

ORGANIZATIONS:

Systems, Control and Adaptation

VOLUME II

Second Edition

JOSEPH A. LITTERER

University of Massachusetts

JOHN WILEY & SONS, INC.

NEW YORK · LONDON · SYDNEY · TORONTO

Contents

| | |
|---|----------------|
| PREFACE | v |
| INTRODUCTION | ix |
| PART ONE: GENERAL SYSTEMS | 1 |
| Introduction to Part One | 2 |
| General System Theory—A Critical Review, <i>Ludwig von Bertalanffy</i> | 7 |
| Definition of System, <i>A. D. Hall and R. E. Hagen</i> | 31 |
| Toward a General Theory for the Behavioral Sciences, <i>James G. Miller</i> | 44 |
| Stability and Adaptation, <i>Ross Ashby</i> | 62 |
| Homeostasis as a Unifying Concept in Personality Theory, <i>Ross Stagner</i> | 77 |
| Mathematical Aspects of General Systems Analysis, <i>Anatol Rapoport</i> | 88 |
| The Architecture of Complexity, <i>Herbert A. Simon</i> | 98 |
| PART TWO: SYSTEMS PROPERTIES OF ORGANIZATIONS IN THE STEADY STATE | 115 |
| Introduction to Part Two | 116 |
| Systems, Organizations, and Interdisciplinary Research, <i>Russell L. Ackoff</i> | 120 |
| Selections from Organization of a Bank, <i>Chris Argyris</i> | 127 |
| Organizational Correlates of the Goals of Business Managements, <i>James K. Dent</i> | 146 |
| Measurement of Behaviour Structures by Means of Input-Output Data, <i>P. G. Herbst</i> | 161 |
| The Equilibrium Problem in Small Groups, <i>Robert F. Bales</i> | 169 |
| Challenges to Unity, <i>Herbert Kaufman</i> | 182 |

| | |
|---|------------|
| PART THREE: ORGANIZATIONS AS OPEN SYSTEMS | 193 |
| Introduction to Part Three | 194 |
| Some Ingredients of a General Theory of Formal Organization, <i>Talcott Parsons</i> | 197 |
| The Analysis of Social Flow Systems, <i>P. G. Herbst</i> | 214 |
| The Causal Texture of Organizational Environments, <i>F. E. Emery</i> <i>and E. L. Trist</i> | 220 |
| Differentiation and Integration in Complex Organizations, <i>Paul R. Lawrence and Jay W. Lorsch</i> | 229 |
| Bureaucracy, Bureaucratization, and Debureaucratization, <i>S. N. Eisenstadt</i> | 254 |
| PART FOUR: EQUILIBRIUM, FEEDBACK, AND CONTROL | 265 |
| Introduction to Part Four | 266 |
| The Theory of Organizational Equilibrium, <i>James G. March and</i> <i>Herbert A. Simon</i> | 270 |
| Analysis of the Organization, <i>C. West Churchman,</i> <i>Russell L. Ackoff, and E. Leonard Arnoff</i> | 274 |
| Industrial Dynamics and the Design of Management Control Systems, <i>Edward B. Roberts</i> | 287 |
| The Cybernetic Analysis of Change in Complex Social Organizations, <i>Mervyn L. Cadwallader</i> | 304 |
| Control as an Organizational Process, <i>Chadwick J. Haberstroh</i> | 308 |
| Adjusting to Overloads of Information, <i>James G. Miller</i> | 313 |
| PART FIVE: ADAPTATION, GROWTH AND CONFLICT | 323 |
| Introduction to Part Five | 324 |
| Planning and Innovation in Organizations, <i>James G. March</i> <i>and Herbert A. Simon</i> | 328 |
| Mechanistic and Organic Systems, <i>Tom Burns and G. M. Stalker</i> | 345 |
| A Behavioral Theory of Organizational Objectives, <i>R. M. Cyert</i> <i>and J. G. March</i> | 349 |
| Foundations of the Theory of Organization, <i>Philip Selznick</i> | 358 |
| The Analysis of Goals in Complex Organizations, <i>Charles Perrow</i> | 369 |
| A Comparative Analysis of Some Conditions and Consequences of Intra-Organizational Conflict, <i>Clagett G. Smith</i> | 379 |
| Selections from The Theory of the Growth of the Firm, <i>Edith Penrose</i> | 394 |
| Author Index | 409 |
| Subject Index | 413 |