

# Brief Contents

<b>PART I. WHAT IS ORGANIZATION THEORY?</b>	<b>1</b>
<b>1. Why Study Organization Theory?</b>	<b>3</b>
<b>2. Histories, Metaphors, and Perspectives in Organization Theory</b>	<b>21</b>
<b>PART II. CORE CONCEPTS OF ORGANIZATION THEORY</b>	<b>61</b>
<b>3. The Environment of Organization</b>	<b>63</b>
<b>4. Strategy and Goals</b>	<b>101</b>
<b>5. Technology</b>	<b>127</b>
<b>6. Organizational Social Structure</b>	<b>161</b>
<b>7. Organizational Culture</b>	<b>200</b>
<b>8. The Physical Structure of Organizations</b>	<b>241</b>
<b>PART III. KEY ISSUES AND THEMES IN ORGANIZATION THEORY</b>	<b>267</b>
<b>9. Organizational Decision Making, Power, and Politics</b>	<b>269</b>
<b>10. Conflict and Contradiction in Organizations</b>	<b>300</b>
<b>11. Control and Ideology in Organizations</b>	<b>327</b>
<b>12. Organizational Change and Learning</b>	<b>350</b>
<b>Index</b>	<b>381</b>

# Detailed Contents

<b>PART I. WHAT IS ORGANIZATION THEORY?</b>	<b>1</b>
<b>1. Why Study Organization Theory?</b>	<b>3</b>
Multiple Perspectives	7
Theory and Concepts	9
Theory	9
Concepts and the Process of Abstraction	10
Plan of the Book	12
Examples and How to Use Them	14
A Conceptual Model of Organization as a Starting Point	14
Summary	16
Key Terms	17
Endnotes	17
References	18
Further Reading	18
<b>2. Histories, Metaphors, and Perspectives in Organization Theory</b>	<b>21</b>
The Times They are a Changin' . . .	22
Three Phases of Industrialism	22
Post-Industrialism and the Post-Industrial Organization	24
Classical Influences on Organization Theory	27
Adam Smith, Political-Economist (Scottish)	28
Karl Marx, Philosopher-Economist (German)	28
Emile Durkheim, Sociologist (French)	30
Frederick Winslow Taylor, Founder of Scientific Management (American)	30
Henri Fayol, Engineer, CEO, and Administrative Theorist (French)	31
Max Weber, Sociologist (German)	32
Chester Barnard, Management Theorist (American)	33
Contemporary Influences on Organization Theory	34

Detailed Contents

Modernist: General Systems Theory	34
Symbolic-Interpretive: Enactment and the Social Construction of Reality	41
Postmodernism in Organization Theory	43
Epistemological Differences among the Perspectives	47
The Metaphors of Organization Theory	51
The Machine Metaphor: Organizations as Tools of Management	52
The Organic Metaphor: Organizations as Living Systems	53
The Culture Metaphor: Organizations as Cultures	54
A Postmodern Metaphor: Collage as a Metaphor for Organization Theory	54
Limitations of Metaphoric Understanding	55
Summary	56
Key Terms	57
Endnotes	57
References	58
Further Reading	59
<hr/>	
PART II. CORE CONCEPTS OF ORGANIZATION THEORY	61
<hr/>	
3. The Environment of Organization	63
<hr/>	
Defining the Organizational Environment	64
The Interorganizational Network	65
The General Environment	67
International and Global Environment	72
Environment: The Big Picture	73
Theories of Organization–Environment Relations	76
Contingency Theory: Mechanistic and Organic Organizations	76
Resource Dependence Theory	78
Population Ecology	81
Institutional Theory	83
Comparing Theories of Organization–Environment Relations	86
Complexity, Change, Uncertainty	88
Buffering and Boundary Spanning	91
Enactment and the Social Constructionist View of Environments	93
Postmodernism and Organization-Environment Relations	94
Summary: How to Analyze an Organizational Environment	96
Key Terms	98

Endnotes	98
References	99
Further Reading	100

## 4. Strategy and Goals 101

---

Strategic Fit	102
The Strategy Process as Rational Decision Making	105
Analysis	105
Formulation	108
Implementation	110
Challenges to the Rational Model	110
Emergent Strategies	113
Strategy as Symbolic Action	114
Three Alternative Perspectives on Strategy	115
Uncertainty and the Strategy Process	116
A Postmodern Postscript	119
Goals	119
Official vs. Operative Goals	120
Multiple and Conflicting Goals	121
Summary	123
Key Terms	124
Endnotes	125
References	125
Further Reading	126

## 5. Technology 127

---

Defining Technology	127
A Dynamic View of Technology	129
Core Technology	131
High Technology	132
Service versus Manufacturing Technologies	132
Types of Technology	134
Woodward's Typology	134
Thompson's Typology	138
Perrow's Typology	140
Using the Three Typologies	142

Detailed Contents

Two Approaches to Physical Structure in Organizations: Behavior and Symbolism	250
The Behavioral or Modernist Approach	251
The Symbolic Approach	252
Physical Structure and the Formation of Identity	255
Status and Individual Identity	255
Territorial Boundaries and Group Identity	256
Corporate Image and Organizational Identity	257
Postmodernism and Physical Structures	258
Summary	261
Key Terms	263
Endnotes	264
References	264
Further Reading	266
<hr/>	
PART III. KEY ISSUES AND THEMES IN ORGANIZATION THEORY	267
<hr/>	
9. Organizational Decision Making, Power, and Politics	269
<hr/>	
Organizational Decision Making	270
Bounded Rationality	272
The Rational Decision-Making Process	275
The Trial-and-Error Decision-Making Process	276
The Coalitional Model	277
The Garbage Can Model	278
A Dynamic View of Organizational Decision Making	279
The Irrationality of Organizational Decision Making	280
Power and Politics	282
Defining Power	282
Power and Authority	283
Symbols of Power and Authority	285
Political Theories of Organization	285
Strategic Contingencies Theory	287
Resource Dependence Theory	288
The Hidden Face of Organizational Power	290
The Feminist Critique of Power in Organizations and Other Critical Views	291
The Politics of Gender in Organizations	293

Summary	295
Key Terms	296
Endnotes	296
References	297
Further Reading	298

## 10. Conflict and Contradiction in Organizations 300

---

A History of Attitudes Toward Conflict	302
Conflict as Dysfunctional	302
Conflict as Natural	303
Conflict as Functional	304
A Contingency Model of Conflict	304
The Interunit Conflict Model	308
Local Conditions for Interunit Conflict	309
Environment and Organization as Contexts for Interunit Conflict	313
Using the Interunit Conflict Model	315
Marxist Theories of Organizational Conflict	315
The Deskilling Hypothesis	317
Stratification Theory and Labor Market Analysis	318
Organizational Diversity	319
Organizational Contradictions	320
Summary	323
Key Terms	324
Endnotes	324
References	326
Further Reading	326

## 11. Control and Ideology in Organizations 327

---

Modernist Theories of Control	327
Performance Evaluation and Feedback — The Cybernetic Model of Control	328
Agency Theory: Contracts, Rewards, and Uncertainty	334
Markets, Bureaucracies, and Clans	337
Control, Power, and Ideology in Organizations	342
A Symbolic-Interpretive View of Culture as Control	342
Marxist Readings of Control	342
Ideological Control or the Ideology of Control	344

Detailed Contents

Summary	347
Key Terms	347
Endnotes	348
References	348
Further Reading	349

12. Organizational Change and Learning 350

---

Lewin’s Model: Unfreezing, Change, Refreezing	353
The Big Three Model of Change	356
Cultural Change in Organizations	358
Culture and Strategy	359
The Dynamics of Organizational Culture	362
Organizational Change and the Postmodern Perspective	366
Discourse	368
Organizational Learning	369
Single- and Double-Loop Learning in Organizations	371
Autopoiesis: The Self-Reproduction and Self-Reference of Systems	373
Knowledge, Language, Discourse, Reflexivity	374
Summary	375
Key Terms	376
Endnotes	377
References	377
Further Reading	379

# List of Figures

1.1.	Sources of inspiration to organization theory	5
1.2.	Five circles model	15
2.1.	An open systems view of the organization	38
2.2.	Concepts of level	40
3.1.	The organization in its environment	63
3.2.	Diagram showing the organization in the center of a network of interacting and competing organizations	66
3.3.	The interorganization network in a more balanced perspective	67
3.4.	Sectors of the general environment	68
3.5.	The international environment	74
3.6.	Interrelationship between the general environment, the inter-organizational network, and the organization	75
3.7.	Applying resource dependence theory	79
3.8.	Social legitimacy as an organizational resource	86
3.9.	Environments vary by their degree of institutionalization and by their level of technical development	88
3.10.	Environmental uncertainty is defined by the amount of complexity and the rate of change in the organization's environment	89
3.11.	Links between conditions in the perceived environment, uncertainty, and information	91
4.1.	A rational model of the strategic process	106
4.2.	Middle managers translate the strategies of top managers into goals and activities at the operational level	111
4.3.	Strategy links the organization with its environment and reflects the intentions of those who formulate strategy	112
4.4.	The concept of emergent strategy adds a bottom-up process to the top-down view of strategy	112
4.5.	Strategy under varying levels of uncertainty presented in a contingency theory framework	117
4.6.	Multiple, conflicting goals that change over time introduce complexity into an organization	123



# List of Figures

5.1.	Basic open systems model of the organization	130
5.2.	Woodward's original typology showing how she arrived at the technical complexity scale	135
5.3.	Two-by-two matrix showing Thompson's typology of technologies	140
5.4.	Two-by-two matrix showing Perrow's typology of technologies	141
5.5.	The relationship between the routineness of work and technical complexity	145
5.6.	Projection of Perrow's two-dimensional typology of technologies onto the single dimension of routineness	146
5.7.	Mediating technologies generate pooled interdependence	148
5.8.	Long-linked technologies are associated with sequential task interdependence	149
5.9.	Intensive technologies create reciprocal task interdependence	150
5.10.	How theories are elaborated	152
6.1.	Greiner's model of organizational lifecycles	174
6.2.	Katz and Kahn describe the development of social structure in relation to the needs of the technical core and demands of the environment	178
6.3.	An organizational chart showing a functional structure	182
6.4.	An organizational chart showing a multi-divisional structure	185
6.5.	An organizational chart showing a matrix structure	188
6.6.	The global matrix	195
7.1.	Position of 40 countries on Hofstede's power distance and individualism dimensions	208
7.2.	Position of 40 countries on Hofstede's uncertainty avoidance and masculinity dimensions	209
7.3.	Schein's three levels of culture	211
7.4.	Challenges to cultural values most often come from marginal members of the culture such as newcomers, revolutionaries, or outsiders	215
7.5.	The dove carrying an olive branch is an ancient and widely recognized symbol of peace	219
7.6.	A continuum for describing a culture's state of integration-differentiation	226
7.7.	Levels of analysis in relation to the concept of organizational culture	227
8.1.	The concept of physical structure and a few of its links to other organizational issues	243
8.2.	Airline route map showing the geographical distribution of organizational activities	244
8.3.	Two family geographies	245

8.4.	Layout of activity regions in a geophysics firm	249
8.5.	Fast food restaurant customers have been symbolically conditioned to queue up for service	254
8.6.	Photo of Notre Dame Library mosaic	259
9.1.	Decision making in the hierarchical organization	271
9.2.	Decision making in the functional organization	271
9.3.	Decision making in the divisional organization	272
9.4.	A typical rational model of the decision making process with feedback control element	273
9.5.	Matrix showing conditions favoring different decision-making processes	276
9.6.	Implications of resource dependence theory for the distribution of power and authority within organizations	289
10.1.	The curvilinear relationship between conflict and performance is shown divided into three zones	305
10.2.	Examples of vertical and horizontal conflict in the parent–subsidiary relationship	307
10.3.	A model showing the possible sources of interdepartmental conflict	308
11.1.	Basic model of strategy and goals in relation to the task activities of organizational members	329
11.2.	Individual or work group level model showing task activity and a system for controlling it using the cybernetic approach	330
11.3.	Unit-level controls in relation to the activities of individuals and work groups	333
11.4.	A complete organizational control system model with individual-, unit-, and organization-level control subsystems in place	334
11.5.	Conditions determining the measurement of behavior and output	340
12.1.	Lewin’s model of organizational change	354
12.2.	Gagliardi’s fan model of culture in relation to strategy	360
12.3.	The fan model stretched to include new assumptions and values	361
12.4.	The cultural dynamics model showing culture as process	363

# List of Tables

1.1. Comparison of characteristics associated with industrialism and post-industrialism	25–6
2.2. Boulding's hierarchy of systems	36
2.3. Differences in the multiple perspectives of organization theory	49
2.4. The metaphors of organization theory	52
5.1. Findings from Woodward's study linking technology to social structure	137
5.2. Guttman scale of relationships between types of task interdependence and coordination mechanisms	151
6.1. Dimensions of organizational social structure	166
6.2. A comparison of mechanistic, organic, and bureaucratic organizations	170
6.3. Characteristics of Weber's ideal bureaucracy	171
7.1. Selected definitions of organizational culture	205
7.2. Our understanding of "organizational man" expands with each new perspective in organization theory	211
7.3. Schein's list of basic cultural assumptions	212
7.4. Schein's external adaptation versus internal integration tasks	213
7.5. Artifacts of organizational cultures	216
9.1. Some common strategies for developing and using power within an organization	286
10.1. Ways to reduce conflict in organizations	306
10.2. Ways to stimulate conflict	306
11.1. Characteristics of market, bureaucracy, and clan control	337
11.2. Typology of organizations and their control mechanisms	345