

1. Record Nr.	UNINA9910451981603321
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Titolo	Understanding College and University Organization [[electronic resource]] : Dynamics of the System
Pubbl/distr/stampa	Sterling, : Stylus Publishing, 2007
ISBN	1-57922-772-4 1-4356-1730-4
Descrizione fisica	1 online resource (508 p.)
Collana	Understanding College and University Organization
Altri autori (Persone)	DeeJay R
Disciplina	378.101
Soggetti	Education Organizational sociology Universities and colleges -- Administration Universities and colleges Universities and colleges - Administration Electronic books.
Lingua di pubblicazione	Inglese
Formato	Materiale a stampa
Livello bibliografico	Monografia
Note generali	Description based upon print version of record.
Nota di contenuto	Cover; CONTENTS; PROBLEM-TO-THEORY APPLICATION TABLE; FOREWORD; ABOUT THE AUTHORS; ACKNOWLEDGMENTS; PREFACE; 1 OVERVIEW; Overview of Volume I; Organizational Theory; Organizational Paradigms; Overview of Systems Theory; Key Concepts in Systems Theory; Contents of Volume II; Summary; References; 2 CONFLICT IN ORGANIZATIONS; Open and Closed Systems; History of the Development of Conflict Theory; Conflict as Structure; Conflict as Process; Social Constructionist Perspectives on Conflict; Postmodern Perspectives on Conflict; Gender Issues in Conflict Management; Summary; Review Questions Case Discussion Questions References; 3 POWER AND POLITICS IN HIGHER EDUCATION ORGANIZATIONS; Some Definitions: Power Authority and Politics; Power and Rationality; Organizational Versus Personal Determinants of Power; Organizational Determinants of Power; Horizontal Power: Strategic Contingencies Theory; Vertical Power: Partisans and Authorities; Personal Power; Social Constructionist Perspectives on Power; Empowerment; Marxist and Postmodern

Alternatives; Power Politics and Unions; Summary; Review Questions; Case Discussion Questions; References; 4 ORGANIZATIONAL DECISION MAKING

Decision Making as a ProcessDecision Making as Structure; Participation Theories; Risky Shift Polarization and Social Loafing in Group Decision Making; Social Constructionist Perspectives on Group Decision Making; Summary; Review Questions; Case Discussion Questions; References; 5 INDIVIDUAL DECISION MAKING; Garbage Can Model; Decisions as Role Playing; Decisions as Personality Manifestations; Decisions and Information Utilization; Risk and Uncertainty: The Gambling Metaphor; Decision Trees; Non-Decision Making; Postmodern Perspectives on Individual Decision Making; Summary; Review Questions Case Discussion QuestionsReferences; 6 ORGANIZATIONAL LEARNING; Conceptualizations of Organizational Learning; Processes and Stages of Organizational Learning; Linking Individual and Organizational Learning; Cultural Conceptualizations of Organizational Learning; Dialectical Perspectives on Cultural Learning; Postmodern Interpretations of Organizational Learning; Contingencies Governing the Use of Alternative Learning Models; The Learning Organization; Summary; Review Questions; Case Discussion Questions; References; 7 ORGANIZATIONAL STRATEGY; Strategy and the External Environment The Linear Model of StrategyThe Adaptive Model of Strategy; The Emergent Model of Strategy; The Symbolic Model of Strategy; Postmodern Models of Strategy; Curriculum as Strategy: Application of the Five Models; Heuristics for Choosing a Model of Strategy; Summary; Review Questions; Case Discussion Questions; References; 8 ORGANIZATIONAL GOALS EFFECTIVENESS AND EFFICIENCY; Conceptualizations of Effectiveness and Efficency; Model 1: The Goal Model; Model 2: The System Resource Model; Model 3: The Internal Process Model; Model 4: Strategic Constituencies Model; Model 5: Phase Models Model 6: Fit Models

Sommario/riassunto

Now available in paperback, this two-volume work is intended to help readers develop powerful new ways of thinking about organizational principles, and apply them to policy-making and management in colleges and universities. The book is written with two audiences in mind: administrative and faculty leaders in institutions of higher learning, and students (both doctoral and Master's degree) studying to become upper-level administrators, leaders, and policy makers in higher education. It systematically presents a range of theories that can be applied to many of the difficult management situations
