## CONTENTS

Preface	page xi
PART ONE THEORY AND APPLICATION: THE STRUCTURAL ASPECT	
I The Prisoner of Classical Design Classical and modern perspectives Henri Fayol and Max Weber – founding father classical theory Traditional local government organisation – t prisoner of operational requirement	
II The Emergence of an Environmental Orien Dysfunctions and vicious circles The systems perspective Relating structure to environmental context Redefining the management task of the local a	
<ul> <li>III From Theory to Practice - the Corporate Revolution and Structural Integration The corporate approach and the need for inte The Maud Report, 1967 The Report of the Royal Commission, 1969 The Bains Report, 1972 The matrix model The response to Bains</li> </ul>	38 gration
PART TWO THEORY AND APPLICATION: THE PROCEDURAL ASPECT	
<ul> <li>IV Rational Decision-Making as a Theoretical Corporate Planning Processes Relating structure and process</li> <li>H. A. Simon and rational decision-making The concept of bounded rationality Structuring the decision-making environment</li> </ul>	Basis of 69
<ul> <li>V From Theory to Practice - Programme Bud Local Government</li> <li>Advantages of formal planning systems</li> <li>Weaknesses of traditional planning in local go</li> <li>Corporate planning and strategic decision-maki</li> <li>Programme budgeting - the cycle</li> <li>The practical impact of PPBS - an assessment</li> </ul>	80 vernment ing

viii	Organisation Theory and Local Government		
VI	Problems and Alternatives The risk of depoliticisation Charles Lindblom and the science of muddling through Dror and the optimal compromise Conclusions	page	98
PART	THREE THEORY AND APPLICATION: THE CULTURAL ASPECT		
VII	Organisational Culture and Value Systems Organisations as social systems Types of culture The behavioural approach		117
VIII	From Theory to Practice – Managing the Human Resource Personnel management and applied behavioural science Aspects of personnel practice Organisation development and the management of change		133
IX	Personnel Management in Local Government The establishments tradition Bains on personnel management Post-Bains developments		151
PART	FOUR THE DYNAMICS' OF ORGANISATIONAL INNOVATION IN A LOCAL AUTHORITY - A CASE STUDY		167
	The objectives of the study Birmingham MDC background and environmental context Structural and procedural innovations Implementation and rejection the phenomenon of cultural maladjustment OD as an alternative strategy in local government – an assessment		
Overview and Conclusions			194
	ndix: Techniques for Operational Efficiency		197
Appe			
	pgraphy		210