

READINGS IN LEADERSHIP

Compiled by Lesley Prince, BA., PhD., Dip. Couns., C.Psychol., AFBPsS.

Introduction

Leadership is an important yet hugely complex subject. For those who are concerned with the establishment of an equal, fair and just society it is of the utmost practical importance. And yet there is no one definition of what leadership is, or who leaders are, that is generally and universally recognised by all students of the subject, whether practitioners or scholars. In recent times there has been a renewed interest in the topic in government and business, especially in what is called 'strong' leadership, which seems on the whole to be a species of crude bullying in the workplace. This has resulted in an understandable scepticism about the ideological and personal motives of those who write on the subject. This is a mistake because in everyday life it is apparent that there are those who seem to be able to take the lead and those who, for a whole variety of reasons, prefer to follow. For egalitarians this is clearly a problem, but it is one that is capable of being understood, providing the full complexity of human social life is embraced rather than the simplistic and moralistic human cyphers that are frequently encountered in political, business and organisational texts on the subject. Although there have been several attempts to do so, leadership cannot be entirely separated from all other aspects of social life, especially groups and group dynamics, power, politics, trust, organisations and organising processes and, of course, the wider world. This set of readings, therefore, tackles the subject of leadership by placing it into a wider dynamic context. What follows is a structured set of references grouped roughly by subject matter. Each of these subjects is interrelated with the others, and for those who wish to grasp a detailed and rich understanding of leadership itself those references grouped under other headings are intended to give extra help in understanding the full complexities of the subject. Some of these references have added notes to help in the navigation process through the lists. Some of the references are grouped under more than one heading.

These notes were originally compiled for students attending my courses on organisations and groups, but they may be useful to anyone wanting to pursue the subject. This list, or rather lists, are offered as a resource for those wishing to deepen their knowledge and understanding of leadership. From time to time I will supplement the references as time allows.

Leadership

Adair, J. (1983) *Effective Leadership: A modern guide to developing leadership skills*. London: Pan.

Adorno, T. W., Frenkel-Brunswick, E., Levinson, D. J., & Sanford, R. N., (1950) *The Authoritarian Personality*. New York: Harper; London: Norton.

[This is the classic study on the psychological origins and dynamics of authoritarianism. Nevertheless it has its critics. It is firmly rooted in a Freudian view of the psyche, and tends to overlook the social elements of authoritarian tendencies. Furthermore it offers a rather too cosy view of authoritarianism as psychopathology thus letting the rest of us off the hook of moral culpability. Nevertheless it remains an important study, although it may be rather too technical for some]

Bales, R. F. (1953,a) "The equilibrium problem in small groups." In, T. Parsons, R. F. Bales, & E. A. Shils, *Working Papers in the Theory of Action*, 111 - 161. Glencoe, Ill.: Free Press. Abridged in, A. P. Hare, E. F. Borgatta & R. F. Bales (1965), eds., *Small Groups: Studies in Social Interaction (rev. ed.)*, 444 - 476. New York: Alfred A. Knopf.

Bales, R. F. (1956) "Task status and likeability as a function of talking and listening in

- decision-making groups." In, L. D. White (ed.) *The State of the Social Sciences*, 148 - 161. Chicago: University of Chicago Press.
- Bales, R. F. (1958) "Task roles and social roles in problem-solving groups." In, E. E. Maccoby, T. M. Newcomb, & E. L. Hartley (eds.) *Readings in Social Psychology*, 437 - 447. London: Methuen.
- Bales, R. F. & Borgatta, E. F. (1955) "Size of group as a factor in the interaction profile." In, A. P. Hare, E. F. Borgatta & R. F. Bales (eds.) *Small Groups: Studies in Social Interaction (rev. ed.)*. New York: Alfred A. Knopf.
- Bales, R. F., Cohen, S. P. & Williamson, S. A. (1979) *SYMLOG: A System for the Multiple Level Observation of Groups*. New York: Free Press.
- Bales, R. F. & Hare, A. P. (1965) "Diagnostic use of the interaction profile." *Journal of Social Psychology*, 67, 239 - 258.
- Bales, R. F. & Isenberg, D. J. (1982) "SYMLOG and leadership." In, J. G. Hunt, U. Sekaran & C. A. Schriesheim (eds.) *Leadership: Beyond Establishment Views*. Carbondale: Southern Illinois University Press.
- Bales, R. F. & Slater, P. E. (1955) "Rôle differentiation in small decision-making groups." In, T. Parsons, R. F. Bales, et al., (eds.) *Family, Socialisation and Interaction Process*, 259 - 306. New York: Free Press.
- Bales, R. F. & Slater, P. E. (1957) "Notes on rôle differentiation in small decision-making groups: Reply to Dr. Wheeler." *Sociometry*, 20, 152 - 155.
- Barclay, H. (1982) *People Without Government*. London & Over-the-Water, Orkney: Kahn & Averill and Cienfuegos Press.
- [An important corrective to the dominant models which take hierarchy and stratification as necessary and inevitable features of social and political life. Although Barclay is not naive enough to suggest that status differentiation is simply an artifact of entrenched interests, he does provide some interesting and useful arguments for suspecting that they might not be as inevitable as is sometimes suggested]
- Barnard, C. (1938) *The Functions of the Executive*. Cambridge, Mass.: Harvard University Press.
- Bass, B. M. (1949) "An analysis of the leaderless group discussion." *Journal of Applied Psychology*, 33, 527 - 533.
- Bass, B. M. (1960) *Leadership, Psychology and Organisation Behaviour*. Westport, Conn.: Greenwood Press.
- Bass, B. M. (1961) "Some aspects of attempted, successful and effective leadership." *Journal of Applied Psychology*, 45, 120 - 122.
- Bass, B. M. (1967) "The anarchist movement and the T-group: Some possible lessons for organisational development." *Journal of Applied Behavioural Science*, 3, 211 - 227.
- Bass, B. M. (1981) *Stogdill's Handbook of Leadership*. New York: Free Press.
- [One for the dedicated leadership researcher, although less useful for the general reader. Stogdill's text, and Bass's update, is the primary source on leadership providing the most extensive list of references on the topic, and some very good commentary as well. No serious student of leadership will be without his or her own personal copy.]
- Beck, A. P. (1981) "A study of group phase development and emergent leadership." *Group*, 5, 48 - 54.
- Beck, J. D., & Yeager, N. M. (1994) *The Leader's Window: Mastering the four styles of leadership to build high-performing teams*. New York: Wiley.
- [Not really one for the serious student being aimed at the lucrative management market. Interesting for what it leaves out rather than what is included]
- Beer, S. (1972) *Brain of the Firm*. Harmondsworth: Allen Lane.
- Belbin, R. M. (1981) *Management Teams: Why they succeed or fail*. London: Heineman.
- [Belbin is well known in management circles for his work on team roles. The idea is actually quite fruitful as a way of conceptualising group processes, but Belbin (and many management trainers since) spoiled its subtlety by turning team role preferences into a kind of quasi-personality factor]
- Bemrose, P. (1987) *All Did Command*. Leigh-on Sea: Partizan Press.
- [Account of the mutinies amongst regiments of the New Model Army in 1647]
- Benne, K. D., & Sheats, P. (1948) "Functional roles of group members." *Journal of Social*

Issues, 4, 41 - 49.

- Berger, J. P., Cohen, B. P., & Zelditch, M. (1972) "Status characteristics and social interaction." *American Sociological Review*, 37, 241 - 255
- Bennis, W. G. (1959) "Leadership theory and administrative behaviour: The problems of authority". *Administrative Science Quarterly*, 4, 259 - 301.
- Bernard, L. L. (1927) "Leadership and Propaganda". In J. Davis & H. E. Barnes, eds., *An Introduction to Sociology*. New York: Heath.
- Bingham, W. V. (1927) 'Leadership'. In, H. C. Metcalf, *The Psychological Foundations of Management*. New York: Shaw.
- Borgatta, E. F., Couch, A. S., & Bales, R. F. (1954) "Some findings relevant to the Great Man theory of leadership." *American Sociological Review*, 19, 755 - 759. Reprinted in, A. P. Hare, E. F. Borgatta, and R. F. Bales (1965), eds., *Small Groups: Studies in Social Interaction (rev. ed.)*. New York: Alfred A. Knopf.
- Brown, M. & Hosking, D-M. (1984) "Distributed leadership and skilled performance as successful organisation in social movements". *Human Relations*, 39, 65 - 79.
- Bryman, A. (1986) *Leadership and Organisations*. London: Routledge & Kegan Paul.
- Burchell, G., C. Gordon & P. Miller (1991) *The Foucault Effect: Studies in Governmentality*. London: Harvester Wheatsheaf.
- Bunch, C. & Fisher, B. (1976) "What future for leadership?" *Quest*, 2, 2 - 13.
- Burke, P. J. (1967) "The development of task and social-emotional role differentiation." *Sociometry*, 30, 379 - 392.
- Burke, P. J. (1968) "Role differentiation and the legitimation of task activity." *Sociometry*, 31, 404 - 411.
- Burke, P. J. (1969) "Scapegoating: An alternative to role differentiation." *Sociometry*, 32, 159 - 168.
- Burke, P. J. (1972) "Leadership rôle differentiation." In, C. G. McClintock (ed.) *Experimental Social Psychology*, 514 - 546. New York: Holt, Rhinehart & Winston.
- Burke, P. J. (1973) "Comment on 'rôle differentiation'." *American Sociological Review*, 38, 801 - 802.
- Calas, M. B., & Smircich, L. (1997) 'Voicing seduction to silence leadership'. In, Grint, K. (ed) *Leadership: Classical, contemporary and critical approaches*. Oxford: Oxford University Press.
- Calder, B. (1977) "An attribution theory of leadership." In, B. Staw & G. Salancik (eds) *New Directions in Organisational Behaviour*. Illinois: St. Clair Press.
- Carter, L. F. (1953) 'Leadership and small group behaviour'. In, M. Sherif & M. O. Wilson (eds.) *Group Relations at the Crossroads*. New York: Harper.
- Cartwright, D., & Zander, A. (1968) "Leadership: An introduction". In, D. Cartwright & A. Zander, eds., *Group Dynamics: Research and Theory*, 3e. London: Tavistock.
- Cattell, R. B. (1953) "New concepts for measuring leadership in terms of group syntality." In, D. Cartwright & A. Zander (eds.) *Group Dynamics: Research and Theory (2e)*, 487 - 510. London: Tavistock
- Cleary, T. (1986), trans., *Chang Po-Tuan: The Inner Teachings of Taoism*. Boston & London: Shambhala.
- Cleary, T. (1991) *The Essential Tao*. New York: Harper-Collins.
- Cleary, T. (1993), trans. *The Book of Five Rings*. Boston & London: Shambhala.
- Cleary, T. (1996a) trans. *The Lost Art of War: Sun Tzu II*. New York: HarperSanFrancisco.
- Cleary, T. (1996b) trans. *Practical Taoism*. Boston & London: Shambhala.
- Cleary, T. (Ed) (1998) *The Teachings of Zen*. Boston, Mass.: Shambhala.
- Conger, J. & Kanungo, R. (1988) *Charismatic Leadership*. San Francisco: Jossey Bass.
- Cooper, J. B. & Mcgaugh, J. L. (1963)"Leadership." In, C. A. Gibb, 1969 (ed) *Leadership*, 242 - 253. Harmondsworth: Penguin.
- Corbett, J. M. (1994), ed., *Critical Cases in Organisational Behaviour*. London: Macmillan.
[This is a collection of case studies designed to stimulate critical thinking about organisations and how they are run, there are also some very good references and commentaries. Martin Corbett is a specialist

in the problems associated with technology, but this collection covers all the main themes of leadership as well, and includes a *splendid* case study of an anarchist group.]

- Dixon, N. F. (1979) *On the Psychology of Military Incompetence*. London: Futura.
[This is not an anti-military tract, but an examination of the ways in which organisational dynamics, processes and structures can subvert the effective running of organisations - in this case military organisations. It has some very important points to make, many of which are reiterated in a broader context in Dixon (1987). Some of it is a bit Freudian for my taste, but the overall thrust of the book is extremely important.]
- Ereira, A. (1981) *The Invergordon Mutiny*. London: Routledge & Kegan Paul.
- Etzioni, A. (1965) "Dual leadership in complex organisations." *American Sociological Review*, 30, 688 - 698.
- Feng, G-F., & English, J. (1973) trans., *Lao Tzu: The Tao Te Ching*. London: Wildwood House.
- Fiedler, F. E. (1964) "A contingency model of leadership effectiveness". *Advances in Experimental Social Psychology*, 1, 149 - 190. Reprinted in L. Berkowitz, (1978) ed., *Group Processes*, 167 - 208. New York & London: Academic Press.
- Fiedler, F. E. (1967) *A Theory of Leadership Effectiveness*. New York: McGraw-Hill.
- Fiedler, F. E. (1968) "Personality and situational determinants of leadership effectiveness." In, D. Carwright & A. Zander, eds., *Group Dynamics: Research and Theory*, 3e, 362 - 380. London: Tavistock.
- Fiedler, F. E. (1974) "The contingency model: New directions for leadership utilisation." *Journal of Contemporary Business*, 3, 65 - 79.
- Fiedler, F. E. (1978) "Recent developments in research on the contingency model". In L. Berkowitz, ed., *Group Processes*, 209 - 225. New York: McGraw-Hill.
- Fisek, M. H. & Ofshe, R. (1970) "The process of status evolution." *Sociometry*, 33, 327 - 346.
- Fleishman, E. A. (1973) "Twenty years of consideration and structure." In, E. A. Fleishman & J. G. Hunt (eds.) *Current Developments in the Study of Leadership*. Carbondale: Southern Illinois University Press.
- Freeman, J. (1970) *The Tyranny of Structurelessness*. Hull: Anarchist Workers Association.
- Gemmill, G. & Oakley, J. (1992) "Leadership: An alienating social myth". *Human Relations*, 45, 2, 113 - 127.
- Gibb, C. A. (1947) "The principles and traits of leadership." In, C. A. Gibb (1969), ed., *Leadership*, 205 - 213. Harmondsworth: Penguin.
- Gibb, C. A. (1950) "The sociometry of leadership in temporary groups." *Sociometry*, 13, 226 - 243.
- Gibb, C. A. (1954) 'Leadership'. In, G. Lindzey, ed., *Handbook of Social Psychology*. Cambridge, Mass.: Addison-Wesley.
- Gibb, C. A. (1958) 'An interactional view of the emergence of leadership'. In, C. A. Gibb (1969a), ed., *Leadership*. Harmondsworth: Penguin.
- Gibb, C. A. (1969a) ed., *Leadership*. Harmondsworth: Penguin.
- Gibb, C. A. (1969b) 'Leadership'. In, G. Lindzey & E. Aronson (eds.) *Handbook of Social Psychology*, 2e, vol. 4, 205 - 282. Reading, Mass.: Addison-Wesley.
- Gintner, G. & Lindsfold, S. (1975) "Rate of participation and expertise as factors influencing leader choice." *Journal of Personality and Social Psychology*, 32, 1085 - 1089.
- Griffith, S. B. (1963) trans., *Sun Tzu: The Art of War*. London: Oxford University Press.
- Graumann, C. F., & Moscovici, S. (1986) eds., *Changing Conceptions of Leadership*. New York: Springer-Verlag.
- Grint, K. (1997) *Leadership: Classical, Contemporary and Critical Approaches*. Oxford: Oxford University Press.
- Grint, K. (2000) *The Arts of Leadership*. Oxford: Oxford University Press.
- Hemphill, J. K. (1949) *Situational Factors in Leadership*. Columbus, Ohio: Ohio State University.
- Herbst, P. G. (1976) "Non-hierarchical organisations." In, F. E. Emery, ed., *Systems Thinking*, vol. 2. Harmondsworth: Penguin.

- Hollander, E. P. (1958) Conformity, status and idiosyncrasy credit". *Psychological Review*, 65, 117 - 127.
- Hollander, E. P. (1964) *Leaders, Groups and Influence*. New York & London: Oxford University Press.
- Hollander, E. P. (1974) "Processes of leadership emergence." *Journal of Contemporary Business*, 3, 19 - 33.
- Hollander, E. P., & Julian, J. W. (1970) "Studies in leader legitimacy, influence and innovation." *Advances in Experimental Social Psychology*, 5, 33 - 69. Reprinted in, L. Berkowitz, (1978) ed., *Group Processes*, 115 - 151. London: Academic Press.
- Hollander, E. P., & Julian, J. W. (1978) " A further look at leader legitimacy, influence and innovation." In, L. Berkowitz, (1978) ed., *Group Processes*, 153 - 165. London: Academic Press.
- Hollander, E. P., & Webb, W. B. (1955) "Leadership, followership, and friendship: An analysis of peer nominations". In E., E. Maccoby, T. M. Newcomb, & E. L. Hartley, eds., *Readings in Social Psychology*, 3e. London: Methuen.
- Hosking, D-M. (1978) *A Critical Evaluation of Fiedler's Contingency Measures of Leadership Effectiveness*. Unpublished Doctoral Dissertation: University of Warwick.
- Hosking, D-M. (1988) "Organising, leadership and skilful process." *Journal of Management Studies*, 25, 147 - 166.
- Hosking, D-M. (1997) 'Organizing, leadership and skilful process'. In, Grint, K. (ed) *Leadership: Classical, contemporary and critical approaches*. Oxford: Oxford University Press
- Hosking, D-M, Hunt, J. G., & Osborn, R. N. (undated) "Social psychological contributions to the study of leadership." Mimeograph.
- Hosking, D-M. & Morley, I. E. (1982) *Leadership and Organisation: The negotiation of order*. Aston University Working Paper Series, 249.
- Hosking, D-M. & Morley, I. E. (1983) *Leadership and Organisation: A skills perspective*. Mimeograph.
- Hosking, D-M. & Morley, I. E. (1985,a) "The skills of leadership." Paper submitted to the 8th biennial leadership symposium, Texas Technical University, Lubbock, Texas, 23rd - 27th July, 1985.
- Hosking, D-M. & Morley, I. E. (1985,b) "Processes of influence, negotiation and exchange." University of Warwick, Working Paper.
- House, R. J. & Baetz, M. (1979) "Leadership: Some empirical generalisations and new research directions." In, B. Staw (ed) *Research in Organisational Behaviour*. Greenwich, Conn.: JAI Press.
- Howard, M. & Paret, P. (1993) ed., & trans., *Carl von Clausewitz: On War*. London: Everyman (David Campbell Publishers).
- Hunt, J. G. (1991) *Leadership: A new synthesis*. London: Sage.
- Hunt, J. G., Hosking, D-m., Schriesheim, C., Stewart, R. (1984) *Leaders and Managers*. Oxford & New York: Pergamon.
- Jacobs, T. (1970) *Leadership and Exchange in Formal Organisations*. Chichester & New York: Wiley.
- James, L. (1987) *Mutiny*. London: Buchan & Enright.
- Janda, K. F. (1960) "Towards the explication of the concept of leadership in terms of the concept of power." *Human Relations*, 13, 345 - 363.
- Keegan, J. (1987) *The Mask of Command*. Harmondsworth: Penguin.
- Kellerman, B. (1984) *Leadership: Multidisciplinary perspectives*. London: Prentice-Hall.
- Kilbourne, C. E. (1935) 'The elements of leadership'. *Journal of Coast Artillery*, 78, 437 - 439.
- Lamb, D. (1977) *Mutinies: 1917 - 1920*. Oxford & London: Solidarity.
- Leavitt, H. J., Pondy, L. R., & Boje, D. M. (1989) eds., *Readings in Managerial Psychology (4e)*. Chicago: The University of Chicago Press.

- Levine, C. (1974) "Tyranny of tyranny". *Black Rose*, 1.
- Le Guin, U. (1997) ed., & trans., *Lao Tzu: Tao Te Ching - A book about the Way and the Power of the Way*. Boston & London: Shambhala.
- Lippitt, R. & White, R. K. (1958) "An experimental study of leadership and group life." In, E. E. Maccoby, T. M. Newcomb & E. L. Hartley (eds.) *Readings in Social Psychology (3e)*. London: Methuen.
- Lortie-Lussier, M. (1987) "Minority influence and idiosyncrasy credit: A new comparison of the Moscovici and Hollander theories of innovation." *European Journal of Social Psychology*, 17, 431 - 446.
- Malatesta, E. (1891) *Anarchy*. London: Freedom Press, 1974.
- MacGregor-Burns, (1978) *Leadership*. New York: Harper & Row.
- Mant, A. (1983) *Leaders We Deserve*. Oxford: Martin Robertson.
- Merton, R. K. (1969) "The social nature of leadership". *American Journal of Nursing*, 69, 2614 - 2618.
- Miner, V. (1975) "The uncertain future of the leadership concept: An overview." In, J. Hunt & L. Larson (eds.) *Leadership Frontiers*. Kent, Ohio: Comparative Administration Research Institute, Kent State University.
- Morley, I. E. & Hosking, D-M. (1984) "Decision making and negotiation: Leadership and social skills." In, M. Gruneberg & T. Wall (eds) *Social Psychology and Organisational Behaviour*. New York & Chichester: Wiley.
- Morley, I. E. & Hosking, D-M., (1986) "The skills of leadership." In, G. Debus & H-W. Schroiff (eds) *The Psychology of Work and Organisation*, 273 - 280. North Holland: Elsevier.
- Nash, J. B. (1929) 'Leadership'. *Phi Beta Kappan*, 12, 24 - 25.
- Northouse, P. (1997) *Leadership: Theory and Practice*. London: Sage.
- Pfeffer, J. (1983) 'The Ambiguity of Leadership'. In, J. Hackman et al., *Perspectives on Behaviour in Organisations*. New York: McGraw-Hill.
- Prince, L. P. (1986,a) "Task and socioemotional roles, leadership and leadership effectiveness." *Doctoral Working Paper Series*, No. 101. Birmingham: Aston University.
- Prince, L. P. (1986,b) "The equilibrium problem and the generality of role differentiation." *Doctoral Working Paper Series*, No. 102. Birmingham: Aston University.
- Prince, L. P. (1988) *Leadership and the Negotiation of Order in Small Groups*. Unpublished PhD Thesis, Birmingham: Aston University.
- Prince, L. P. (1998a) 'The Neglected Rules: On Leadership and Dissent'. In, A. Coulson (ed) *Trust and Contracts: Relationships in Local Government, Health and the Public Services*. Bristol: Policy Press.
- Prince, L. P. (1998b) 'Leadership: Putting back the social context.' Paper delivered at the British Psychological Society Social Psychology Section Annual Conference, University of Kent, 21st - 23rd September 1998.
- Prince, L. P. (2002) 'Tao, Zen and Leadership'. Paper delivered to the First International Workshop on Leadership Research, Said Business School and the European Institute for Advanced Studies in Management, University of Oxford, 16th - 17th December 2002.
- Prince, L. P. (2005) 'Eating the Menu Rather than the Dinner: Tao and Leadership.' *Leadership*, 1, 1, 105 - 126.
- Prince, L. P. (2007) 'Into the Bewilderness: Anarchism, Leadership and Groups'. Presentation given to the Centre for Leadership Studies, University of Exeter, 1st February 2007.
- Quinn, R. E. (1984) "Applying the Competing Values Approach to leadership: Towards an integrative framework." In, J. G. Hunt, D - M. Hosking, C. A. Schriesheim & R. Stewart (eds.) *Leaders and Managers: International perspectives on managerial behaviour and leadership*, 10 - 27. New York and Oxford: Pergamon Press.

- Rapoport, A. (1968) ed., *Clausewitz: On War*. Harmondsworth: Penguin.
- Rauch, C. F. & Behling, O. (1984) "Functionalism: Basis for an alternate approach to leadership." In, J. G. Hunt, D - M. Hosking, C. A. Schriesheim & R. Stewart (eds.) *Leaders and Managers: International perspectives on managerial behaviour and leadership*. New York: Pergamon.
- Read, H. (1974) *Anarchy and Order*. London: Souvenir Press.
- Rees, C. R., & Segal, M. D. (1984) "Role differentiation in groups: The relationship between instrumental and expressive leadership." *Small Group Behaviour*, 15, 109 -123.
- Riedesel, P. L. (1974) "Bales reconsidered: A critical analysis of popularity and leadership differentiation." *Sociometry*, 37, 557 - 564.
- Schein, E. (1985) *Organisational Culture and Leadership*. San Francisco: Jossey Bass.
- Schenk, C. (1928) 'Leadership'. *Infantry Journal*, 33, 111 - 122.
- Schroder, R. (1964) *Status consensus, productivity, and leadership differentiation in experimental and natural groups*. Unpublished Masters Thesis, University of Iowa
- Schultz, B. (1980) "Communicative correlates of perceived leaders." *Small Group Behaviour*, 11, 175 - 191.
- Selbourne, D. (1994) *The Principle of Duty*. London: Sinclair-Stevenson.
- Shackleton, V., & Wale, P. (2000) 'Leadership and management'. In, N. Chmiel (ed) *Introduction to Work and Organisational Psychology: A European Perspective*. Oxford: Basil Blackwell.
- Shartle, C. L., Stogdill, R. M., & Campbell, D. T. (1949) *Studies in Naval Leadership*. Columbus, Ohio: Ohio State University.
- Shelley, H. P. (1960) "Focussed leadership and cohesiveness in small groups." *Sociometry*, 23, 209 - 216.
- Smircich, L., & Morgan, G. (1982) "Leadership: The management of meaning." *The Journal of Applied Behavioural Science*, 18, 257 - 273.
- Sorrentino, R. M. & Boutillier, R. G. (1975) "The effect of quantity and quality of verbal interaction on leadership ability." *Journal of Experimental Social Psychology*, 11, 403 - 411.
- Stang, D. J. (1973) "Effects of interaction rate on ratings of leadership and liking." *Journal of Personality and Social Psychology*, 27, 405 - 408.
- Stang, D. J., Castellaneta, J. A., Constantinidis, G., & Fortuno, C. R. (1976) "Actual versus perceived talkativeness as determinants of judged leadership, popularity, and likeableness." *Bulletin of the Psychonomic Society*, 8, 44 - 46.
- Starratt, R. (1993) *The Drama of Leadership*. London: Farmer Press.
- Staw, B. M. & Ross, J. (1980) "Commitment in an experimenting society: A study of the attribution of leadership from administrative scenarios." *Journal of Applied Psychology*, 65, 249 - 260.
- Stein, R. T. & Heller, T. (1979) "An empirical analysis of the correlations between leadership status and participation rates reported in the literature." *Journal of Personality and Social Psychology*, 37, 1993 - 2002.
- Stogdill, R. M. (1950) "Leadership, membership and organization". *Psychological Bulletin*, 47, 1 - 14.
- Stogdill, R. M. (1974) *Handbook of Leadership: A survey of research and theory*. New York: Free Press.
- Strauss, A. (1978) *Negotiations.: Varieties, Contexts, Processes and Social Order*. San Francisco: Jossey-Bass
- Syrett, M., & Hogg, C. (1992) *Frontiers of Leadership*. Oxford: Basil Blackwell.
- Tannenbaum, A. (1968) *Control in Organisations*. London: McGraw-Hill.
- Tead, O. (1935) *The Art of Leadership*. New York: McGraw-Hill.
- Theodorson, G. A. (1957) "The relationship between leadership and popularity roles in small groups." *American Sociological Review*, 22, 58 - 67.
- Thibaut, J. W. & Coules, J. (1952) "The role of communication in the reduction of

- interpersonal hostility." *Journal of Abnormal and Social Psychology*, 47, 770 - 777.
- Turk, H. (1961, a) "Instrumental values and the popularity of instrumental leaders," *Social Forces*, 39, 252 - 260.
- Turk, H. (1961,b) "Instrumental and expressive ratings reconsidered." *Sociometry*, 24, 76 - 81.
- Turk, H. & Turk, T. (1962) "Personal sentiments in a hierarchy." *Social Forces*, 40, 137 - 140.
- Wheeler, D. K. (1957) "Notes on 'Role differentiation in small decision-making groups'." *Sociometry*, 20, 145 - 151.
- Wherry, R. J. (1950) *Factor analysis of officer qualification form QCL-2B*. Columbus: Ohio State University Research Foundation.
- White, R. & Lippitt, R. (1953) "Leader behaviour and member reaction in three 'social climates'." In, D. Cartwright & A. Zander (eds.) *Group Dynamics: Research and Theory (2e)*, 585 - 611. London: Tavistock.
- Whyte, W. F. (1943) *Street Corner Society*. Chicago: University of Chicago Press.
- Whyte, W. F. (1952) 'Leader-follower relations in street-corner society'. In, Swanson, G. E., Newcomb, T. M., & Hartley, E. L. (eds.) *Readings in Social Psychology (rev. ed.)* New York: Henry Holt.
- Wing, R. L. (1988) trans., *The Art of Strategy*. London: Thorson's.
- Wood, M. (2003) 'The process of organising knowledge: Exploring the in-between.' *Process Studies Special Issue: Process Studies and Organisation Theory*, 32,2 Fall, 49 - 67.
- Wood, N. (1965) ed., *Niccolò Machiavelli: The Art of War*. New York: Da Capo Press.
- Wooton, D. (1986) ed., *Divine Right and Democracy*. Harmondsworth: Penguin.
- Wu, J. C. H. (1990) trans., *Lao Tzu: Tao The Ching*. Boston & London:
- Yetton, P. (1984) 'Leadership and supervision'. In, Gruneberg, M., & Wall, T. (eds), *Social Psychology and Organisational Behaviour*. Chichester: Wiley.
- Zelaznik, A. (1977) "Managers and leaders: Are they the same?" *Harvard Business Review*, May/June, 67 - 78. See also Leavitt, Pondy & Boje (1989) which reprints this paper.
- Zaleznik, A. (1989) 'Managers and leaders: Are they different?' In, Leavitt, H. J., Pondy, L. R. & Boje, D. M (eds.) *Readings in Managerial Psychology*, pp 297 - 313. Chicago and London: The University of Chicago Press.

Power, politics and trust in organisations

Adams, A. (1992) *Bullying at Work: How to confront and overcome it*. London: Virago Press.

[An interesting, although journalistic, account of an important problem. This book stimulated several pieces of research, and a new field, which was long overdue given the stridency of the culture merchants rhetoric about 'management's right to manage' - the right to do what they liked. Those modern proponents of 'strong leadership' who like to flatter themselves that they are the very model of heroic leaders might like to consider if instead they are merely bullies using a fancy label for their reprehensible behaviour.]

Axelrod, R. (1984) *The Evolution of Cooperation*. New York: Basic Books.

Bachrach, P., & Baratz, M. S. (1962) "The two faces of power". *American Political Science Review*, 56, 947 - 952.

Bacharach, S. B. & E. J. Lawler (1980) *Power and Politics in Organisations*. Jossey Bass.

Baker, N. (1996) *Building a Relational Society*. Ashgate Publishing.

Barclay, H. (1982) *People Without Government*. London & Over-the-Water, Orkney: Kahn & Averill and Cienfuegos Press.

[An important corrective to the dominant models which take hierarchy and stratification as necessary and inevitable features of social and political life. Although Barclay is not naive enough to suggest that status differentiation is simply an artifact of entrenched interests, he does provide some interesting and

- useful arguments for suspecting that they might not be as inevitable as is sometimes suggested]
- Berry, A., et. al. (1995) *Management Control: Theories, Issues and Practices*. London: Macmillan.
- Bies, R. J. & Tripp, T. M. (1996) 'Beyond distrust: "Getting Even" and the need for revenge'. In, R. M. Kramer & T. R. Tyler (eds) *Trust in Organizations*. London: Sage.
- Blackwell, T. & Seabrook, J. (1993) *The Revolt Against Change*. London: Vintage.
- Blauner, R. (1964) *Alienation and Freedom*. Chicago: University of Chicago Press
- Brown, J. A. C. (1963) *Techniques of Persuasion: From Propaganda to Brainwashing*. Harmondsworth: Penguin.
- Burchell, G., C. Gordon & P. Miller (1991) *The Foucault Effect: Studies in Governmentality*. London: Harvester Wheatsheaf.
- Cartwright, D. (1959) "A field theoretical concept of power". In D. Cartwright, ed., *Studies in Social Power*. Ann Arbor, Michigan: University of Michigan Press.
- Clinard, M. B. (1990) *Corporate Corruption: The abuse of power*. New York: Praeger.
[Clinard is a law professor who has made his reputation examining ethical issues surrounding organisations and their activities. He concentrates on the private sector, and mainly American examples, but the issues he raises are relevant to organisations in all sectors. This book is a useful corrective to treatments of organisations that ignore their social and political impact on the environment and society at large. It is usefully read in conjunction with Punch (1997), Punctard (1989) and Moore (1997), as well as texts covering issues of power and politics in organisations.]
- Cohen, S. & L. Taylor (1992) *Escape Attempts: The theory and practice of resistance to everyday life, 2e*. London: Routledge.
[Much of the organisational and (especially) management literature treats the workforce either as fundamentally passive, or, in some of the wilder flights of fantasy, as being happy to be exploited. Most of this derives from a more or less exclusive focus on organisations and management projects, resulting in the implicit (and ideological) characterisation of the workforce merely as a 'resource' for the organisation's use. As a result management theory often flounders in the face of real people behaving *like* real people. This book covers some of the latter ground. It is interesting in its own right as an essay on the ways in which people try to maintain some attachment to, and control of, their own lives. When used in conjunction with a critical approach to organisations the implications of this study are quite dramatic. This is usefully read as an adjunct to studies of organisational politics. It is also interesting if you are interested in questions of human motivation - you will never look at Maslow the same way again.]
- Corbett, J. M. (1994), ed., *Critical Cases in Organisational Behaviour*. London: Macmillan.
[This is a collection of case studies designed to stimulate critical thinking about organisations and how they are run. You might find some useful cases for assignments here, but also there are some very good references and commentaries. Martin Corbett is a specialist in the problems associated with technology.]
- Coulson, A. (1997) 'Trust and contract in public service management'. *School of Public Policy Occasional Paper No. 10*. Birmingham: University of Birmingham.
- Coulson, A. (1998) ed., *Trust and Contracts: Relationships in local government, health and public services*. Bristol: Policy Press.
[This is a text on an important topic. The scope of the book is broader than just trust and leadership, covering, inter alia, formal contractual relations and regulation. Nevertheless, there is also much of relevance here as well, and you can get a frisson of pleasure from the knowledge that you have rubbed shoulders with some of the authors. There's also a cracking chapter on leadership from page 95!]
- Ereira, A. (1981) *The Invergordon Mutiny*. London: Routledge & Kegan Paul.
- Dolgoft, S. (1971) *Bakunin on Anarchy*. London: George Allen and Unwin.
- Duncan, B. (1976) *Invergordon: How men of the RN struck and won*. Southampton: Duncan.
- Emerson, R. M. (1962) "Power-dependence relations", *American Sociological Review*, 27, 31 - 41
- Ereira, A. (1981) *The Invergordon Mutiny*. London: Routledge & Kegan Paul.
[Great study of an important mutiny. This book gives some splendid first hand material about why the mutiny happened, how the sailors regarded their officers and how the mutiny was eventually settled. This is useful material if you want to examine issues of leadership, power and politics in organisations.]
- French, J. R. P. (1956) "A formal theory of social power". *Psychological Review*, 63, 181 - 194.

- French, J. R. P. & B. Raven (1959) "The bases of social power". In D. Cartwright (ed.) *Studies in Social Power*. Ann Arbor: The University of Michigan
- Fricke, M. (1998) "Rational authority and social power: Towards a truly social epistemology". *Proceedings of the Aristotelian Society, New Series, XCVIII, 2*, 159 - 177.
- Gambetta, D. (1988) ed., *Trust: Making and Breaking Co-operative Relations*. Oxford: Basil Blackwell
- Hosking, D-M & Morley, I. E. (1991) *A Social Psychology of Organising*. New York: Harvester-Wheatsheaf.
 [This text focuses on European trends in organisational thought, especially those aspects drawn from social psychology. Specifically it is an elaboration of the *Political Metaphor*, and presents a systematic and thorough discussion of the main themes of OB and HRM from that perspective. It is, however, rather hard going, and readers are advised that they will have to concentrate to use this text. Nevertheless, what this book has to say is very important for a thorough understanding of organisations and organisational dynamics.]
- Herzog, D. (1989) *Happy Slaves: A critique of Consent Theory*. Chicago & London: University of Chicago Press.
- Hickson, D. J., C. R. Hinings, C. A. Lee, R. E. Schneck, & J. M. Pennings (1971) "A strategic contingencies theory of intraorganisational power". *Administrative Science Quarterly*, 16, 216 - 229.
- Hinings, C. R., D. J. Hickson, J. M. Pennings, R. E. Schneck (1974) "Structural conditions of intraorganisational power", *Administrative Science Quarterly*, 19: 22-44
- Jackson, S., Koke, J., Percy, D., & Hartsock, A. (1994) eds., *Principia Discordia. Or How I Found Goddess, and What I Did to Her When I Found Her: Wherein is explained absolutely everything worth knowing about absolutely anything*. Austin, TX.: Steve Jackson Games.
 [Don't expect a standard organisational studies text here - or even a standard work of scholarship. This one's just for interest, although if you are in any way fascinated by the balance and tension between order and chaos this book does, ironically given its apparent intention, contain some interesting stuff.]
- Johnson, P., & Gill, J. (1993) *Management Control and Organisational Behaviour*. London: Paul Chapman.
- Kakabadse, A. & Parker, C. (1984) *Power Politics and Organisations*. Bath: Pitman.
- Kipnis, D (1996) 'Trust and technology'. In, R. M. Kramer & T. R. Tyler (eds) *Trust in Organizations*. London: Sage.
- Kipnis, D., Castell, P., Gergen, M., & Mauch, D. (1976) "Metamorphic effects of power". *Journal of Applied Psychology*, 61,
- Kipnis, D., S. Schmidt, I. Wilkinson (1980) "Interorganisational influence tactics: explorations in getting one's way". *Journal of Applied Psychology*, 65: 440-452
- Korda, M. (1975) *Power*. London: Ballantine Books.
- Kramer, R. M. (1996) 'Divergent realities and convergent disappointments in the hierarchic relation: Trust and the intuitive auditor at work'. In, R. M. Kramer & T. R. Tyler (eds) *Trust in Organizations*. London: Sage.
- Kramer, R. M. & Tyler, T. R. (1996) eds., *Trust in Organizations: Frontiers of Theory and Research*. London: Sage.
- Leavitt, H. J., Pondy, L. R., & Boje, D. M. (1989) eds., *Readings in Managerial Psychology (4e)*. Chicago: The University of Chicago Press.
- Lee, R., & Lawrence, P. (1985) *Organisational Behaviour: Politics at Work*. London: Hutchinson.
- Lee, R., & Lawrence, P. (1991) *Politics at Work*. Cheltenham: Stanley Thornes.
 [This is a revised edition of the authors' earlier text *Organisational Behaviour: Politics at Work*. It was the earliest systematic study of the 'Political Model', although in places it is rather Machiavellian, and occasionally addresses organisational politics and power simply as managerial tools for manipulation and control. Despite this blemish, the text marks the emergence of a distinctively European perspective on organisations which is critical of the rational-scientific approaches of North American theory. It is also one of the earliest sustained examinations of organisational politics as something more than mere 'politicking', and therefore provides essential material for understanding the issues involved.]

- Le Guin, U. (1975) *The Dispossessed*. London: Grafton.
 [A wonderful science fiction novel addressing questions of hierarchy and power in an accessible form. It's also a good read. As with Gibson (1993) this book raises important issues, albeit in a fictional context. In this case Le Guin examines issues of power and dependency, and what she has to say really needs to be understood by anyone grappling with the realities of living and working with others.]
- Lewicki, R. J., & Bunker, B. B. (1996) 'Developing and maintaining trust in work relationships'. In, R. M. Kramer & T. R. Tyler (eds) *Trust in Organizations*. London: Sage.
- Lukes, S. (1974) *Power: A radical view*. London: Macmillan.
 [A well known (and very short) study of social power by a specialist in the subject. Essential reading for those who want to understand power.]
- Lukes, S. (1986) ed., *Power*. Oxford: Basil Blackwell.
- Mangham, I. L. (1979) *The Politics of Organisational Change*. London: Associated Business Press.
- Mangham, I. L. (1985) *Power and Performance in Organisations*. Oxford: Basil Blackwell.
- March, J., & Simon, H. (1971) "Dysfunctional bureaucracy". In, D. Pugh, ed., *Organisation Theory*. Harmondsworth: Penguin.
- Mechanic, D. (1962) "Sources of power of lower participants in complex organisations". *Administrative Science Quarterly*, 7, 349-364
- Meyerson, D., Weick, K. E., & Kramer, R. M. (1996) 'Swift trust and temporary groups'. In, R. M. Kramer & T. R. Tyler (eds) *Trust in Organizations*. London: Sage.
- Miller, D. (1984) *Anarchism*. London: Dent.
- Milgram, S. (1974) *Obedience to Authority: An experimental view*. New York: Harper Colophon.
 [The message underlying Milgram's work is really quite chilling. If you think you are immune from the temptation to hurt others, think again. Milgram demonstrates that we are all capable of the most unspeakable behaviour given the 'right' social circumstances.]
- Mintzberg, H. (1983) *Power in and around Organisations*. Prentice-Hall
- Misztal, B. (1996) *Trust in Modern Societies*. London: Polity Press.
- Moore, M. (1997) *Downsize This!* London: Boxtree.
 [OK, Michael Moore can be a bit of a smug bastard at times, but not everything he says can be dismissed easily. He is best known for his television productions, and his criticism of big business and the way it treats those who work for it. This book is an extended essay outlining his criticisms and the reasons for his outrage. In some places it is a bit patchy, but there is sufficient here to make it an important adjunct, and corrective, to those texts which blandly talk about 'restructuring' or those which are frankly triumphalist about 'downsizing' (or whatever the current euphemism is for sacking people). This book has some significant material in it for advancing the political analysis of organisations. Written by someone who has no need (or desire) to flatter management, this book provides a lot of illumination on the reactions of the powerless to the power of organisations.]
- Mowday, R. T. (1978) "The exercise of upward influence in organisations". *Administrative Science Quarterly*, 23: 137-156
- Mowday, R. T. (1987) 'Equity theory: Predications of behaviour in organisations'. In, Steers, R. & Porter, L. (eds) *Motivation and Work Behaviour*. London: McGraw-Hill.
- Mulholland, J. (1991) *The Language of Negotiation*. London: Routledge.
- Neale, J. (1985) *The Cutlass and the Lash: Mutiny and discipline in Nelson's Navy*. London and Sidney: Pluto Press.
- Nolan, J., Wichert, I., & Burchell, B. (2000) 'Job insecurity, psychological well-being and family life'. In, Heery, E. & Salmon, J. (eds) *The Insecure Workforce*. London: Routledge.
- Nowak, M. A., May, R. M. & Sigmund, K. (1995) 'The arithmetics of mutual help'. *Scientific American*, June, 50 - 55.
- Packard, V. (1978) *The People Shapers*. London: Futura.
- Packard, V. (1981) *The Hidden Persuaders*. Harmondsworth: Penguin.
 [Packard's books are now quite old, but what they say is still relevant. For some reason issues of influence within and between people has been neglected within organisational theory, certainly since the 1970s, and as a consequence there is a kind of naivete running through some areas of the literature. Packard's examination of issues of power and influence fills some of the gaps, and can be usefully read

- in conjunction with more specialised texts such as Aronson (1988).]
- Patchen, M. (1974) "The locus and basis of influence on organisational decisions".
Organisational Behaviour and Human Performance, 11, 192-221
- Paton, R. (1983) "Powers visible and invisible". In, R. Paton, S. Brown, R. Spear, J. Chapman, M. Floyd, & J. Hamwee (eds., 1984) *Organisations: Cases, Issues, Concepts*. London: Harper & Row and the Open University
[This is a splendid examination of social power in the mould of French & Raven (1959) and is usefully read in conjunction with French & Raven's original study, and with Mowday (1978) and Mechanic (1962).]
- Pettigrew, A. (1973) *The Politics of Management Decision Making*. London: Tavistock.
- Pfeffer, J. (1981) *Power in Organisations*. London: Pitman
- Pfeffer, J. (1981) *Power in Organisations*. New York: Harper Collins.
- Punch, M. (1997) *Dirty Business: Exploring corporate misconduct*. London: Sage.
[A book exploring aspects of organisations which, frankly, seldom appear in the mainstream texts. An important contribution to the political analysis of organisations, which develops a theme likely to become much more important in the near future - organisational ethics. This book is usefully read in conjunction with Clinard (1990).]
- Punchard, E. (1989) *Piper Alpha: A Survivor's Story*. London: Star.
- Quarter, J. & G. Melnyk (1989) *Partners in Enterprise*. Montreal: Black Rose.
[A book about the operation of collectives and co-operatives. Useful as a corrective to the presumption that hierarchical organisations are somehow inescapably 'natural'.]
- Richards, V. (1983) *Why Work?*. London: Freedom Press.
- Roetter, C. (1974) *Psychological Warfare*. London: Batsford.
- Rothstein, A. (1980) *The Soldiers' Strikes of 1919*. London: Macmillan.
- Rushkoff, D. (1994) *Cyberia*. London: Flamingo.
[Interesting piece by a journalist on the IT underground. Rushkoff covers issues such as smart drugs, hacking, techno-shamanism, and other exotica related to the information revolution. He has some important insights into the future as well, so this book is usefully read in conjunction with the work of Toffler, Zerzan & Carnes and Zuboff.]
- Salaman, G. (1979) *Work Organisation, Resistance and Control*. London: Longman.
- Salancik, G. R., & J. Pfeffer (1977) "Who gets the power - and how they hold on to it: a strategic-contingency model of power", *Organisational Dynamics*, 5, 3-21
- Selbourne, D. (1994) *The Principle of Duty*. London: Sinclair-Stevenson.
- Sitkin, S. B., & Stickel, D. (1996) 'The road to hell: The dynamics of trust in an era of quality'. In, R. M. Kramer & T. R. Tyler (eds) *Trust in Organizations*. London: Sage.
- Stagner, R. (1956) *The Psychology of Industrial Conflict*. London: Chapman & Hall.
- Thompson, P. & McHugh, D. (1991) *Work Organisation: A critical introduction*. London: Macmillan.
- Tullock, G. (1965) *The Politics of Bureaucracy*. Washington, DC.: Public Affairs Press.
- Tyler, T. R., & Degoey, P. (1996) 'Trust in organisational authorities: The influence of motive attributions on willingness to accept decisions'. In, R. M. Kramer & T. R. Tyler (eds) *Trust in Organizations*. London: Sage.
- Vonk, R. (1998) 'The Slime Effect: Suspicions and dislike of likeable behaviour towards superiors', *Journal of Personality and Social Psychology*, 74 (4) 849 - 864.
- Watson, P. (1980) *War on the Mind: The Military Uses and Abuses of Psychology*. Harmondsworth: Penguin.
[This is an interesting and important examination of the ways in which insights into human behaviour can be used for negative ends. There is much else besides, of course, and the book is therefore usefully read as a general text in its own right.]
- Wing, R. L. (1988) trans., *The Art of Strategy*. London: Thorson's.
- Wood, N. (1965) ed., *Niccolò Machiavelli: The Art of War*. New York: Da Capo Press.
- Woodcock, G. (1977) *The Anarchist Reader*. London: FontanaCollins.
- Wrong, D. H. (1979) *Power: Its forms, bases and uses*. Oxford: Basil Blackwell.
- Wu, J. C. H. (1990) trans., *Lao Tzu: Tao The Ching*. Boston & London: Shambhala.

Groups, group dynamics, norms and conformity

Aronson, E. (1988) *The Social Animal*. New York: Freeman.

[This is a standard text on social psychology which is regularly updated in new editions. The importance of this text for the course is that it focusses a lot of attention on issues of influence between people, and covers basic theoretical and empirical work in the area. Much of this is very important for organisational analysis, although it is not very well covered in the mainstream OB literatures.]

Asch, S. E. (1951) 'Effects of group pressure upon modification and distortion of judgements.' In, H. Guetzkow (ed) *Groups, Leadership and Men*. Pittsburgh: Carnegie.

Asch, S. E. (1958) 'Effects of group pressure upon the modification and distortion of judgements.' In, E. E. Maccoby & E. L. Hartley (eds) *Readings in Social Psychology*, 3e. London: Methuen.

Bales, R. F. (1958) 'Adaptive and integrative changes as sources of strain in social systems'. In, A. P. Hare, E. F. Borgatta, and R. F. Bales (eds) *Small Groups: Studies in social interaction*. New York: Alfred A. Knopf

Belbin, R. M. (2000) *Beyond the Team*. Oxford: Butterworth: Heinemann.

Burnstein, E. (1969) 'Interdependence in groups'. In, J. Mills (ed.) *Experimental Social Psychology*, 307 - 406. London: Collier Macmillan.

Churchman, D. (1995) *Negotiation, Process, Tactics, Theory*, 2e. Lanham: UPA.

Deutsch, M. (1968) 'The effects of co-operation and competition upon group process'. In, D. Cartwright & A. Zander (eds.) *Group Dynamics: Research and Theory*, 3e. London: Tavistock

Hare, A. P. (1976) *Handbook of Small Group Research*, 2e. New York: Free Press.

Hollander, E. P. (1958) 'Conformity, status and idiosyncrasy credit'. *Psychological Review*, 65, 117 - 127.

Unsworth, K. L., & West, M. A. (2000) 'Teams: The challenges of co-operative work'. In, N. Chmiel (ed) *Introduction to Work and Organisational Psychology: A European Perspective*. Oxford: Basil Blackwell.

Organisations and organisational behaviour

Abrahamson, A. (1993) *The Logic of Organisations*. London: Sage.

Abrahamson, B. (1977) *Bureaucracy as a Paradigm*. London: Sage.

Adams, A. (1992) *Bullying at Work: How to confront and overcome it*. London: Virago Press.

[An interesting, although journalistic, account of an important problem. This book stimulated several pieces of research, and a new field, which was long overdue given the stridency of the culture merchants rhetoric about 'management's right to manage' - the right to do what they like to other people.]

Adams, S. (1996) *The Dilbert Principle*. London: Boxtree.

[Not one of the most scholarly critiques of organisational life, but it makes some very important points nevertheless. Read it for pleasure rather than information - it won't provide you with much help writing essays, but it will make you laugh!]

Anthony, P. D. (1994) *Managing Culture*. Milton Keynes: Open University Press.

Beetham, D. (1987) *Bureaucracy*. Milton Keynes: Open University Press.

Bennet, R. (1997) *Organisational Behaviour*. London: Pitman

Blackwell, T. & Seabrook, J. (1993) *The Revolt Against Change*. London: Vintage.

Blau, P. M., & Meyer, M. W. (1987) *Bureaucracy in Modern Society*, 3e. New York:

Random House.

- Blauner, R. (1964) *Alienation and Freedom*. Chicago: University of Chicago Press
- Boyne, G. A. (1998) "Public services under New Labour: Back to bureaucracy?" *Public Money and Management*, 18, 3, Jul. - Sept.
- Braverman, H. (1974) *Labour and Monopoly Capitalism*. New York: Monthly Review Press.
- Burrell, G. (1997) *Pandemonium*. London: Sage.
- Burrell, G. & Hearn, J. (1989) 'The sexuality of organization'. In, J. Hearn, D. L. Sheppard, P. Tancred-Sheriff, & G. Burrell (eds.) *Sexuality of Organization*, 1 - 28. London: Sage.
- Butler, R. J., & D. Wilson (1990) *Managing Voluntary and Non-Profit Organizations*. London: Routledge.
- Corbett, J. M. (1994), ed., *Critical Cases in Organisational Behaviour*. London: Macmillan.
- Crozier, M. (1964) *The Bureaucratic Phenomenon*. London: Tavistock
[This is the classic text on bureaucracy, and one well worth exploring for that reason alone, quite apart from some of the important things he has to say.]
- Downs, A. (1967) *Inside Bureaucracy*. Boston: Little Brown.
- Fincham, R. & Rhodes, P. S. (1988) *The Individual, Work and Organisation*. London: Weidenfeld & Nicholson.
- Fisher, R. & Ury, W. (1987) *Getting to Yes*. London: Arrow.
[Bit of a ropey 'management' text, but it does have some interesting things to say nevertheless.]
- Flynn, N. (1993) *Public Sector Management*. Hemel Hempstead: Harvester Wheatsheaf.
- Handy, C. (1985) *Understanding Organizations*. Harmondsworth: Penguin.
[This is a perennial, and venerable, text which has the undoubted advantage of being both cheap and accessible. Its strength is breadth, plus Handy's explicit attempt to integrate the material (unlike most texts which simply present a recipe list). It does have disadvantages, however. First it is now looking rather dated and some of the material is old fashioned. Second, Handy sometimes gets himself into conceptual muddles, and readers are, therefore, advised to approach it carefully and critically. Nevertheless it is still a good all round text which covers most of the major themes in organisational analysis, and also provides some useful references.]
- Jacques, E. (1976) *A General Theory of Bureaucracy*. London: Heinemann.
- Jacques, E. (1993) *A General Theory of Bureaucracy*. Aldershot: Ashgate.
- Janis, I., & Mann, L. (1977) *Decision Making*. New York: Free Press.
- Lindblom, C. E. (1959) 'The science of muddling through'. *Public Administration Review*, 19, 78 - 88.
- Mangham, I. L. (1979) *The Politics of Organisational Change*. London: Associated Business Press.
- Mangham, I. L. (1985) *Power and Performance in Organisations*. Oxford: Basil Blackwell.
- Milgram, S. (1974) *Obedience to Authority: An experimental view*. New York: Harper Colophon.
- Morgan, G. (1997) *Images of Organization*. London: Sage.
[Morgan is a highly respected writer on organisations on both sides of the Atlantic, although his reputation really rests (deservedly) on this one book. This text, while being theoretically sophisticated, is written in an accessible style, and covers one of *the* most useful approaches to organisational analysis. Morgan concentrates on depth, rather than breadth, and provides detailed and considered expositions of his themes, integrated through his own model of organisational metaphors. The real beauty of this book is that it addresses its subject matter in a way that makes it relevant for both theoreticians and practitioners, thus making it an ideal text for anyone wanting to understand how organisations really work.]
- Schaefer, A. W., & Fassel, D. (1988) *The Addictive Organisation*. New York: Harper & Row.
- Selbourne, D. (1994) *The Principle of Duty*. London: Sinclair-Stevenson.
- Sims, D., Fineman, S., & Gabriel, Y. (1994) *Organising and Organisations*. London: Sage.
- Thompson, P. & McHugh, D. (1991) *Work Organisation: A critical introduction*. London: Macmillan.
[This is a more up to date and more radical text than Handy. In some ways it would be an ideal basic text but it makes some assumptions about prior knowledge, and is, therefore better read in conjunction with more basic material. Its main advantage lies in the contemporary critiques it presents of some of the major, and most influential, theories of organisations, including Tom Peter's so called *Excellence*

approach. It is also unusual in Organisational texts in that it draws substantially from the Industrial Relations literatures. Its detailed and sustained use of the political model of organising makes it an excellent text for anyone wanting to study the topics of organisational politics and power in depth.]

Wilson, D. & Rosenfeld, R. (1990) *Managing Organizations: Text, Readings and Cases*. London: McGraw-Hill.

[This book covers the main themes and references to general organisation theory. It is broad rather than deep, and provides short summaries of the topics which comprise the core of OB and HRM as academic disciplines. It is most useful for getting a quick overview of a subject, and for providing references to be followed up on a given topic. Unlike most organisational texts it has the undoubted advantage, from our point of view, of taking a substantially European view point, and therefore goes some way towards redressing the, sometimes inappropriate, emphasis on the American experience of organisations generally found in OB texts. It is not, however, appropriate for pursuing a subject in depth, for which further reading will definitely be necessary.]

The Big Wide World

Bannister, D. & Fransella, F. (1986) *Inquiring Man: The Psychology of Personal Constructs*. London: Croom Helm.

[This is an important book which outlines a method for understanding how we all structure our realities. But it's badly written and bloody awful to read. Worth persisting with if you are interested in the method, otherwise find a short summary somewhere else. No doubt Wikipedia has something on it somewhere.]

Bateson, G. (1979) *Mind and Nature: A Necessary Unity*. London: Fontana.

[This is a brilliant book and an extremely important text for anyone who wants to understand the issues underlying our attempts to make sense of the social and political world. It emphasises the point that all of our categories for understanding are fundamentally arbitrary, in the sense that we could choose a different way of classifying the phenomena we are examining (and perhaps get different answers), while also emphasising the point that it is, nevertheless, essential to categorise in order to say anything sensible about the world at all. This book is usefully read in conjunction with Morgan (1997), and Zerubavel (1993), both of whom examine similar issues from slightly different angles. The perspective they all elaborate develops a critical theme which will be developed throughout the course.]

Berger, J. (1972) *Ways of Seeing*. Harmondsworth: Penguin.

Berger, P. & Luckmann, T. (1976) *The Social Construction of Reality*. Harmondsworth: Penguin.

Blackwell, T. & Seabrook, J. (1993) *The Revolt Against Change*. London: Vintage.

Blauner, R. (1964) *Alienation and Freedom*. Chicago: University of Chicago Press

Brown, D. (1997) *Cybertrends: Chaos, power and accountability in the information age*. London: Viking.

Cacti, J. L. (1991) *Searching for Certainty: What can science know about the future?* London: Abacus.

Cadbury, D. (1997) *The Feminization of Nature: Our future at risk*. Harmondsworth: Penguin.

Clinard, M. B. (1990) *Corporate Corruption: The abuse of power*. New York: Praeger.

Cohen, S. & L. Taylor (1992) *Escape Attempts: The theory and practice of resistance to everyday life, 2e*. London: Routledge.

Cohen, J. & Stewart, I. (1994) *The Collapse of Chaos: Discovering simplicity in a complex world*. Harmondsworth: Penguin.

Damasio, A. R. (1994) 'Descartes' error and the future of human life'. *Scientific American*, October, 116.

Damasio, A. R. (1995) *Descartes' Error: Emotion, Reason and the Human Brain*. London: Macmillan.

Dean, W., & Morgenthaler, J. (1991) *Smart Drugs and Nutrients: How to improve your memory and increase your intelligence using the latest discoveries in neuroscience*. New York: B & J Publishing.

Dixon, N. F. (1987) *Our Own Worst Enemy*. London: Futura.

Gibson, W. (1993) *Neuromancer*. London: HarperCollins.

[Science fiction dystopia about the future and how it may be shaped by information technology, written by the man who coined the term 'Cyberspace'. Although fictional (and a cracking good read) this book is a useful corrective to some of the triumphalism surrounding technology. Read it in conjunction with Toffler (1971; 1981; 1991), Zerzan & Carnes (1988) and Zuboff (1989).]

- Goffman, I. (1959) *The Presentation of Self in Everyday Life*. Harmondsworth: Penguin.
- Hafner, K. & Markoff, J. (1993) *Cyberpunk*. London: Corgi.
- Handy, C. (1985) *The Future of Work*. Oxford: Basil Blackwell.
- Handy, C. (1990) *The Age of Unreason*. London: Arrow.
- Handy, C. (1994) *The Empty Raincoat*. London: Arrow.
- Heery, E. & Salmon, J. (2000) eds., *The Insecure Workforce*. London: Routledge.
- Kropotkin, P. (1974), ed., C. Ward, *Fields, Factories and Workshops*. London: George Allen & Unwin.
- Moore, M. (1997) *Downsize This!* London: Boxtree.
- Nemeroff, C. B. (1998) "The neurobiology of depression". *Scientific American*, June, 28 - 35.
- Newall, A., & Simon, H. A. (1972) *Human Problem Solving*. Englewood Cliffs, N. J.: Prentice-Hall.
- Nowak, M. A., May, R. M. & Sigmund, K. (1995) 'The arithmetics of mutual help'. *Scientific American*, June, 50 - 55.
- Pelton, R. (1988) *Mind Foods and Smart Pills*. San Francisco: Newton Books.
- Rushkoff, D. (1994) *Cyberia*. London: Flamingo.
- Schaef, A. W., & Fassel, D. (1988) *The Addictive Organisation*. New York: Harper & Row.
- Selbourne, D. (1994) *The Principle of Duty*. London: Sinclair-Stevenson.
- Simon, H. (1982) *The Sciences of the Artificial*. Cambridge, Mass.: MIT Press.
- Toffler, A. (1971) *Future Shock*. London: Pan.
- Toffler, A. (1976) *The Third Wave*. London: Pan.
- Toffler, A. (1983) *Power Shift*. London: Pan.
- Waddington, C. H. (1977) *Tools for Thought*. St. Albans: Paladin.
- Zerubavel, E. (1993) *The Fine Line*. Chicago: The University of Chicago Press.
- [The importance of abstract studies about categorisation, which this text is, is that they highlight the problems both of knowledge and, in a practical sense, also raise issues of taken for granted assumptions and their impact on, amongst other things, practice, justice, fairness, 'common sense', and other very practical themes related to everyday life. This text examines some very basic themes, but don't suppose that it is just to do with foundations. What Zerubavel has to say, like that of Bateson (1979), is *extremely* important for understanding the way organisations and life in general are run, especially in highlighting *ideological* aspects of 'common sense' and 'truth'.]
- Zerzan, J. & A. Carnes (1988) eds., *Questioning Technology*. London: Freedom Press.
- [This is a collection of writings on the theme of Information Technology providing an important counter balance to the triumphalism of those who champion IT as the saviour of the future. If we were to believe some writers technology will finally bring about the democratic utopia of ancient dreams - this book gives the other side of the argument, and shows how IT also presents threats to individual liberty in society at large and at work.]
- Zuboff, S. (1989) *In the Age of the Smart Machine: The future of work and power*. Oxford: Heinemann.
- [This book and Zerzan & Carnes (1988) make excellent companion volumes. They examine broadly similar areas although from different perspectives. As with Zerzan & Carnes, this book raises some thought provoking questions about the role of technology and the future of work.]