Case Western Reserve University
Weatherhead School of Management
Department of Organizational Behavior

ORBH 541 - Spring 2004
Organizational Systems

Professor Diana Bilimoria   Mondays 1:00-4:00
427 Peter B. Lewis Building   Room 418 PBLB
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Seminar Objectives

Welcome to the fascinating world of organizational systems! They are ubiquitous, dynamic, complex, paradoxical human institutions, among several other things. Understanding how they work - and don't work - often exceeds our mental processes, metaphors, language, and science. But theory, like practice, is not a destination, it is a process. The purpose of this course is for you to enjoy becoming familiar with various approaches that are currently employed to understand organizational systems. I hope that our journey will open some doors, provide some insights and skills, and exercise creativity in integrating and extending our current repertoire of perspectives for organizing collective action.

Each week we will read about and discuss a different perspective or school of thought on organizational systems. As we examine the philosophical, ideological and epistemological underpinnings of the readings, you will be best served by simultaneously clarifying the values guiding your own research and practice, and their meaningful application to organizational systems issues. In this way, the readings will become personally relevant for you.

During the course, we will focus on three major areas: the nature of systems, the nature of organizing, and the nature of organizing for knowledge. You will become more familiar with words such as dynamic complexity, systems thinking, synergy, interdependence, entropy, control, requisite variety, population ecology, isomorphism, equifinality, messes, resource dependence, and retrospective rationality. You will see that many failures experienced by managers and interventionists are due to their trying to provide simple solutions to complex problems. And you will gain greater insights in learning and understanding organizational phenomena. Specifically, the course is designed to accomplish the following objectives.

1. Familiarize you with the basic theoretical perspectives used to analyze and understand organizational systems and their environments.

2. Understand the changing dimensions of organizing.

3. Enable you to apply relevant concepts to your own organizational inquiries.

4. Facilitate the development of intellectual curiosity, enthusiasm, professionalism, and integrity in the practice of organizational research.

Seminar Format

The course is structured so that learning can take place through three levels: meetings of the class as a whole; interactively with other class members on class-related projects, and individual study and analysis.

To accomplish learning objectives, the course will be conducted as a seminar. Because this is a seminar, everyone is expected to participate in the process of helping others learn and achieve course objectives. Participation will require considerable reading, thinking, and class discussion about the topics that we will cover. To facilitate each session, two or three class members will act as discussion leaders, taking responsibility for leading class discussion on the topic. Class members will rotate the roles of discussion leader so that each member is a discussion leader at least 3 times in the semester. Primarily, discussion leaders are responsible for facilitating large and small group discussions, designing a classroom activity that may experientially address the topic assigned, and raising a few critical questions or issues for class discussion that will draw out the themes and contrasts in the assigned readings. At least one of the questions should focus on how theory and research might be developed to better understand the topic being studied.

Course Assignments

Paper 1: Due on Mon Feb 23
Using concepts from our readings and discussions on the nature of systems and our field trip to the Rainforest Exhibit, individually analyze (in 10-12 double-spaced pages) an organization in which you are or have been a member. Visualizing yourself as a creative theorist, develop 4-5 thoughtful organizational-level propositions about interesting phenomena and dynamics present in the system.

Presentation: Due on Mon Mar 29
In pairs, you are required to make a 30-minute in-class presentation about (a) a recently published book you have read, outside the required readings of this class, on systems theory, organizational change and development, organizational learning, organizational design, or any other relevant topic, and (b) your overall learnings from the course to this point, as spurred by our course readings and activities and by the book you are reviewing. A list of potential books will be handed out in class, but feel free to explore the library/web for other possibilities.

Paper 3: Due on Mon Apr 26
You are asked to study some interesting phenomenon in an organization well known for its use of knowledge and technology (e.g., how product/market knowledge is created and distributed; how leadership communicates the organizational vision; the operationalization of lean manufacturing or open book management). Write the Conceptual Development section of a research proposal (8-10 double-spaced pages) outlining your overall plan of what you will investigate for any such organization that is interesting to you. Your paper should include the purpose and contributions of your proposed study, literature support and evidence, and the theoretical connections (specific hypotheses) you seek to investigate.

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Course Outline

		Discussion Leaders
Mon Jan 12	Introduction and Overview: Reflections on Paradigms and Organizational Theorizing	Diana
Mon Jan 19	No Class – Martin Luther King Holiday	

Perspectives on Systems

Mon Jan 26	Systems Theory	
Mon Feb 2	Systems Thinking and Learning	
Mon Feb 9	Systems Redesign and Change	
Mon Feb 16	Review and Reflection Field Trip: The Rainforest	Diana

Perspectives on Organizing

Mon Feb 23	Institutionalization	
Mon Mar 1	Resource Dependence and Interorganizational Relations	
Mon Mar 8	No Class: Spring Break	
Mon Mar 15	Structure and Control	
Mon Mar 22	Shared Meaning	
Mon Mar 29	Review and Reflection: Class Member Presentations	Diana

Perspectives on Organizing for Knowledge

Mon Apr 5	Creating and Managing Knowledge	
Mon Apr 12	Knowledge Communities	
Mon Apr 19 9:00-12:00 a.m.	Designing and Leading the Knowledge Organization	
Mon Apr 26	Review and Closure	Diana

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Course Outline

Mon 12 Jan   Reflections on Paradigms and Organizational Theorizing

Ashmos, D. & Huber, G. P. (1987). The systems paradigm in organization theory: Correcting the record and suggesting the future, <u>Academy of Management Review</u>, 12: 607-621.

Morgan, G. (1980). Paradigms, metaphors and puzzle solving in organization theory, <u>Administrative Science Quarterly</u>, Dec.: 605-622.

Astley, W. G. & Van de Ven, A. H. (1983). Central perspectives and debates in organization theory, <u>Administrative Science Quarterly</u>, 28: 245-273.

Mon Jan 19   Martin Luther King Holiday

Mon Jan 26   Systems Theory

Kast, F. E. & Rosenzweig, J. E. (1972). General Systems Theory: Applications for Organization and Management, <u>Academy of Management Journal</u>, 447-465.

Katz, D. & Kahn, R. L. (1978). <u>The Social Psychology of Organizations</u>, 2nd Edition, New York: Wiley (read pages 14-29).

Miller, J. G. (1971). The nature of living systems, <u>Behavioral Science</u>, 16: 278-301.

Mon Feb 2   Systems Thinking and Learning

Senge, P. M. (1990). <u>The Fifth Discipline: The Art and Practice of the Learning Organization</u>, New York: Doubleday.

Morgan, G. & Ramirez, R. (1983). Action learning: A holographic metaphor for guiding social change, <u>Human Relations</u>, 37: 1-28.

Mon Feb 9   Systems Redesign and Change

Pasmore, W. A. & Khalsa, G. (1993). The contributions of Eric Trist to the social engagement of social science, <u>Academy of Management Review</u>, 18, 3, 546-569.

Meyerson, D. E. & Scully, M. A. (1995). Tempered radicalism and the politics of ambivalence and change, <u>Organization Science</u>, 6, 5: 585-600.

Thietart, R. A. & Forgues, B. (1995). Chaos theory and organization, <u>Organization Science</u>, 6, 1: 19-31.

DeSanctis, G. & Poole, M. S. (1994). Capturing the complexity in advanced technology use: Adaptive Structuration Theory, <u>Organization Science</u>, 5, 2: 121-147.

Mon Feb 16   Field Trip: The Rainforest

For this class session, we will visit the Rainforest Exhibition at the Cleveland Metropolitan Zoo. While there are no specific readings for this class session, I ask that you spend a couple of preparation hours prior to our visit searching for background information about the world's rainforests. The World Wide Web, research databases, and online book catalogs and summaries, may be possible avenues for your search. Concepts I would suggest you explore are: the rainforest as an ecological system, deep ecology, variety of species, extinction of species, and conservation efforts and activism, among others.

Please dress appropriately (in layers) since the Rainforest Exhibit mirrors the actual conditions of a rainforest – it will be hot and muggy!

Mon Feb 23   Institutionalization

Dimaggio, P. J., & Powell, W. W. (1983). The iron cage revisted: Institutional isomorphism and collective rationality in organizational fields, <u>American Sociological Review</u>, 48: 147-160.

Meyer, J. W., & Rowan, B. (1976). Institutionalized organizations: Formal structure as myth and ceremony, <u>American Journal of Sociology</u>, 83: 340-363.

Scott, W. R. (1987). The adolescence of institutional theory, <u>Admininstrative Science Quarterly</u>, 32: 493-511.

Zucker, L. G. (1987). Institutional theories of organization, <u>Annual Review of Sociology</u>, 13: 443-464.

Meyerson, D. E. (1994). Interpretations of stress in institutions: The cultural production of ambiguity and burnout, <u>Administrative Science Quarterly</u>, 39: 628-653.

Mon Mar 1   Resource Dependence and Interorganizational Relations

Pugh, D. E. & Hickson, D. J. (1989). Jeffrey Pfeffer & Gerald Salancik, In <u>Writers on Organizations</u>, Fourth Edition: 71-75, Newbury Park, CA: Sage.

Galaskiewicz, J. (1985). Interorganizational relations, <u>Annual Review of Sociology</u>, 11: 281-304.

Borys, B. & Jemison, D. (1989). Hybrid arrangements as strategic alliances: Theoretical issues in organizational combinations, <u>Academy of Management Review</u>, 14, 234-249.

Oliver, C., (1990). Determinants of interorganizational relationships: Integration and future directions, <u>Academy of Management Review</u>, 15, 2, 241-265.

Meznar, M. B. & Nigh, D. (1995). Buffer or bridge: Environmental and organizational determinants of public affairs activities in American firms, <u>Academy of Managment Journal</u>, 38, 4:975-996.

Mon Mar 8   Spring Break

Mon Mar 15   Structure and Control

Pugh, D. E. & Hickson, D. J. (1989). Derek Pugh and the Aston Group, In <u>Writers on Organizations</u>, Fourth Edition: 16-23, Newbury Park, CA: Sage.

Mintzberg, H. (1979). <u>The Structure of Organizations</u>, New York: Prentice Hall (read pages 18-34).

Daft, R. L. & Lewin, A. Y. (1993). Where are the theories for the "new" organizational forms? An editorial essay, <u>Organization Science</u>, 4, 4: i-vi.

Victor, B., & Stephens, C. (1994). The dark side of the new organizational forms: An Editorial Essay, <u>Organization Science</u>, 5, 4: 479-482.

Ray, C. A. (1986). Corporate culture: The last frontier of control, <u>Journal of Management Studies</u>, 23: 287-297.

Barker, J. R. (1993). Tightening the iron cage: Concertive control in self-managing teams, <u>Administrative Science Quarterly</u>, 38: 408-437.

Mon Mar 22   Shared Meaning

Wicker, A. W. (1980). Book Review of Karl Weick's *The Social Psychology of Organizing, 2nd Edition*, Administrative Science Quarterly, 1980, 25, 4: 713-719.

Smircich, L. (1983). Organizations as shared meanings, in L. R. Pondy and others (Eds.), Organizational Symbolism, 55-65, JAI Press.

Weick, K. E. & Roberts, K. H. (1993). Collective mind in organizations: Heedful interrelating on flight decks, Administrative Science Quarterly, 38: 357-381.

Boje, D. M. (1995). Stories of the storytelling organization: A postmodern analysis of Disney as "Tamara-Land", Academy of Management Journal, 38, 4: 997-1035.

Mon Mar 29 Presentations

Mon Apr 5   Creating and Managing Knowledge

Dixon, N. 2000. Common Knowledge. Boston: Harvard Business School Press.

Mon Apr 12   Knowledge Communities

Wenger, E. 1998. Communities of Practice: Learning, Meaning, and Identity, Cambridge University Press.

Mon Apr 19   Designing and Leading the Knowledge Organization

Fingar, P., Kumar, H., & Sharma, T. 2000. Enterprise E-Commerce. Meghan Kiffer Press.

Leonard Barton, D. 1995. Wellsprings of Knowledge: Building and Sustaining the Sources of Innovation, Harvard Business School Press.

Mon Apr 26   Review and Closure

Readings/activities to be determined by class

Supplemental Readings For Sessions

Introduction & Overview: Reflections on Paradigms and Organizational Theorizing

Supplemental Readings:

Astley, W. G. (1985). Administrative science as socially constructed truth, <u>Administrative Science Quarterly</u>, 30: 497-513

Perrow, C. (1973). The short and glorious history of organization theory, <u>Organization Dynamics</u>, Summer: 8-20.

Perrow, C. (1981). Disintegrating social sciences, <u>New York Educational Quarterly</u>, 2-9.

Pinder, C. & Bourgeois, V. W. (1982). Controlling tropes in administrative science, <u>Administrative Science Quarterly</u>, 641-652.

Scott, W. G. (1974). Organization theory: A reassessment, <u>Academy of Management Journal</u>, 17, 2: 242-254.

Additional Overview Readings for the Course:

Benson, J. K. (Ed.) (1977). <u>Organizational Analysis: Critique and Innovation</u>, Beverly Hills, CA: Sage

Burrell, G. & Morgan, G. (1979). <u>Sociological Paradigms and Organizational Analysis</u>, Exeter, NH: Heinemann.

Donaldson, L. (1985). <u>In defence of organizational theory: A reply to the critics</u>, Cambridge: Cambridge University Press

Morgan, G. (1986). <u>Images of Organization</u>, Newbury Park, CA: Sage

Perrow, C. (1986). <u>Complex Organizations: A Critical Essay</u>, 3rd Edition, New York: Random House

Pfeffer, J. (1982). <u>Organizations and Organization Theory</u>, Boston: Pitman

Pugh, D. S. (1971). <u>Organization Theory</u>, Penguin

Pugh, D. S. & Hickson, D. J. (1989). <u>Writers on Organizations</u>, 4th Edition, Newbury Park, CA: Sage Publications

Scott, W. R. (1987). <u>Organizations: Rational, Natural and Open Systems</u>, 3rd Edition, Englewood Cliffs, NJ: Prentice Hall

Shafritz J. M. & Ott, J. S. (1992). Classics of Organization Theory, 3rd Edition, Pacific Grove, CA: Brooks/Cole Publishing Co.

Van de Ven, A. & Joyce, W. (Eds.) (1981). Perspectives on Organization Design and Behavior, New York: John Wiley & Sons

Systems Theory

Supplemental Readings:

Ackoff, R. (1972). On purposeful systems, Intersystems

Ackoff, R. (1974). Redesigning the Future: A Systems Approach to Societal Programs, New York: John Wiley and Sons

Beer, M. & Huse, E. F. (1972). A systems approach to organization development, Journal of Applied Behavioral Science, 18: 79-101

Boulding, K. E. (1956). General systems theory, the skeleton of science, Management Science, 2: 197-208

Boulding, K. E. (1985). The World as a Total System, Beverly Hills, CA: Sage

Churchman, C. W. (1968). The Systems Approach, New York: Dell

Kast, F. E. & Rosenzweig, J. E. (1974). Organization and Management: A Systems Approach, 2nd Edition, New York: McGraw Hill

Miller, J. (1955). Toward a general theory for the behavioral sciences, Americal Psychologist, 10: 513-531

Miller, J. (1978). Living Systems, New York: McGraw Hill

Pava, C. (1986). New strategies of systems change: reclaiming nonsynoptic methods, Human Relations, 39: 615-633

Rothlisberger, F. & Dickson, W. (1939). An organization as a social system, in Management and the Worker.

Thomas, L. (1974). Lives of a Cell, Bantam Books

Thompson, J. (1967). Organizations in Action, New York: McGraw Hill

Von Bertalanffy, L. (1950). The theory of open systems in physics and biology, Science, 3

Von Bertalanffy, L. (1968). General System Theory, New York: George Braziller

Systems Thinking and Learning

Supplemental Readings:

Argyris, C. & Schon, D. (1977). Double loop learning in organizations, <u>Harvard Business Review</u>, September-October: 115-126

Argyris, C. & Schon, D. A. (1978). <u>Organizational learning: A theory of action perspective</u>, Reading, MA: Addison-Wesley

Bateson, G. (1972). <u>Steps to an Ecology of Mind</u>, New York: Ballantine Books

Bateson, G. (1979). <u>Mind and Nature: A Necessary Unity</u>, New York: Dutton, especially pages 145-185

Chubb, H. (1990). Looking at systems as process, <u>Family Process</u>, 29: 169-175

Cohen, M. D. & Sproull, L. S. (Eds.) (1991). Special Issue on Organizational Learning, <u>Organization Science</u>, 2, 1. See, in particular, G. P. Huber's review of the field.

Levitt, B. & March, J. G. (1988). Organizational learning, <u>Annual Review of Sociology</u>, 14:319-340

Purser, R. E. & Pasmore, W. A. (1992). Organizing for learning, in R. Woodman & W. A. Pasmore (Eds.), <u>Research in Organizational Change and Development</u>, Greenwich, CT: JAI Press

Systems Redesign and Change

Supplemental Readings:

Barley, S. R. (1986). Technology as an occaision for structuring: Evidence from observations of CT scanners and the social order of radiology departments, <u>Administrative Science Quarterly</u>, 31, 78-108

Checkland, P. B. (1989). Soft systems methodology, <u>Human Systems Management</u>, 8: 273-289

Cherns, A. (1976). The principles of sociotechnical design, <u>Human Relations</u>, 29: 783-792

Cherns, A. (1987). Prinicples of sociotechnical design revisted, <u>Human Relations</u>, 40: 153-162

Emery, F. E. & Trist, E. L. (1973). Socio-technical systems. In F. Baker (Ed.) <u>Organizational Systems</u>: 249-260, Homewood, IL: Richard D. Irwin

Fry, L. W. (1982). Technology-structure research: Three critical issues, <u>Academy of Management Journal</u>, 25: 532-552

Miller, E. J. (1959). Technology, territory and time: The internal differentiation of complex production systems, <u>Human Relations</u>, 12: 243-272

Pasmore, W. A. (1988). <u>Designing Effective Organizations: The Sociotechnical Systems Perspective</u>, New York: John Wiley & Sons

Pasmore, W. A. (1994). <u>Creating strategic change: Designing the flexible, high-performing organization</u>, New York: Wiley

Trist, E. & Bamforth, K. (1959). Some social and psychological consequences of the long wall method of coal getting, <u>Human Relations</u>, 12: 243-272

Wheatley, M. (1992). <u>Leadership and the new science</u>, San Francisco: Berrett-Koehler

Woodward, J. (1965). <u>Industrial Organization: Theory and Practice</u>, London: Oxford University Press

Zuboff, S. (1988). <u>In the Age of the Smart Machine: The Future of Work and Power</u>, New York: Basic Books

Organizations as Institutionalized Systems

Supplemental Readings:

Abrahamson, E. & Fombrun, C. J. (1994). Macrocultures: Determinants and Consequences, Academy of Management Review, 19, 4: 728-755

Berger, P. L. & Luckman, T. (1966). The Social Construction of Reality, New York: Doubleday

Gergen. K. J. (1985). The social constructionist movement in modern psychology, American Psychologist, 40: 266-275

Goodstein, J. D. (1994). Institutional pressures and strategic responsiveness: Employer involvement in work-family issues, Academy of Management Journal, 37, 2: 350-382

Feldman, M. S. & March, J. G. (1981). Information in organizations as signal and symbol, Administrative Science Quarterly, 26, 2: 171-186

Hirsch, P. (1975). Organizational effectiveness and the institutional environment, Administrative Science Quarterly, 20: 327-344

Lindblom, C. E. (1958). The science of muddling through, Public Administration Review, 19: 79-88

March, J. & Simon, H. A. (1958). Organizations, New York: John Wiley

Martin, J., Feldman, M., Hatch, M. & Sitkin, S. (1983). The uniqueness paradox in organizational stories, Administrattive Science Quarterly, 28: 438-453

Oliver, C. (1991). Strategic responses to institutional processes, Academy of Management Review, 16: 145-179

Peterson, R. & Berger, D. Cycles in symbol production: The case of popular music, American Sociological Review, 40: 158-173

Pondy, L. R., Frost, P. J., Morgan, G., Dandridge, T. C. (Eds.) (1983). Organizational Symbolism, Greenwich, CT: JAI Press

Rosen, M. & Astley, W. G. (1988). Christmas time and control: An exploration in the social structure of formal organization, Research in the Sociology of Organizations, 6: 159-182

Scott, W. R., & Meyer, J. W. (1991). The rise of training programs in firms and agencies: An institutional perspective, In L. L. Cummings & B. M. Staw (Eds.), Research in Organizational Behavior, Vol. 13:297-326, Greenwich, CT: JAI Press

Selznick, P. (1949). <u>TVA and the Grass Roots: A Study in the Sociology of Formal Organization</u>, Berkeley: University of California Press

Zucker, L. (1983). Organizations as institutions. In S. Bacharach (Ed.), <u>Research in the Sociology of Organizations</u>, Greenwich, CT: JAI Press

Resource Dependence and Interorganizational Relations

Supplemental Readings:

Adams, J. S. (1976). The structure and dynamics of behavior in organizational boundary roles. In M. D. Dunnette (Ed.), Handbook of Industrial and Organizational Psychology, Chicago, IL: Rand McNally.

Benson, J. K. (1975). The interorganizational network as a political economy, Administrative Science Quarterly, 20: 229-249.

Child, J. (1972). Organizational structure, environment, and performance: The role of strategic choice, Sociology, 6, 1-22

Cook, K. (1977). Exchange and power in networks of interorganizational relations, Sociological Quarterly, 18: 62-82.

Cook, K. & Emerson, R. (1978). Power, equity and commitment in exchange networks, American Sociological Review, 43: 721-739.

Crozier, M. & Thoenig, J. C. (1976). The regulation of complex organized systems, Administrative Science Quarterly, 21: 547-570.

Emerson, R. (1962). Power-dependence relations, Americal Sociological Review, 27: 31-41.

Evan, W. (1966). The organization set: Toward a theory of interorganizational relations. In J. D. Thompson (Ed.), Approaches to Organization Design.

Gray, B. (1989). Collaborating: Finding Common Ground for Multiparty Problems, San Francisco: Jossey Bass.

Granovetter, M. S. (1973). The strength of weak ties, American Journal of Sociology, 78: 1360-1380.

Granovetter, M. S. (1974). Getting a job: A study of contacts and careers, Cambridge, MA: Harvard University Press.

Granovetter, M. S. (1984). Economic action and social structure: The problem of embeddedness, American Journal of Sociology, 91, 3: 481-510.

Hall, R. H., Clark, J. P., Giordano, P. C., Johnson, P. V. & Van Roekel, M. (1977). Patterns of interorganizational relationships, Administrative Science Quarterly, 22: 457-474.

Levine, S. & White, P. E. (1961). Exchange as a conceptual framework for the study of interorganizational relationships, Administrative Science Quarterly, 5: 583-601.

Litwak, E. & Hylton, L. F. (1962). Interorganizational analysis: A hypothesis on coordinating agencies, Administrative Science Quarterly, 6: 395-420.

Middleton, M. (1989). The characteristics and influence of intraboard networks: A case study of a nonprofit board of directors. In Herman, R. D. & Van Til, J (Eds.), Nonprofit Boards of Directors, 160-192, New Brunswick: Transaction Publishers.

Pfeffer, J. & Nowak, P. (1976). Joint ventures and interorganizational interdependence, Administrative Science Quarterly, 21: 398-418.

Pfeffer, J. & Salancik, G. (1978). The External Control of Organizations: A Resource Dependence Perspective, New York: Harper & Row.

Powell, W. W. (1990). Neither market nor hierarchy: Network forms of organization. In B. M. Staw & L. L. Cummings (Eds.), Research in Organizational Behavior, 12: 295-336.

Provan, K., Beyer, J. & Kruytbosch, C. (1980). Environmental linkages and power in resource dependence relations between organizations, Administrative Science Quarterly, 25: 200-225.

Reve, T. & Stern, L. (1979). Interorganizational relations in marketing channels, Academy of Management Review, 3: 405-416.

Schmidt, S. M. & Kochan, T. (1977). Interorganizational relationships: Patterns and motivations, Administrative Science Quarterly, 22: 220-234.

Thorelli, H. Networks: Between Markets and Hierarchies, Strategic Management Journal, 7: 37-51.

Trist, E. (1983). Referent Organizations and the Development of Inter-organizational domains, Human Relations, 36, 3, 269-284.

Van de Ven, A., Walker, G. & Liston, J. (1979). Coordination patterns within an interorganizational network, Human Relations, 32: 19-36.

Van de Ven, A. & Walker, G. (1984). The dynamics of interorganizational coordination, Administrative Science Quarterly, 29, 598-621

Warren, R. L. (1967). The interorganizational field as a focus for investigation, Administrative Science Quarterly, 12: 396-419

Zeitz, G. (1980). Interorganizational dialectics, Administrative Science Quarterly, 25: 72-88

Structure

Supplemental Readings:

Blau, P. (1962). The Dynamics of Bureaucracy. Chicago, IL: University of Chicago Press

Blau, P. M. (1968). The hierarchy of authority in organizations, The American Journal of Sociology, 453-467

Blau, P. M. (1970). A formal theory of differentiation in organizations, American Sociological Review, 35, 2: 201-218

Burns, T. & Stalker, G. M. (1961). The Management of Innovation, London: Tavistock Publications

Child, J. (1972). Organization structure and strategies of control: A Replication of the Aston Study, Administrative Science Quarterly, 17: 163-177

Child, J. (1972). Organizational structure, environment and performance: The Role of Strategic Choice, Sociology, 6: 1-22

Child, J. (1973). Predicting and understanding organization structure, Administrative Science Quarterly, 18: 168-185

Child, J. (1984). Organization (2nd. ed.), Harper & Row

Crozier, M. (1964). The Bureaucratic Phenomenon. London: Tavistock Publications

Davis, L. E. & Taylor, J. C. (1976). Technology, organization and job structure, in R. Dubin (Ed.), Handbook of Work, Organization and Society: 379-419, Chicago: Rand Mcnally.

Erikson, K. (1986). On work and alienation, American Sociological Review, 51: 1-8

Galbraith, J. (1973). Designing Complex Organizations, Reading, MA: Addison-Wesley

Glick, W. H., Huber, G. P., Miller, C. C., Harold, D. D. & Sutcliffe, K. M. (1990). Studying changes in organizational design and effectiveness: Retrospective event histories and periodic assessments, Organization Science, 1, 3, 293-312

Hall, R. H. (1991). Organizations: Structures, Processes and Outcomes, Englewood Cliffs, NJ: Prentice Hall

Inkson, J. H. K., Pugh, D. S. & Hickson, D. J. (1970). Organization context and structure: An abbreviated replication, Administrative Science Quarterly, 15: 318-239

Keidel, R. W. (1990). Triangular design: A new organizational geometry, <u>Academy of Management Executive</u>, 4,4,21-37

Mintzberg, H. (1981). Organizational design: Fashion or fit? <u>Harvard Business Review</u>, 59: 103-116

Mintzberg, H. (1983). <u>Structure in Fives: Designing Effective Organizations</u>, Englewood Cliffs, NJ: Prentice Hall

Pennings, J. (1975). The relevance of the structural-contingency model for organizational effectiveness, <u>Administrative Science Quarterly</u>, 30: 393-410

Pugh, D. S., Hickson, D. F., Hinings, C. R., Macdonald, K. M., Turner, C. & Lupton, T. (1963). A conceptual scheme for organizational analysis, <u>Administrative Science Quarterly</u>, 8: 289-315

Pugh, D. S., Hickson, D. F., Hinings, C. R. & Turner, C. (1968). Dimensions of organization structure, <u>Administrative Science Quarterly</u>, 13: 65-105

Pugh, D. S., Hickson, D. F. & Hinings, C. R. (1969). An empirical taxonomy of structures of work organizations, <u>Administrative Science Quarterly</u>, 14: 115-126

Pugh, D. S., Hickson, D. F., Hinings, C. R. & Turner, C. (1969). The context of organization structures, <u>Administrative Science Quarterly</u>, 14: 91-114

Salaman, G. (1978). Toward a sociology of organizational structure, <u>The Sociological Review</u>, 519-553

Schoonhoven, C. (1981). Problems with contingency theory: Testing assumptions hidden within the language of contingency "theory", <u>Administrative Science Quarterly</u>, 26: 349-377

Tushman, M. L., & Romanelli, E. (1985). Organizational evolution: A metamporphosis model of convergence and reorientation. In L. L. Cummings & B. M. Staw (Eds.), <u>Research in Organizational Behavior</u>, Vol. 7: 171-222, Greenwich, CT: JAI Press

Van de Ven, A. H., Delbecq, A. L. & Koenig, R. Jr. (1976). Determinants of coordination modes within organizations, <u>American Sociological Review</u>, 41: 322-338

Control

Supplemental Readings:

Eisenhardt, K. M (1989) Agency theory: An assesment and review, <u>Academy of Management Review</u>, 14: 57-74

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