## CONTENTS

Preface to the second edition	v
Preface to the first edition	vii
I MODERN THEORIES OF ORGANIZATION	1
THE THREE TYPES OF LEGITIMATE RULE  Max Weber	6
ORGANIZATIONS AS SYSTEMS OF COOPERATION Chester I. Barnard	15
FOUNDATIONS OF THE THEORY OF ORGANIZATION Philip Selznick	19
SUGGESTIONS FOR A SOCIOLOGICAL APPROACH TO THE THEORY OF ORGANIZATIONS  Talcott Parsons	32
BUREAUCRATIC STRUCTURE AND PERSONALITY Robert K. Merton	47
A BASIS FOR COMPARATIVE ANALYSIS OF COMPLEX ORGANIZATIONS Amitai Etzioni	59
THE THEORY OF ORGANIZATIONAL EQUILIBRIUM	77

## xii CONTENTS

POLICY MAKING: SOME CONVERGING VIEWS  Albert O. Hirschman and Charles E. Lindblom	87
THE DEVELOPMENT OF CYBERNETICS  Charles R. Dechert	103
EXCHANGE AS A CONCEPTUAL FRAMEWORK FOR THE STUDY OF INTERORGANIZATIONAL RELATIONSHIPS  Sol Levine and Paul E. White	117
A CRITIQUE OF ORGANIZATIONAL THEORIES Sheldon S. Wolin	133
Philip Selznick	149
II ORGANIZATIONAL GOALS	155
ON THE CONCEPT OF ORGANIZATIONAL GOALS Herbert A. Simon	158
THE SUCCESSION OF GOALS David L. Sills	175
ORGANIZATIONAL GOALS AND ENVIRONMENT James D. Thompson and William J. McEwen	187
III ORGANIZATIONAL STRUCTURES	19 <b>7</b>
POLICY CHANGE IN PRISON MANAGEMENT Richard H. McCleery	200
WORK SATISFACTION AND INDUSTRIAL TRENDS Robert Blauner	223
TECHNOLOGY AND ORGANIZATION W. J. M. MacKenzie	250
THE REWARDS OF THE AMATEUR  James Q. Wilson	254

	CONTENTS	xili
IV THE ORGANIZATION OF KNOWLEDGE	2	263
CONFLICT BETWEEN STAFF AND LINE MANAGERIAN Melville Dalton	OFFICERS 2	266
INFLUENCE AND AUTHORITY AMONG PHYSICIANS IN OUTPATIENT CLINIC  Mary E. W. Goss		<b>2</b> 75
V ORGANIZATION AND SOCIETY	2	293
PUBLIC ADMINISTRATION AND THE PUBLIC Morris Janowitz, Deil Wright, and William		297
BUREAUCRACY, BUREAUCRATIZATION, AND DEBUREAUCRATIZATION S. N. Eisenstadt	3	804
THE CHARACTERISTICS OF TOTAL INSTITUTIONS Erving Goffman	3	312
INTERORGANIZATIONAL ANALYSIS: A HYPOTHESIS O CO-ORDINATING AGENCIES  Eugene Litwak and Lydia F. Hylton		39
BUREAUCRATIC ORGANIZATIONS AND THE EVOLUTION INDUSTRIAL SOCIETY  Michel Crozier		57
ORGANIZING THE UNAFFILIATED IN A LOW-INCOME George Brager	AREA 3	75
VI ORGANIZATIONAL CHANGE	3	85
THE DYNAMICS OF BUREAUCRACY Peter M. Blau	3	87
MANAGERIAL SUCCESSION AND ORGANIZATIONAL EFF Oscar Grusky	ECTIVENESS 3	98
COMPLIANCE SUCCESSION IN RURAL COMMUNIST C A CYCLICAL THEORY G William Skinner and Edwin A. Winckle	4	10

## xiv CONTENTS

VII CROSS-CULTURAL STUDIES OF ORGANIZATION	439
BUREAUCRACY IN A PARTICULARISTIC SETTING Lloyd A. Fallers	441
ORGANIZATIONAL CONTRASTS ON BRITISH AND AMERICAN SHIPS Stephen A. Richardson	419
THE EFFECTS OF CORRUPTION IN A DEVELOPING NATION  David H. Bayley	463
ADMINISTRATIVE RATIONALITY, SOCIAL SETTING, AND ORGANIZATIONAL DEVELOPMENT Stanley H. Udy, Jr.	480
VIII METHODS FOR THE STUDY OF ORGANIZATION	495
ON THE RELATION BETWEEN INDIVIDUAL AND COLLECTIVE PROPERTIES Paul F. Lazarsfeld and Herbert Menzel	499
RELATIONAL ANALYSIS: THE STUDY OF SOCIAL ORGANIZATIONS WITH SURVEY METHODS James S. Coleman	517
CAN YOU REALLY STUDY AN ARMY IN THE LABORATORY?  Morris Zelditch, Jr.	528
CHANGE IN AN ORGANIZATIONAL SYSTEM: FORMALIZATION OF A QUALITATIVE STUDY Allen H. Barton and Bo Anderson	540
FIELD METHODS IN THE STUDY OF ORGANIZATIONS W. Richard Scott	558