## THE ORGANIZATION IN A CHANGING ENVIRONMENT

RICHARD J. C. ROEBER Imperial College of Science and Technology, London



## **CONTENTS**

1	Hidden Futures	1
	Emergent systems	, 5 , 9
	Summary	11
2	Continuous Revolutions	13
	Government/companies	15
	Government/individual	16
	Company/government	17
	Company/individual	17
	Individual/government	18
	Individual/company	18
	Summary	21
3	The Roots of Change	23
	Summary	30
4	Increasing Wealth and Increasing Choice	31
	Summary	38
5	Toward a Voluntary Society	41
	Summary	50

## xiv Contents

6	Case 1/Allied Minories: A Case of Organizational Change Triggered by Shifts in the Commercial Environment	5 1
	Background The case Conclusion Summary	51 58 65
7	Case 2/The International Oil Industry in the Middle East: A Case of Adjustment Within a Changing Political Environment	71
	The present The beginnings Changes in power Conclusions Summary	71 73 75 83 85
8	Breaching the Organization	87 95
9	Government Limitation	97 103
10.	Redefining the Corporate Role	
11	Social Change and the Manager: Enforced Change  New ideas Traditional antagonisms Failure of the unions	115 117 119 12
12	Summary	123
	Worker-directors	127

	Joint consultation	
	Summary	133
13	Internal Pressures: Anticipating Change	135
	Role of management	139
	Summary	142
14	Democratic Organizations	143
	Overview	153
	Organizations: structure and behavior	153
	Changes in the social environment	154
	Pressures on the corporation	156

Contents