

Organization Theory and Management

edited by

Thomas D. Lynch
Florida International University
School of Public Affairs and Services
North Miami, Florida

TECHNISCHE HOCHSCHULE DARMSTADT	
Fachbereich 1	
<u>Gesamtbibliothek</u>	
<u>Betriebswirtschaftslehre</u>	
Inventar-Nr. :	35.961
Abstell-Nr. :	A.12.1.1279
Sachgebiete :	1.3.0

MARCEL DEKKER, INC.

New York and Basel

Contents

Preface *iii*
Contributors *v*

Introduction 1

Thomas D. Lynch

Set of Concerns / Citizens Participation / Decision Making / Structure / Coordination / Change / Line and Staff / Professional Ethics

1. Citizen Participation 13

Terry L. Cooper

Defining Citizen Participation / Citizen Participation and Democratic Theory / Contemporary Perspectives / Conclusion / Review Questions / Notes

2. Decision Making 47

Wallace K. Swan

The Complexity of Organization Theory / Decision Making as a Focus / A Framework for Decision-Making Theories / Practice, Research, and Theory / Some Observations for the Practitioner / Future Directions / Summary / Review Questions / Notes

viii Contents

3. Structure 81

Frank P. Sherwood

Normative Events / Direction versus Support Norms / Impediments to Organization Strategy / Types of Intervention / Conclusion / Review Questions / Notes

4. Coordination 111

Howard E. McCurdy

An Important Theme / The Structural Approach / The Behavioral Approach / Coordination in Practice / Review Questions / Notes

5. Organizational Change 137

Gerald T. Gabris

Understanding Change / Theories of Change / The Complexity of Change in a Large State Agency / Does Organization Development Make a Difference? / Conclusion / Review Questions / Notes

6. Line and Staff 191

Jeremy F. Plant

Line/Staff Dichotomy / Why the Dichotomy? / A Typical Organization / A Brief History / Contemporary Views / Conclusion / Review Questions / Notes

7. Professional Ethics 217

John A. Rohr

Questions of Law / Questions of Conscience / Case Studies / Conclusion / Review Questions / Notes

Appendix: Study Questions 249

Index 261