## CONTENTS

List of Contributors xi  
Acknowledgments xiii  
Introduction xv  

### PART I. OVERVIEW

**ORGANIZATIONAL SYMBOLISM**  
*Gareth Morgan, Peter J. Frost, and Louis R. Pondy*  

### PART II. ORGANIZATIONS: A CULTURAL PERSPECTIVE

**ORGANIZATIONS AS CULTURAL-BEARING MILIEUX**  
*Meryl Reis Louis*  

**ORGANIZATIONS AS SHARED MEANINGS**  
*Linda Smircich*  

### PART III. MANAGING ORGANIZATIONAL SYMBOLS

**SYMBOLS’ FUNCTION AND USE**  
*Thomas C. Dandridge*  

**ORGANIZATIONAL STORIES AS SYMBOLS WHICH CONTROL THE ORGANIZATION**  
*Alan L. Wilkins*  

**TRUTH OR CORPORATE PROPAGANDA: THE VALUE OF A GOOD WAR STORY**  
*Joanne Martin and Melanie E. Powers*
SYMBOLIC TRANSFORMATION OF BELIEF SYSTEMS
Carson Eoyang 109

PART IV. SHAPING ORGANIZATIONAL REALITY THROUGH LANGUAGE

THE LANGUAGE OF ORGANIZATIONS: THE CASE OF THE NAVY
Roger Evered 125

AMBUSHES, SHOOTOUTS, AND KNIGHTS OF THE ROUNDTABLE:
THE LANGUAGE OF CORPORATE TAKEOVERS
Paul M. Hirsch and John A. Y. Andrews 145

THE ROLE OF METAPHORS AND MYTHS IN ORGANIZATION AND IN THE FACILITATION OF CHANGE
Louis R. Pondy 157

A RHETORICAL EXAMINATION OF STRATEGIC CHANGE
Anne Sigmismund Huff 167

PART V. MAKING SENSE OF ORGANIZATIONAL SYMBOLS

HUMOR IN A MACHINE SHOP: AN INTERPRETATION OF SYMBOLIC ACTION
Richard J. Boland and Raymond Hoffman 187

SYMBOLS IN ORGANIZATIONS: A DUAL-CONTENT FRAMEWORK OF ANALYSIS
Richard L. Daft 199

SYMBOLS AND SENSEMAKING: THE REALIZATION OF A FRAMEWORK
Peter J. Frost and Gareth Morgan 207

PRAGMATISM, INTERACTIONISM AND DRAMATISM:
INTERPRETING THE SYMBOL IN ORGANIZATIONS
Mark N. Wexler 237

PART VI. SYMBOLS AS SOURCES OF DOMINATION IN ORGANIZATIONS

PSYCHE AND SYMBOL
Gordon A. Walter 257