This excellent symposium of ten original papers on a variety of organizational theories is introduced with a brave synthesis by Mason Haire, who finds the recurring themes to be the conflict between personality and organization, the relation of structure to behavior, the theory of decision, the external environment of organizations, their durability, and the interdisciplinary approach. E. Wight Bakke writes on the concept of the social organization, R. M. Cyert and J. G. March on organizational objectives, A. Rapoport on the use of a logically defined task as a research tool into organization, C. Argyris on a model of the social system of work groups, and W. F. Whyte on a model of organizational behavior emphasizing the interaction concept and subordinating sentiments and attitudes. Rensis Likert ties many empirical studies into a revised set of concepts on making effective the structure, atmosphere, leader traits, communication, and intelligence (G2) function. He prescribes full-flowing communication and influence processes through an overlapping-group and decentralized structure. Robert Dubin presents concepts of linkage-systems and unit-stability; Dorwin Cartwright describes the uses of graph theory in organization theory; Mason Haire reenters the lists with a sharp appraisal and contribution to organization historiography; and Jacob Barshak presents some strict formal criteria for calculating group activity under rules.

The book is not for dilettantes, young students, or casual readers. It holds many diagrams, didactic formulae, and special languages. It presumes that the reader has had a prolonged
and self-conscious experience in work-groups. Even so, the profuse flowering of terms is disturbing. There is here (as in learning theory in psychology, in political behavior studies, and in other fields of social science) a regrettable coinage of terms to stand for simple fact categories, resulting in a second language (or n languages, where n stands for number of writers writing thus in partial isolation). Several of the writers might try to maintain the principle that, where their facts are not too dissimilar to other people's facts, a scientist should repress the urge to call their facts by a different name, and should reserve their coined terms for the critical phases of theoretical construction. The men who write in this book are in the very top rank of administrative theory. They have had much the same experiences in organizations and intellectual training. They probably see facts with the same eyes. There are no generals, practical primitives, psychologists, catholic theorists, or political scientists among them. Yet when even their editor tries to put them together to theory, he has to, at times, fall back upon mere tonal similarities. We criticise the medieval philosophers or saying so many different things using the same words, but today our communication suffers because we use constantly different words in order to achieve precise meanings. Our theory is no better off. Our superiority is entirely practical. We know that we are not speaking to an audience very well, but given a practical work situation, we can manipulate it successfully, using a lico-empirical technique that still cannot be raised to the height of a general theory.

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