

Contents

Foreword	xi
J. Steven Ott	
Preface	xv
1. An Introduction and Orientation to Organization Theory	1
The Complex World of Public Organizations: A Primer	2
Size and Structure	5
A Brief History of Organizational Studies	6
A Brief Political History	8
Sociology of Knowledge: Ways of Knowing about Organizations	11
A Note about Categories	15
Influential Theories and Paradigms in the Social Sciences	15
Social Sciences: Sociology, Psychology, Economics, and Political Science	16
Physical-Natural Sciences: Chaos Theory, Ecological Sciences, and Cybernetics-Artificial Intelligence	16
The Humanities: Philosophy and Literature	17
Levels of Analysis	17
The Book's Approach	18
Voice of the Book	18
Organization and Content of the Book	20
Diving In	22
PART I: Theories of Organization	25
2. Classical Foundations:	
The Historical Context of a New Field of Study	27
Max Weber—Authority and Bureaucracy	29
Charismatic Authority	29
Traditional Authority	29

Legal-Rational Authority	30
Bureaucracy as an Organizational Form	30
Henri Fayol	31
Principles of Management	32
Activities and Functions	33
Frederick Winslow Taylor	33
Luther Gulick	35
Woodrow Wilson	37
Other Voices	39
Mary Parker Follett	40
Jane Addams and the Settlement House Movement	41
Karl Marx	42
Case 2.1 The President's Committee on Administrative Management (The Brownlow Committee and Report)	43
Summary and Conclusions	45
Discussion Questions	45
3. Behavioral Revolution	49
Historical Context: Prewar Hints and Postwar Proliferation	49
Chester Barnard	51
Elton Mayo, Fritz Roethlisberger, and the Hawthorne Experiments	52
The Relay Assembly Room	53
The Bank Wiring Room	53
The Interview Program	54
Systems Theory	54
Human Relations Theory	55
Empirical Work—Kurt Lewin and Rensis Likert	57
Field Theory and Force Field Analysis	57
Leadership Climates and Organizational Efficiency	58
Change Management and Action Research	58
Conceptual Work—Abraham Maslow	62
Douglas McGregor	65
Chris Argyris	66
Robert Merton	68
Herbert Simon	69
Other Voices: Dwight Waldo	71
Case 3.1 The New York Department of Sanitation—Bureau of Motor Equipment	72
Summary and Conclusions	74
Discussion Questions	75
4. Life after Berger and Luckmann: A Theoretically Diverse World	79
Social and Historical Climate—Things Get More Complicated	80
Theoretical Diversity in a Constructed World	82
Economic Theories of Organization: Transaction Cost Economics and Agency Theory	83

Transaction Cost Economics	83
Agency Theory	85
Issues Arising Out of the Theory	86
Network Theory	89
Contingency Theory	92
Chaos and Complexity Theories	94
Beyond Open Systems	95
Structural Functionalism and Structuration Theory	97
Institutionalism	99
Structuration Theory	99
Cognitive and Psychological Models—Sensemaking	100
Case 4.1 The Tennessee Valley Authority: An Examination of Parallel Theories	102
Summary and Conclusions	106
Discussion Questions	107

PART II: Issues, Strategies, and Tactics **111**

5. Managing Individual Behavior **113**

The Management Attribute	113
Classical and Rationalist Approaches	114
Assumptions	114
Concepts	116
Techniques and Practices	117
Structures	118
Case 5.1 Current Expressions: Classical and Rationalist Approaches at the Department of Homeland Security	120
Summary of Rationalist Approaches	122
Hawthorne Reprised: From Rationalism to Behavioralism	122
Assumptions	123
Concepts	123
Techniques and Practices	126
Case 5.2 Current Expressions: Behaviorist Alternatives	130
Summary of Behaviorist Approaches	131
Foreshadows of Postmodernism	132
Mary Parker Follett: Pragmatism and Antifoundationalism	132
Summary and Conclusions	133
Discussion Questions	134

6. Understanding and Shaping Group Dynamics **137**

The Management Attribute	137
Human and Group Relations Theories	139
Assumptions	140
Concepts	140
Techniques and Practices	147
Case 6.1 Current Expressions: Control and Expanding the Area under the Curve at St. John's Health System	151
Human Relations Theory and Group Dynamics: Conclusion and Summary	152

Systems Theories	152
Quality-Focused Systems	153
Assumptions	153
Techniques and Practices	155
Case 6.2 Current Expressions: Total Quality Management and Local Government	158
Organizational Culture Theories	159
Assumptions	160
Attributes of Organization Culture	161
Techniques and Practices	163
Case 6.3 Current Expressions: Organizational Culture and Management at Continental Airlines	165
Organizational Culture: Conclusion	166
Foreshadows of Postmodernism	166
Weick and the De-centered Self	167
Summary and Conclusions	168
Discussion Questions	169

7. Affecting Organization Change **173**

The Management Attribute	173
Key Theories of Change	176
Business Process Reengineering	176
Assumptions	177
Techniques and Practices	179
Case 7.1 Current Expressions: Business Process Reengineering at the Jefferson County Alabama Board of Personnel	181
Business Process Reengineering: Summary and Conclusions	182
The Burke-Litwin Change Model	183
Assumptions	183
Techniques and Practices	184
Case 7.2 Current Expressions: Burke-Litwin in Texas Public Schools	187
Burke-Litwin: Summary and Conclusions	189
Organization Development	189
Assumptions	190
Techniques and Practices	192
Case 7.3 Current Expressions: Organizational Development in the Montana State University Research Library	201
Organization Development: Summary	202
New Sciences and Organizations	203
Assumptions	203
Concepts and Insights	203
Chaos and Complexity Theories	204
System Preconditions	204
The Challenge of the New Sciences	210
Foreshadows of Postmodernism	211
Summary and Conclusions	211
Discussion Questions	212

8. Managing Organization-Environment Relations 215

The Management Attribute	215
Resource Dependence Theory	219
Assumptions	219
Operation of the Theory	220
Case 8.1 Current Expressions: Resource Dependence Theory at Brigham Young University	223
Summary Reflections on Resource Dependence Theory	224
Network Theory	225
Assumptions	226
Content and Techniques	226
Case 8.2 Current Expressions: Networks and Municipal Housing in the Phoenix-Mesa Area	229
Network Theory: Summary and Conclusion	231
Neoinstitutionalism	231
Assumptions	232
Content of the Theory	233
Case 8.3 Current Expressions: Isomorphic and Governance Organizations	236
Neoinstitutional Isomorphism: Summary and Conclusion	237
Links to Post-traditionalism and Postmodernism	237
Summary and Conclusions	239
Discussion Questions	240

PART III: Toward Post-Positivist Organizations 243

9. Escaping the Void: History of Post-Positivism 245

History and Genealogy	246
Intellectual Development	247
Assumptions	248
Post-Positive Concepts Appearing in the Social Sciences	249
Language	250
Structures	256
Of Agents, Individuals, and Subjects	259
Representation as More Than a Constitutional Structure	261
Postmodern Governance	265
Power-Knowledge	267
Summary and Conclusions	270
Discussion Questions	271

10. Learning to Fly: Applying Post-Positivist Theory 275

Organizational Activities	276
Information and Knowledge Activities	277
People-Oriented Activities	282
Structures for Coordination and Cooperation	287
Ethics	290
Summary and Conclusions	295
Discussion Questions	296

11. Conclusion: This Is the Beginning	301
Top Ten Things You're Tired of Reading (but Should Remember Anyway)	302
Historical and Conceptual Review	303
Government by the Good: 1883–1906	304
Government by the Efficient: 1906–1937	305
Government by the Administrators: 1937–1955	306
Government by the Professionals: 1955–1968	308
Government of the Hysteric: 1968–Present	309
Organizations and Theory Competence	311
Governance Redux	314
Index	317
About the Authors	333