

# Contents

Foreword ix

Introduction xi

Acknowledgments xiv

Chapter THE ENTIRE ORGANIZATION 1

BACKGROUND FACTORS FOR BEHAVIOR 38

Readings STRATEGIC FACTORS IN DIAGNOSING ORGANIZATIONAL CHARACTER  
BY WILLIAM B. WOLF 53

PERSONAL PERCEPTION, INVOLVEMENT, AND RESPONSE  
BY ROBERT E. COFFEY AND PETER A. RAYNOLDS 59

TIME, SPACE, AND THINGS BY ANTHONY G. ATHOS 69

BASIC CONCEPTS FOR SMALL GROUPS 82

UNIFORMITIES AND DIFFERENTIATIONS  
WITHIN THE EMERGENT SYSTEM 94

TYPES OF BEHAVIOR IN SMALL GROUPS 107

Readings COMMITTEE BEHAVIOR 126

TERRITORY, MAPS, AND CASES BY ROBERT E. COFFEY 131

USING THE SOCIAL SYSTEM  
CONCEPTUAL SCHEME BY ROBERT E. COFFEY 139

INDIVIDUAL FRAME OF REFERENCE  
AND INTERPERSONAL BEHAVIOR 144

## Chapter

INDIVIDUAL FRUSTRATION  
AND INTERPERSONAL CONFLICT 158

### Readings

A TENTATIVE FORMULATION OF A GENERAL LAW  
OF INTERPERSONAL RELATIONSHIPS BY CARL R. ROGERS 173

NOTES ON CARL ROGERS' CONCEPT OF CONGRUENCE AND HIS GENERAL LAW  
OF INTERPERSONAL RELATIONSHIPS BY HAROLD S. SPEAR 179

SOME LETHAL ASPECTS  
OF THE MALE ROLE BY SIDNEY M. JOURARD 185

LEADERSHIP AND AUTHORITY 193

ASSUMPTIONS ABOUT MAN, LEADERSHIP,  
AND MOTIVATION 209

INTERGROUP RELATIONSHIPS 222

LARGER ORGANIZATIONAL STRUCTURES 239

SOCIAL SYSTEM DEVELOPMENT AND CHANGE 267

### Readings

THE COMING DEATH OF BUREAUCRACY BY WARREN G. BENNIS 284

WHEN HUMAN RELATIONS  
MAY SUCCEED AND THE COMPANY FAIL BY WILLIAM M. FOX 293

LEARNING AND IDEALS 301

A MULTIDIMENSIONAL VIEW 313

### Readings

THE NEED TO KNOW  
AND THE FEAR OF KNOWING BY ABRAHAM H. MASLOW 322

HOW ETHICAL  
ARE BUSINESSMEN? BY RAYMOND C. BAUMHART, S.J. 327

BEHAVIOR IN FUTURE ORGANIZATIONS:  
A GLIMPSE AT RISING AWARENESS BY PETER A. RAYNOLDS 357

INTERPERSONAL RELATIONSHIPS: U.S.A. 2000 BY CARL R. ROGERS 366