

## CONTENTS

Introduction to the Third Edition	ix
Foreword <i>by Chester I. Barnard</i>	xliii
Preface to the First Edition	xlvi
Acknowledgments to the First Edition	xlix

### Part I

I. Decision-Making and Administrative Organization	I
II. Some Problems of Administrative Theory	20
III. Fact and Value in Decision-Making	45
IV. Rationality in Administrative Behavior	61
V. The Psychology of Administrative Decisions	79
VI. The Equilibrium of the Organization	110
VII. The Role of Authority	123
VIII. Communication	154
IX. The Criterion of Efficiency	172
X. Loyalties and Organizational Identification	198
XI. The Anatomy of Organization	220
Appendix to Part I—What is an Administrative Science?	248

### Part II

XII. On the Concept of Organizational Goal	257
XIII. The Future of Information-Processing Technology	279

XIV.	Applying Information Technology to Organization Design	288
XV.	Selective Perception: The Identifications of Executives (with DeWitt C. Dearborn)	309
XVI.	The Birth of an Organization	315
XVII.	The Business School: A Problem in Organization Design	335
	Index	357