

Introduction	5
1 Organizational views	7
1.1 Looking at hard organizational issues	8
1.1.1 Strategic perspective	8
1.1.2 Structural perspective	14
1.2 Looking at soft organizational issues	24
1.2.1 Cultural perspective	24
1.2.2 Political perspective	28
Summary	34
Assignments	34
2 Managing organizational change	35
2.1 Leading through change initiatives	35
2.1.1 The rationale for change	35
2.1.2 The change management process	42
2.1.3 Resistance to change	50
2.2 Creating and sustaining organizational responsiveness	52
2.2.1 Empowerment	52
2.2.2 Coaching	55
Summary	58
Assignments	58
3 Selected concepts for managing organizations	59
3.1 Establishing leadership	59
3.1.1 Assuming a new management position	59
3.1.2 Delegation	63
3.2 Leveraging employees' potential	65
3.2.1 Mentoring	66
3.2.2 Management of diversity	68
Summary	72
Assignments	72
Concluding remarks	73
Appendix	
A. Key to exercises	74
B. Key to assignments	79
C. Glossary	81
D. Bibliography	84
E. Index	90