

Contents

Acknowledgements	page	8
Preface		11
Introduction		15
SECTION ONE. <i>Human Inputs: Predispositions, Motivation and Development</i>		
Introduction		27
<i>Cases</i>		
1.1 Bob Mansfield		31
1.2 Peek Frean & Company Limited		38
1.3 Jim Moore (A)		45
1.4 Jim Moore (B)		50
1.5 IDP Limited		55
1.6 Octane Limited (A)		59
1.7 Octane Limited (B)		66
SECTION TWO. <i>Social Inputs: Group and Intergroup Behaviour</i>		
Introduction		73
<i>Cases</i>		
2.1 The Apprentice Marine Engineer		76
2.2 The Lanx Factory		78
2.3 The Municipal Airport (A)		84
2.4 The Municipal Airport (B)		87
2.5 The Immigrant Steelworkers		92
2.6 Hull Trawlermen		98
2.7 The McKinley Company		103
2.8 The Transport Control Room		110
SECTION THREE. <i>Technical Inputs: Technology and Behaviour</i>		
Introduction		117
<i>Cases</i>		
3.1 Northwestern Bakeries Limited		119
3.2 Vauxhall Motors Limited		125
3.3 British Coal Industries (A)		131
3.4 British Coal Industries (B)		149
3.5 British Coal Industries (C)		153

14 Contents

SECTION FOUR. *Leadership Inputs: Leadership Style and Managerial Behaviour*

Introduction	161
<i>Cases</i>	
4.1 Chamberlain Steel Company, Parts 1 to 4	164
4.2 Ernest, Drawn from the Life	170
4.3 The British Steelworks	173
4.4 Electronics Limited	181

SECTION FIVE. *Structural Inputs: Organisation Structure and Behaviour in the Organisation as a Whole*

Introduction	189
<i>Cases</i>	
5.1 The Debenham Weaving Mill	192
5.2 British Merchant Ships	200
5.3 Multiproducts Limited	206
5.4 HSC Limited	212
5.5 Redfield & White Limited	216
5.6 Mr S. L. Blake	225
5.7 Critical Books	222

SECTION SIX. *Changes of Inputs: Organisational Change and Development*

Introduction	239
<i>Cases</i>	
6.1 The Radbourne Mill	242
6.2 Vulcan Tyre Company (A)	249
6.3 Vulcan Tyre Company (B)	252
6.4 Carters Cattlefoods (A)	257
6.5 Carters Cattlefoods (B)	262
6.6 The Supervisory Training Course (A)	269
6.7 The Supervisory Training Course (B)	276