

# Annotated Bibliography of Harrison Trice's Works

Compiled November 1, 2017

Patricia A. Herlihy Ph.D., RN & Myat Nyunt

- 1) Trice, H. M., & Beyer, J. M. (1981). *Job-based alcoholism programs: Underlying concepts & strategy*. Ithaca NY: Cornell University Press.

Abstract: Termed 'Constructive Confrontation,' The Strategy of Job-based Alcoholism Programs uses the impaired job performance that comes from alcohol abuse as the legitimacy for confronting the problem drinking employee and simultaneously offering a series of opportunities for rehabilitation and counseling. The intensity and number of significant others involved in the next discussion, should performance continue to be impaired, increases, shading off into emphatic crisis precipitation through letters of warning and disciplinary layoffs. This strategy rests upon external social controls present in the workplace and operating through such mechanisms as social distance, internalized values, and group membership. The strategy is directed toward the psychodynamics of alcoholism: Feelings of guilt, denials and rationalizations, and interpersonal manipulations and projections. Described is how the recent emergence of Employee Assistance Programs (EAPs) may act to distort and coopt this strategy. Discussed are the differences between EAPs and Occupational Alcoholism Programs (OAPs), i.e.. emphasis on 'Motivational Counseling' in EAPs

- 2) Belasco, J. A. & Trice, H. M. (1969). Unanticipated returns of training. *Training & Development Journal*, 23(7), 12-17.

Abstract: 258 supervisors at all organizational levels of a large corporation (the entire supervisory staff) were trained and they then rigorously evaluated the results of that training. Differences in favor of training were found for knowledge but not attitude or action. Findings indicate that the way 'to improve the probability of change associated with training is through the selection of individuals for training.' Training participation provided an opportunity to share problems. 'One way to encourage more identification with the company, for instance, might be through an increase in the difficulty of a training program.' Training effectiveness may be augmented by administering questionnaires before training. A 'test before training . . . sensitizes the foreman to important information . . . .' For some, testing can serve as a training substitute.

- 3) Trice, H. M. (1977). Clinical and Non-Clinical Programs in the Workplace. *Journal of Occupational and Environmental Medicine*, 19(4), 292.
- 4) Trice, H. M. (1990) Charisma and social structure: A study of love and power, wholeness and transformation. *Contemporary Sociology*, 19(4), 619-621.
- 5) Trice, H. M (1989). Drug use in the workplace: Risk factors for disruptive substance use among young adults. *Contemporary Sociology*, 18(4), 591-593.

Abstract: Begun in 1976 with a community sample of 1,634 California students in grades 7, 8, and 9, the study retested the sample at years 2, 4, 5, and 9. The final sample consisted of 739 subjects. Results indicate that 31 percent had used a psychoactive substance at school or work. Alcohol and cannabis were the most frequently used substances in these contexts, and men were more likely than women to use these substances. Highest rates of disruptive use were for those in junior college and full- or part-time jobs, lower rates were found for those in a university and in the military [except alcohol use]. The incidence of poly drug use in school and work was high. Those most likely to engage in disruptive drug use were male, had few educational plans, had cohabited, had no children, and were not married. General and disruptive drug use were highly associated. Disruptive drug use was associated with job instability, committing vandalism at work, and, to a lesser extent, job dissatisfaction. Disruptive drug use generally was not related to life problems or general unhappiness, but was associated with nonconformity, low fearfulness, feelings of powerlessness, difficulty in intimate relationships, and acknowledged drug and alcohol problems. It also was related to all types of deviant and criminal behaviors and attitudes. On the basis of findings, risk factor indices of drug use in school and the workplace were developed. Chapter tables, index, and approximately 300 references.

- 6) Trice, H. M. (1984). Book review: Employee-organization linkages: The psychology of commitment, absenteeism, and turnover. *Contemporary Sociology*, 13(1), 90-91.
- 7) Beyer, J. M., Trice, H. M., & Hunt, R. E. (1980). The impact of federal sector unions on supervisors' use of personnel policies. *ILR Review*, 33(2), 212-231.

Abstract: The article presents findings of a study on the impact of federal sector unions on the use of alcoholism and equal employment opportunity (EEO) policies by supervisors in federal government installations in the U.S. The findings of this study show that federal unions affect the use of the federal alcoholism and EEO policies by supervisors. Union power was found to be directly and indirectly related to the use of EEO policies. The use of the alcoholism policy by supervisors with professional subordinates was greater

when the supervisor was aware of the union's position on the policy. The researchers conclude that unions can have a substantial impact on the use of personnel policies.

- 8) Trice, H. M., & Beyer, J. M. (1982). A study of union-management cooperation in a long-standing alcoholism program. *Contemporary Drug Problems*, 11, 295.
- 9) Trice, H. M., Belasco, J., & Alutto, J. A. (1969). The role of ceremonials in organizational behavior. *ILR Review*, 23(1), 40-51.
- 10) Trice, H. M., & Roman, P. M. (1970). Delabeling, relabeling, and alcoholics anonymous. *Social Problems*, 17(4), 538-546.
- 11) Trice, H. M., & Pittman, D. J. (1958). Social organization and alcoholism: a review of significant research since 1940. *Social Problems*, 5(4), 294-307.
- 12) Ritzer, G., & Trice, H. M. (1968). Empirical study of Howard Becker's side-belt theory, an [notes]. *Social Forces*, 47(4), 475-478.
- 13) Trice, H. M. (1957). Sociological Factors in Association with AA. *Journal of Criminal Law, Criminology & Police Science*, 48, 378.
- 14) Sonnenstuhl, W. J., Trice, H. M., Staudenmeir Jr, W. J., & Steele, P. (1986). Employee assistance and drug testing: Fairness and injustice in the workplace. *Nova Law Review*, 11, 709.
- 15) Stevens, J. M., Beyer, J. M., & Trice, H. M. (1980). Managerial receptivity and implementation of policies. *Journal of Management*, 6(1), 33-54.

Abstract A major unanswered question relevant to managers and researchers is how to implement policies more effectively. This study advances a model of managerial policy implementation and tests hypotheses derived from 71 federal government organizations. The results show that various facets of managerial receptivity to the policy were the most important positive influences on implementation of the two policies. Other factors such as perceived emphasis by top level management, organizational size, work overload, perceptions of the importance of performance for promotion, and the manager's attitude toward change were also important predictors of the managers' receptivity to the policies. Implications of the findings for management and future research are presented.

- 16) Sonnenstuhl, W. J., & Trice, H. M. (1985). [Untitled]. *Industrial and Labor Relations Review*, 39 (1), 149-150.
- 17) Trice, H. M., & Beyer, J. M. (1981). A data-based examination of selection-bias in the evaluation of a job-based alcoholism program. *Alcoholism: Clinical and Experimental Research*, 5(4), 489-496.

- 18) Trice, H. M., Roman, P. M., & Belasco, J. A. (1969). Selection for treatment: A predictive evaluation of an alcoholism treatment regimen. *International Journal of the Addictions*, 4(3), 303-317.
- 19) Trice, H. M., & Sonnenstuhl, W. J. (1988). Drinking behavior and risk factors related to the work place: Implications for research and prevention. *The Journal of Applied Behavioral Science*, 24(4), 327-346.

Abstract: This article presents a review of the literature addressing Employees' Alcohol Abuse and Dependence. Based on this review, the authors identify Four Perspectives adopted by social scientists studying drinking behavior and the work place. The work culture perspective postulates that administrative and occupational subcultures establish norms for alcohol use. The social control perspective postulates that an organization's disciplinary structure may either inhibit or create opportunities for the development of drinking problems. The alienation perspective and the work stress perspective postulate that various work place conditions (e.g., boring tasks, work overload) cause distress, which employees may seek to relieve with alcohol. The authors recommend that these Four Perspectives Guide for future research and current efforts to reduce risk factors in the work place that are associated with drinking behavior. Author Abstract. By: Trice, Harrison M.. In: *Industrial and Labor Relations Review*, 4/1/1962, Vol. 15, Issue 3, p. 445-446; New York State School of Industrial and Labor Relations, Cornell University Language: English

- 20) Trice, H. M. & Janice, M. (1993). *The culture of work organizations*. Upper Saddle River, NJ: Prentice-Hall.

Abstract: Trice and Beyer develop a cultural perspective that is compatible with mainstream theories of organizations. From the most inclusive literature review to date, they draw upon widely scattered material in sociology, anthropology, organizations, communication, education, public administration, management, and business to illustrate the major components of work-related cultures. And to tie together existing theory, the authors present a substantial amount of their own new theoretical development. Look for: emphasis on the central role of culture in channeling human behavior; illustration of the relevance of organizational cultures in a variety of work contexts; many concrete, lively examples from actual work organizations such as Hewlett - Packard, Procter & Gamble, Southwest Airlines, Jaguar Cars [and] advice for managing cultures in work organizations.

- 21) Sonnenstuhl, W. J., & Trice, H. M. (1991). Organizations and types of occupational communities: Grid-group analysis in the linkage of organizational and occupational theory. *Research in the Sociology of Organizations*, 9, 295-318.

Abstract: This article presents information regarding organization and types of occupational communities. Occupation is a dynamic concept reflecting workers' attempts to exercise autonomy over the performance of a particular set of tasks by carving out a shelter for themselves within the labor market. As workers coalesce into a community of shared interests, they will vary along three interrelated dimensions of an occupation. First, they vary in the degree to which members constitute a community bounded by a consciousness of kind, their definitions of whom they define as being knowledgeable insiders. Within strongly bounded communities, occupational members build their identities around work, take one another as their primary reference group because they share common values, norms, and perspectives, and prefer spending their leisure time with one another. Grid-group analysis may be used to reflect the outcome of negotiations between occupational members and managers because it describes the structure and culture of the occupational community within the organization which emerges from these interactions.

- 22) Trice, H. M. (1985). Rites and ceremonials in organizational culture. *Research in the Sociology of Organizations*, 4(22), 1-70.

Abstract: This article expands the analysis of ceremonials as cultural forms in organizational life and a brief review of additional past research and conceptual orientations about organizational culture. It discusses that ceremonials are clusters of discrete sense-making forms, not a single form unto themselves. The purpose of the article is to provide operational definitions of various forms that can occur in ceremonials like rituals, myths, symbols, sagas, stories-legends-folklore, language and gestures, settings and artifacts. Several rites consolidated of sense-making forms in a single occasion constitutes a ceremonial and offer a prominent window through which organizational culture can be viewed. The purpose of the article is to focus upon their expressive consequences, always recognizing that the technical consequences are a distinct possibility as they tend to generate both. Using the empirical literature on tribal and modern work life, specific types of ceremonials are constructed on the basis of their manifest expressive functions and dysfunctions.

- 23) Trice, H. M., & Sonnenstuhl, W. J. (1985). Contributions of AA to employee assistance programs. *Employee Assistance Quarterly*, 1(1), 7-32.
- 24) Trice, H. M., & Roman, P. (1972). Soft drugs, the campus, and you. *Journal of Occupational and Environmental Medicine*, 14(9), 688-692.
- 25) Trice, H. M., & Belasco, J. A. (1966). The alcoholic and his steward: a union problem. *Journal of Occupational and Environmental Medicine*, 8(9), 481-487.
- 26) McCarthy, S., & Trice, H. M. (1986). Teaching about organizational cultures: The

field format. *Organizational Behavior Teaching Review*, 10(3), 19-30.

- 27) Sonnenstuhl, W. J., & Trice, H. M. (1991). The workplace as locale for risks and interventions in alcohol abuse. *Rutgers Center of Alcohol Studies*, 255-288.

Abstract: [review] the research on workplace risk factors that may make it meaningful for employees to drink / [examine] the literature on workplace interventions / pay particular attention to the relationship of social class to risk and interventions risk factors at work [workplace cultures perspective, social control perspective, the alienation perspective, the work stress perspective, social class and risk] / workplace interventions [quality of work life, health promotion, employee assistance programs]

- 28) Trice, H. M., & Sonnenstuhl, W. J. (1991). Job behaviors and the denial syndrome. In *Society, Culture, and Drinking Patterns Reexamined* (pp. 631-649). New Brunswick, NJ: Rutgers Center of Alcohol Studies.

Abstract: (1) reviews the existing evidence on drinking and job behaviors, (2) examines how the job performance standard is used to identify and motivate problem drinkers to change their behavior, and (3) analyzes how the denial syndrome expresses itself in work environments and how the performance standard counteracts.

- 29) Trice, H. M., & Sonnenstuhl, W. J. (1990). On the construction of drinking norms in work organizations. *Journal of Studies on Alcohol*, 51(3), 201-220.

Abstract: Discusses workplace risk factors for alcoholism within a framework of biological, psychological, familial, social class, and sociocultural risks. A comprehensive explanation of alcohol problems must encompass all of these factors. By constructing drinking norms, especially within the context of the workplace, alcoholism risks may be contained and reduced. Data on the workplace strategy of constructive confrontation are reviewed, and studies on similar interventions for containing risks from outside the workplace are discussed.

- 30) Trice, H. M., & Beyer, J. M. (1984). Work-related outcomes of the constructive-confrontation strategy in a job-based alcoholism program. *Journal of Studies on Alcohol*, 45(5), 393-404.

- 31) Trice, H. M. (n.d.). The identification of management potential: A research approach to management development (Book review). (15) 445-446.

- 32) Trice, H.M. (n.d.). Psychology in management.

- 33) Belasco, J. A., & Trice, H. M. (1969). *The assessment of change in training and*

*therapy*. New York, NY: McGraw-Hill Book Company.

Abstract: Designed to serve training oriented professionals, therapy oriented practitioners, and practicing managers, this book presents insights into the change process, along with problems contained in efforts to evaluate this process in management training and in therapy. First, the four essential strategic problems of evaluation are set forth: setting criteria; measurement and control; reducing the contamination of participants. A detailed example of therapy evaluation is drawn from the work of Alcoholics Anonymous, with attention to such elements as personality profiles, attendance, results of overall treatment, and reentry into society. Next comes a case study of a conference leadership discussion program that stressed supervisory decision making. Both studies have employed rigorous evaluation designs (including Solomon's Four-Way Design) which lay bare the underlying change processes. The focus then shifts to the positive values of evaluation in terms of organizational and individual change. Finally, practical implications and suggestions are offered.

- 34) Trice, H. M., & Morand, D. A. (1989). 19 Rites of passage in work careers. In M. B. Arthur, D. T. Hall, & B. S. Lawrence (Eds.), *Handbook of career theory* (pp. 397-416). New York, NY: Cambridge University Press.

Abstract: suggests that role transitions encompassed by work careers . . . are central to careers and that they pose crucial problems to anyone seriously interested in how careers work / an anthropological model . . . is used to show that major transitions are managed ceremonially across three universal stages of separation, transition, and integration / define rites of passage / apply this anthropological model to modern organizations and occupations / a number of examples of rites of passage in modern organizations and occupations will be provided, including how training programs function as rites of passage.

- 35) Sonnenstuhl, W. J., Staudenmeier Jr, W. J., & Trice, H. M. (1988). Ideology and referral categories in employee assistance program research. *The Journal of Applied Behavioral Science*, 24(4), 383-396.

Abstract: Argues that when employee assistance practitioners label cases with the terms 'supervisory referral,' 'peer referral,' and 'self-referral,' they are classifying them into cultural referral categories that actually include diverse motivations for seeking and complying with help from employee assistance programs (EAPs). The origins of these terms are discussed in relation to EAPs and current research on their use. Difficulties researchers have had when using cultural referral categories to make quantitative analyses are noted. A review of medical and psychiatric literature on seeking help is presented, along with recommendations for ways in which social scientists can build on this knowledge and investigate what actually motivates employees to seek help

from EAPs.

- 36) Trice, H. M. (1984). Contemporary psychology (Book review). *American Psychological Association*, 29(8), 650-652.

Abstract: Reviews the book, *Occupational Clinical Psychology* by James S. J. Manuso (Ed.) (1983). The interested and informed reader is apt to be delighted, puzzled, and saddened by this edited volume. The book ranges widely across an amorphous field loosely called occupational mental health. The book represents an assertive entry of clinical psychologists into the volatile Employee Assistance Program (EAP) movement. A decidedly distressing feature of the book is the near total neglect of the work setting as a source of employee motivation.

- 37) Trice, H. M., & Beyer, J. M. (1984). Employee Assistance Programs: Blending performance-oriented and humanitarian ideologies to assist emotionally disturbed employees. *Research in Community & Mental Health*, 4, 245-297.

Abstract: Discusses the ideological basis of employee assistance programs (EAPs), a recent development in performance-oriented managerial innovations that is unique in attempting to improve poor performance by helping employees with emotional problems. The development of EAPs is traced in the context of earlier performance movements such as social Darwinism, industrial betterment, Taylorism, human relations, modern scientific management, and quality of work life. The history of the EAP movement and its outgrowth from job-based alcoholism treatment programs is outlined. Long-term social trends that helped foster the EAP movement, including the widening and institutionalization of compassion, expansion of the definition of mental illness, democratization of the therapeutic process, employee counseling, occupational mental health programs, and a view of job characteristics as pathogenic forces, are examined. Managers identified as key persons in the nationwide conversion of alcoholism programs into EAPs in 1 company were interviewed to determine differences between the 2 types of programs, the types of problems dealt with in EAPs, anticipated outcomes, locational needs or anxieties ameliorated by EAPs, and the effects of immediate environments on EAPs. Findings indicate that managers viewed EAPs based on their established beliefs and values in company locations with and without programs. Differences in the strength of humanitarian ideologies at these 2 types of locations and their effects on program shifts are analyzed.

- 38) Trice, H. M. (1984). 'Alcoholism in America' revisited. *Journal of Drug Issues*, 14(1), 109-123.

Abstract: The author presents a reconsideration of his (1966) theory about the

interplay between predisposed personalities and drinking groups in the genesis of alcoholism. Observations about both sets of variables have been sustained and reinforced during the intervening years, and a new conceptualization of the nature of drinking groups is offered. The emergent perspective, which fits closely with differential association theory, is applied to job-based alcoholism programs to demonstrate the applicability of the perspective in the reversal of alcoholic behavior.

- 39) Trice, H. M. (1989). Social control in the workplace (Book review). *American Psychological Association*, 34(1), 56-58.

Abstract: Reviews the book, *Managerial Ideology and the Social Control of Deviance in Organizations* by Richard M. Weiss (1986). Scholars who complain about and criticize other scholars have obligations attached to that privilege: to have reasonably good data in hand to support the complaints, to offer viable alternatives and substitutes for those actions, ideas, and propositions that are criticized; and to write with a modicum of civility and respect for fellow scholars. When the criticism is intense, as in *Managerial Ideology and the Social Control of Deviance in Organizations*, it seems even more incumbent for the attacker to fulfill these basic obligations. A careful reading of Richard Weiss's book, however, has convinced this reviewer that he has met few of them, even though he attacks, denigrates, and, at times, reduces to absurdity the work of other scholars. Comity is a rare commodity in this book.

- 40) Trice, H. M. (1984). Employee assistance programs: where do we stand in 1983? *Journal of Psychiatric Treatment and Evaluation*, 5(6), 521-529.

Abstract: Discusses the history of employee assistance programs (EAPs) and evaluates a current basic model EAP now in use. Problems of EAPs include developing intervention strategies; maintaining programs growth momentum through adequate marketing; maintaining a balance between concerns for productivity and for employee welfare; self-referrals vs supervisory referrals; balance between labor and management; knowledge dissemination and professionalism in EAP programs; meeting the demands for program evaluation; and maintaining program identity in an era of shifting problems and social forces.

- 41) Trice, H. M., & Sonnenstuhl, W. J. (1988). Constructive confrontation and other referral processes. *Recent Developments in Alcoholism*, 6, 159-170.

Abstract: review the constructive confrontation strategy, illustrate its existence in peer referral programs, and evaluate its effectiveness examine the term 'self-referral'

- 42) Trice, H. M., & Schonbrunn, M. (1981). A history of job-based alcoholism programs: 1900–1955. *Journal of Drug Issues, 11*(2), 171-198.

Abstract: Describe partially the events, forces, and individuals involved in the formative period of occupational alcoholism programs during the 1940s and 1950s / firsthand accounts early roots / pioneer companies / Alcoholics Anonymous upsurge of programs—late forties and early fifties.

- 43) Sonnenstuhl, W. J., & Trice, H. M. (1987). The social construction of alcohol problems in a union's peer counseling program. *Journal of Drug Issues, 17*(3), 223-254.

Abstract: Describes an Alcoholics Anonymous-based intervention program operating within the New York City Tunnel and Construction Workers Union, an occupational community characterized by a heavy drinking culture. The program consists of credentialed alcoholism counselors and a network of union members who also belong to Alcoholics Anonymous. In negotiations with these groups, drinkers learn that they are alcoholic and attempt to achieve sobriety. Negotiations break down into 3 states: getting into the network, learning to stay in the network, and taking responsibility. As in management-based programs, constructive confrontation and job performance are crucial elements in the negotiations, although those elements take on a slightly different meaning because of the different social context.

- 44) Jaskolka, G., Beyer, J. M., & Trice, H. M. (1985). Measuring and predicting managerial success. *Journal of Vocational Behavior, 26*(2), 189-205.

Abstract: Examined 2 forms of managerial success—financial and status—measured so that possible confounding effects of age were removed. Demographic characteristics, values and ideologies, role characteristics, and characteristics of the unit supervised were investigated by interviewing 474 managers in a large US corporation. Analyses of data from 383 Ss showed that all of the variables were predictors of success. Ss who were more successful also had more education and organizational tenure, enjoyed greater managerial authority and influence, and had fewer subordinates who performed less easily evaluated work than did less successful Ss. Financially successful Ss tended to be male and White. Ss who had achieved status success were more involved in their jobs than other Ss. Tenure in location was negatively related to status success, suggesting that promotable Ss were rotated among locations to broaden their experiences.

- 45) Trice, H. M., Beyer, J. M., & Hunt, R. E. (1978). Evaluating implementation of a job-based alcoholism policy. *Journal of Studies on Alcohol, 39*(3), 448-465.

Abstract: Implementation of the alcoholism policy of the US Civil Service Commission was evaluated by comparing its provisions with those of private corporations' policies and with various practitioners' views on treatment and by surveying in 1974 a sample of 651 supervisory personnel in US Civil Service units in the northeastern US. It was found that implementation could have been improved by canvassing supervisors and unit directors for their views, diffusing information more widely, and providing more support to alcoholism coordinators.

- 46) Trice, H. M., & Beyer, J. M. (1977). A sociological property of drugs: acceptance of users of alcohol and other drugs among university undergraduates. *Journal of Studies on Alcohol*, 38(1), 58-74.

Abstract: Developed and tested a measure which assesses the strength of peer acceptance afforded to drug users. Using a 9-item social distance scale, subjects respond to 14 behavioral vignettes that describe different types and degrees (moderate, heavy, or abstainer) of drug use. The scale was administered to a total of 1,131 undergraduates in an original and a replicated study. Results show that subject's attitudes were similar to those held by society in general. Users of the drugs that are most established in the general society of alcohol and nicotine were more accepted by their peers than were users of other drugs. Implications for prevention are discussed.

- 47) Roman, P. M., & Trice, H. M. (1972). Psychiatric impairment among "middle Americans": Surveys of work organizations. *Social Psychiatry*, 7(3), 157-166.

Abstract: Previous research implies a high degree of psychiatric impairment among lower middle-class white collar personnel working in large organizations, reflecting the stress induced by job roles which are repetitive, meaningless, and anonymous. Langner's 22-item Screening Index of Psychiatric Symptoms was administered in interviews with 188 clerical employees of a large white-collar organization in New York City and with 386 employees of 4 other types of organization (e.g., a blue-collar factory) in New York State. Using the Langner cut-off point of 4 or more revealed symptoms, the proportions of psychiatric impairment in the large white collar organization were much lower than would be expected from previous research hypotheses. Ss in the lowest social classes consistently showed the highest proportions of impairment, indicating that the absence of consistent work-role participation may be a more significant pathogenic agent than forces that may be indigenous to work organizations. Interview data on other indices of job-related adjustment, including job satisfaction and a variety of work role related 'worries,' show that poorer levels of adjustment were associated with psychiatric impairment. This finding indirectly indicates the validity of the Langner psychiatric impairment measurement as an overall index of adjustment.

- 48) Trice, H. M., & Roman, P. M. (1970). Socio-psychological predictors of affiliation with alcoholics anonymous a longitudinal study of "treatment success". *Social Psychiatry and Psychiatric Epidemiology*, 5(1), 51-59.

Abstract: Delineates the dynamics of the AA approach. 6 propositions were derived from previous research and tested in a longitudinal study of post discharge A.A. affiliation among 378 white males treated for alcoholism in a state hospital. Full-fledged affiliation with A.A. was employed as the criterion for success in this post discharge maintenance regimen. Through stepwise multiple regression, 24 variables emerged from a battery of 81 possible social and psychological predictors as the set of significant predictors. Propositions were tested by comparison with this set, indicating: (a) affiliative needs, (b) experience of intensive labeling as an alcoholic, (c) physical stability previous to treatment, and (d) proneness to guilt to be significant predictors of successful affiliation. Propositions not supported by the data were: (a) ego strength and self - reliance, (b) social stability previous to treatment, and (c) middle class background and experience. Results indicate the predictive prominence of psychological predispositions to be greater than social attributes, implying the importance of relatively fixed psychological traits in accounting for success in a socio-therapeutic regimen.

- 49) Trice, H. M. (1959). The affiliation motive and readiness to join Alcoholics Anonymous. *Quarterly Journal of Studies on Alcohol*, 20(2), 313.

Abstract: As tapped by Atkinson-type affiliation scores on TAT pictures, alcoholics who persist in AA attendance showed more affiliative concern, and also had higher job status backgrounds.

- 50) Trice, H. M. (1957). Sociological Factors in Association with AA. *Journal of Criminal Law, Criminology & Police Science*, 48, 378.

Abstract: Study by questionnaire of members and nonmembers of Alcoholics Anonymous suggested that 'individuals seem to be attracted to a group when their self - images coincide with the norms of that group, and, further, when they are not forced to choose between the group and some alternative behavior that has stronger social sanction behind it.' This hypothesis is held worthy of test by applying it to well-defined criminal gangs, fraternal organizations, and labor groups.

- 51) Trice, H. M. (1957). Identifying the problem drinker on the job. *American Association of Industrial Nurses Journal*, 5(7), 38-41.

Abstract: Since most companies are not aware that they have alcoholic

employees until it is too late, this study attempts to offer some clues for identifying the problem drinker. On-the-job and off-the-job clues are discussed.

- 52) Trice, H. M. (1957). A study of the process of affiliation with Alcoholics Anonymous. *Quarterly Journal of Studies on Alcohol*, 18, 39-54.

Abstract: Statements elicited in interview with AA members were put into true-false form and submitted to nonpsychotic alcoholic patients in a state hospital. Affiliation begins before the alcoholic ever gets to a meeting—it helps if he has favorable hearsay about AA, if he is sponsored and if the group exerts some pressure to keep him and if he has decided that the troubles in drinking outweigh the advantages.

- 53) Beyer, J. M., & Trice, H. M. (1984). A field study of the use and perceived effects of discipline in controlling work performance. *Academy of Management Journal*, 27(4), 743-764.

Abstract: Data from two samples of supervisors in a large US. corporation show that (1) supervisors used discipline primarily as a response to certain behaviors and when the work context was supportive of its use; and (2) use of discipline had small but significant effects on the subsequent work performance of target employees. [ABSTRACT FROM AUTHOR] DOI: 10.2307/255876. (AN: 4395072), Database: Business Source Premier  
Subjects: LABOR discipline; PERSONNEL management; PERFORMANCE standards; JOB performance; MANAGEMENT by objectives; INDUSTRIAL management -- Psychological aspects; INTERORGANIZATIONAL relations; MANAGEMENT; CORPORATE culture; ORGANIZATIONAL socialization; Administration of Human Resource Programs (except Education, Public Health, and Veterans' Affairs Programs); Human Resources Consulting Services; PSYCHOLOGICAL aspects; GOAL (Psychology)

- 54) Beyer, J. M., & Trice, H. M. (1984). A field study of the use and perceived effects of discipline in controlling work performance. *Academy of Management Journal*, 27(4), 743-764.

Abstract: Data from two samples of supervisors in a large US. corporation show that (1) supervisors used discipline primarily as a response to certain behaviors and when the work context was supportive of its use; and (2) use of discipline had small but significant effects on the subsequent work performance of target employees.

<http://eds.a.ebscohost.com/eds/pdfviewer/pdfviewer?vid=22&sid=082107cb-253f-4c07-96bb-e192d1076d10%40sessionmgr4006&hid=4205>

- 55) Beyer, J. M., Trice, H. M., & Hunt, R. E. (1980). The impact of federal sector

unions on supervisors' use of personnel policies. *ILR Review*, 33(2), 212-231.

Abstract: The article presents findings of a study on the impact of federal sector unions on the use of alcoholism and equal employment opportunity (EEO) policies by supervisors in federal government installations in the U.S. The findings of this study show that federal unions affect the use of the federal alcoholism and EEO policies by supervisors. Union power was found to be directly and indirectly related to the use of EEO policies. The use of the alcoholism policy by supervisors with professional subordinates was greater when the supervisor was aware of the union's position on the policy. The researchers conclude that unions can have a substantial impact on the use of personnel policies.

<http://eds.a.ebscohost.com/eds/pdfviewer/pdfviewer?vid=24&sid=082107cb-253f-4c07-96bb-e192d1076d10%40sessionmgr4006&hid=4205>

- 56) Beyer, J. M., & Trice, H. M. (1982). The utilization process: A conceptual framework and synthesis of empirical findings. *Administrative Science Quarterly*, 27(4), 591-622.

Abstract: Although the literature on utilization of social science research is large and growing rapidly, the body of empirical studies on utilization is relatively small and discontinuous. A review of this literature yielded 27 empirical studies with data we considered relevant to the question of how to improve utilization of organizational research. In order to integrate and assess the results of these empirical studies, a conceptual framework of the utilization process in user systems is developed and used. Several types of use and various issues that recur are then identified and discussed within this framework. Twelve recommendations based on our analysis and synthesis of the accumulated empirical results are offered to assist interested organizational researchers in achieving greater utilization of their own and others' research and in improving research on the utilization of research.

- 57) Beyer, J. M., & Trice, H. M. (1979). A reexamination of the relations between size and various components of organizational complexity. *Administrative Science Quarterly*, 24(1), 48-64.

Abstract: Data from a stratified random sample of 71 installations from nine executive departments of the U.S. government are analyzed so as to replicate and reexamine the findings of Blau and Schoenherr from state employment agencies on the relations between size and various components of complexity. Although results have some similarity, many significant differences are found, especially for relationships of personal specialization and division of labor with other variables. Generally, size is a more important predictor of complexity with the Blau and Schoenherr data, while division of labor is a

more important predictor with the federal data. Two possible explanations for the differences in findings are investigated: size and technology. Comparison of analyses for small and large organizations from both studies yields no coherent patterns. Comparison of parallel analyses for routine and non-routine federal organizations gives a pattern of significant differences that partially duplicates the differences found between the two studies. In the study of federal organizations, however, all effects of size on horizontal differentiation are indirect, being mediated by division of labor in routine organizations and by personal specialization in non-routine organizations. Implications of the findings for Blau's deductive theory and for the understanding of causes of organizational structure are discussed.

- 58) Trice, H. M., Belasco, J., & Alutto, J. A. (1969). The role of ceremonials in organizational behavior. *ILR Review*, 23(2), 40-51.

Abstract: The article discusses the role of ceremonials in organizational behavior. Relevant ceremonials contribute to the attainment of organizational goals and help build and maintain the organization over time. In personnel management, they facilitate the resolution of problems in organizational selection, role transition, organizational and technological change, and the legitimation of authority structures. An analysis of ceremonial activities found three implications: ceremonials tend to perpetuate themselves, they make organizational life more tolerable, and they can generate resistance to change.

- 59) Trice, H. M., & Beyer, J. M. (1991). Cultural leadership in organizations. *Organization Science*, 2(2), 149-169.

Abstract: Although there is general recognition that leadership is important for organizational cultures, the issue of how leadership affects culture has received only scattered attention. Existing analyses have tended to focus on how leaders create or change cultures, ignoring the role that leadership plays in maintaining cultures. This paper focuses on how cultural leadership that innovates, by either creating or changing organizational cultures, is likely to differ from that which maintains organizational cultures. Hypothesized linkages are advanced between nine elements of cultural leadership drawn from the literature on charisma and its consequences. The predictions made are derived from a synthesis of existing theory and insights gained from descriptions of leadership in the scholarly and popular literatures. Both descriptions and theoretical considerations suggest that, while cultural innovation and maintenance leadership differs in some ways, the behaviors of effective cultural leaders do not. Cultural leadership apparently has some generic characteristics. Two variants of each of the basic types are identified and linked to extant conceptualizations of leadership. Implications discussed include the risks and advantages of organizations' having multiple cultural leaders at the same time.

- 60) Roman, P. M., & Trice, H. M. (Eds.) (1974). *Sociological perspectives on community mental health*. Philadelphia, PA: F. A. Davis Company.
- 61) Roman, P. M., & Trice, H. M. (1967). *Schizophrenia and the poor*. Schizophrenia and the poor. Ithaca, NY: New York State School of Industrial and Labor Relations, Cornell University.
- 62) Roman, P. M., & Trice, H. M. (1974). *The sociology of psychotherapy*. New York, NY: J. Aronson.
- 63) Trice, H. M., & Beyer, J. M. (1995). Writing organizational tales: The cultures of work organizations. *Organization Science*, 6(2), 226-228.
- 64) Beyer, J. M., & Harrison, M. (1994). [Untitled]. *Journal of Marketing*, 58(2), 125-127.
- 65) Trice, H. M. (1993).[Untitled]. *Administrative Science Quarterly*, 38(3), 492-494.
- 66) Trice, H. M. (1990). [Untitled]. *Contemporary Sociology*, 19(4), 619-621.
- 67) Trice, H. M. (1992). Work-related risk factors associated with alcohol abuse. *Alcohol Health & Research World*, 16(2), 106-112.

Abstract: Discusses work-related risk factors associated with alcohol abuse. Risk factors significantly associated with problem drinking and alcoholism; Internal and external risk factors for alcohol in the workplace; Alienation and de-skilling; Work stress; Structural features of the workplace; Influence of administrative subcultures; Poor implemented intervention programs; Alcohol availability; Heavy-drinking occupational structures; Aggravated risks.

- 68) Beyer, J. M., Stevens, J. M., & Trice, H. M. (1980). Predicting how federal managers perceive criteria used for their promotion. *Public Administration Review*, 40(1), 55-66.

Abstract: Data from 634 managers in nine executive departments of the U. S. government were used to explore managerial expectations regarding factors that contribute to their career advancement. Results of factor analysis of the six criteria assessed suggested three dimensions: performance, seniority, and technical skills. Managers expected the four performance criteria to be significantly more important for their promotion than either technical skills or seniority. Technical skills were also assessed as significantly more important than seniority. Multiple regression analyses of the three promotion criteria were performed with personal, role related, and organizational variables as predictors. Results showed that lower status managers expected seniority and technical skills to be more highly rewarded than other managers, while higher status and more mobile managers expected performance to be more important

than other managers. Also, older managers and those supervising lower skilled workers saw seniority as more important than other managers. Interaction effects were found in additional analyses controlling for GS rating. Results showed that belief in merit principles was highest among highest status managers. The implications of the findings for current concern with reform of the civil service are discussed.

- 69) Stevens, J. M., Beyer, J. M., & Trice, H. M. (1978). Assessing personal, role, and organizational predictors of managerial commitment. *The Academy of Management Journal*, 21(3), 380-396.

Abstract: Using a role and exchange theory framework, this study examines the commitment to their organization and to the federal service of 634 managers in 71 federal government organizations. Results indicate that certain role factors such as tenure and work overload and personal factors such as attitude toward change and job involvement are strong influences on commitment. Implications of the findings and the need for further theoretical and methodological refinements are discussed.

- 70) Beyer, J. M., & Trice, H. M. (1981). Managerial ideologies and the use of discipline. *Academy of Management Proceedings* (00650668), 259-263.

Abstract: Managerial ideologies have ignored discipline as a viable way to control deviant behaviors of employees and improve work performance. The few empirical studies and theoretical discussions in the literature have tended to focus on effects of discharges. Results of this study of 474 managers indicated that managerial ideologies were important in predicting use of a helping stance in dealing with problem behaviors of subordinates, and that situational variables were important in predicting use of discipline.

- 71) Trice, H. M., & Roman, P. M. (1970). Delabeling, relabeling, and Alcoholics Anonymous. *Social Problems*, 17(4), 538-546.

Abstract: Labeling theory implicitly assumes that deviant careers are relatively permanent. Little systematic effort has been devoted to consideration of delabeling and relabeling processes. Alcoholics Anonymous appears to be a unique agency for carrying out successful delabeling and relabeling of stigmatized deviants. This success appears to be accounted for largely by A. A.'s use of the repentant role available in American society, constructing a 'comeback' for 'repentant' alcoholics based on their apparently intense adherence to middle-class ideals coupled with their repudiation of the 'hedonistic underworld' to which they 'traveled' as alcoholics. The repentant role gains further strength from the status enhancing effects of the 'skid-row image,' and the congruence of A. A. with American value orientations. A. A.

promulgates an 'allergy' concept of alcoholism which is parallel to mental health agencies' emphasis on the illness concept of behavior disorders. The allergy concept appears to play a relatively minor role in the process of public reacceptance.

- 72) Ritzer, G., & Trice, H. M. (1969). An empirical study of Howard Becker's side-bet theory. *Social Forces*, 47(4), 475-478.
- 73) Trice, H. M. (1987). [Untitled]. *Administrative Science Quarterly*, 32(4), 617-620.
- 74) Trice, H. M., & Pittman, D. J. (1958). Social organization and alcoholism: A review of significant research since 1940. *Social Problems*, 5(4), 294-307.  
<http://www.heinonline.org/HOL/Page?handle=hein.journals/socprob5&div=46&collection=journals>
- 75) Trice, H. M. (1959). What we know about alcoholism in industry. *Public Health Reports (1896-1970)*, 74(2), 153-158.  
<http://www.jstor.org/stable/pdf/4590401.pdf>
- 76) Trice, H. M. (1957). Sociological factors in association with A. A. *The Journal of Criminal Law, Criminology, and Police Science*, 48(4), 378-386.
- 77) Trice, H. M. (1958). Alcoholics Anonymous. *The Annals of the American Academy of Political and Social Science*, 315, 108-116.

Abstract: The fellowship of Alcoholics Anonymous has successfully restored some 200,000 compulsive alcoholics to sobriety. Thousands more have tried to affiliate with A. A. but have failed. The movement, however, has spread throughout the world and is still growing. Changes in the self conception of members constitute the main therapeutic effect. Possession of an ability to adjust to the casual, informal group life of the fellowship characterizes those alcoholics who affiliate with A. A. in contrast with those who do not. Alcoholics Anonymous demonstrates the effectiveness of group processes in altering individual behavior. As such it indicates a technique for the treatment of degenerative diseases in general. Its success has renewed our realization that man is more than physiology, that his ills can often be reduced by his involvement in face-to-face therapeutic groups.

- 78) Beyer, J. M., & Trice, H. M. (1987). How an organization's rites reveal its culture. *Organizational Dynamics*, 15(4), 5-24.

Abstract: This article focuses on the popular trends of treating corporate culture. Popular treatments of organizational culture usually gravitate toward one of two extreme views. These may be, an organization's culture is so obvious it can be immediately sensed by outsiders when they step in the door, or an organization's culture is so elusive it can be revealed and then only

partially only by outside experts after lengthy study which causes uncertainties in the organization. A way out of this dilemma is to explore natural, observable outcroppings of culture places where the cultural understandings beneath the surface of organizational life are partially exposed. By analyzing these outcroppings in their own organizations, managers can gain practical insights. This article deals primarily with organizational rites because, in performing the activities of a rite, people generally use other cultural forms certain customary language, gestures, ritualized behaviors, artifacts, settings, and other symbols to heighten the expression of shared understandings appropriate to the occasion. The most important reason for focusing on organizational rites is that many managers conduct or sponsor them without being fully aware of it. Managers must become sensitive to the possible expressive consequences of their activities; moreover, they must modify those activities to remove culturally inconsistent elements.

- 79) Trice, H. M., & Belasco, J. A. (1967). Job absenteeism and drinking behavior. *Human Resource Management*, 6(1), 7-11.
- 80) Belasco, J. A., & Trice, H. M. (1969). The 'ceremonial' benefits of training. *Management Review*, 58(10), 55-63.

Abstract: Examines the benefits of occupational training. Training program objectives; Evaluation procedures; Effectiveness of training; Procedures for training; Implications for personnel management.

- 81) Trice, H. M., & Roman, P. M. (1968). [Untitled]. *Industrial and Labor Relations Review*, 21(4), 628- 630.
- 82) Trice, H. M. (1987). Organizational culture. *Administrative Science Quarterly*, 32(4), 617-620.

Abstract: The article reviews the book "Organizational Culture," edited by Peter Frost, Larry F. Moore, Meryl Reis Louis, Craig C. Lundberg and Joanne Martin.

- 83) Trice, H. M., & Schonbrunn, M. (2009). A history of job-based alcoholism programs 1900–1955. In M. A. Richard, W. G. Emener, & W. S. Hutchison, Jr. (Eds.), *Employee assistance programs: Wellness/enhancement programming* (4th ed., pp. 5-27). Springfield, IL: Charles C Thomas Publisher.

Abstract: This reprinted chapter originally appeared in *Employee assistance programs: A basic text*, 1988, 9-47. (The following abstract of the original chapter appeared in record 1988- 97374-002.) describe partially the events, forces, and individuals involved in the formative period of occupational alcoholism programs during the 1940s and 1950s / firsthand accounts /// early

roots / pioneer companies / Alcoholics Anonymous /// upsurge of programs in the late forties and early fifties.

- 84) Trice, H. M. (1989). [Untitled]. *Contemporary Sociology*, 18(4), 591-593.
- 85) Belasco, J. A., & Trice, H. M. (1969). Unanticipated returns of training. *Training & Development Journal*, 23(7), 12-18.  
Abstract: Discusses results of a study to determine changes associated with training. Description of a training program which utilized a conference leadership case discussion pattern; Evaluation procedures; Relative impotence of training.
- 86) Trice, H. M. (1958). [Untitled]. *Industrial and Labor Relations Review*, 11(3), 474-476.
- 87) Trice, H. M. (1961). Rural-reared workers and labor turnover. *Sociology*, 26(3), 299-304.

Abstract: The labor market of Baton Rouge, Louisiana, in 1948-1949 consisted of ten parishes, the population of which was heavily rural-farm. Thus the industrial establishments in the urban center of Baton Rouge could recruit both urban-reared and rural-reared employees. Specific work histories were available in the Baton Rouge office of the State Employment Service. These contained information regarding place of birth and school attendance, history of both voluntary and involuntary job changes, type of job held most during the past five years, and such demographic facts as age, sex, marital status, race, veteran status, and amount of education. The active file contained 2,964 histories of subjects between the ages of 20 and 34. Information from these records was transferred to data sheets showing such information as number of voluntary job changes rural-reared or urban-reared, and occupational type. Two factors placed a subject in the rural-reared category. If he had been born on a farm in open country or in a community with a population of 5,000 or less, and if he had attended school in a community with a population of 5,000 or less, he was rural-reared.

- 88) Beyer, J. M., & Trice, H. M. (1994). Corporate culture and organizational symbolism. *Journal of Marketing*, 58(2), 125-127.

Abstract: The article presents a review of the book "Corporate Culture and Organizational Symbolism: An Overview," by Mats Alvesson and Per Olof Berg.

- 89) Trice, H. M., & Roman, P. M. (1968). Aging and social policy (Book Review). *ILR Review*, 21(4), 628-631.

90) Abstract: Reviews the book "Aging and Social Policy," edited by John C. McKinney and Frank T. deVyver.

91) Trice, H. M., & Steele, P. D. (1995). Impairment testing: issues and convergence with employee assistance programs. *Journal of Drug Issues*, 25(2), 471-503.

Abstract: Drug testing is an increasingly popular corporate response to substance using employees. It has, however, some significant shortcomings as a means of identifying and controlling substance use. In this article, the authors describe and discuss drug-testing policies and procedures, and conclude that drug testing became popular in the 1980s largely as a workplace response to broader cultural and governmental concerns, rather than actual increase in the prevalence of substance use. Issues related to the implementation of performance testing as an alternative to drug testing are discussed. Finally, the authors consider the areas of distinction and convergence between drug and performance testing and employee assistance programs.

92) Steele, P. D., & Trice, H. M. (1995). A history of job-based alcoholism programs: 1972-1980. *Journal of Drug Issues*, 25(2), 397-422.

Abstract: We describe changes in the design of job based alcoholism programs between 1972 and 1980, and discuss the influences of professional organizations such as Alcoholics Anonymous, the National Council on Alcoholism, the National Institute on Alcohol Abuse and Alcoholism, and the Association of Labor Management Administrators and Consultants on Alcoholism on program models, Inter-organizational relations and program evolution are analyzed using a social movements perspective. Job based programs enjoyed rapid growth, acceptance and institutionalization in the seventies. However, changes in organizational goals, practitioner orientations, and workplace strategies indicate that the modern movement's goals were displaced by those promoting job based programs during this period.

93) Evans, B. L., & Trice, H. M. (1995). Acceptance and implementation of EAP core and noncore tasks. *Journal of Drug Issues*, 25(2), 379-396.

Abstract: This study explores the attitudes of aspiring and practicing EAP workers toward twenty EAP job tasks -- ten that conform to the EAP core tasks and ten that do not. Implementation of the EAP core and noncore tasks is also examined. Findings suggest that although the EAP core tasks are widely accepted, EAP workers implement, in practice, several noncore tasks as often as some of the core tasks. These data also suggest that assisting workers with substance abuse problems continues to be a central theme in employee assistance practice.

- 94) Trice, H. M., & Belasco, J. A. (1967). Patterns of absenteeism among problem drinkers. *Management Review*, 56(9), 55-58.

Abstract: Discusses the patterns of absenteeism among problem drinkers. Impact of employee absenteeism on a business; Annual absences among heavy drinking cases; Findings of studies seeking on-the-job signs for early identification of alcoholism; Study of the supervisor's assessment of work performance of problem drinkers in a large private utility.

- 95) Trice, H. M. (1993). Charisma and leadership in organizations. *Administrative Science Quarterly*, 38(3), 492-494.

Abstract: The article reviews the book "Charisma and Leadership in Organizations," by Alan Bryman.

- 96) Trice, H. M. (1958). The psychology of careers: An introduction to vocational development. *ILR Review*, 11(3), 474-476.

Abstract: The article reviews the book "The Psychology of Careers: An Introduction to Vocational Development," by Donald E. Super.

- 97) Trice, H. M. (1972). A valuable first effort. *Monthly Labor Review*, 95(8), 67-68.

- 98) Trice, H. M., & Roman, P. M. (1973). Evaluation of training: Strategy, tactics and problems. *Training Information Sources*, 3, 1-49.

Abstract: The purpose of the literature review is to outline the basic considerations involved in designing and conducting meaningful evaluation of training efforts in work organizations. First to be examined are basic questions in training evaluation strategy: the barriers to conducting evaluation of training efforts, the reasons for conducting such evaluation, where and when such evaluation should enter the training process, and who should conduct such evaluation. Following this is a consideration of six approaches whereby evaluative questions may be posed, including an outline of the assumptions of each along with their advantages and disadvantages. The tactics of evaluation of training efforts and the bases for choosing different tactical approaches are two major concerns dealt with. Concluding the document are a discussion of recent trends in training evaluation and a seven page bibliography.

- 99) Trice, H. M., & Beyer, J. M. (1986). Charisma and its routinization in two social movement organizations. *Research in Organizational Behavior*, 8, 113-165.

Abstract: Integrates concepts of charismatic leadership and its routinization in organizations. Characteristic of charismatic followers; Interrelation of the

components of charisma; Details regarding the founders of Alcoholic Anonymous and the National Council on Alcoholism organizations.

- 100) Trice, H. M. (1970). Alcoholism and the work world. *Sloan Management Review (MIT)*, 12(1), 67-75.

Abstract: Examines the work behavior of alcoholics. Description of an alcoholic; Discussion on specific job behaviors; Problems in motivating employees to recognize alcoholics; Challenges in providing for a preventive and therapeutic setting in the workplace; Actions that the management and union can take.

- 101) Trice, H. M., & Belasco, J. A. (1967). Job absenteeism and drinking behavior. *Management of Personnel Quarterly*, 6(1), 7-11.

Abstract: The article addresses job absenteeism and drinking behavior among employees in the United States. The major cost of alcoholism in employees lies in absences due to health problems generated by use of alcohol: the temporary but intense hangovers among social drinkers, and the respiratory and nutritional disorders related to heavy drinking and to alcoholism itself. Evidence in this subject-area is more abundant for alcoholism than for heavy drinking or hangover symptoms among occasional drinkers. Evidence relating absenteeism to heavy drinking and problem drinking is more plentiful than "Blue Monday" data, but still sparse. Data about confirmed alcoholism and job absences are not only more abundant, but also more refined in sampling and controls. Evidence about the traditional stay-away absences of alcoholics comes from two kinds of studies: those that provide comparisons with some kind of nonalcoholic group, and those that do not. Alcohol used under certain conditions, and by certain persons, may well break down communication barriers, provide a way to reduce bureaucratic impersonality, and stimulate the necessary, but unofficial, clique pattern of a formal structure.

- 102) Trice, H. M. (1956). [Untitled]. *Industrial and Labor Relations Review*, 10(1), 159-160.

- 103) Trice, H. M. (1958). [Untitled]. *Industrial and Labor Relations Review*, 11(2), 305-306.

- 104) Trice, H. M. (1991). Comments and discussion. In P. J. Frost, L. F. Moore, M. R. Louis, C. C. Lundberg, & J. Martin, *Reframing organizational culture* (pp. 298-310). Thousand Oaks, CA: Sage Publications.

Abstract: Comments on the chapters by E. Schein (see PA, Vol 79:14848; 91-256041-017), D. Meyerson (see PA, Vol 79:14839; 91-256041-018), M. Rosen (see PA, Vol 79:14846; 91-256041-019) and B. Czarniawska-Georges

(see PA, Vol 79:14831; 91-256041-020).

- 105) Trice, H. M. (1979). Workers who drink (Book Review). *ILR Review*, 32(2), 275-276.

Abstract: The article reviews the book "Workers Who Drink," by Carl J. Schramm, Wallace Mandell and Janet Archer.

- 106) Trice, H. M. (1966). The social science of organizations: Four perspectives. (Book Review). *ILR Review*, 19(3), 458-459.

Abstract: This article reviews the book "The Social Science of Organizations: Four Perspectives," edited by Harold J. Leavitt.

- 107) Trice, H. M. (1962). The identification of management potential: A research approach to management development. *ILR Review*, 15(3), 445-446.

Abstract: The article reviews the book "The Identification of Management Potential: A Research Approach to Management Development," by Thomas A. Mahoney, Thomas H. Jerdee, Allan N. Nash.

- 108) Trice, H. M. (1956). Psychology in management. *ILR Review*, 10(1), 159-160.

Abstract: The article reviews the book "Psychology in Management," by Mason Haire.

- 109) Trice, H. M. (1971). [Untitled]. *Industrial and Labor Relations Review*, 25(1), 150.

- 110) Trice, H. M. (1971). Training by objectives: An economic approach to management training. *ILR Review*, 25(1), 150-150.

Abstract: The article reviews the book "Training by Objectives: An Economic Approach to Management Training," by George S. Odiorne.

- 111) Trice, H. M. & Staudenmeier, W. J., Jr. (1989). A sociocultural history of Alcoholics Anonymous. In M. Galanter (Ed.), *Recent developments in alcoholism*, Vol. 7 (pp.11-35). Plenum Press.

Abstract: This chapter describes the emergence of AA [Alcoholics Anonymous] and analyzes its successful growth / during the period of reduced alternatives for helping the alcoholic, AA began and soon flourished, helped by favorable publicity, committed members, and AA publications / we argue

that its founder, Bill W., played a crucial role as a charismatic leader and that AA found a unique organizational solution to the problem of charismatic succession, a solution that helped AA maintain growth and stability beyond the life of its founder / this chapter also reviews the social responses to AA including early research on AA, the generally favorable response to AA, criticism of AA, and the widespread imitation of AA by other problem area groups.

112) Trice, H. M. (1966). *Alcoholism in America*. New York, NY: McGraw-Hill.

Abstract: defines alcoholism; discusses vulnerable personalities and drinking groups, the impact of drinking on family and working life, and therapies and their success. A comparison between opium addiction and alcoholism is presented. Suggestions are made for early recognition, rehabilitation, and long-range prevention.

113) Trice, H. M., & Beyer, J. M. (1984). [Untitled]. *Academy of Management Review*, 9(4), 653-669.

Abstract: Studies of organizational culture often focus on discrete cultural forms and fail to place phenomena studied within an overarching conception of culture. Overlap and confusion in terminology occur across studies. To alleviate these problems, this paper offers distinguishing definitions and advocates studying rites and ceremonials, which consolidate multiple cultural forms. The paper also presents, illustrates, and discusses a typology of rites and ceremonials and examines the implications of cultural studies for research and practice.