

Contents

Chapter 1. First Things First	1
Perspective of the Book	4
Theoretical Bases	8
Using the Literature	13
Appendix 1. Selected Periodicals for Organization Theory	23
<hr/> PART I. CRITERIA FOR EVALUATING ORGANIZATIONAL SUCCESS <hr/>	
Chapter 2. Societal Contribution and Organizational Goals	37
Societal Contribution	39
Goal Attainment	46
Contrasting the Views of Organizational Effectiveness—A Summary	55
Measurement Module	59
Chapter 3. Performance and Employee Maintenance	71
Systems Goals and Subsystems Performance	73
Employee Maintenance	79
The Quality of Working Life	87
Measurement Module	94
Chapter 4. Organizational and Subsystems Criteria: Some Extensions and Contingencies	108
Evaluating Organizational Success	110
Relationships among Criteria	113
Emphasis on Different Criteria	118
<hr/> PART II. THE ENVIRONMENT OF ORGANIZATIONS <hr/>	
Chapter 5. The General Environment	128
Culture	130
The Economic Climate	142
The Educational Environment	147
The Legal-Political Environment	150
The Influence of the General Environment on Organizations	154
Measurement Module	156
Chapter 6. The Specific Environment	171
What Is an Organization?	173
The Organization and Its Specific Environment	174
Assessing the Specific Environment of Organizations	180
Measurement Module	192

Chapter 7. A Contingency Approach to Organizational Environments	205
Interdependence, Uncertainty, and Development in the General Environment	206
Organizational Choice: A Key Difference Between the General and Specific Environment	212
Favorability in the Specific Environment	213
Environmental Complexity	215
PART III. ORGANIZATIONAL CHARACTERISTICS	
<hr/>	
Chapter 8. Contextual Variables: Size, Technology, and Administrative Philosophy	228
Organizational Size	230
Technology	236
Administrative Philosophy	250
Measurement Module	259
Chapter 9. Organizational Structure	273
The Weberian View of Structure—The Concept of Bureaucracy	275
Some Basic Structural Considerations	277
Vertical Specialization and Control (Top-down View)	280
Horizontal Specialization and Coordination	288
Toward an Integrated View of Organizational Structure: Mechanistic and Organic Organizations	298
Organizational Structure—The View from the Bottom	300
Measurement Module	303
Chapter 10. A Contingency View of Organizational Design	322
The Amount of Structure Needed for Survival	325
Enhancing the Potential for Goal Attainment	335
Top Management Discretion and Structure	345
PART IV. SUBSYSTEMS, GROUPS, AND LEADERSHIP	
<hr/>	
Chapter 11. Subsystems Relationships	365
Basic Types of Subsystems	367
Relationships among Units	370
Functional and Dysfunctional Consequences of Conflict	379
Organizational Politics	386
Measurement Module	389
Chapter 12. Groups and Group Behavior	400
What Do We Mean By Groups?	403
Types of Groups Within Organizations	404
Usefulness of Groups for Task Accomplishment	405
Organizational Requirements and Group Responses	409
Group Composition	413

	Phases in Group Development	426
	A Scenario for the Analysis of Organizational Groups	429
	Measurement Module	433
Chapter 13.	Leadership and Influence	443
	Great Man and Trait Approaches	445
	Leadership Effectiveness and Who Will Be the Leader	446
	Leader Behavior	448
	Leadership and Related Concepts	450
	Lateral Leadership and External Orientation	453
	Contingency Approaches to Leadership	455
	A Multiple Influence Approach	473
	Measurement Module	477
Chapter 14.	Last Things Last: Toward an Integrated Contingency View	486
	A Brief Review of the Organization's Environment, Context, and Structure	488
	Strategic Advantage and Subsystems	492
	The "In-Group" at the Top of the Organization	496
	Using Organization Theory to Improve Your Chances of Success	501

PART V. APPLICATIONS: CASES AND EXERCISES

Exercise 1-1	The Scientific Approach and Your Personality	516
Exercise 1-2	Organizational Analysis Exercise	518
Case 1-3	Ponder's Predicament	519
Case 1-4	Ponder's Students	520
Exercise 1-5	Evaluating Organizations	521
Exercise 1-6	Organizational Analysis Exercise—Part I	522
Case 1-7	Accountability in Public Schools	523
Case 1-8	The Roving Church Critic	524
Case 1-9	Confessions of a Restaurant Management Consultant	525
Case 1-10	Earning "Well Pay"	531
Exercise II-11	Organizational Analysis Exercise—Part II	532
Case II-12	Brazco Utility	532
Case II-13	The Roar of the Crowd	534
Case II-14	Whither Rockwell?	535
Case II-15	Bye, Bye Bi-State?	537
Exercise III-16	Organizational Analysis Exercise—Part III	540
Case III-17	The Frustrated Travel Agents	540
Case III-18	The DOE In Disarray	542
Case III-19	Birth and Development of a New Wave Medical School	544

Case III-20	Four Abortion Clinics	548
Exercise IV-21	Organizational Analysis Exercise—Part IV	552
Case IV-22	The Finance Dilemma	553
Case IV-23	The Santo Company	557
Case IV-24	Behavior in a Changing Setting	561
Case IV-25	Eagle Airlines	564
Case C-26	Seventeenth National Bank, Data Processing Department	569
Case C-27	The JZZYZLPLKK Company	574
Case C-28	The Central Junior College System	581
Name Index		589
Subject Index		599