

CONTENTS

SECTION I: INTRODUCTION 1

Readings

- A. THE WORLD OF WORK AND THE BEHAVIORAL SCIENCES: A PERSPECTIVE AND AN OVERVIEW, Harold M. F. Rush 3
- B. SOCIOTECHNICAL SYSTEMS, John A. Seiler 14

Cases

- 1. THE CASE OF THE CHANGING CAGE, Cara E. Richards and Henry F. Dobyns 23
- 2. SYSTEMS AND PROGRAMMING DEPARTMENT, Lawrence Michaels 27
- 3. STICKY SITUATION AT SAFE AND SECURE, Alta M. Porter 29

SECTION II: THE FORMAL ORGANIZATIONAL SYSTEM 33

Readings

- C. TECHNOLOGY, ORGANIZATION, AND ADMINISTRATION, James D. Thompson and Frederick L. Bates 35

Cases

4. THE ESSEX CHEMICAL CORPORATION AND THE BLUE MOON CAFE, Michael Stoneking 50
5. DR. JOE'S CAREER, Michael W. Singleton 54
6. PREMIUM FASTENERS, INC., Gerald T. Chiurazzi, Jr., Alton L. Dave, Haven J. Hood, Mark Lerner, and David L. Wright 57
7. THE BATTENFELD CONNECTION, Garland P. Trusley 60
8. THE OIL-TRANSPORT HOSE DEPARTMENT, Percy A. Everson, Jr., Steven A. Oreolt, Michael D. Stoneking, and William Wagster 64
9. THE GOLDEN GOOSE, Martin A. Campbell and Peter Jarocewicz 68
10. CHICKENS, Mark Lerner 76

SECTION III: THE INDIVIDUAL 81**Readings**

- D. A COMMUNICATION MODEL FOR ADMINISTRATION, John T. Dorsey, Jr. 83
- E. PERCEPTION: SOME RECENT RESEARCH AND IMPLICATIONS FOR ADMINISTRATION, Sheldon S. Zalkind and Timothy W. Costello 97
- F. MONEY AS A MOTIVATOR: SOME RESEARCH INSIGHTS, David C. McClelland 110
- G. THE MOTIVATIONAL BASIS OF ORGANIZATIONAL BEHAVIOR, Daniel Katz 121

Cases

11. AVS CORPORATION, Phillip C. Allen and Lawrence Michaels 143
12. EASTERN INTERNATIONAL, David Hau 147
13. THE SUMMER JOB, Gerald Holzapfel 150

14. CHUTEN & FISCHER, SPORTING GOODS,
David A. Banghart 152
15. THE FOUR MONTH ITCH, Michael H. Smith 157
16. PITTCO HOSE, Arthur Stiles 160
17. THE DIAMOND COMPANY, Bette D. Letscher 163
18. TWO DIFFERENT WORLDS 165
19. THE TEACHING HOSPITAL, Roberta P. Marquette and
Michael H. Smith 168
20. THE RIDER TIRE ACQUISITION 174
21. FLEX TIME, David Hau, Richard Holden, and
Lawrence W. Rohal 184
22. MUTT AND JEFF, Alton L. Dave, William C. Devlin, Haven J. Hood,
Bette D. Letscher, Michael W. Singleton, and David L. Wright 192

SECTION IV: THE SOCIAL SYSTEM 199

Readings

- H. GROUP DYNAMICS AND THE INDIVIDUAL, Dorwin Cartwright and
Ronald Lippitt 201
- I. ROLE CONFLICT AND MULTIPLE AUTHORITY IN COMPLEX
ORGANIZATIONS, Robert J. House 216
- J. CHANGING SYSTEMS AND BEHAVIOR: PEOPLE'S PERSPECTIVES
ON PROSPECTIVE CHANGES, Edgar G. Williams 228
- K. HOW TO CHOOSE A LEADERSHIP PATTERN, Robert Tannenbaum
and Warren H. Schmidt 235
- L. THE CREATIVE ORGANIZATION—A JAPANESE EXPERIMENT,
Shigeru Kobayashi 246

Cases

23. THE CASE ANALYST'S DILEMMA, Michael Stoneking 255
24. CRAIG JOHNSON'S FIRST JOB, Steven A. Oreolt 259

25. THE KING COMMUNITY CENTER, Dennis Kirtland 262
26. MIDWESTERN MEDICAL SCHOOL, Roberta P. Marquette 265
27. NORTH AMERICAN AIRLINES: BASE MANAGER,
David A. Banghart 268
28. MUSICAL INSTRUCTORS 276
29. ALLTYME-BIGGEES CORPORATION, Brett Brubaker 282
30. THE EXPANSION TEAM, Michael H. Smith 285
31. THE OZARK UNION, Arthur W. Stiles 288
32. PRECISION MACHINE SHOP 290
33. THE MUSHROOM FACTORY, Alex G. Dompkowski,
Otto A. Gearhart, Jr., and Roberta P. Marquette 293
34. METROPOLITAN WELFARE DEPARTMENT 301
35. ATLANTIS RUBBER COMPANY 306

SECTION V: MODIFICATION AND INTEGRATION PROCESSES 317

Readings

- M. LEADERSHIP AND ORGANIZATION CHARACTER,
Y. K. Shetty 319
- N. WHY MANAGE BEHAVIOR? A CASE FOR POSITIVE
REINFORCEMENT, Harry Wiard 327
- O. A DIAGNOSTIC APPROACH TO JOB ENRICHMENT, William E. Reif
and Ronald C. Tinnell 336
- P. PLANNED ORGANIZATIONAL CHANGE, Larry E. Short 348

Cases

36. THE BIG PUSH, Peter J. Jarocewicz 361
37. KIPLINGER'S QUESTION 363
38. INTERNATIONAL TRACTOR COMPANY'S APPRENTICE DRAFTSMAN
PROGRAM, Parakshit N. Vaishnav 366

39. TEANOCO CORPORATION, William H. Thomson 369
40. THE DIEBOLD COMPANY, LTD., David Hau 371
41. THE BADGER COMPANY, David Hau, Tamara K. Rodgers,
Lawrence W. Rohal, and William H. Thomson 374

**SECTION VI: ORGANIZATIONAL BEHAVIOR:
PERSPECTIVE FOR TOMORROW 381**

Reading

- Q. ORGANIZATIONS IN A CHANGING WORLD, Daniel Katz and
Basil S. Georgopoulos 383