

Contents

№ 2703

UNIVERSIDAD NACIONAL DE ENTRE E FACULTAD DE INCENIER CENTRO DE MEDIOS BIBLIOTECA

Chapter 1.	First Things First	1
	Perspective of the Book	4
	Theoretical Bases	8
	Using the Literature	13
	Appendix 1. Selected Periodicals for Organization Theory	23
PART I. C	RITERIA FOR EVALUATING ORGANIZATIONAL SUCCESS	
	Societal Contribution and Organizational Goals	37
	Societal Contribution	39
	Goal Attainment	46
	Contrasting the Views of Organizational Effectiveness—A Summary	55
	Measurement Module	59
Chapter 3.	Performance and Employee Maintenance	71
	Systems Goals and Subsystems Performance	73
	Employee Maintenance	79
	The Quality of Working Life	87
	Measurement Module	94
Chapter 4.	Organizational and Subsystems Criteria: Some Extensions and Contingencies	108
	Evaluating Organizational Success	110
	Relationships among Criteria	113
	Emphasis on Different Criteria	118
PART II. T	HE ENVIRONMENT OF ORGANIZATIONS	
Chapter 5.	The General Environment	128
	Culture	130
	The Economic Climate	142
	The Educational Environment	147
	The Legal-Political Environment	150
1	The Influence of the General Environment on Organizations	154
	Measurement Module	156
Chapter 6.	The Specific Environment	171
	What Is an Organization?	173
	The Organization and Its Specific Environment	174
	Assessing the Specific Environment of Organizations	180
	Measurement Module	192

Chapter 7.	A Contingency Approach to Organizational Environments	205
	Interdependence, Uncertainty, and Development in the	
	General Environment	206
	Organizational Choice: A Key Difference Between the	
	General and Specific Environment	212
	Favorability in the Specific Environment	213
	Environmental Complexity	215
PART III.	ORGANIZATIONAL CHARACTERISTICS	
-	Contextual Variables: Size, Technology, and Administrative Philosophy	228
	Organizational Size	230
	Technology	236
	Administrative Philosophy	250
	Measurement Module	259
Chapter 9.	Organizational Structure	273
onapter 31	The Weberian View of Structure—The Concept of Bureaucracy	275
	Some Basic Structural Considerations	277
	Vertical Specialization and Control (Top-down View)	280
	Horizontal Specialization and Coordination	288
	Toward an Integrated View of Organizational Structure:	200
	Mechanistic and Organic Organizations	298
	Organizational Structure—The View from the Bottom	300
	Measurement Module	
Chanter 10	. A Contingency View of Organizational Design	303 322
Chapter 10	The Amount of Structure Needed for Survival	
		325
	Enhancing the Potential for Goal Attainment	335
	Top Management Discretion and Structure	345
PART IV.	SUBSYSTEMS, GROUPS, AND LEADERSHIP	
Chapter 11.	. Subsystems Relationships	365
	Basic Types of Subsystems	367
	Relationships among Units	370
	Functional and Dysfunctional Consequences of Conflict	379
	Organizational Politics	386
	Measurement Module	389
Chapter 12.	Groups and Group Behavior	400
	What Do We Mean By Groups?	403
	Types of Groups Within Organizations	404
	Usefulness of Groups for Task Accomplishment	405
	Organizational Requirements and Group Responses	409
	Group Composition	413

	Phases in Group	Development	426	
A Scenario for the Analysis of Organizational Groups				
	odule	433		
Chapter 13. Lea	adership and Influence		443	
	Great Man and Trait Approaches			
	Leadership Effectiveness and Who Will Be the Leader		446	
	Leader Behavior		448	
	Leadership and Related Concepts		450	
	Lateral Leadership and External Orientation		453	
	Contingency Approaches to Leadership		455	
	A Multiple Influe	Multiple Influence Approach		
	Measurement Module			
Chapter 14. Las	A Brief Review of	d an Integrated Contingency View of the Organization's Environment, Context,	486	
	and Structure		488	
	Strategic Advantage and Subsystems		492	
	The "In-Group" at the Top of the Organization		496	
	Using Organizat	ion Theory to Improve Your Chances of Success	501	
PART V. APPLIC	CATIONS: CASES AN	D EXERCISES		
	Exercise 1-1	The Scientific Approach and Your Personality	516	
	Exercise 1-2	Organizational Analysis Exercise	518	
	Case 1-3	Ponder's Predicament	519	
	Case 1-4	Ponder's Students	520	
	Exercise I-5	Evaluating Organizations	521	
	Exercise I-6	Organizational Analysis Exercise—Part I	522	
	Case I-7	Accountability in Public Schools	523	
	Case I-8	The Roving Church Critic	524	
	Case I-9	Confessions of a Restaurant Management		
		Consultant	525	
	Case I-10	Earning "Well Pay"	531	
	Exercise II-11	Organizational Analysis Exercise—Part II	532	
	Case II-12	Brazco Utility	532	
	Case II-13	The Roar of the Crowd	534	
	Case II-14	Whither Rockwell?	535	
	Case II-15	Bye, Bye Bi-State?	537	
	Exercise III-16	Organizational Analysis Exercise—Part III	540	
	Case III-17	The Frustrated Travel Agents	540	
	Case III-18	The DOE In Disarray	542	
	Case III-19	Birth and Development of a New Wave		
		Medical School	544	

Case III-20	Four Abortion Clinics	548
Exercise IV-21	Organizational Analysis Exercise—Part IV	552
Case IV-22	The Finance Dilemma	553
Case IV-23	The Santo Company	557
Case IV-24	Behavior in a Changing Setting	56
Case IV-25	Eagle Airlines	564
Case C-26	Seventeenth National Bank, Data Processing	50-
	Department	569
Case C-27	The JZZYZLPLKK Company	574
Case C-28	The Central Junior College System	581
Name Index	• • • • • • • • • • • • • • • • • • • •	589
Subject Index		590