

Example APA Citations

From Bolman and Deal

Bolman and Deal (2003) posited four frames for understanding organizational theory: structural, human resource, political, and symbolic.

Bolman and Deal (2003) defined a frame as, "a mental map...a set of ideas or assumptions you carry in your head" (p. 12).

Integrating the frames is not as easy as it might seem. "Multiframe thinking requires elastic movement beyond narrow and mechanical approaches for understanding organizations" (Bolman & Deal, 2003, p. 16).

Organizations are complex, surprising, deceptive, and ambiguous (Bolman & Deal, 2003).

Peter Senge has noted, "We learn best from our experience, but we never directly experience the consequences of many of our decisions" (as cited by Bolman & Deal, 2003, p. 28).

From Shafritz, Ott, and Jang

March (1966/2005) identified six models for empirically studying organizations: chance models, basic force models, force activation models, force-conditioning models, force depletion models, and process models.

After reviewing these six models, March (1966/2005) concluded, "Although *power* and *influence* are useful concepts for many kinds of situations, they have not greatly helped us to understand many of the natural social-choice mechanisms to which they have traditionally been applied" (p. 331).

Whereas contemporary models of power in organizational systems attempt to predict decision-making outcomes, “it is clear that different parts of the system contribute to different decisions in different ways at different times” (March, 1966/2005, p. 330).

Though power is clearly important, it has not been a useful concept in empirical tests or models of organizations (March, 1966/2005).

As demonstrated by Long, “Much of what occurs seems to just happen with accidental trends becoming cumulative over time and producing results intended by nobody” (as cited by March, 1966/2005, p. 330).



References

Bolman, L. G., & Deal, T. E. (2003). *Reframing organizations: Artistry, choice, and leadership* (3rd ed.). San Francisco: Jossey-Bass.

March, J. (2005). The power of power. In J. M. Shafritz, J. S. Ott, & Y. S. Jeng (Eds.), *Classics of organization theory* (6th ed., pp. 321-333). Belmont, CA: Thomson Wadsworth. (Original work published 1966)

