—Manufacturing	406 413
The Governance System	
Summary	414
Author Index	417
Subject Index	421