

Contents

Nº 2703

UNIVERSIDAD NACIONAL DE ENTRE
FACULTAD DE INGENIERIA
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 |
| <hr/> PART I. CRITERIA FOR EVALUATING ORGANIZATIONAL SUCCESS <hr/> | |
| Chapter 2. 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 |
| <hr/> PART II. THE ENVIRONMENT OF ORGANIZATIONS <hr/> | |
| Chapter 5. The General Environment | 128 |
| Culture | 130 |
| The Economic Climate | 142 |
| The Educational Environment | 147 |
| The Legal-Political Environment | 150 |
| 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

Interdependence, Uncertainty, and Development in the
General Environment
Organizational Choice: A Key Difference Between the
General and Specific Environment
Favorability in the Specific Environment
Environmental Complexity

PART III. ORGANIZATIONAL CHARACTERISTICS

Chapter 8. Contextual Variables: Size, Technology, and Administrative Philosophy

Organizational Size
Technology
Administrative Philosophy
Measurement Module

Chapter 9. Organizational Structure

The Weberian View of Structure—The Concept of Bureaucracy
Some Basic Structural Considerations
Vertical Specialization and Control (Top-down View)
Horizontal Specialization and Coordination
Toward an Integrated View of Organizational Structure:
Mechanistic and Organic Organizations
Organizational Structure—The View from the Bottom
Measurement Module

Chapter 10. A Contingency View of Organizational Design

The Amount of Structure Needed for Survival
Enhancing the Potential for Goal Attainment
Top Management Discretion and Structure

PART IV. SUBSYSTEMS, GROUPS, AND LEADERSHIP

Chapter 11. Subsystems Relationships

Basic Types of Subsystems
Relationships among Units
Functional and Dysfunctional Consequences of Conflict
Organizational Politics
Measurement Module

Chapter 12. Groups and Group Behavior

What Do We Mean By Groups?
Types of Groups Within Organizations
Usefulness of Groups for Task Accomplishment
Organizational Requirements and Group Responses
Group Composition

| | | | |
|--------------------|--|--|-----|
| | Phases in Group Development | 426 | |
| | A Scenario for the Analysis of Organizational Groups | 429 | |
| | Measurement Module | 433 | |
| Chapter 13. | Leadership and Influence | 443 | |
| | Great Man and Trait Approaches | 445 | |
| | 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 Influence Approach | 473 | |
| | Measurement Module | 477 | |
| Chapter 14. | Last Things Last: Toward an Integrated Contingency View | 486 | |
| | A Brief Review of the Organization's Environment, Context, and Structure | 488 | |
| | Strategic Advantage and Subsystems | 492 | |
| | The "In-Group" at the Top of the Organization | 496 | |
| | Using Organization Theory to Improve Your Chances of Success | 501 | |
| | | | |
| PART V. | APPLICATIONS: CASES AND 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 1-5 | Evaluating Organizations | 521 |
| | Exercise 1-6 | Organizational Analysis Exercise—Part I | 522 |
| | Case 1-7 | Accountability in Public Schools | 523 |
| | Case 1-8 | The Roving Church Critic | 524 |
| | Case 1-9 | Confessions of a Restaurant Management Consultant | 525 |
| | Case 1-10 | 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 | 561 |
| Case IV-25 | Eagle Airlines | 564 |
| Case C-26 | Seventeenth National Bank, Data Processing Department | 569 |
| Case C-27 | The JZZYZLPLKK Company | 574 |
| Case C-28 | The Central Junior College System | 581 |
| Name Index | | 589 |
| Subject Index | | 599 |