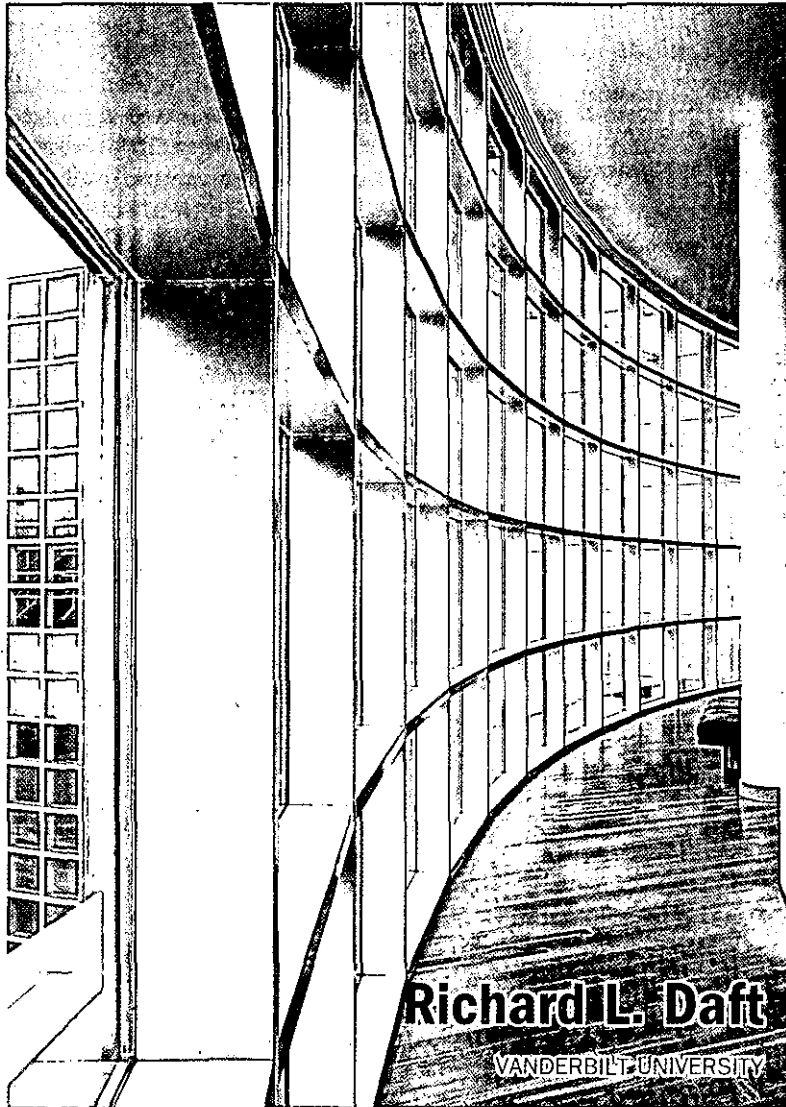


# Organization Theory & Design

11e



 SOUTH-WESTERN  
CENGAGE Learning

Australia • Brazil • Japan • Korea • Mexico • Singapore • Spain • United Kingdom • United States

|  |            |
|--|------------|
| <b>PART 1 Introduction to Organizations</b>  | <b>1</b>   |
| 1. Organizations and Organization Theory   | 2          |
| <b>PART 2 Organizational Purpose and Structural Design</b>                             | <b>51</b>  |
| 2. Strategy, Organization Design, and Effectiveness                                    | 52         |
| 3. Fundamentals of Organization Structure  | 92         |
| <b>PART 3 Open System Design Elements</b>  | <b>145</b> |
| 4. The External Environment  | 146        |
| 5. Interorganizational Relationships   | 182        |
| 6. Designing Organizations for the International Environment                           | 216        |
| <b>PART 4 Internal Design Elements</b>   | <b>261</b> |
| 7. Manufacturing and Service Technologies  | 262        |
| 8. Using Information Technology for Control and Coordination                           | 308        |
| 9. Organization Size, Life Cycle, and Decline  | 348        |
| <b>PART 5 Managing Dynamic Processes</b>   | <b>389</b> |
| 10. Organizational Culture and Ethical Values  | 390        |
| 11. Innovation and Change  | 430        |
| 12. Decision-Making Processes  | 476        |
| 13. Conflict, Power, and Politics  | 520        |
| <b>Integrative Cases</b>   | <b>561</b> |
| 1.0 Developing Global Teams to Meet 21st Century Challenges at W. L. Gore & Associates | 563        |
| 2.0 It Isn't So Simple: Infrastructure Change at Royce Consulting                      | 574        |
| 3.0 IKEA: Scandinavian Style   | 579        |
| 4.0 Custom Chip, Inc.  | 583        |
| 5.0 First Union: An Office Without Walls   | 589        |
| 6.0 Lean Initiatives and Growth at Orlando Metering Company                            | 592        |
| 7.0 The Plaza Inn  | 601        |
| 8.0 Costco: Join the Club  | 605        |
| 9.0 The Donor Services Department  | 608        |
| 10.0 Cisco Systems: Evolution of Structure   | 612        |
| 11.0 Hartland Memorial Hospital (A): An Inbox Exercise                                 | 615        |
| 12.0 Perdue Farms  | 625        |
| Glossary   | 635        |
| Name Index   | 646        |
| Corporate Name Index   | 658        |
| Subject Index  | 662        |