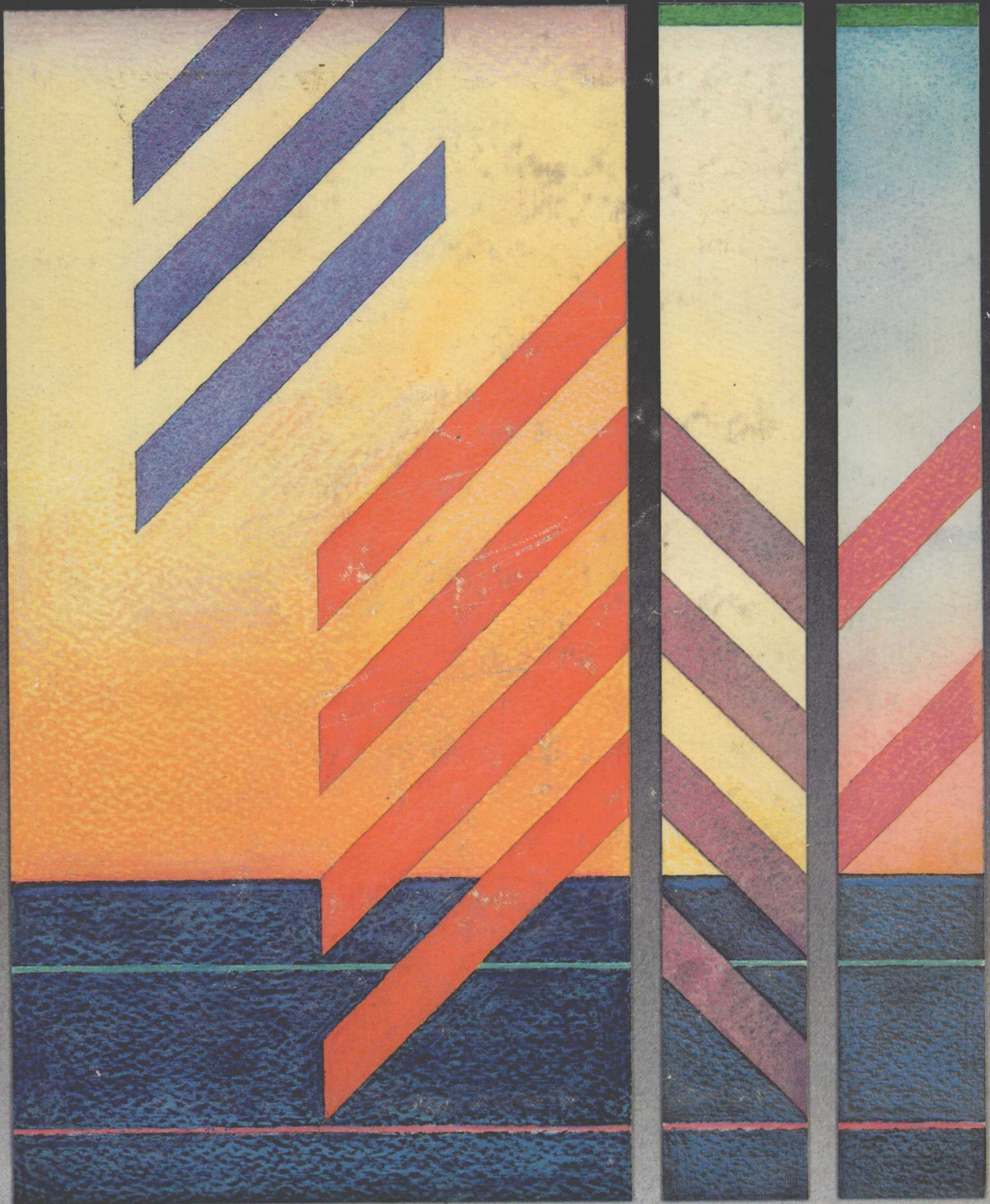


Franklin G. Moore



Butler

Management in Organizations

The Management of Organizations

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Preface

This book addresses itself to the *effective management of organizations*. Organizations are viewed as ongoing entities which have established positions in their environments. They are made up of people who have certain strengths and weaknesses and capabilities in areas related to the work of their organizations. The work of these people has to be directed, managed, and coordinated. These organizations also have physical assets, monetary assets, and consumer acceptance of their products or services and a place in the competitive economy. These assets, too, have to be managed.

Organizations are always in the process of change. Their people grow old and are replaced. So also the nature of the economy as well as market opportunities and technologies change. In the last decade, responsibilities to society became more important. Managers have to be aware of such changes and try to cause their organizations to change and to react in appropriate ways so that they will continue to be effective under the new conditions.

Managing and organizing go on at all levels in all organizations, so the study of this subject deals with what goes on at both higher and lower levels. High level managers are concerned with matters of major policies, strategies, and objectives, while lower level managers are more concerned with getting today's work done.

The subject of management and organization has universal application. All organizations—schools, cities, states, federal governments, armies, hospitals, churches, political parties, as well as business firms—need to be managed. Management and organization fundamentals apply to all of them. Yet there are differences in objectives, constraints, and environments, which determine how managerial and organizational fundamentals are applied. These differences sometimes change the methods and the points of emphasis.

The rationale of this book is that people wanting to learn about organization and management should be introduced to the prevailing ideas of both theory and practice. Consequently, the attempt is made to

weave together the findings of social science researchers and the thinking of practicing managers.

In the interest of maintaining a smooth flow of the text, we have used reference notes sparingly. If one were to supply footnote or endnote references to the sources of all of the ideas discussed, they would number in the thousands. Readers who wish to explore further the ideas treated in the text may want to refer to one or more of the sources listed at the close of each chapter under the heading, "Suggested Supplementary Readings."

The objectives of each chapter are set out at the start of each chapter so that readers will know what to look for. Review questions relating to the chapter contents are also provided at the end of each chapter to help readers fix in their minds the salient points brought out in the chapter.

At the close of each chapter, we have also provided several questions for analysis and discussion. These are thought-provoking questions and situational cases dealing with the subjects of the chapters. These questions differ from the review questions in that they go beyond the text presentation and bring out some of the real-life difficulties in applying the ideas discussed in the chapters.

Most of these thought-provoking questions and problems have been brought up by mature students in regular college courses and by managers in executive training courses. They have been selected because they generated stimulating discussions in regular college classes and in training programs. Teachers may find that, when discussing these problems, they will be teaching almost as much from the problems as from the text.

Better understanding is also developed by studying cases which pose difficult problems and which often cut across several subject areas. The text provides two kinds of cases to meet this need. Short cases are provided at the end of most chapters while longer cases are provided at the end of each section of the book.

Since nearly all of the material in this book has been tested in classes with undergraduate students, graduate students, and managers in executive training programs in both the United States and Europe, and since a number of people have reviewed the text material, I have had the benefit of thoughtful suggestions from many people. The suggestions of George Odiorne, William Werther, Robert Swindle and Johannes Pennings were particularly helpful. I want to thank these people and all of the others who have offered suggestions for their helpful ideas.

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The Management of Organizations

Managers have many different ideas about how best to manage. Some of their ideas have just grown up out of general practice while others of their ideas have come from teachers and other scholars who have developed theories based on their research about how organizations operate. Like the ideas developed from general practice, these theories also differ from each other.

Chapter 1 presents the setting for our subject and provides an overview of managerial work. Chapter 2 gives a brief history of early organizational theory and the thinking of the most important early organizational theorists. Chapter 3 continues this survey of the views of the leading scholars and researchers since the days of the pioneers.