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. Rovert 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 Arshak 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