

DOCUMENT RESUME

ED 274 366

IR 051 657

**AUTHOR** Rosenbaum, Howard  
**TITLE** Information Flows and Transfer in Educational Organizations: Selective Bibliography.  
**PUB DATE** 21 Aug 86  
**NOTE** 26p.; Research project for the Master of Library Science degree, Syracuse University.  
**PUB TYPE** Reference Materials - Bibliographies (131)  
**EDRS PRICE** MF01/PC02 Plus Postage.  
**DESCRIPTORS** Annotated Bibliographies; \*Educational Environment; \*Information Networks; \*Information Science; \*Information Systems; \*Information Transfer; Institutional Environment; Management Systems; \*Organizational Communication; Organizational Theories; Social Networks

**ABSTRACT**

This selective, annotated bibliography presents the results of a survey of current literature in several disciplines relating to the theme of information flows and transfer in educational organizations. Created as a preliminary step in an ongoing research project to investigate the formal and informal information processes in a small college setting, the bibliography can serve as a resource guide for researchers interested in the study of organizations in information science, the social sciences, management and organization studies, and communication studies. Introductory material defines the literature and subjects covered, lists search tools, and provides sample entry formats. Sources published from 1979 to 1986 are listed alphabetically according to publication type in three categories: (1) Books and Collected Papers; (2) Journal and Magazine Articles, Conference Proceedings and Papers; and (3) Dissertations. Annotations provided for 71 of the 99 entries indicate the relevance of the work cited to the theme of the bibliography. A separate list of journals and their Library of Congress call numbers is also included. (Author/KM)

\*\*\*\*\*  
\* Reproductions supplied by EDRS are the best that can be made \*  
\* from the original document. \*  
\*\*\*\*\*

U.S. DEPARTMENT OF EDUCATION  
Office of Educational Research and Improvement  
EDUCATIONAL RESOURCES INFORMATION  
CENTER (ERIC)

This document has been reproduced as received from the person or organization originating it.

Minor changes have been made to improve reproduction quality.

• Points of view or opinions stated in this document do not necessarily represent official OERI position or policy.

ED 274 366

Selective Bibliography: Information Flows and  
Transfer in Educational Organizations

Howard Rosenbaum  
IST 996  
Dosa  
8/21/86

"PERMISSION TO REPRODUCE THIS  
MATERIAL HAS BEEN GRANTED BY

Howard Rosenbaum

TO THE EDUCATIONAL RESOURCES  
INFORMATION CENTER (ERIC)."

IR 051657

## I. Introduction

The purpose of this selective bibliography is to present the results of a survey of current literature in several disciplines and gather together references around the theme of information flows and transfer in educational organizations. This literature search is a preliminary step in an ongoing research project which is investigating formal and informal information processes in a small college setting. It is intended to provide an awareness of the current state of the research on information in educational settings which, in turn, allows a clear formulation of the basic questions which underlie and motivate the research project.

In addition to supporting the research project, this bibliography can serve as a resource guide for researchers interested in a variety of topics involved in the study of organizations. It became apparent during the compilation of this bibliography, that the organizing theme could not be limited to a single discipline. As a result, there are references to works in information science, the social sciences, management and organization studies and communication studies. The works cited vary in content from theoretical discussions to empirical studies to arguments for different types of methodologies, providing a multidisciplinary guide to current articles on the analysis of information in organizations.

This bibliography is divided into seven sections. Following this introduction, section II contains comments on the literature coverage and section III discusses the subject coverage. These sections make clear the limitations of this bibliography, which allow it to earn its title of "selective". Section IV has a brief listing

of the search tools used in compiling the references. Section V displays the formats used for the various types of entries, which are presented alphabetically by author in section VI. The entries in this section are divided into three categories; first, there are books and volumes which contain collections of papers, second are journal and magazine articles, conference proceedings and individual papers appearing in volumes and third are dissertations. Section VII contains a listing of the journals and magazines which were turned up during the search process along with their Library of Congress numbers, indicating their availability at Bird or Carnegie Libraries.

## II. Literature Coverage

The search basically covered a period of seven years, from 1979 to 1986, with one reference from 1977. The reason for this recent time span was the desire to survey the most current literature in books, journals, magazines, collections of papers, conference proceedings and dissertations. One fact became immediately apparent as the searching progressed; there is not a wealth of material to be had which bears directly on the theme of information flows and transfer in educational organizations. Most organizational studies seem to select industrial and business organizations as their research settings with very few focusing directly on educational organizations. This proved to be so much the case that the title of this bibliography is actually somewhat misleading, since references to research on information in educational settings are in a distinct minority.

Nonetheless, assuming that the findings of a well-constructed organizational study should be generalizable to other similar settings,

the selective coverage provided here has two important implications. First, by surveying information science, social science, management studies, communications studies and educational research literatures, and turning up a limited number of directly appropriate references, the conclusion may be drawn that the results occurred because of poor searching techniques. Hopefully, this is not the case. On the other hand, the limited number of references may be good because it may indicate a gap in the literature where an original research contribution could be made. It is the author's hope that the latter is actually the case and that the ongoing research project may, in some small way, help to fill this gap.

The search covered eleven books and forty-one journals, producing ninety-nine references, of which seventy-one are annotated. These brief annotations are intended to indicate the relevance of the work for the theme of this bibliography. The annotations are useful because many of the works cited have indirect relevance for the study of information in educational organizations, and a brief notation can steer the reader in the right direction.

### III. Subject Coverage

The references are drawn from four different subject literatures. First is information science, with the emphasis on studies of information flow in organizations. The literature is heavily skewed towards computer-based information systems in organizations, but more useful were studies focusing on communication patterns and information exchange in the formal and informal structures of organizations. Second are the social sciences, including sociology and psychology. The ref-

erences which appear deal with such topics as social network analysis, characteristics of formal and informal structures and their influence on organizational action, the role of power and authority in organizational information flows and exchanges and the importance of marginality in organizational communication patterns.

The third subject literature is management studies. The concerns of management studies of organizations seem to overlap with those of the social sciences, but there is an interesting direction of research which is looking into the relationship between the cognitive structures of organizational members and the structures and patterns of action within the organization. This leads to concern for organizational behavior, environments, ideologies and myths, all of which have some as-of-yet uncovered interdependencies which affect the success or failure of organizations. What became clear during the search was that a key element in this research emphasis is information, and management studies are beginning to pay more attention to how information is created, packaged, disseminated, exchanged and transformed in organizations.

The fourth subject literature is communications studies, where the emphasis is on the structure and process of information exchange in a variety of organizational settings. Particularly interesting are the studies which focus on informal channels of communication in educational organizations. One drawback of this literature, however, is that the concept of information often remains unstated and must be drawn out by the reader.

Finally, there is an additional category of subject coverage, but this one is multidisciplinary. There are references to works concerned with the appropriate methodology for organizational studies.

These references have in common a desire to argue for the integration of qualitative methods into organizational studies, although they are found in all of the subject literatures discussed above. This may indicate an interesting trend in the methodological disputes over the best ways to conduct research in organizational settings.

#### IV. Search Tools

- Dissertation Abstracts International: A: The Humanities and Social Sciences. Ann Arbor, Michigan: University Microfilms International. Ref. AS 30.M62
- Education Index. New York: H.W. Wilson. Ref. Z 5813.E23
- Information Science Abstracts. H. Allcock (ed.). New York: Plenum Pub. Corp. Ref. Z 699.A1D6
- Infotrac. Information Access Inc.

This is a computerized information access tool located in the basement of Bird Library. It conducts searches on keywords in a data base that includes more than four hundred journals and magazines. It produces a hard copy output and is a free service. The major drawback is that volume and issue numbers are not given in the citation, but it is fast and easy to use.

- Library and Information Science Abstracts. Nicholas Moore (ed.). London: Library Association Pub. Ref. Z 671.L6172
- Social Science Index. New York: H.W. Wilson. Ref. A 13.R491
- Sociological Abstracts. Leo P. Chall (ed.). New York: Sociological Abstracts Inc. Ref. HM 1.S67

SULIRS

#### V. Formats for Entries

Book:

Author(s). Title. Location: Publisher; Date. L.C. Number

Volume of Collected Papers:

Editor(s) (ed.). Series Title: Volume Title, Volume Number; Date. Location: Publisher. L.C. Number

## Journal or Magazine Article:

Author(s). Title. Journal or Magazine Title; Volume Number(Issue Number); Date. Page Numbers.

## Paper in a Volume:

Author(s). Title. In: Editor(s) (ed.), Title of Volume. Location: Publisher; Date. Page Numbers.

## Dissertation:

Author. Title. Sponsoring Institution. Number of Pages. Dissertation Abstracts Ordering Number.

## VI. Selective Bibliography with Annotations

### A. Books and Collected Papers

- Adams, Carl R. (ed.). New Directions for Institutional Research: Appraising Information Needs of Decisionmakers, #15; Autumn, 1977. San Francisco: Jossey Bass Pub. LB 2331.N4

In this volume is a collection of eight papers which focus on the importance of information for decisionmaking in higher education. Beginning with the critical observation that the types of information typically gathered in educational settings prove to be of little use to decisionmakers, these papers go on to evaluate the utility of the information systems approach as a corrective to this situation.

The research problem with which this volume is concerned is the decisionmaking process itself. Two of the interesting findings which emerge are that there is an over-reliance on computer-generated data at the expense of information gathered through informal channels and that the decisionmaking process depends on an organizational role called an "interpreter", whose primary function is one of translation.

- Aldrich, Howard E. Organizations and Environments. New Jersey: Prentice Hall; 1979. HM 131.A39

Aldrich develops the concept of the "organizational environment" from a sociological perspective in a clear and well-reasoned argument. This concept is important because it demonstrates the ways in which organizational structures and patterns of interaction influence and are influenced by the social setting within which the organization routinely operates.

- Gross, Edward and Amatai Etzioni. Organizations in Society. New Jersey: Prentice Hall; 1985. HM 131 G71765 1985

This book provides an excellent introduction to the sociology of organizations. Rational, interactionist and structuralist models of organizations are examined and the basic question of power and authority in organizations is raised. There is also an extensive 24 page bibliography containing many of the classic works in this area.

- Hall, Richard. Organizations: Structure and Process; 3rd ed. New Jersey: Prentice Hall; 1982. HM 131.H237

- Hopkins, David S.P. and Roger G. Schroeder (eds.). New Directions for Institutional Research: Applying Analytic Methods to Planning and Management, #13; Spring, 1977. San Francisco: Jossey Bass Pub. LB 2331.N4

This volume contains a collection of ten case studies focusing

on the methodological issues involved in conducting institutional research in educational settings. Some of the topics which are included are the analysis of faculty resources for planning purposes, ways to analyze scheduling systems and the structure and functioning of management information systems.

Knight, Kenneth E. and Reuben R. McDaniel, Jr. Organizations: An Information Systems Perspective. California: Wadworth Pub. Co.; 1979.  
HD 31.K564

This book develops a conceptual structure out of information science and systems theory for the purposes of critically analyzing the flow of information in organizations. The authors' goal is to present a systematic method for studying the ways in which information is changed by organizational structures and practices. This dynamic approach is useful because of its theoretical discussions and methodological suggestions for research.

Kuhns, Eileen and S.V. Martorana (eds.). New Directions For Institutional Research: Qualitative Methods for Institutional Research, #34; June, 1982. San Francisco: Jossey Bass Pub.  
LB 2331.N4

This volume is a collection of eleven papers whose common theme is the utility of qualitative methods in institutional settings. The argument is advanced that both organizational structures and operations can best be captured with this style of research and that the findings which are produced can have immediate effects on various types of organizational decision-making.

McCredie, John W. (ed.). Campus Computing Strategies. Mass: Digital Press; 1983. LB 2324.C5 1983

McCredie collects case studies which describe the impact of information and communication technology on ten college and university campuses of different sizes. The major change seems to be the decentralization of computing systems. Useful discussions include the impact this change has had on information needs, the problems which have arisen and the ways in which users have adjusted to such services as electronic mail.

Meyer, John W. and W. Richard Scott (eds.). Organizational Environment: Ritual and Rationality. California: Sage Pub.; 1983.  
HM 131.m469 1983

This book is a collection of papers, many of which were written by the editors, which investigate the reflexive relationship between an institution and its environment. Drawn from the sociology of formal organizations and education, these papers explain the roots of organizational structure and practice in the social, cultural, economic and political environment and demonstrate how educational, health care and reform organizations have been shaped by their location in this environment.

Tetlow, William (ed.). New Directions for Institutional Research: Using Microcomputers for Planning and Management Support, #44; December, 1984. San Francisco: Jossey Bass Pub. LB 2331.N4

This collection of papers details ways in which campus environments are being changed through the installation of microcomputers and the development of information systems, which have grown out of the interconnections among micros. This volume has good descriptive material, both on planned and unplanned information systems.

Weber, Max. Economy and Society. California: University of California Press; 1978.

#### B. Journal and Magazine Articles, Conference Proceedings and Papers

Albrecht, Terrance L. and Vickie A. Ropp. Communications About Innovation in Networks in Three U.S. Organizations. Journal of Communication, 3(3); Summer, 1984. pp. 78-90.

Allaire, Yvans and Mihaela E. Firsirotu. Theories of Organizational Culture. Organizational Studies, 5(3); 1984. pp.193-226.

This article attempts to give the concept of "organizational culture" a theoretical grounding by drawing upon the cultural anthropologist's concept of "culture" and linking it to the management concept of "culture". The authors seek to develop a fundamental metaphor which can be used to build theories of organizational structures and practices.

Arrow, Kenneth J. Informational structure of the firm: The Theory of Economic Organizations. American Economic Review, 75(2); May, 1985. pp. 303-308.

Although much of this short article is devoted to a statistical analysis of information structure and decisionmaking, and it is intended for economic organizations, there is an important insight to be gained; there is a strong positive relationship between organizational complexity and the complexity of information flows.

Bajzek, Thomas W. A University Turns its Computers into a Great Chain of Being: A Case Study. Data Communications, 3(11); November, 1985. pp. 177-187.

Barney, Jay B. Dimensions of Informal Social Network Structure: Towards a Contingency Theory of Informal Relations in Organizations. Social Networks, 7(1); March, 1985. pp. 1-46.

Barney presents an inductive description of informal structure in social organizations using statistical techniques borrowed from network analysis, two of which are block models and multi-dimensional scaling. This article is a good introduction to quantitative network analysis.

Boreham, P. Indetermination: Professional Knowledge, Organization and Control. Sociological Review: New Series, 31(4); November, 1983. pp. 693-718.

Bowey, Alice M. Myths and Theories of Organizations. International Studies of Management and Organization, 13(3); Fall, 1983. pp. 69-91.

This article approaches the study of organizations from the perspective of meaning and knowledge. It argues that members of organizations create, share and maintain cognitive structures or "maps" of the organization which influence organizational action. What happens when different group within the organization have different maps and conflict arises?

Brass, Daniel J. Being in the Right Place: A Structural Analysis of Individual Influence in an Organization. Administrative Science Quarterly, 29(4); December, 1984. pp. 518-540.

This article uses social network theory to describe the structure of organizations. Measures are taken of members' locations within work-flow, community and friendship networks which are then linked to the perceptions the members have about the relative amounts of influence held by their supervisors. An important concept discussed here is the "boundary spanning" role, because it allows the acquisition of influence in the organization.

Carroll, Glenn R. Concentration and Specialization: Dynamics of Niche Width in the Populations of Organizations. American Journal of Sociology, 90(6); May, 1985. pp. 1262-1283.

Cheng, J. L. Organizational Coordination, Uncertainty, and Performance: An Integrative Study. Human Relations, 37(10); October, 1984. pp. 829-851.

Cheng argues that uncertainty is an important factor in the relationship between coordination and output; when uncertainty is high, there is a positive relationship between coordination and output quality and a weaker relationship between coordination and output quantity. This idea may be useful in understanding noise in organizational information flows.

Ciborra, C., P. Migliarese and Paul Romano. A Methodological Inquiry of Noise in Sociotechnical Systems. Human Relations, 37(8); August, 1984. pp. 565-588.

This article raises the question of the best way to study the types of organizational activities which violate the norms of predictable organizational behavior. The authors think their method will be able to use the analysis of noise to show how organizations "actually" work and how opportunities for change may be created by unpredictable events. Some elements of this methodology may be useful.

Clegg, Stuart. Phenomenology and Formal Organization: A Realist Critique. In: Samuel B. Bachrach (ed.), Research in the Sociology of Organizations; Vol. 2. New York: Jai Press; 1983. pp. 109-152.

Cunningham, J. Barton. Gathering Data in a Changing Organization. Human Relations, 36(5); May, 1983. pp. 403-420.

This article attempts to develop an objective method to guide the selection and analysis of evidence from a changing situation in an organization. Arguing that the over-reliance on intuition has left the research process open to external political influences, the authors seek instead to study "action problems" in a reliable and valid way. There is an interesting discussion of "valid knowledge and information".

Daft, Ronald L. and K.E. Weick. Toward a Model of Organizations as Interpretive Systems. Academy of Management Review, 9(2); April, 1984. pp. 284-295.

The authors argue different types of interpretive process are present in organizations and that they can influence decisionmaking and information gathering within the organization. There is a good discussion of the relationship between the organization and its environment.

Das, T. Hari. Qualitative Research in Organizational Behavior. Journal of Management Studies, 20(3); July, 1983. pp. 301-314.

This article argues for the use of such methods as ethnography, ethnomethodology and unobtrusive measures in organizational research. The argument is similar to that which arose as qualitative methods won their place in the methodology of the social sciences.

Dean, James W. and Daniel J. Brass. Social Interpretation and the Perception of Job Characteristics in an Organization. Human Relations, 38(6); June, 1985. pp. 571-582.

Using an interview and questionnaire methodology, the authors search for social factors which affect workers' perceptions of their jobs and their workplaces. Those who were involved in several communication networks, had boundary-spanning abilities or a location close to the organization's boundaries had perceptions closest to those of external observers. This idea will be useful in understanding information flows in educational organizations.

Donnellon, Anne, Barbara Gray and Michel G. Bougon. Communication, Meaning and Organized Action. Administrative Science Quarterly, 31(1); March, 1986. pp. 43-56.

The authors argue that communication is the link between meaning and action and is crucial in to the understanding of how organizational members create and maintain a collective sense of their organizational experience. This could have relevance for information exchange. There is also a good bibliography.

Duncan, W. Jack, Robert A. Scott and James L. Beeland. Intraorganizational Relations and Perceived Patterns of Control by Lower Participants. Akron Business and Economic Review, 15(1); Spring, 1984. pp. 34-40.

This is a study of organizational dynamics that attempts to show that the exchange of information between lower members and higher supervisors and managers is affected by the cognitive structures of the interactants. Again, the element of meaning is stressed in studies of how organizations actually work.

Dunn, Samuel L. The Changing University: Survival in the Information Society. Futurist, 17(4); August, 1983. pp. 55-62.

Fine, G. A. Negotiated Orders and Organizational Culture. Annual Review of Sociology, 10; 1984. pp. 239-62.

Fineman, S. Work Meanings, Non-Work and the Taken-for-Granted. Journal of Management Studies, 20(2); April, 1985. pp. 143-157.

This article details a qualitative approach to the problem of studying meanings in an organization, specifically the meaning of work according to those who are working, and argues that this type of methodology is best for uncovering the actual patterns of organizational activity at different levels of the organization.

Forster, L.W. From Darwin to Now: The Evolution of Organizational Strategies. Journal of Business Strategy, 5(4); Spring, 1985. pp. 94-98.

This article has some interesting comments of the development and changes in an organization's relationship to its external environment. Two paths are described: slow and gradual adaptation to changing environmental conditions and radical, unpredictable change which forces the environment to respond.

Gaertner, G. H. and S. Ramnanayan. Organizational Effectiveness. Academy of Management Review, 8(1); January, 1983. pp. 97-107.

Effectiveness is defined as the ability of an organization to account for its outputs and operations to its internal and external audiences. The authors offer a critical and holistic approach to the study of information flows in organizations. There is also a useful review of the literature.

Galligan, Sara. The Information Resources Specialist as Group Facilitator in an Organizational Setting. Special Libraries, 76(4); Fall, 1985. pp. 246-253.

Galligan discusses the strengths of the role of the information resources specialist in organizations. She argues that people in this role have access to the organization's basic problems and can gather the information needed to both clarify the nature of the problem and suggest possible solutions.

Gilchrist, Alan. Patterns of Information Transfer, Storage and Retrieval in Various Types of Organizations Revealed by Recent Research. In: Heather Taylor (ed.), Information Management and Organizational Change. London: ASLIB; 1981. pp. 32-36

This article contains a brief discussion of information flows, organizational structure and their interaction.

Gioia, David A. Scripts in Organizational Behavior. Academy of Management Review, 9(3); July, 1984. pp. 449-459.

Gioia argues that the concept of a "script" is useful in understanding the "cognitive dynamics" of organizational activities and can serve as an organizing metaphor for organizational research. Scripts are created and maintained by the exchange of information among members in organizational settings. Once real for the members scripts can affect information flows.

Goodman, Alberta. Internal Change Agents. In: New Directions for Community Colleges: Changing Instructional Strategies, #17; Spring, 1977. San Francisco: Jossey Bass Pub. pp. 45-52.

LB 2328.N4

Observing that entrenched faculty and staff are the major obstacles to institutional change at the college level, Goodman argues for the importance of the insider as change agent. She describes the characteristics of this organizational role and suggests ways in which this role may be valuable in the process of innovation.

Hall, Homer J. Patterns in the Use of Information: The Right to be Different. Journal of the American Society for Information Science, 32(2); March, 1981. pp. 103-112.

This article explores the role "dimensions of value", which shape users' value systems, play in information selection behavior. It raises the question of the relation between the axioms and priorities of users' value systems and the intended use of the information which is sought after.

Halloran, James D. Information and Communication: Information is the Answer, But What is the Question? Journal of Information Science, 7(4-5); December, 1983. pp. 159-167.

This article looks at the social factors which affect the flow of information in organizations. Important issues are raised such as the role of power in determining the direction of information flows, the nature of the transformations which occur as information flows through the organization and the types of information which are required by different groups within an organization.

Hartley, J.F. Ideology and Organizational Behavior. International Studies of Management and Organization, 13(3); Fall, 1983. pp. 7-37.

Hirshhorn, Larry and Barbara Flood. The Dynamics of Participatory Meetings. Bulletin of the American Society for Information Science, 11(5); June-July, 1985. pp. 17-19.

This analysis of participatory meetings is useful because it focuses on one important setting in which information is routinely exchanged in organizations.

Hounsell, Dai. Information and Action in Professional Decisionmaking. ASLIB Proceedings, 36(3); March, 1984. pp. 126-135.

Examples are drawn from studies of educational organizations to demonstrate the different types of barriers which come between researchers with information to share and practitioners who could make use of the information. Suggestions are made to remove some of these barriers to information flow.

Humphrey, R. How Work Roles Influence Perception: Structural-Cognitive Processes and Organizational Behavior. American Sociological Review, 50(2); April, 1985. pp. 242-252.

There are two important insights to be drawn from this article. First, there are structural factors in organizations which routinely introduce bias into the information flowing through the organization. Second, members often have cognitive and motivational limitations which prevent them from overcoming this bias.

Inzerilli, G. Culture and Organizational Control. Journal of Business Research, 11(3); September, 1983. pp. 281-292.

Ethnographic evidence is presented as the author explores the dynamic relationship between the socio-cultural environment and the ways in which power, authority and influence are exercised in organizations.

Johnson, J. David and Douglas A. Smith. The Effects of Structural and of Relational Factors on Communication Frequency. Public Relations Review, 10(3); Fall, 1984. pp. 67-82.

Jones, Sue. The Politics of Problems: Intersubjectivity in Defining Powerful Others. Human Relations, 37(11); November, 1984. pp. 881-894.

The argument here focuses on the importance of patterns of interaction within the organization for processes of information exchange and the development of the informal structure. The study of information flows in organizations would profit from serious consideration of the concept of "intersubjectivity."

Kesteven, C. L. The Flow of Information and the Transfer of Knowledge. The Impact of Science on Society, 8(3-4); 1983. pp. 347-403.

Kets de Vries, Manfred F. and Danny Miller. Group Fantasies and Organizational Functioning. Human Relations, 37(2); February, 1984. pp. 111-134.

Kipnis, David. The View From the Top: Successful Use of Power Corrupts How We See Those We Control. Psychology Today, 18(12); December, 1984. pp. 30-35.

Kolarska, L. Centralization and Decentralization as Organizational Myths International Studies of Management and Organization, 13(3); Fall, 1983. pp. 144-163.

The claim is made that organizational myths affect how members make decisions, distribute and exercise power and control, understand perform work roles, legitimize organizational actions and interact with the environment. The analysis covers the myths and the processes which produce and maintain them, a process which is based in the exchange of information.

Larsen, Janet. Knowledge Utilization: What is It? Knowledge: Creation Diffusion Utilization, 1(3); March 1980. pp. 421-442.

Lerner, Allan W. Ambiguity and Organizational Analysis: The Consequences of Micro Versus Macro Conceptualization. Administration and Society, 18(5); February, 1986. pp. 461-480.

Luthans, F. and J. K. Larsen. How Managers Really Communicate. Human Relations, 39(2); February, 1986. pp. 161-178.

Masuch, Michael. Vicious Circles in Organizations. Administrative Science Quarterly; 30(1); March, 1985. pp. 14-33.

Action theory and cybernetics are combined to study patterns of organizational action called "vicious circles", which are defined as "deviation-amplifying" action feedback loops which have counterproductive outcomes. Information exchange plays an important role in the dynamics of vicious circles.

Meyer, John W. and Brian Rowan. Institutionalized Organizations: Formal Structure as Myth and Ceremony. In: John W. Meyer and W. Richard Scott (eds.), Organizational Environments: Rituals and Rationality. California: Sage Pub.; 1983. pp. 21-44.

This paper makes an important theoretical contribution to the study of organizational structures and processes by arguing that a class of organizations exist which survive by detaching their formal structures from their actual work processes. The detaching process is called "decoupling" and depends heavily on internally generated information.

The Structure of Educational Organizations. In: John W. Meyer and W. Richard Scott (eds.), Organizational Environments: Rituals and Rationality. California: Sage Pub.; 1983. pp. 71-78.

The argument detailed in the above annotation is developed in reference to a specific organization; the focus is on American public education.

Meyer, John W., W. Richard Scott and Terrance Deal. Institutional and Technical Sources of Organizational Structure: Explaining the Structure of Educational Organizations. In: John W. Meyer and W. Richard Scott (eds.), Organizational Environments: Rituals and Rationality. California: Sage Pub., 1983. pp. 45-70.

The authors clearly apply their theories of organizational structures and patterns of action to educational organizations. This is a valuable paper because it presents their approach in a way that allows it to be generalized to many other settings.

Mintzberg, H. Power and Organizational Life Cycles. Academy of Management Review, 9(2); April, 1984. pp. 207-224.

This article uses dynamic and structural approaches to develop a typology of configurations of power within organizational structures, outline the organizational factors that disrupt each configuration from within and propose that these configurations succeed each other in a predictable pattern over an organization's life cycle.

Moch, M. and A. S. Huff. Power Enactment Through Language and Ritual. Journal of Business Research, 11(3); September, 1983. pp. 293-316.

The authors provide more evidence for the insight that organizational structure emerges through social interaction, a process which is critical in the analysis of information flow. In addition, they argue that power relations also are created, negotiated and maintained through language and ritual.

Morey, N.C. and F. Luthans. An -Emic Perspective and Ethnoscience Methods for Organizational Research. Academy of Management Review, 9(1); January, 1984. pp. 27-36.

This paper is another argument for the integration of qualitative research methods into the study of organizations. The term "emic" is intended to focus attention on the insider or subject's point of view. Ethnoscience methods, which are concerned with description as the grounds for analysis, are intended to capture the subject's categories of rules and meanings.

Morgan, Howard Lee and David Root. A Concept of Corporate Memory. NTIS Report: AD A081785, Washington D.C.: NTIS. 1979.

This report introduces the concept of the "corporate memory", seen here as a logical outgrowth of office automation concepts. The history of the organization, its current structures and operations and its goals and future plans are all types of information which are parts of the corporate memory.

Morley, Nik. Making Data Communications Work in an Unplanned Environment. Telecommunications, March, 1986. pp. 80-83

Newman, Michael. Managerial Access to Information: Strategies for Prevention and Promotion. Journal of Management Studies, 22(2); March 1985. pp. 193-203.

This paper offers empirical research based on interviews with fifty-one businesspeople, the purpose of which is to uncover the formal access policies and informal means of regulating access to information in organizations. An important factor is the determination of information retrieval and usage costs.

Nystrom, Paul C. and William H. Starbuck. Managing Beliefs in Organizations. Journal of Applied Behavioral Science, 20(3); August, 1984. pp. 277-287.

Osgood, Donna. A Computer on Every Desk: A Survey of Personal Computers in American Universities. Byte, June 1984. pp. 162-175.

Ottaway, Richard N. The Change Agent: A Taxonomy in Relation to the Change Process. Human Relations, 36(4); April, 1983. pp. 361-392.

The author offers an historical review of the concept of the "change agent" in the behavioral sciences since its introduction in 1958 and a taxonomy made up of ten different types of agents who operate within organizational boundaries.

Overholt, M. H. and A.R. Ambler. Tactical Options for Breaking Up Faulty Communication. Management Review, 72(7); July, 1983. pp. 44-51.

Raelin, Joseph A. An Examination of Deviant-Adaptive Behaviors in the Organizational Careers of Professionals. Journal of Library Administration, 6(1); Spring, 1985. pp. 71-96.

Borrowing the concept of the "deviant career" from the social sciences, this study focuses on the processes which lead to the turnover of salaried professionals. Raelin isolates the emergence of conflicting sets of expectations between these people and their supervisors or managers as the most important factor and finds its roots in organizational interaction.

RoAne, Susan. Grapevine Politics: An Office Gold Mine. The Woman CPA, 3(1); January, 1986. pp. 32-34.

Sederberg, Peter C. Organizations and Explanation: New Metaphors for Old Problems. Administration and Society, 16(2); August, 1984. pp. 167-194.

Sederberg would like to replace the traditional organizing metaphors of organizational research, which have been mechanistic, organic and dramaturgical, with the metaphor of "organization as explanatory structure". He claims that it can account for the fundamental characteristics of organizations and isolate the process of organizational change.

Smith, Kenwyn K. Toward a Conception of Organizational Currents. Group and Organization Studies, 9(2); June, 1984. pp. 285-312.

Smith is offering his version of an organizing metaphor, this time to capture the "forces that flow through collectivities" and organizations.

Spencer, Richard. Information for Institutional Renewal. In: New Directions for Community Colleges: Managing in a New Era, #28; Fall, 1979. San Francisco: Jossey Bass Pub. pp. 65-71. LB 2328.N4

Faced with decreasing resources and declining enrollments, community colleges must begin a process of critical decisionmaking if they are to survive in a changing environment. Spencer argues that there is a growing need to develop reliable and objective ways of gathering the information needed to make these decisions.

Swift, Donald F., Viola A. Winn and Dawn A. Bramer. A Sociological Approach to the Design of Information Systems. Journal of the American Society for Information Science, 30(4); July 1979. pp. 215-23

Taylor, Robert S. Organizational Information Environments. In: G. P. Sweeney (ed.), Information and the Transformation of Society. Amsterdam: North Holland Pub. 1982. pp. 309-322. Z 655.I578 1982

Taylor brings a pragmatic approach to the analysis of information systems and the outputs produced by these systems and argues for the pursuit of a "good fit" between the information systems and the users, taking into account the user's needs and intended uses for the information.

Value Added Processes in the Information Life Cycle. Journal of the American Society for Information Science, 33(5); September, 1982. pp. 341-346.

Taylor refines his concept of "value added systems" by explaining that an information system is a series of formal processes which enhance or add value to the information which is flowing through them. He also argues that more research attention should be paid to the user's environment, since it is the setting out of which information needs arise.

Tolbert, Pamela S. Institutional Environments and Resource Dependence: Sources of Administrative Structure in Institutions of Higher Education. Administrative Science Quarterly, 30(1); March, 1985. pp. 1-13.

Tolbert uses resource dependency theory to show that the amount of specialization in an organization's administrative structure is dependent on the flow of resources from external sources. She uses institutional theory to argue that administrative action is strongly influenced by the common understandings and definitions of organizational structure and actions which arise and are maintained in social interaction.

Tosi, H. The Organizational Control Structure. Journal of Business Research, 11(3); September, 1983. pp. 271-279.

Trice, H. M. and J. M. Beyer. Studying Organizational Culture Through Rites and Ceremonies. Academy of Management Review, 9(4); October, 1984. pp. 653-669.

The authors develop definitions of the key concepts in the title of their article and then go on to present a typology of rites and ceremonies, detailing the meanings and actions involved in each type. The idea of "manifest and latent" consequences is introduced to explain the outcomes for organizations. This article also has a good bibliography.

Turner, Barry A. The Use of Grounded Theory for the Qualitative Analysis of Organizational Behavior. Journal of Management Studies, 20(3); July, 1983. pp. 333-348.

This article offers another cogent defense of qualitative methods by arguing that the "non-standard" data which is produced by these methods can be used in theory construction.

Making Sense of Unseemly Behavior in Organizations. International Studies of Management and Organization, 13(3); Fall, 1983. pp. 164-181.

Turner here seeks to analyze "unseemly" or unplanned actions which take place in organizations in order to understand how such activity takes place under conditions of uncertainty.

Van Eeckhout, Gerald D. The Wired Meeting: Audioconferencing. American School and University, 56(1); September, 1983. pp. 42-45.

Walton, E. J., A. P. Brief and E. J. Austin. Cognitive and Organizational Structures: An Empirical Analysis. Human Relations, 38(8); August, 1985. pp. 723-738.

The authors use attribution theory to demonstrate that the cognitive structures of decisionmakers is irrelevant in the actual decisionmaking process. This article runs counter to many of the studies reported above.

Wanous, John P., A.E. Reichers and S.D. Malik. Organizational Socialization and Group Development: Toward an Integrative Perspective. Academy of Management Review, 9(4); October, 1984. pp. 670-683.

This article proposes that since the two concepts in the title overlap in theory and in practice, they should be integrated into a single process. This approach seems to be useful for studying information flows and exchanges.

Weimann, Gabriel. On the Importance of Marginality: One More Step in the Two Step Flow of Communication. American Sociological Review, 47(6); December, 1982. pp. 764-773.

Weimann uses network theory to argue that marginal roles in organizations are critical to the flow of information among different organizational subgroups because they perform a bridging function. He also discusses other structural advantages of marginality.

Weiss, Howard M., Daniel R. Ileana and Michael E. Sharbaugh. Effects of Life and Job Stress on Information Search Behavior of Organizational Members. Journal of Applied Psychology, 67(1); February, 1982. pp. 60-66.

Oddly enough, the authors conclude that increases in stress lead to improvements in "role-relevant" information searching. This work is based in a questionnaire method.

Wildavsky, Aaron. Information as an Organizational Problem. Journal of Management Studies, 20(1); January, 1983. pp. 29-40.

Several interesting insights may be found in this article. First, organizations exist to suppress information. Wildavsky argued that the structure of the organization aids in the suppression of information and, in doing so, absorbs uncertainty. Finally, this implies that the presence of error and the bias of selectivity are natural byproducts of the routine operations of organizations.

Wilson, T. D. Sociological Aspects of Information Science. International Forum on Information and Documentation, 6(2); 1981. pp. 13-18.

This article seeks to integrate sociological analyses into the study of information phenomena, with the emphasis on the social nature of communication processes. A worthy effort, indeed.

Winteler, A. The Academic Department as an Environment for Teaching and Learning. Higher Education, 10(1); January, 1981. pp. 25-37.

Yapa, N. U. The Organization of Information Networks. Library News, 3(3-4); July/December, 1982. pp. 9-10.

This article provides a brief introduction to some of the major concepts in network analysis including nodes, nodal points and communication paths.

### C. Dissertations

Banderas, Donald J. Interpreting the Concept of Organizational Culture in Schools Through an Analysis of Organizational Stories. Univ. of Southern California. 1985.

The term "organizational culture" here means the meanings that members give to their work experiences. The author argues

that, within this culture, members develop stories which integrate their personal needs with organizational goals, producing a "functional culture". Such a process operates in educational organizations.

- Earl. Jonathan Davies. Explorations in Organizational Culture: The Cooperatively Creative Condition of Organizations and its Analysis. Univ. of Virginia. 1984. 407 pp. DA 8503469

There is a good review of the literature on the concept of "organizational culture" and a clear presentation of the methodology used to study it.

- Elwell, Dennis R. An ECCO Analysis of Formal and Informal Network Characteristics within Selected Schools and the Central Office of a Parochial School District. Seattle Univ. 1985. 111pp.

Of interest here is the finding that communication paths in the informal structure of organizations will differ greatly from those outlined on an organizational chart. The author also noticed that the patterns of communication were different in different settings, although all were relatively similar schools.

- Johnson, Dale Alfred. Social Network and Social Exchange Theory as Useable Tools for the Educational Investigator: The Identification of Life Experience Learnings. Michigan: Univ. Microfilms International. 1976. 165 pp. LB 1028.J6 1978

This dissertation is good because of its clear discussion of the two theories mentioned in the title. In addition, the methodology used by the author is carefully grounded in theory, providing another strong argument for qualitative methods as research tools.

- Mumby, Dennis K. Ideology and Power in Organizations: A Radical Critique of Organizational Culture. Southern Illinois Univ. 1984. 221 pp. DA 8510047

The focus here is on the social conditions under which organizational meanings arise. Within these conditions, when they are explained in more detail, information flow plays an important role.

- Resnik, Estelle Perlman. Job Satisfaction Among College and University Administrators: A Function of Informal Organization and Communication Patterns. Univ. of Pennsylvania. 1985. 106 pp. DA 8515441

- Rohland, Grace J. Communication Structure, Network Roles and Interpersonal Relations Orientations in a Middle School Setting. Univ. of Utah. 1985. 160 pp. DA 8517656

Network analysis and a survey are used to trace informal communication patterns in a school setting. Some of the import-

ant concepts include bridging roles, liasons, key group communicators and isolates.

Stump, Ronald James. An Investigation for a Multidisciplinary Social Network within an Academic Setting. Michigan State Univ. 1985. 135 pp. DA 8513946

Peter Blau said that such a network would not develop within such a setting; this study argues that these networks are flourishing in large universities.

Vernon, Sheldon Ira. Interpersonal Relations and Their Association with Perceptions of Communication Effectiveness in Work-Related Communication Networks. Univ. of Houston. 1985. 263 pp. DA 8523290

VII. List of Journals

Academy of Management Review:	HD 28.A161
Administration and Society	JA 3.J651
Administrative Science Quarterly	HD 28.A25
Akron Business and Economic Review	HF 5001.A43
American Economic Review	HB 1.A512
American Journal of Sociology	HM 1.A7
American School and University	L 11.A51
American Sociological Review	HM 1.A75
Annual Review of Sociology	HM 1.A673
ASLIB Proceedings	Z 673.A627136
Bulletin of the American Society for Information Science	Z 699.A1A511
Byte	QA 76.5.B9
Data Communications	TK 5102.5.A83
Futurist	HM 101.F8
Group and Organization Studies	HM 134.G73
Higher Education	LB 2300.H53
Human Relations	H i.H8
International Forum on Information and Documentation	
International Studies of Management and Organization	HD 28.I542
Journal of the American Society for Information Science	Z 1007.A447
Journal of Applied Behavioral Science	H 1.J53
Journal of Applied Psychology	BF 1.J55
Journal of Business Research	HF 5001.J14
Journal of Business Strategy	HD 28.J593
Journal of Communication	P 87.J86

Journal of Information Science	Z 699.A1I585
Journal of Library Administration	J 678.J68
Journal of Management Studies	HD 28.J6
Knowledge: Creation Diffusion Utilization	H 62.K626
Library News	
Management Review	T 58.A2M26
NTIS Reports	
Organization Studies	HM 131.072
Psychology Today	BF 1.P854
Public Relations Review	HM 263.P767
Social Networks	HM 73.S627
Sociological Review	HM 1.S7
Special Libraries	Z 671.S71
Telecommunications	
The Impact of Science on Society	Q 1.I34
The Woman CPA	HF 5601.W6