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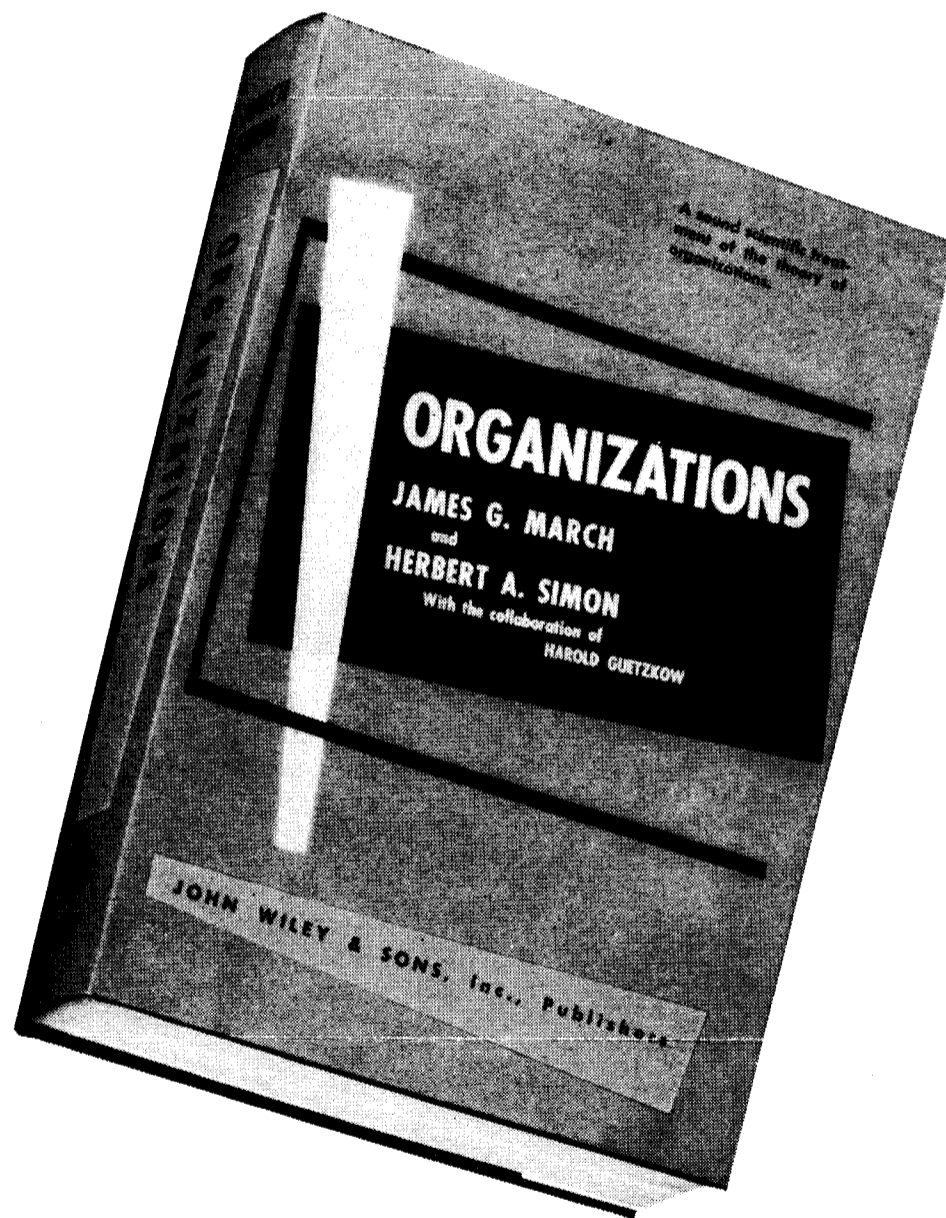
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Check these Chapter Headings . . .

Organizational Behavior. Classical Organization Theory. Motivational Constraints: Intraorganizational Decisions. Motivational Constraints: The Decision to Participate. Conflict in Organizations. Cognitive Limits on Rationality. Planning and Innovation in Organizations.

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A chapter-by-chapter breakdown of ORGANIZATIONS . . .

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ment from the Organization. Factors Affecting the Perceived Ease of Movement from the Organization. Extension to Other Participants. Opportunism and Organizational Survival. Conclusion. CONFLICT IN ORGANIZATIONS. Individual Conflict. Organizational Conflict: Individual Conflict Within an Organization. Organizational Conflict: Intergroup Conflict Within an Organization. Organizational Reaction to Conflict. Interorganizational Conflict. Conclusion. COGNITIVE LIMITS ON RATIONALITY. The Concept of Rationality. Performance Programs in Organizations. Perception and Identification. The Division of Work. Communication. Organization Structure and the Boundaries of Rationality. Planning and Innovation in Organizations. The Concept of Initiation. The Process of Innovation. The Occasions of Innovation. The Elaboration of Programs. Organizational Level and Innovation. The Planning Process. Conclusion. Postscript. Bibliography. Numerical Index to Variables. Alphabetical Index to Variables.

A note about the authors

JAMES G. MARCH, who began his career at Carnegie Institute of Technology in 1953, as a senior research fellow, is now an Associate Professor of Industrial Administration. A graduate of the University of Wisconsin, he received his M.A. and Ph.D. degrees from Yale. In 1952-53, Dr. March was a Social Science Research Council Fellow, and in 1955-56 he was a Fellow at the Center for Advanced Study in the Behavioral Sciences. He is a member of the Social Science Research Council Committee on Mathematics in Social Science Research.

HERBERT A. SIMON, Associate Dean of the Graduate School of Industrial Administration at the Carnegie Institute of Technology, is the author of the 1957 Wiley book, *Models of Man*. He was also the recipient of the 1958 Administrator's Award of the American College of Hospital Administrators for his book, *Administrative Behavior*. He is currently associate editor of *Sociometry* and a member of the Board of Directors of the Social Science Research Council. Since receiving his B.A. and Ph.D. degrees in Political Science from the University of Chicago, Dr. Simon has pursued a varied career in the social sciences. He has held teaching and administrative positions at his alma mater, the University of California at Berkeley, and Illinois Institute of Technology, as well as staff and consultant positions for governmental agencies.

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The first tightly integrated picture of

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By JAMES G. MARCH
and HERBERT A. SIMON

With the collaboration of
HAROLD GUETZKOW

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