

Contents

Editor's Note	page xi
Acknowledgements	xii
Synopsis	xiii
Part I: Introductory	1
1 J. R. LAWRENCE: Editor's Preface	3
2 The Conference at Cambridge	9
3 SIR CHARLES GOODEVE: Opening Remarks	11
Part II: Organization and Control	17
4 S. L. COOK: Introduction	21
5 WARREN G. BENNIS: Theory and Method in applying Behavioural Science to Planned Organizational Change	33
6 C. WEST CHURCHMAN <i>and</i> F. E. EMERY: On Various Approaches to the Study of Organizations	77
7 S. L. COOK: Connective introducing Chapters 8-19	85
8 JOAN WOODWARD <i>and</i> SAMUEL EILON: A Field Study of Management Control in Manufacturing Industry	95
9 NEIL CHURCHILL <i>and</i> WILLIAM W. COOPER: A Field Study of Auditing as a Mechanism for Organizational Control	109
10 MICHAEL RADNOR: Control of Research and Development by Top Managers in Forty-eight Very Large Companies	129
11 ABRAHAM CHARNES <i>and</i> ANDREW C. STEDRY: The Attainment of Organization Goals through Appropriate Selection of Sub-unit Goals	147
12 TOM BURNS: On the Plurality of Social Systems	165
13 WADE P. SEWELL: Internal Pricing for Optimal Capacity of Air Transport Fleets Subject to Diversified Uses	179
14 ANDREW WHINSTON: Theoretical and Computational Problems in Organizational Decision-making	191
15 MURRAY A. GEISLER: Man-Machine Simulations of Management Systems	209
16 EDWARD L. BRINK: Decision-making in a University System	225

17	ARTHUR A. BROWN: Artefacts, Automation, and Human Abilities	page 237
18	PHILBURN RATOOSH: Experimental Studies of Implementation	251
19	JOSEPH H. LEWIS: The Evaluation of the Effectiveness of Systems of Command Support	263
20	S. L. COOK: Discussion and Commentary	275
Part III: Social Effects of Policies and their Measurement		295
21	R. T. EDDISON: Introduction and Commentary	297
22	C. D. FOSTER: Social Welfare Functions in Cost-Benefit Analysis	305
23	PETER MARK PRUZAN: Is Cost-Benefit Analysis Consistent with the Maximization of Expected Utility?	319
24	NATHANIEL LICHFIELD: Cost-Benefit Analysis in Town Planning	337
25	S. GOLDBERG: A Comparison of Transport Plans for a Linear City	347
26	INGE THYGESEN: Long-term Planning and Timing the Implementation of Transport Investments	357
Part IV: Conflict Resolution and Control		365
27	ERIC L. TRIST: Introduction	367
28	ANATOL RAPOPORT: Laboratory Studies of Conflict and Cooperation	369
29	CHARLES D. FLAGLE: A Threshold Method for Utility Estimation and Resolution of Conflict	399
30	RICHARD E. WALTON: Theory of Conflict in Lateral Organizational Relationships	409
31	RUSSELL L. ACKOFF: Structural Conflicts within Organizations	427
32	EINAR THORSRUD <i>and</i> F. E. EMERY: Industrial Conflict and 'Industrial Democracy'	439
33	BERTRAM M. GROSS: Activating National Plans	449
34	JULIUS MAREK: Conflict, a Battle of Strategies	483
Part V: The Systems Concept as a Common Frame of Reference		499
35	S. LANER: Introduction	501
36	DANIEL HOWLAND: A Regulatory Model for System Design and Operation	505
37	ANATOL RAPOPORT: Conceptualization of a System as a Mathematical Model	515
38	A. T. WELFORD: Individual Capacity and Social Demands	531

CONTENTS

ix

39	TOM BURNS: Discussion and Commentary	<i>page</i> 543
Part VI: Models, Decisions, and Operational Research		555
40	P. A. LONGTON: Introduction and Commentary	557
41	GÜNTER MENGES: The Suitability of the General Decision Model for Operational Applications in the Social Sciences	565
42	ROBIN FARQUHARSON: The Application of Game Theory to Committee Procedure	579
43	R. N. HOWARD: Classifying a Population into Homogeneous Groups	585
44	N. STEINBERG: Factors in Determining Hospital Size	595
45	R. W. REVANS: Hospital Attitudes and Communications	601
46	THEODORE D. WEINSHALL: The Communicogram	619
Part VII: Conclusion		635
47	G. KREWERAS: Closing Remarks	637
48	Combined Bibliography compiled by COLIN FORRESTER	641
	Name Index	661