

CONTENTS

Preface, ix

Acknowledgements, xi

GENERAL INTRODUCTION 1

*CHART I: Cross-Tabulation of 24 Organizational Variables
and 29 Empirical Studies, 13*

1. WOLF V. HEYDEBRAND, *The Study of Organizations* 31

part one

ORGANIZATIONAL ENVIRONMENT AND AUTONOMY

Introduction 57

2. D. S. PUGH, D. J. HICKSON, C. R. HININGS, AND C. TURNER,
The Context of Organization Structures 62

3. STANLEY H. UDY, JR., *Technical and Institutional Factors
in Production Organization: A Preliminary Model* 94

4. WILLIAM R. DILL, *Environment as an Influence
on Managerial Autonomy* 104

5. LAWRENCE E. FOURAKER AND J. M. STOPFORD, *Organizational Structure and Multinational Strategy* 129
6. RAY H. ELLING AND SANDOR HALEBSKY, *Organizational Differentiation and Support: A Conceptual Framework* 141
7. WOLF V. HEYDEBRAND, *Autonomy, Complexity, and Non-Bureaucratic Coordination in Professional Organizations* 158
8. RICHARD L. SIMPSON AND WILLIAM H. GULLEY, *Goals, Environmental Pressures, and Organizational Characteristics* 189
9. LOUIS KRIESBERG, *U.S. and U.S.S.R. Participation in International Non-Governmental Organizations* 199

part two

INTERORGANIZATIONAL NETWORKS, TASK STRUCTURE, AND CHANGE

Introduction 217

10. EUGENE LITWAK AND LYDIA F. HYLTON, *Interorganizational Analysis: A Hypothesis on Coordinating Agencies* 223
11. LOUIS KRIESBERG, *Organizations and Interprofessional Cooperation* 243
12. MICHAEL ASKEN AND JERALD HAGE, *Organizational Interdependence and Intra-Organizational Structure* 269
13. WOLF V. HEYDEBRAND AND JAMES J. NOELL, *Task Structure and Innovation in Professional Organizations* 294
14. STANLEY LIEBERSON AND IRVING L. ALLEN, JR., *Location of National Headquarters of Voluntary Associations* 322
15. JOHN E. TSOUDEROS, *Organizational Change in Terms of a Series of Selected Variables* 339
16. W. H. MCWHINNEY, *On the Geometry of Organizations* 344
17. MANFRED KOCHEN AND KARL W. DEUTSCH, *Toward a Rational Theory of Decentralization: Some Implications of a Mathematical Approach* 355

part three
SIZE, COMPLEXITY, AND ADMINISTRATION

Introduction 379

18. FREDERIC C. TERRIEN AND DONALD L. MILLS, *The Effect of Changing Size Upon the Internal Structure of an Organization* 383
19. THEODORE R. ANDERSON AND SEYMOUR WARKOV, *Organizational Size and Functional Complexity: A Study of Administration in Hospitals* 387
20. WILLIAM A. RUSHING, *The Effects of Industry Size and Division of Labor on Administration* 393
21. LOUIS R. PONDY, *Effects of Size, Complexity, and Ownership on Administrative Intensity* 409
22. WALTER R. BOLAND, *Size, External Relations, and the Distribution of Power: A Study of Colleges and Universities* 428
23. D. S. PUGH, D. J. HICKSON, C. R. HININGS, AND C. TURNER, *Dimensions of Organization Structure* 441

part four
PROFESSIONALIZATION AND BUREAUCRATIZATION

Introduction 471

24. ARTHUR L. STINCHCOMBE, *Bureaucratic and Craft Administration of Production: A Comparative Study* 476
25. RICHARD H. HALL, *Professionalization and Bureaucratization* 490
26. BERNARD P. INDIK, *The Relationship Between Organization Size and Supervision Ratio* 507
27. PETER M. BLAU, WOLF V. HEYDEBRAND, AND ROBERT E. STAUFFER, *The Structure of Small Bureaucracies* 516

viii *Contents*

28. PAUL D. MONTAGNA, *Professionalization and Bureaucratization
in Large Professional Organizations* 534
29. PETER M. BLAU, *The Hierarchy of Authority in Organizations* 543
30. GERALD D. BELL, *Determinants of Span of Control* 561