



Organizational and Budgetary Slack

Ahmed Riahi-Belkaoui

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Riahi-Belkaoui's research shows that U.S. firms, and possibly firms elsewhere, resort to the underutilization of their resources, a phenomenon known as organizational and budgetary slack. In this, the first exhaustive study of slack, the author identifies and explains the phenomenon and its causes, explicates the characteristics of organizations afflicted by it, and suggests ways to remedy it. In doing so, he also analyzes the role of the multidivisional structure and the performance plan in the creation of slack, and the distortion of information that accompanies it. A challenging study for organizational behavior theorists and for organization planners and top management in the private and public sectors.

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