



Organizational Behavior in the Marine Corps: Three Interpretations

Frank Marutollo

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A scholarly and compelling analysis of Marine Corps survival as seen through the lens of three different organizational theories, this volume is a sourcebook in management and public administration for the way of seeing view. Frank Marutollo, intimately familiar with the Marine ethic, provides a practical demonstration of how management theories can be regarded as different ways of seeing rather than predictive schemes. He applies three models--the Population Ecology Model, Resource Dependence Model, and Structural Contingency Model--to three separate case studies and evaluates their complementary nature as well as their strengths and weaknesses. This one of a kind approach to the interpretation of management theories will be of particular interest to undergraduate and graduate students of management science and public administration.

As scholar and practitioner, Marutollo combines both perspectives to analyze the survival of a major organization in our culture. He selects three management theory models, develops a theoretical framework, and describes his methodology. Marutollo then sets the stage and applies each model to three case studies entitled: The Marine Corps and Military Unification, The New Navy and the Ships Guard, and Paradigms of Attack. He concludes his precise and detailed study with an overall assessment of the case study-model analysis.

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