
CONTENTS

Figures, Tables, and Exhibits vii

Preface xi

The Author xix

PART ONE THE DYNAMIC CONTEXT OF PUBLIC ORGANIZATIONS

- 1 The Challenge of Effective Public Organization and Management 3
- 2 Understanding the Study of Organizations: A Historical Review 24
- 3 What Makes Public Organizations Distinctive 58
- 4 Analyzing the Environment of Public Organizations 89
- 5 The Impact of Political Power and Public Policy 110

PART TWO KEY DIMENSIONS OF ORGANIZING
AND MANAGING

- 6 Organizational Goals and Effectiveness 145
- 7 Formulating and Achieving Purpose: Power,
Strategy, and Decision Making 170
- 8 Organizational Structure, Design, Technology,
and Information Technology 201
- 9 Understanding People in Public Organizations:
Values and Motives 241
- 10 Understanding People in Public Organizations:
Theories of Work Motivation and Work-Related Attitudes 273
- 11 Leadership, Managerial Roles, and Organizational Culture 314
- 12 Teamwork: Understanding Communication and Conflict
in and Among Groups 359

PART THREE STRATEGIES FOR MANAGING AND IMPROVING
PUBLIC ORGANIZATIONS

- 13 Managing Organizational Change and Development 383
- 14 Advancing Effective Management in the Public Sector 419

- References 457
- Name Index 503
- Subject Index 513

FIGURES, TABLES, AND EXHIBITS

Figures

- 1.1 A Framework for Organizational Analysis 20
- 1.2 A Framework for Organizational Analysis
(Elaboration of Figure 1.1) 21
- 3.1 Agencies, Enterprises, and Hybrid Organizations 75
- 3.2 Public and Private Ownership and Funding 76
- 3.3 “Publicness”: Political and Economic Authority 78
- 6.1 Conceptual Framework of the Government Performance Project 159
- 6.2 The Competing Values Framework 164
- 10.1 Formulations of Expectancy Theory 283

Tables

- 3.1 Typology of Organizations Created by Cross-Classifying
Ownership, Funding, and Mode of Social Control 79
- 6.1 Effectiveness Dimensions for Educational Institutions 162
- 9.1 The Complexity of Human Needs and Values 254
- 9.2 Types of Incentives 255

- 9.3 Dimensions and Questionnaire Measures of Public Service Motivation 268
- 13.1 Organizational Decline and Cutback Management: Tactics for Responding to Decline and Funding Cuts 389
- 14.1 Characteristics of High-Performance Government Organizations 430

Exhibits

- 2.1 Major Developments in Organization and Management Theory in the Twentieth Century 53
- 3.1 Distinctive Characteristics of Public Management and Public Organizations: A Summary of Common Assertions and Research Findings 83
- 4.1 General Environmental Conditions 91
- 4.2 Descriptive and Analytical Dimensions of Organizational Environments 95
- 4.3 Major Environmental Components for Public Organizations 101
- 5.1 Sources of Political Authority and Influence of Institutions, Entities, and Actors in the Political System 113
- 5.2 Guidelines for Managing Relations with the News Media 119
- 6.1 Organizational Effectiveness: Dimensions and Measures 161
- 9.1 Questionnaire Items Used to Measure Work Motivation 249
- 10.1 Categories of Needs and Values Employed in Selected Content Theories 275
- 10.2 Concepts and Principles of Operant Conditioning 288
- 10.3 Methods Commonly Used to Enhance Work Motivation in Organizations 294
- 11.1 Managerial Roles and Skills 326
- 11.2 Conceptions and Dimensions of Culture 336
- 11.3 Background References for Assessing Organizational Culture 338
- 12.1 Communication Problems and Distortions 369
- 13.1 Attributes of Innovations That Affect Their Implementation 392
- 13.2 Phases of an Action Research Model for Organizational Development 400
- 13.3 Patterns of Successful Organizational Change 407
- 13.4 Steps for Successful Organizational Transformation 408

13.5	Determinants of Successful Implementation of Organizational Change in the Public Sector	409
13.6	Conditions for a Successful Change in a Federal Agency	417
14.1	Propositions About Effective Public Organizations	432
14.2	Osborne and Gaebler's Strategies for Reinventing Government	436
14.3	The National Performance Review: Major Priorities and Initiatives	439
14.4	Conditions for Successful Privatization and Contracting Out	453

