

# Contents

Acknowledgments	ix
Introduction	1
1 Classical sociology, organizations and theory	7
<i>Auguste Comte</i>	7
<i>Comte and Saint-Simon</i>	13
<i>Herbert Spencer</i>	17
<i>Emile Durkheim</i>	20
2 Max Weber, Karl Marx and rationality in organizations	33
<i>Max Weber and rationality</i>	33
<i>Karl Marx and capitalism</i>	41
<i>The emergence of 'rational organization'</i>	49
3 The emergence of an organization theory	71
<i>Precursors of organization ideologies</i>	71
<i>The theory of bureaucracy</i>	75
<i>Weber and the theory of bureaucracy</i>	76
<i>The emergence of scientific management and the control     of the labour process</i>	82
<i>F. W. Taylor</i>	87
<i>Scientific management in context</i>	92
<i>From scientific management to formal theories of     administration</i>	98
<i>Henri Fayol</i>	99
<i>Mooney and Reiley</i>	100
<i>Gulick and Urwick</i>	101
<i>The general framework of the formal theorists</i>	102
<i>The social context of formal theorists of organization</i>	105
<i>Antonio Gramsci</i>	106

## CONTENTS

	<i>Gramsci and workers' councils versus Olivetti and organization theory</i>	107
	<i>Lenin and the theory of organization</i>	113
	<i>Lessons of the workers' councils for the theory of organizations</i>	118
	<i>Elton Mayo</i>	122
	<i>The Hawthorne studies</i>	127
	<i>Subsequent development: the elaboration of control</i>	132
4	Typologies of organizations	136
	<i>Weber's ideal type of bureaucracy</i>	136
	<i>Blau and Scott</i>	142
	<i>Etzioni</i>	145
	<i>Blau and Scott and Etzioni compared</i>	153
	<i>Additional organizational models</i>	156
	<i>Alvin Gouldner</i>	158
	<i>Peter Blau</i>	163
	<i>General problems of bureaucracy</i>	167
	<i>The Weberians' response</i>	169
5	Organizations as systems	171
	<i>Talcott Parsons</i>	171
	<i>Parsons' general systems theory</i>	173
	<i>Parsons' theory of the organization as system</i>	175
	<i>Four functional problems of organizations</i>	176
	<i>Three levels of analysis in organizations</i>	177
	<i>Criticisms: the analysis of change and conflict</i>	178
	<i>Substantive limitations</i>	181
	<i>Robert King Merton</i>	185
	<i>Philip Selznick</i>	187
	<i>Developments in systems theory</i>	190
	<i>Closed-system perspective</i>	191
	<i>The development of the open-system perspective</i>	196
	<i>Interdependent parts</i>	198
	<i>Needs for survival</i>	198
	<i>Purposive needs</i>	198
	<i>Organizations as open systems</i>	198
	<i>The system environment</i>	200
	<i>The limitations of the systems approach</i>	207
6	Organizations as empirically contingent structures	213
	<i>Introduction</i>	213
	<i>Personality structure and organization structure</i>	213
	<i>The Aston studies</i>	218
	<i>The dimensions of organization structure: variables</i>	219

	<i>Performance variables</i>	221
	<i>Contextual variables</i>	222
	<i>The dimensions of organization structure: initial data</i>	224
	<i>Why do organization structures vary?</i>	234
	<i>'Metaphysical pathos' and 'strategic choice' in the theory of organizations</i>	251
	<i>Empiricism</i>	257
7	<b>Organizations as structures of action</b>	263
	<i>Introduction</i>	263
	<i>Structure: Simon, March and Weick</i>	264
	<i>Culture: Silverman and action</i>	273
	<i>The action frame of reference: continuities and discontinuities</i>	285
	<i>Summary</i>	295
8	<b>Goals in organizations</b>	298
	<i>Goals and definitions of organizations</i>	299
	<i>The goal model</i>	302
	<i>The system model</i>	303
	<i>Goals and decision-making</i>	306
	<i>Charles Perrow and operative goals</i>	309
	<i>Organization goals as abstractions</i>	312
	<i>Organization goals and their outcomes</i>	314
	<i>The analytical usefulness of goals</i>	317
	<i>A substantive critique</i>	318
9	<b>Organization and technology</b>	334
	<i>The technology-organization structure link</i>	334
	<i>Technology and control in organizations</i>	339
	<i>Technology and trust in organizations</i>	348
10	<b>Organizations and environments</b>	366
	<i>Introduction</i>	366
	<i>The general environment of organizations</i>	368
	<i>The conceptualization of organization environments</i>	375
	<i>The organization and environment of the multi-national enterprise</i>	385
	<i>Concluding remarks</i>	395
11	<b>People in organizations</b>	400
	<i>Men and women in organizations</i>	400
	<i>The dual labour market for men and women</i>	401
	<i>Women's orientations to work</i>	405
	<i>Ideological reproduction and the dual labour market</i>	408

CONTENTS

	<i>The dual labour process</i>	410
	<i>Class structure and organization structure</i>	422
12	Power and class in organizations	433
	<i>Power in the theory of organizations</i>	433
	<i>A 'strategic contingencies' approach to power in the organization</i>	438
	<i>Power in rules in organization</i>	444
	<i>Rules in exchange</i>	450
	<i>The community power debate and organization theory</i>	451
	<i>The presuppositions of organization theory of power</i>	453
	<i>Power in context in organizations</i>	458
	<i>Reconceptualizing organizations in the world system</i>	460
	<i>Task-continuous status organization</i>	462
	<i>Task-discontinuous status organization</i>	463
	<i>Power in task-discontinuous status organizations</i>	476
	<i>Implications for analyses of power in organizations</i>	480
13	The political economy of organizations	483
	<i>Control: a perspective</i>	483
	<i>Gramsci, intellectuals and organizations</i>	492
	<i>Reconceptualizing structure</i>	501
	<i>Organization structure and mode of rationality</i>	503
	<i>Types of hegemonic control</i>	512
	<i>Types of hegemonic control and types of worker</i>	531
	<i>The state and organizations</i>	540
	<i>Organizations, state and non-state sectors</i>	543
	<i>System contradiction</i>	550
	Notes	556
	Bibliography	561
	Author index	596
	Subject index	604