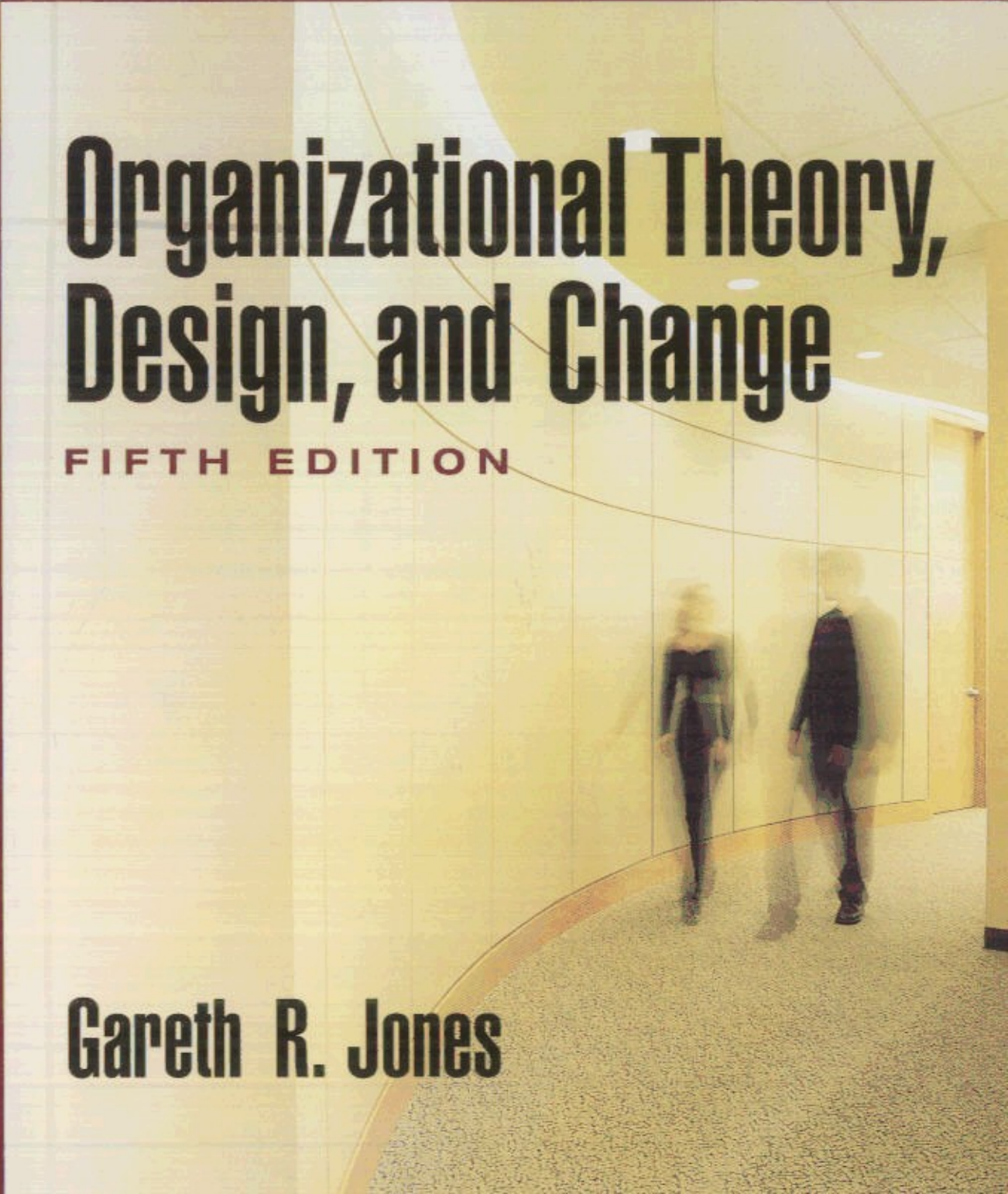




**Pearson International Edition**



**Organizational Theory,  
Design, and Change**

**FIFTH EDITION**

**Gareth R. Jones**

# CONTENTS

---

PREFACE    xix

## **PART I:    THE ORGANIZATION AND ITS ENVIRONMENT    1**

### **CHAPTER 1    Organizations and Organizational Effectiveness    1**

What Is an Organization?	1
<i>How Does an Organization Create Value?</i>	2
<i>Why Do Organizations Exist?</i>	4
Organizational Theory, Design, and Change	7
<i>Organizational Structure</i>	7
<i>Organizational Culture</i>	8
<i>Organizational Design and Change</i>	9
<i>The Importance of Organizational Design and Change</i>	11
<i>The Consequences of Poor Organizational Design</i>	13
How Do Managers Measure Organizational Effectiveness?	14
<i>The External Resource Approach: Control</i>	15
<i>The Internal Systems Approach: Innovation</i>	17
<i>The Technical Approach: Efficiency</i>	17
<i>Measuring Effectiveness: Organizational Goals</i>	18
<i>The Plan of This Book</i>	20
<i>Organizational Design</i>	20
<i>Organizational Change</i>	22
Summary	22
Discussion Questions	23
Organizational Theory in Action	23
Practicing Organizational Theory: Open Systems Dynamics	23
The Ethical Dimension #1	23
Making the Connection #1	23
Analyzing the Organization: Design Module #1	23
Assignment	24

### **CASE FOR ANALYSIS**

Change and More Change at AOL–Time Warner    25

References    26

### **Focus on New Information Technology**

Amazon.com, Part 1    3

### **Organizational Insight**

Opposite Organizing Approaches at Apple and Dell Computer	10
The Remaking of Chrysler’s Cars	14
Mattel’s Rocky Road	16
Improving Efficiency at FedEx and UPS	18

### **CHAPTER 2    Stakeholders, Managers, and Ethics    27**

Organizational Stakeholders	28
<i>Inside Stakeholders</i>	28
<i>Outside Stakeholders</i>	30

Organizational Effectiveness: Satisfying Stakeholders' Goals and Interests	32
<i>Competing Goals</i>	32
<i>Allocating Rewards</i>	33
Top Managers and Organizational Authority	34
<i>The Chief Executive Officer</i>	36
<i>The Top Management Team</i>	37
<i>Other Managers</i>	38
An Agency Theory Perspective	38
<i>The Moral Hazard Problem</i>	39
<i>Solving the Agency Problem</i>	40
Top Managers and Organizational Ethics	42
<i>Ethics and the Law</i>	42
<i>Ethics and Organizational Stakeholders</i>	43
<i>Sources of Organizational Ethics</i>	45
<i>Why Do Ethical Rules Develop?</i>	47
<i>Why Does Unethical Behavior Occur?</i>	49
Creating an Ethical Organization	50
<i>Designing an Ethical Structure and Control System</i>	50
<i>Creating an Ethical Culture</i>	51
<i>Supporting the Interests of Stakeholder Groups</i>	51
Summary	52
Discussion Questions	52
Organizational Theory in Action	53
Practicing Organizational Theory: Creating a Code of Ethics	53
The Ethical Dimension #2	53
Making the Connection #2	53
Analyzing the Organization: Design Module #2	53
Assignment	53
<b>CASE FOR ANALYSIS</b>	
Ethical Stances at Johnson & Johnson and Dow Corning	54
References	55
<b>Organizational Insight</b>	
The Increasing Power of Institutional Investors	29
Southwest Airlines Serves Its Customers	30
Should Doctors Own Stock in Hospitals?	34
The Use of Animals in Cosmetics Testing	45
Is It Right to Use Child Labor?	46
<b>CHAPTER 3 Managing in a Changing Global Environment</b>	<b>56</b>
What Is the Organizational Environment?	56
<i>The Specific Environment</i>	58
<i>The General Environment</i>	60
<i>Sources of Uncertainty in the Organizational Environment</i>	62
Resource Dependence Theory	65
Interorganizational Strategies for Managing Resource Dependencies	67
Strategies for Managing Symbiotic Resource Interdependencies	67
<i>Developing a Good Reputation</i>	67
<i>Co-Optation</i>	68
<i>Strategic Alliances</i>	69
<i>Merger and Takeover</i>	72
Strategies for Managing Competitive Resource Interdependencies	73
<i>Collusion and Cartels</i>	73
<i>Third-Party Linkage Mechanisms</i>	74
<i>Strategic Alliances</i>	74
<i>Merger and Takeover</i>	75

<b>Transaction Cost Theory</b>	<b>76</b>
<i>Sources of Transaction Costs</i>	76
<i>Transaction Costs and Linkage Mechanisms</i>	77
<i>Bureaucratic Costs</i>	78
<i>Using Transaction Cost Theory to Choose an Interorganizational Strategy</i>	78
<i>Summary</i>	82
<i>Discussion Questions</i>	83
<b>Organizational Theory in Action</b>	<b>83</b>
Practicing Organizational Theory: Protecting Your Domain	83
The Ethical Dimension #3	83
Making the Connection #3	83
Analyzing the Organization: Design Module #3	84
Assignment	84

### **CASE FOR ANALYSIS**

How Ford Manages Its Environment	85
<i>References</i>	86

### **Focus on New Information Technology**

Amazon.com, Part 2	64
--------------------	----

### **Managerial Implications**

Analyzing the Environment	65
Resource Dependence Theory	75

### **Organizational Insight**

GE's U.S. Managers Stumble in Hungary	61
Avon's Global Empire	66
Ekco and Its Supplier	79
Li & Fung's Global Supply Chain Management	81

## **PART II: ORGANIZATIONAL DESIGN 88**

### **CHAPTER 4 Basic Challenges of Organizational Design 88**

<b>Differentiation</b>	<b>88</b>
<i>Organizational Roles</i>	91
<i>Subunits: Functions and Divisions</i>	92
<i>Differentiation at the B.A.R. and Grille</i>	93
<i>Vertical and Horizontal Differentiation</i>	93
<i>Organizational Design Challenges</i>	94
<b>Balancing Differentiation and Integration</b>	<b>95</b>
<i>Integration and Integrating Mechanisms</i>	96
<i>Differentiation Versus Integration</i>	99
<b>Balancing Centralization and Decentralization</b>	<b>100</b>
<i>Centralization Versus Decentralization of Authority</i>	100
<b>Balancing Standardization and Mutual Adjustment</b>	<b>102</b>
<i>Formalization: Written Rules</i>	103
<i>Socialization: Understood Norms</i>	103
<i>Standardization Versus Mutual Adjustment</i>	104
<b>Mechanistic and Organic Organizational Structures</b>	<b>106</b>
<i>Mechanistic Structures</i>	106
<i>Organic Structures</i>	107
<i>The Contingency Approach to Organizational Design</i>	108
<i>Lawrence and Lorsch on Differentiation, Integration, and the Environment</i>	108
<i>Burns and Stalker on Organic Versus Mechanistic Structures and the Environment</i>	110
<i>Summary</i>	113
<i>Discussion Questions</i>	113

<i>Organizational Theory in Action</i>	113
Practicing Organizational Theory: Growing Pains	113
Making the Connection #4	114
The Ethical Dimension #4	114
Analyzing the Organization: Design Module #4	114
Assignment	114
<b>CASE FOR ANALYSIS</b>	
Where Should Decisions Be Made?	115
References	116
<b>Focus on New Information Technology</b>	
Amazon.com, Part 3	105
<b>Managerial Implications</b>	
Differentiation	95
The Design Challenges	105
<b>Organizational Insight</b>	
B.A.R. and Grille Restaurant	90
Integration at Amgen	98
Centralize or Decentralize?	101
McDonald's Changing Environment	112
<b>CHAPTER 5 Designing Organizational Structure: Authority and Control</b>	<b>117</b>
Authority: How and Why Vertical Differentiation Occurs	117
<i>The Emergence of the Hierarchy</i>	118
<i>Size and Height Limitations</i>	118
<i>Problems with Tall Hierarchies</i>	121
<i>The Parkinson's Law Problem</i>	122
<i>The Ideal Number of Hierarchical Levels: The Minimum Chain of Command</i>	123
<i>Span of Control</i>	124
Control: Factors Affecting the Shape of the Hierarchy	126
<i>Horizontal Differentiation</i>	126
<i>Centralization</i>	128
<i>Standardization</i>	129
The Principles of Bureaucracy	130
<i>The Advantages of Bureaucracy</i>	134
<i>Management by Objectives</i>	135
The Influence of the Informal Organization	137
IT, Empowerment, and Self-Managed Teams	138
Summary	139
Discussion Questions	140
<i>Organizational Theory in Action</i>	140
Organizational Theory: How to Design a Hierarchy	140
The Ethical Dimension #5	140
Making the Connection #5	141
Analyzing the Organization: Design Module #5	141
Assignment	141
<b>CASE FOR ANALYSIS</b>	
Sony's Magic Touch	142
References	143
<b>Managerial Implications</b>	
Authority and Control	130
Using Bureaucracy to Benefit the Organization	136

## Organizational Insight

The Shake-Up at DuPont	121
Using the Hierarchy to Promote Creativity at EMI	124
Never Underestimate the Power of Rules	134
Wildcat Strikes in the Gypsum Plant	138

## CHAPTER 6 Designing Organizational Structure: Specialization and Coordination 144

Functional Structure	144
<i>Advantages of a Functional Structure</i>	145
<i>Control Problems in a Functional Structure</i>	147
<i>Solving Control Problems in a Functional Structure</i>	148
From Functional Structure to Divisional Structure	149
<i>Moving to a Divisional Structure</i>	150
Divisional Structure I: Three Kinds of Product Structure	151
<i>Product Division Structure</i>	151
<i>Multidivisional Structure</i>	152
<i>Product Team Structure</i>	158
Divisional Structure II: Geographic Structure	161
Divisional Structure III: Market Structure	163
Matrix Structure	164
<i>Advantages of a Matrix Structure</i>	166
<i>Disadvantages of a Matrix Structure</i>	166
<i>The Multidivisional Matrix Structure</i>	167
<i>Hybrid Structure</i>	168
Network Structure and the Boundaryless Organization	169
<i>Advantages of Network Structures</i>	170
<i>Disadvantages of Network Structures</i>	170
<i>The Boundaryless Organization</i>	171
<i>E-Commerce</i>	171
Summary	172
Discussion Questions	173
Organizational Theory in Action	173
Practicing Organizational Theory: Which New Organizational Structure?	173
The Ethical Dimension #6	173
Making the Connection #6	174
Analyzing the Organization: Design Module #6	174
Assignment	174

## CASE FOR ANALYSIS

A New Caterpillar Emerges	175
---------------------------	-----

References	176
------------	-----

## Focus on New Information Technology

Amazon.com, Part 4	145
--------------------	-----

## Managerial Implications

Functional Structure	149
Changing Organizational Structure	164

## Organizational Insight

Creating GM's Multidivisional Structure	154
Iacocca Pioneers Chrysler's Team Structure	160
Wal-Mart Goes National, Then Global	162
How to Tailor a Structure to Fit Customers	164

<b>CHAPTER 7</b>	<b>Creating and Managing Organizational Culture</b>	<b>177</b>
What Is Organizational Culture?	177	
How Is an Organization's Culture Transmitted to Its Members?	182	
<i>Socialization and Socialization Tactics</i>	182	
<i>Stories, Ceremonies, and Organizational Language</i>	185	
Where Does Organizational Culture Come From?	187	
<i>Characteristics of People Within the Organization</i>	187	
<i>Organizational Ethics</i>	188	
<i>Property Rights</i>	191	
<i>Organizational Structure</i>	193	
Can Organizational Culture Be Managed?	194	
Social Responsibility	196	
<i>Approaches to Social Responsibility</i>	196	
<i>Why Be Socially Responsible?</i>	197	
Summary	199	
Discussion Questions	199	
Organizational Theory in Action	199	
Practicing Organizational Theory: Developing a Service Culture	199	
The Ethical Dimension #7	199	
Making the Connection #7	200	
Analyzing the Organization: Design Module #7	200	
Assignment	200	
<b>CASE FOR ANALYSIS</b>		
A Tale of Two Cultures	201	
References	202	
<i>Managerial Implications</i>		
Analyzing Organizational Culture	187	
Designing Organizational Culture	196	
<b>Organizational Insight</b>		
How Global Culture Affects Organizational Culture	179	
Mergers and Cultures	180	
siteROCK's Military Management Culture	186	
Google's Googling Culture	189	
Apple Juice or Sugar Water	190	
Bimba Changes Its Property Rights System	193	
<b>CHAPTER 8</b>	<b>Organizational Design and Strategy in a Changing Global Environment</b>	<b>204</b>
Strategy and the Environment	205	
<i>Sources of Core Competences</i>	205	
<i>Global Expansion and Core Competences</i>	207	
<i>Four Levels of Strategy</i>	209	
Functional-Level Strategy	210	
<i>Strategies to Lower Costs or Differentiate Products</i>	210	
<i>Functional-Level Strategy and Structure</i>	212	
<i>Functional-Level Strategy and Culture</i>	214	
Business-Level Strategy	215	
<i>Strategies to Lower Costs or Differentiate Products</i>	216	
<i>Focus Strategy</i>	217	
<i>Business-Level Strategy and Structure</i>	217	
<i>Business-Level Strategy and Culture</i>	220	
Corporate-Level Strategy	222	
<i>Vertical Integration</i>	222	
<i>Related Diversification</i>	223	
<i>Unrelated Diversification</i>	224	

<i>Corporate-Level Strategy and Structure</i>	224
<i>Corporate-Level Strategy and Culture</i>	226
Implementing Strategy Across Countries	228
<i>Implementing a Multidomestic Strategy</i>	228
<i>Implementing International Strategy</i>	230
<i>Implementing Global Strategy</i>	231
<i>Implementing Transnational Strategy</i>	231
Summary	232
Discussion Questions	233
Organizational Theory in Action	233
Practicing Organizational Theory: What Kind of Supermarket?	233
The Ethical Dimension #8	233
Making the Connection #8	233
Analyzing the Organization: Design Module #8	234
Assignment	234

### CASE FOR ANALYSIS

Levi Strauss Goes Global	235
--------------------------	-----

References	236
------------	-----

### Focus on New Information Technology

Amazon.com, Part 5	217
--------------------	-----

### Managerial Implications

Functional-Level Strategy	215
Business-Level Strategy	221
Corporate-Level Strategy	227

### Organizational Insight

Google's Global Ambitions	212
Kodak Reorganizes Its Photographic Products	220
How Culture Derailed the Merger Between AHP and Monsanto	221
Hitachi Ltd.	226

## CHAPTER 9 Organizational Design, Competences, and Technology 237

What is Technology?	237
Technology and Organizational Effectiveness	239
Technical Complexity: The Theory of Joan Woodward	241
<i>Small-Batch and Unit Technology</i>	241
<i>Large-Batch and Mass Production Technology</i>	242
<i>Continuous-Process Technology</i>	243
<i>Technical Complexity and Organizational Structure</i>	244
<i>The Technological Imperative</i>	246
Routine Tasks and Complex Tasks: The Theory of Charles Perrow	247
<i>Task Variability and Task Analyzability</i>	247
<i>Four Types of Technology</i>	248
<i>Routine Technology and Organizational Structure</i>	250
<i>Nonroutine Technology and Organizational Structure</i>	251
Task Interdependence: The Theory of James D. Thompson	251
<i>Mediating Technology and Pooled Interdependence</i>	251
<i>Long-Linked Technology and Sequential Interdependence</i>	253
<i>Intensive Technology and Reciprocal Interdependence</i>	255
From Mass Production to Advanced Manufacturing Technology	257
Advanced Manufacturing Technology: Innovations in Materials Technology	259
<i>Computer-Aided Design</i>	259
<i>Computer-Aided Materials Management</i>	260



<i>Just-in-Time Inventory Systems</i>	261
<i>Flexible Manufacturing Technology and Computer-Integrated Manufacturing</i>	262
<i>Summary</i>	263
<i>Discussion Questions</i>	264
<i>Organizational Theory in Action</i>	264
Practicing Organizational Theory: Choosing a Technology	264
The Ethical Dimension #9	265
Making the Connection #9	265
Analyzing the Organization: Design Module #9	265
Assignment	265

### **CASE FOR ANALYSIS**

The Shape of Things to Come	266
<i>References</i>	267
<i>Managerial Implications</i>	
Analyzing Technology	257
<b>Organizational Insight</b>	
Progressive Manufacture at Ford	238
Krispy Kreme's Small-Batch Doughnuts	243
Microsoft Reorganizes to Speed Innovation	256
Motorola's Factory of the Future	263

## **PART III: ORGANIZATIONAL CHANGE 269**

### **CHAPTER 10 Types and Forms of Organizational Change 269**

What Is Organizational Change?	269
<i>Targets of Change</i>	270
Forces for and Resistance to Organizational Change	271
<i>Forces for Change</i>	272
<i>Resistances to Change</i>	274
<i>Organization-Level Resistance to Change</i>	274
<i>Group-Level Resistance to Change</i>	275
<i>Individual-Level Resistance to Change</i>	275
<i>Lewin's Force-Field Theory of Change</i>	276
Evolutionary and Revolutionary Change in Organizations	277
<i>Developments in Evolutionary Change: Sociotechnical Systems Theory</i>	277
<i>Total Quality Management</i>	279
<i>Flexible Workers and Flexible Work Teams</i>	280
<i>Developments in Revolutionary Change Reengineering</i>	283
<i>Restructuring</i>	286
<i>Innovation</i>	287
Managing Change: Action Research	288
<i>Diagnosing the Organization</i>	288
<i>Determining the Desired Future State</i>	289
<i>Implementing Action</i>	290
<i>Evaluating the Action</i>	291
<i>Institutionalizing Action Research</i>	291
Organizational Development	292
<i>OD Techniques to Deal with Resistance to Change</i>	292
<i>OD Techniques to Promote Change</i>	294
<i>Summary</i>	297
<i>Discussion Questions</i>	298
<i>Organizational Theory in Action</i>	298
Practicing Organizational Theory: Managing Change	298
Making the Connection #10	298

The Ethical Dimension #10	298	
Analyzing the Organization: Design Module #10	298	
Assignment	298	
<b>CASE FOR ANALYSIS</b>		
Sears Changes Again and Again	299	
References	300	
<b>Managerial Implications</b>		
Forces for and Resistances to Change	277	
Designing a Plan for Change	292	
<b>Organizational Insight</b>		
Nike, Reebok, Adidas, and the Sweatshops	273	
United Technologies Uses TQM	280	
Flexible Work Teams at Globe	283	
How to Stay on Top in the Greeting Card Business	285	
<b>CHAPTER 11 Organizational Transformations: Birth, Growth, Decline, and Death</b>		<b>302</b>
The Organizational Life Cycle	302	
Organizational Birth	303	
Developing a Plan for a New Business	304	
A Population Ecology Model of Organizational Birth	307	
Number of Births	307	
Survival Strategies	308	
The Process of Natural Selection	309	
The Institutional Theory of Organizational Growth	312	
Organizational Isomorphism	312	
Disadvantages of Isomorphism	314	
Greiner's Model of Organizational Growth	314	
Stage 1: Growth Through Creativity	315	
Stage 2: Growth Through Direction	315	
Stage 3: Growth Through Delegation	316	
Stage 4: Growth Through Coordination	317	
Stage 5: Growth Through Collaboration	318	
Organizational Decline and Death	319	
Effectiveness and Profitability	319	
Organizational Inertia	321	
Changes in the Environment	323	
Weitzel and Jonsson's Model of Organizational Decline	323	
Summary	326	
Discussion Questions	327	
Organizational Theory in Action	327	
Practicing Organizational Theory: Growing Pains	327	
Making the Connection #11	328	
The Ethical Dimension #11	328	
Analyzing the Organization: Design Module #11	328	
Assignment	328	
<b>CASE FOR ANALYSIS</b>		
The Body Shop Reaches Middle Age	329	
References	330	
<b>Focus on New Information Technology</b>		
Amazon.com, Part 6	311	
<b>Managerial Implications</b>		
Organizational Birth and Growth	318	
Organizational Decline	326	

## Organizational Insight

- How to Be an Entrepreneur 306
- Carlos Ghosn Shakes Up Nissan 325

## CHAPTER 12 Decision Making, Learning, Knowledge Management, and Information Technology 332

- Organizational Decision Making 332
- Models of Organizational Decision Making 333
  - The Rational Model* 333
  - The Carnegie Model* 335
  - The Incrementalist Model* 336
  - The Unstructured Model* 338
  - The Garbage Can Model* 338
- The Nature of Organizational Learning 340
  - Types of Organizational Learning* 340
  - Levels of Organizational Learning* 341
- Knowledge Management and Information Technology 344
- Factors Affecting Organizational Learning 347
  - Organizational Learning and Cognitive Structures* 348
  - Types of Cognitive Biases* 348
  - Cognitive Dissonance* 349
  - Illusion of Control* 349
  - Frequency and Representativeness* 350
  - Projection and Ego-Defensiveness* 351
  - Escalation of Commitment* 352
- Improving Decision Making and Learning 352
  - Strategies for Organizational Learning* 353
  - Utilizing Game Theory* 354
  - Nature of the Top Management Team* 355
  - Persuasive Communication* 357
  - Devil's Advocacy and Dialectical Inquiry* 359
  - Collateral Organizational Structure* 360
- Summary* 360
- Discussion Questions* 361
- Organizational Theory in Action* 361
  - Practicing Organizational Theory: Store Learning 361
  - Making the Connection #12 362
  - The Ethical Dimension #12 362
  - Analyzing the Organization: Design Module #12 362
  - Assignment 362

## CASE FOR ANALYSIS

- Encouraging Learning at Baxter International 363

## References 364

## Managerial Implications

- Decision Making and Learning 360

## Organizational Insight

- Should GE Make or Buy Washing Machines? 337
- Microsoft Is Not All-Seeing After All 339
- Accenture's Knowledge Management System 345
- Mistakes and More Mistakes at the E-Grocers 351

## CHAPTER 13 Innovation, Intrapreneurship, and Creativity 366

- Innovation and Technological Change 366
  - The Product Life Cycle* 370
  - Innovation, Intrapreneurship, and Creativity* 373

Managing the Innovation Process	375
<i>Project Management</i>	375
<i>Stage-Gate Development Funnel</i>	378
<i>Using Cross-Functional Teams and a Product Team Structure</i>	379
<i>Team Leadership</i>	381
<i>Skunk Works and New Venture Divisions</i>	381
<i>Joint Ventures</i>	383
<i>Creating a Culture for Innovation</i>	383
Innovation and Information Technology	385
<i>Innovation and Information Synergies</i>	386
<i>IT and Organizational Structure and Culture</i>	388
Summary	388
Discussion Questions	389
Organizational Theory in Action	389
Practicing Organizational Theory: Managing Innovation	389
The Ethical Dimension	389
Making the Connection #13	389
Analyzing the Organization: Design Module #13	389
Assignment	389
<b>CASE FOR ANALYSIS</b>	
Too Much Innovation at Lucent	390
References	391
<b>Focus on New Information Technology</b>	
Amazon.com, Part 7	387
<b>Managerial Implications</b>	
Innovation	385
<b>Organizational Insight</b>	
The Rolling Stones Are Not Gathering Moss	370
Innovation at The Gap	372
Championing the Mustang	382
Fostering Innovation at 3M	384
<b>CHAPTER 14 Managing Conflict, Power, and Politics</b>	<b>393</b>
What Is Organizational Conflict?	393
Pondy's Model of Organizational Conflict	396
<i>Stage 1: Latent Conflict</i>	396
<i>Stage 2: Perceived Conflict</i>	399
<i>Stage 3: Felt Conflict</i>	399
<i>Stage 4: Manifest Conflict</i>	400
<i>Stage 5: Conflict Aftermath</i>	400
Managing Conflict: Conflict Resolution Strategies	401
<i>Acting at the Level of Structure</i>	401
<i>Acting at the Level of Attitudes and Individuals</i>	402
What Is Organizational Power?	403
Sources of Organizational Power	404
<i>Authority</i>	404
<i>Control over Resources</i>	406
<i>Control over Information</i>	406
<i>Nonsubstitutability</i>	407
<i>Centrality</i>	407
<i>Control over Uncertainty</i>	408
<i>Unobtrusive Power: Controlling the Premises of Decision Making</i>	408
Using Power: Organizational Politics	409
<i>Tactics for Playing Politics</i>	409
<i>The Costs and Benefits of Organizational Politics</i>	412

<i>Summary</i>	414
<i>Discussion Questions</i>	415
<i>Organizational Theory in Action</i>	415
Practicing Organizational Theory: Managing Conflict	415
The Ethical Dimension #14	415
Making the Connection #14	415
Analyzing the Organization: Design Module #14	415
Assignment	415
<b>CASE FOR ANALYSIS</b>	
The Shake-Up in GM's Hierarchy	416
<i>References</i>	417
<b>Managerial Implications</b>	
Conflict	403
Power and Politics	414
<b>Organizational Insight</b>	
Conflict Causes Slow Change at Kodak	397
Conflict at Financial Giant Morgan Stanley	400
Power Struggles and Corporate Greed at WorldCom	411
<i>Case Studies</i>	419
Case 1 United Products, Inc.	419
<i>Jeffrey C. Shuman</i>	
Case 2 The Paradoxical Twins: Acme and Omega Electronics	428
<i>John F. Veiga</i>	
Case 3 Continental Can Company of Canada, Ltd.	432
<i>Paul R. Lawrence</i>	
Case 4 TRW Systems Group (A and B Condensed)	442
<i>Paul H. Thompson</i>	
Case 5 Texana Petroleum Corporation	456
<i>Jay W. Lorsch, Paul R. Lawrence, and James A. Garrison</i>	
Case 6 W. L. Gore & Associates, Inc.	463
<i>Frank Shipper and Charles C. Manz</i>	
Case 7 Three Roads to Innovation	472
<i>Ronald A. Mitsch</i>	
Case 8 The Scaffold Plank Incident	475
<i>Stewart C. Malone and Brad Brown</i>	
Case 9 Beer and Wine Industries: Bartles & Jaymes	477
<i>Per V. Jenster</i>	
Case 10 Bennett's Machine Shop, Inc.	484
<i>Arthur Sharplin</i>	
Case 11 Southwest Airlines	495
Case 12 Pharmacia and Upjohn	499
<i>Gareth R. Jones</i>	
Case 13 Philips NV	505
<i>Charles W. L. Hill</i>	
Case 14 "Ramrod" Stockwell	508
<i>Charles Perrow</i>	
Case 15 Rondell Data Corporation	511
<i>John A. Seeger</i>	
<i>Company Index</i>	518
<i>Name Index</i>	520
<i>Subject Index</i>	521