

ORGANIZATIONAL REALITIES

*STUDIES OF STRATEGIZING AND
ORGANIZING*

WILLIAM H. STARBUCK

With contributions from

MICHAEL L. BARNETT
ARENT GREVE
BO L. T. HEDBERG
JOHN M. MEZIAS
FRANCES J. MILLIKEN
PAUL C. NYSTROM
P. NARAYAN PANT
VIOLINA P. RINDOVA
SUSAN REILLY SALGADO
E. JANE WEBSTER

OXFORD
UNIVERSITY PRESS

Contents

<i>Preface</i>	vii
<i>List of Figures</i>	xviii
<i>List of Tables</i>	xx
<i>Credits</i>	xxii
I. ORGANIZATIONAL GROWTH AND DEVELOPMENT AND ENVIRONMENTAL RELATIONS	1
1. Organizational Growth and Development	3
2. Organizations and Their Environments	69
3. Camping on Seesaws: Prescriptions for a Self-Designing Organization	94
<i>Coauthored with Bo L. T. Hedberg and Paul C. Nystrom</i>	
II. ORGANIZATIONAL LEARNING AND STRATEGIZING PART 1	117
4. Responding to Crises	119
<i>Coauthored with Arent Greve and Bo L. T. Hedberg</i>	
5. Organizations as Action Generators	142
6. To Avoid Organizational Crises, Unlearn	159
<i>Coauthored with Paul C. Nystrom</i>	
7. Acting First and Thinking Later: Finding Decisions and Strategies in the Past	171
III. PERCEPTIONS AND LEARNING PART 1	199
8. Organizational Facades	201
<i>Coauthored with Paul C. Nystrom</i>	
9. Executives' Perceptual Filters: What They Notice and How They Make Sense	209
<i>Coauthored with Frances J. Milliken</i>	
10. Challenger: Changing the Odds Until Something Breaks	233
<i>Coauthored with Frances J. Milliken</i>	
IV. ORGANIZING AND STRATEGIZING IN KNOWLEDGE- INTENSIVE FIRMS, CONTROL SYSTEMS PART 1	255
11. When Is Play Productive?	257
<i>Coauthored with E. Jane Webster</i>	

12. Learning by Knowledge-Intensive Firms	276
13. Keeping a Butterfly and an Elephant in a House of Cards: The Elements of Exceptional Success	302
14. How Organizations Channel Creativity	340
 V. STRATEGIZING PART 2	 347
15. Strategizing Realistically in Competitive Environments	349
16. Trying to Help S&Ls: How Organizations with Good Intentions Jointly Enacted Disaster <i>Coauthored with P. Narayan Pant</i>	358
17. Unlearning Ineffective or Obsolete Technologies	382
 VI. ANCIENT ISSUES IN ORGANIZING, CONTROL SYSTEMS PART 2	 395
18. Distrust in Dependence: The Ancient Challenge of Superior–Subordinate Relations <i>Coauthored with Violina P. Rindova</i>	397
19. Ancient Chinese Theories of Control <i>Coauthored with Violina P. Rindova</i>	416
 VII. PERCEPTIONS AND LEARNING PART 2	 441
20. How Organizations Learn from Success and Failure <i>Coauthored with Bo L. T. Hedberg</i>	443
21. The Accuracy of Managers' Perceptions: A Dimension Missing from Theories about Firms <i>Coauthored with Susan R. Salgado and John M. Mezias</i>	468
22. Studying the Accuracy of Managers' Perceptions: A Research Odyssey <i>Coauthored with John M. Mezias</i>	487
 VIII. STRATEGIZING PART 3	 507
23. Which Dreams Come True? Endogeneity, Industry Structure, and Forecasting Accuracy <i>Coauthored with Michael L. Barnett and P. Narayan Pant</i>	509
 <i>References</i>	 525
<i>Index</i>	567