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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 QuestionsReferences; 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
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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

