

CONTENTS

PREFACE	<i>ix</i>
INTRODUCTION: THE ORGANIZATIONAL EXPERIMENT	1
<i>William M. Evan</i>	
PART I PROBLEMS OF LABORATORY EXPERIMENTATION	7
1 LABORATORY EXPERIMENTS	9
<i>Leon Festinger</i>	
2 THE EXPERIMENTER'S HYPOTHESIS AS UNINTENDED DETERMINANT OF EXPERIMENTAL RESULTS	25
<i>Robert Rosenthal</i>	
3 THE SUBJECT ROLE IN SMALL GROUP EXPERIMENTS	33
<i>Kurt W. Back, Thomas C. Hood, and Mary L. Brehm</i>	
4 LABORATORY EXPERIMENTS WITH ORGANIZATIONS	39
<i>Morris Zelditch, Jr., and Terence K. Hopkins</i>	
PART II SELECTED LABORATORY EXPERIMENTS	47
5 MEMBERSHIP SUCCESSION AND TEAM PERFORMANCE	51
<i>Donald B. Trow</i>	
6 EMOTIONAL AROUSAL AND TASK PERFORMANCE	58
<i>Bibb Latané and A. John Arrowood</i>	
7 SIZE OF SHARE IN TASK AND MOTIVATION IN WORK GROUPS	61
<i>David M. Shaw</i>	
8 BIAS AND CONFLICT IN ORGANIZATIONAL ESTIMATION	65
<i>Richard M. Cyert, James G. March, and William H. Starbuck</i>	
9 EXPERIMENTS IN PLANNING AND OPERATING	72
<i>Bernard M. Bass and Harold J. Leavitt</i>	
10 EFFECTS OF CLOSE AND PUNITIVE STYLES OF SUPERVISION	80
<i>Robert C. Day and Robert L. Hamblin</i>	
11 EFFECTS OF AUDITING RECORDS: INDIVIDUAL TASK ACCOMPLISHMENT AND ORGANIZATIONAL OBJECTIVES	89
<i>Neil C. Churchill and William W. Cooper</i>	
12 THE RELATIONSHIP OF WORKER PRODUCTIVITY TO COGNITIVE DISSONANCE ABOUT WAGE INEQUITIES	101
<i>J. Stacy Adams and William B. Rosenbaum</i>	

viii Contents

13	EFFECTS OF WAGE INEQUITIES ON WORK QUALITY	105
	<i>J. Stacy Adams and Patricia R. Jacobsen</i>	
14	A LABORATORY EXPERIMENT ON BUREAUCRATIC AUTHORITY	111
	<i>William M. Evan and Morris Zelditch, Jr.</i>	
15	THE ROLE CONFLICT OF THE FIRST-LINE SUPERVISOR	120
	<i>Roberta G. Simmons</i>	
16	LABORATORY SIMULATION OF ORGANIZATIONAL STRESS	131
	<i>Thomas E. Drabek and J. Eugene Haas</i>	
PART III PROBLEMS OF FIELD EXPERIMENTATION 145		
17	FIELD EXPERIMENTS WITH FORMAL ORGANIZATIONS	147
	<i>Stanley E. Seashore</i>	
18	CLASSICAL VERSUS NONCLASSICAL DESIGNS IN FIELD EXPERIMENTATION	154
	<i>Louis B. Barnes</i>	
19	ADMINISTRATIVE EXPERIMENTATION, INSTITUTIONAL RECORDS, AND NONREACTIVE MEASURES	169
	<i>Donald T. Campbell</i>	
PART IV SELECTED FIELD EXPERIMENTS 181		
20	CHANGING THE STRUCTURE AND FUNCTIONING OF AN ORGANIZATION	185
	<i>David G. Bowers and Stanley E. Seashore</i>	
21	THE EXPERIMENTAL CHANGE OF A MAJOR ORGANIZATIONAL VARIABLE	202
	<i>Nancy C. Morse and Everett Reimer</i>	
22	ORGANIZATIONAL EFFECTS OF GROUP LEADERSHIP VERSUS FUNCTIONAL SUPERVISION	213
	<i>Gunnar Westerlund</i>	
23	ROLE SPECIALIZATION IN SUPERVISION	221
	<i>Ian C. Ross</i>	
24	EMOTIONAL DISRUPTION AND INDUSTRIAL PRODUCTIVITY	227
	<i>Stanley Schachter, Ben Willerman, Leon Festinger, and Ray Hyman</i>	
25	THE EFFECTS OF GOAL DIFFICULTY ON PERFORMANCE	239
	<i>Andrew C. Stedry and Emanuel Kay</i>	
26	PARTICIPATION AND THE APPRAISAL SYSTEM	249
	<i>John R. P. French, Jr., Emanuel Kay, and Herbert H. Meyer</i>	
EDITOR'S POSTSCRIPT 261		
NAME INDEX 267		
SUBJECT INDEX 271		