## **CONTENTS**

## **VOLUME II: DYNAMICS OF THE SYSTEM**

	PROBLEM-TO-THEORY APPLICATION TABLE	xiii
	FOREWORD D. Bruce Johnstone	xxiii
	ABOUT THE AUTHORS	xxvii
	ACKNOWLEDGMENTS	xxix
	PREFACE	xxxi
I	OVERVIEW Overview of Volume I, 464 Organizational Theory, 466 Organizational Paradigms, 467 Overview of Systems Theory, 471 Key Concepts in Systems Theory, 472 Contents of Volume II, 474 Summary, 482 References, 484	463
2	CONFLICT IN ORGANIZATIONS Open and Closed Systems, 493 History of the Development of Conflict Theory, 498 Conflict as Structure, 501 Conflict as Process, 503 Social Constructionist Perspectives on Conflict, 522 Postmodern Perspectives on Conflict, 524 Gender Issues in Conflict Management, 526 Summary, 527 Review Questions, 527 Case Discussion Questions, 529 References, 530	487

References, 657

## POWER AND POLITICS IN HIGHER EDUCATION **ORGANIZATIONS** 535 Some Definitions: Power, Authority, and Politics, 541 Power and Rationality, 546 Organizational Versus Personal Determinants of Power, 548 Organizational Determinants of Power, 549 Horizontal Power: Strategic Contingencies Theory, 551 Vertical Power: Partisans and Authorities, 554 Personal Power, 561 Social Constructionist Perspectives on Power, 568 Empowerment, 571 Marxist and Postmodern Alternatives, 572 Power, Politics, and Unions, 574 Summary, 575 Review Questions, 576 Case Discussion Questions, 578 References, 578 4 ORGANIZATIONAL DECISION MAKING 583 Decision Making as a Process, 594 Decision Making as Structure, 597 Participation Theories, 605 Risky Shift, Polarization, and Social Loafing in Group Decision Making, 615 Social Constructionist Perspectives on Group Decision Making, 617 Summary, 620 Review Questions, 620 Case Discussion Questions, 622 References, 622 628 INDIVIDUAL DECISION MAKING Garbage Can Model, 634 Decisions as Role Playing, 637 Decisions as Personality Manifestations, 639 Decisions and Information Utilization, 643 Risk and Uncertainty: The Gambling Metaphor, 646 Decision Trees, 649 Non-Decision Making, 650 Postmodern Perspectives on Individual Decision Making, 653 Summary, 655 Review Questions, 655 Case Discussion Questions, 657

6	ORGANIZATIONAL LEARNING Conceptualizations of Organizational Learning, 665 Processes and Stages of Organizational Learning, 670 Linking Individual and Organizational Learning, 678 Cultural Conceptualizations of Organizational Learning, 686 Dialectical Perspectives on Cultural Learning, 689 Postmodern Interpretations of Organizational Learning, 693 Contingencies Governing the Use of Alternative Learning Models, 694 The Learning Organization, 696 Summary, 698 Review Questions, 699 Case Discussion Questions, 700 References, 701	660
7	ORGANIZATIONAL STRATEGY Strategy and the External Environment, 714 The Linear Model of Strategy, 723 The Adaptive Model of Strategy, 726 The Emergent Model of Strategy, 730 The Symbolic Model of Strategy, 732 Postmodern Models of Strategy, 734 Curriculum as Strategy: Application of the Five Models, 736 Heuristics for Choosing a Model of Strategy, 738 Summary, 741 Review Questions, 742 Case Discussion Questions, 744 References, 745	706
8	ORGANIZATIONAL GOALS, EFFECTIVENESS, AND EFFICIENCY Conceptualizations of Effectiveness and Efficency, 755 Model 1: The Goal Model, 758 Model 2: The System Resource Model, 764 Model 3: The Internal Process Model, 765 Model 4: Strategic Constituencies Model, 766 Model 5: Phase Models, 767 Model 6: Fit Models, 767 Model 7: Competing Values Model, 770 Model 8: Quality Model, 772 Model 9: Other Models of Effectiveness, 772 The Social Construction Model of Organizational Effectiveness, 774 Postmodern Perspectives on Effectiveness, 777 Organizational Efficiency, 779	750

IO

11

	Summary, 781 Review Questions, 781 Case Discussion Questions, 783 References, 784	
9	ORGANIZATIONAL CHANGE IN HIGHER EDUCATION Defining Change, 796 Planned Change Models, 798 Emergent Change Framework, 808 Synthesis of the Change Models, 810 Contingency Framework for Change, 813 Postmodern and Critical Perspectives on Change, 816 Summary, 819 Review Questions, 820 Case Discussion Questions, 821 References, 822	790
0	LEADERSHIP Defining Leadership, 830 A History of the Study of Leadership, 835 Idiographic Leadership Theories, 838 Nomothetic Approaches to Understanding Leadership, 843 Behaviorist Theories of Leadership, 847 Interactive Theories of Leadership, 852 Matching Traits, Contingencies, and Behaviors for Effective Leadership, 801 Other Approaches to Leadership, 864 Social Construction and Leadership, 866 Summary, 875 Review Questions, 875 Case Discussion Questions, 876	<i>826</i> 854
Ί	References, 877  THE END AND THE BEGINNING: FRESH THOUGHTS ABOUT ORGANIZATIONAL THEORY AND HIGHER EDUCATION Purposes of the Book—A Reprise, 887 The Complexity of Higher Education, 888 Perspectives of and Challenges to the Postmodern Paradigm, 889 The Contributions of Social Constructionist Theory, 890 Emerging Organizational Challenges in Higher Education, 890 Conclusions, 891 References, 892	886

		CONTENTS	ix
	SUBJECT INDEX		895
	AUTHOR INDEX		919
vo	LUME I: THE STATE OF THE SYSTEM		
	PROBLEM-TO-THEORY APPLICATION TABLE		xiii
	FOREWORD D. Bruce Johnstone		xxiii
	ABOUT THE AUTHORS	,	xxvii
	ACKNOWLEDGMENTS		xxix
	PREFACE		xxxi
	INTRODUCTION		xxxv
I	THE APPLICATION OF ORGANIZATIONAL THE TO COLLEGES AND UNIVERSITIES Colleges and Universities as Complex Organizations, 2 Objectives of the Book, 5 Theory, 7 Organizational Theory, 10 Three Perspectives on Organizational Theory, 12 Summary, 16 References, 17	EORY	I
2	COLLEGES AND UNIVERSITIES AS COMPLEX ORGANIZATIONS Roles and Functions of Colleges and Universities, 20 College and University National Organization, 21 Internal Organization of Colleges and Universities, 21 Budget Making in Academic Institutions, 28 Personnel Decisions, 29 Tenure and Academic Freedom, 34 Student Participation in Decision Making, 35 Summary, 36 References, 36		18
3	APPROACHES TO ORGANIZATIONAL ANALYSI THREE PARADIGMS Paradigms Defined, 42	lS:	38

	Approaches to Paradigmatic Use, 43 Three Paradigms: An Overview, 46 Positivist Paradigm, 50 The Social Construction Paradigm, 54 Postmodern Perspectives on Organizations, 65 Applying the Three Paradigms, 77 Summary, 78 Review Questions, 80 Case Discussion Questions, 81 References, 82	
4	GENERAL AND SOCIAL SYSTEMS THEORY History of Systems Theory, 91 General Systems Theory, 93 Social Systems Theory, 109 The Social Systems Model, 111 Expanded Social Systems Model, 113 Proportionate Contribution of Idiographic versus Nomothetic, 114 The "Fit" Between and Among System Components, 116 Extensions of Systems Theory: Alternative Paradigms, 118 Summary, 120 Review Questions, 120 Case Discussion Questions, 121 References, 122	87
5	ORGANIZATIONAL ENVIRONMENTS Systems Theory and Organizational Environments, 130 Positivist Theories of Organization-Environment Relations, 134 Social Construction Perspectives on Environment, 152 Postmodern Perspectives on Environment, 158 Summary, 161 Review Questions, 163 Case Discussion Questions, 165 References, 166	126
6	CONCEPTUAL MODELS OF ORGANIZATIONAL DESIGN A Brief Definition of Organizational Design, 174 Description and Overview of This Chapter, 175 A Brief Review of a Typical College or University Design, 175 Differentiation and Integration: Basic Issues in Organizational Design,	<i>170</i> 176

	Alternative Modes of Designing an Organization: Mechanistic and Organic, 178 Determinants of Organizational Design, 181 Summary, 194 Review Questions, 195 Case Discussion Questions, 196 References, 197	
7	BUREAUCRATIC FORMS AND THEIR LIMITATIONS Bureaucratic Structure, 203 Centralization, Decentralization, and Participation, 212 Common Bureaucratic Forms, 214 Social Construction of Organizational Structure, 222 Postmodern Views on Organizational Design, 228 Summary, 231 Review Questions, 232 Case Discussion Questions, 234 References, 235	200
8	ORGANIZATIONAL ROLES Organizational Benefits and Detriments of Precise Role Definition, 245 Role Theory in Organizations, 246 Roles as Functional Positions in Bureaucracies, 247 Role as Expected Behavior, 249 Social Construction Conceptualizations of Roles, 258 Postmodern and Feminist Perspectives on Roles, 260 Role Conflict, 262 Role Ambiguity, 265 Supplementary Role Concepts, 267 Summary, 270 Review Questions, 270 Case Discussion Questions, 272 References, 272	239
9	MOTIVATION IN THE HIGHER EDUCATION WORKPLACE Need Theories, 284 Process Theories, 294 Social Construction and Motivation Theory, 306 Feminist Theory and Motivation, 307 Management and Motivation, 309 Summary, 309	278

Review Questions, 310

	Case Discussion Questions, 312 References, 313	
10	GROUPS, TEAMS, AND HUMAN RELATIONS A Brief History of Human Relations Theory, 321 The Study of Groups, 325 Informal Organization, 329 Group Norms, 338 Teams as Groups, 345 Social Construction, Groups, and Teams, 346 Postmodern Perspectives on Groups and Teams, 349 Summary, 350 Review Questions, 351 Case Discussion Questions, 352 References, 353	317
П	ORGANIZATIONAL CULTURE Conceptualizations of Culture, 362 Schein's Framework, 364 Organizational Culture and Organizational Functions, 372 Positivist Research on Organizational Culture, 375 Cultural Typologies in Higher Education, 376 Social Constructionist Perspectives on Organizational Culture, 381 Organizational Subcultures, 382 Critical and Postmodern Perspectives on Organizational Culture, 385 Culture and Difference, 388 Using Positivist, Social Constructionist, and Postmodern Approaches, 380 Organizational Climate, 390 Summary, 393 Review Questions, 394 Case Discussion Questions, 395 References, 396	<i>358</i>
12	CONCLUSIONS: UNDERSTANDING THE SHAPE OF HIGHER EDUCATION	400
	APPENDIX: APPLYING ORGANIZATIONAL THEORY SUBJECT INDEX	407 425
	AUTHOR INDEX	449