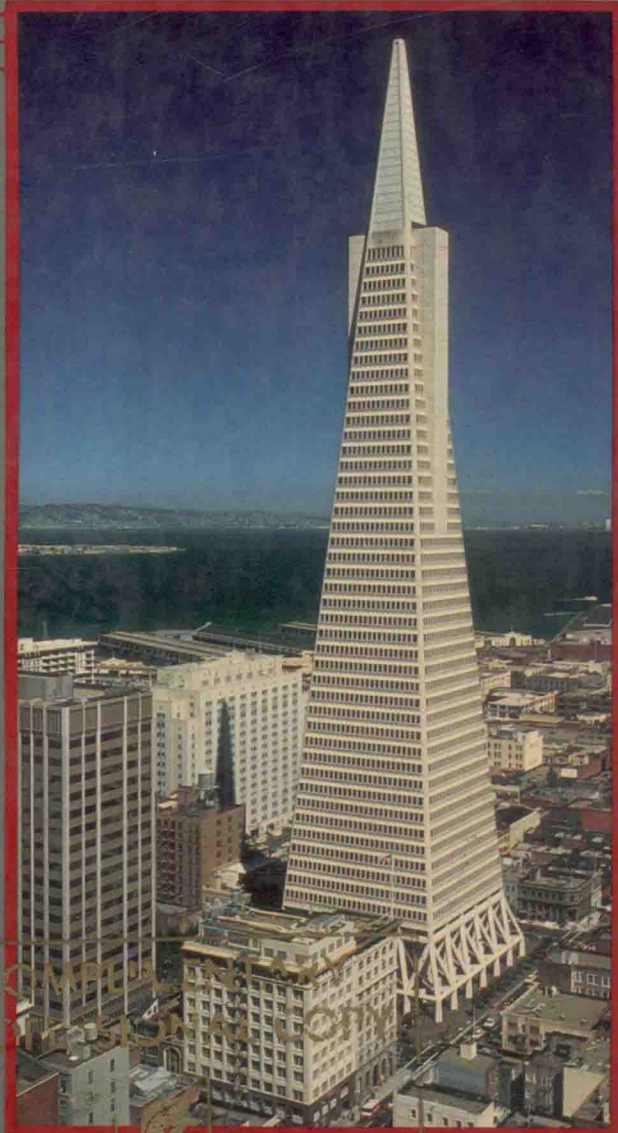


Organization Theory

AN INTEGRATIVE APPROACH

Robert C. Ford
Barry R. Armandi
Cherrill P. Heaton



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Organization Theory

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To the students

*This book's for you—with thanks and high hopes
that you'll enjoy learning about this fascinating field.*

Preface

This book is designed for organization theory and management courses. To use it successfully, the reader does not need any special background. Outside the academic setting, the book should be helpful in management training courses offered to industry personnel, government agencies, health care organizations, and other groups.

Organization Theory: An Integrative Approach is organized around a coherent model of organization theory (often called OT). This model enables us to present the field of organization theory in a sensible, orderly fashion. The book is divided into four parts. Part 1 describes and defines the field of organization theory, offers some historical background, and explains the importance of goals to organizational success. Part 2 devotes separate chapters to the five strategies by which organizations differentiate their work: specialization of labor, departmentalization, the line-staff distinction, delegation, and decentralization. These five strategies are each analyzed from three perspectives: classical, human relations, and modern.

Part 3 employs those same three perspectives to analyze the five strategies by which organizations coordinate their differentiated efforts: the hierarchy of authority and leadership, formalization, committees, span of control, and communication. The chapters in Part 4 cover four major determinants of organizational design: the organization's size, technology, environment, and life-cycle stage.

Discussion questions, case materials, and suggested additional readings appear at the end of each chapter.

We think this book has two primary advantages. First, our organization theory model gives it a focus that most organization theory books do not have. Second, as suggested in the dedication, *Organization Theory: An Integrative Approach* is *student oriented*. We have tried to make the book readable, relevant, and interesting to present and future managers. Our hope is that students will *understand* the material, *enjoy* it, and *apply* it—take it to work with them. Let us know whether we have succeeded.

We appreciate the comments and suggestions of the organization theory students who critiqued preliminary drafts. For their insightful and detailed review of the entire

manuscript, we thank V. V. Baba, Concordia University, Montreal; Janice Beyer, New York University; J. Bruce Prince, Concordia University, Montreal; Charles B. Shrader, Iowa State University; Linda L. Neider, University of Miami, Coral Gables; David M. Flynn, SUNY at Albany; James E. Estes, University of South Carolina; Charna Blumberg, University of Texas at Arlington.

And finally, we thank our wives: Barbara Ford, Barbara Armandi, and Marieta Heaton; they keep us organized.

Robert C. Ford
Barry R. Armandi
Cherrill P. Heaton

Organization Theory

An Introduction

to Organization

Theory

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