

In the name of the most high

Essential of Management Theory



•Sharif University of
Technology
•School of Management and Economics

S. Alireza
Feyzbakhsh, Ph.D.

1385

- *Different organizational **needs***
- *Organizations as **open systems***
- *The process of **adapting** organizations to **environment***
- *Organizational **life cycles***
- *The factors influencing organizational **health & development***
- *Different **species** of organization*
- *Relation between **species** & their **ecology**
survival*

organization _ environment relation
organizational effectiveness

Discovering organizational needs



→ Hawthorne Studies

→ Motivation theories

Type of need

Self actualizing

Maslow's hierarchy

Ego

Social

Security

Physiologic

Chris Argyris, Frederick Herzberg & Douglas McGregor

:

redesigning to create conditions for
personal growth
to
achieve organization's aims & objectives



more participate
democratic
employee_centered style of leadership

Recognizing the importance of *environment*:

organizations as **open systems**

To be open to their environment

must achieve an appropriate relation with the
environment

for

surviving

Open Systems concepts

1: The concept of an “open system” /

2: Homeostasis

3: Equifinality

4: Structure, function, differentiation, & integration

5: Entropy & negative entropy

6: Requisite variety

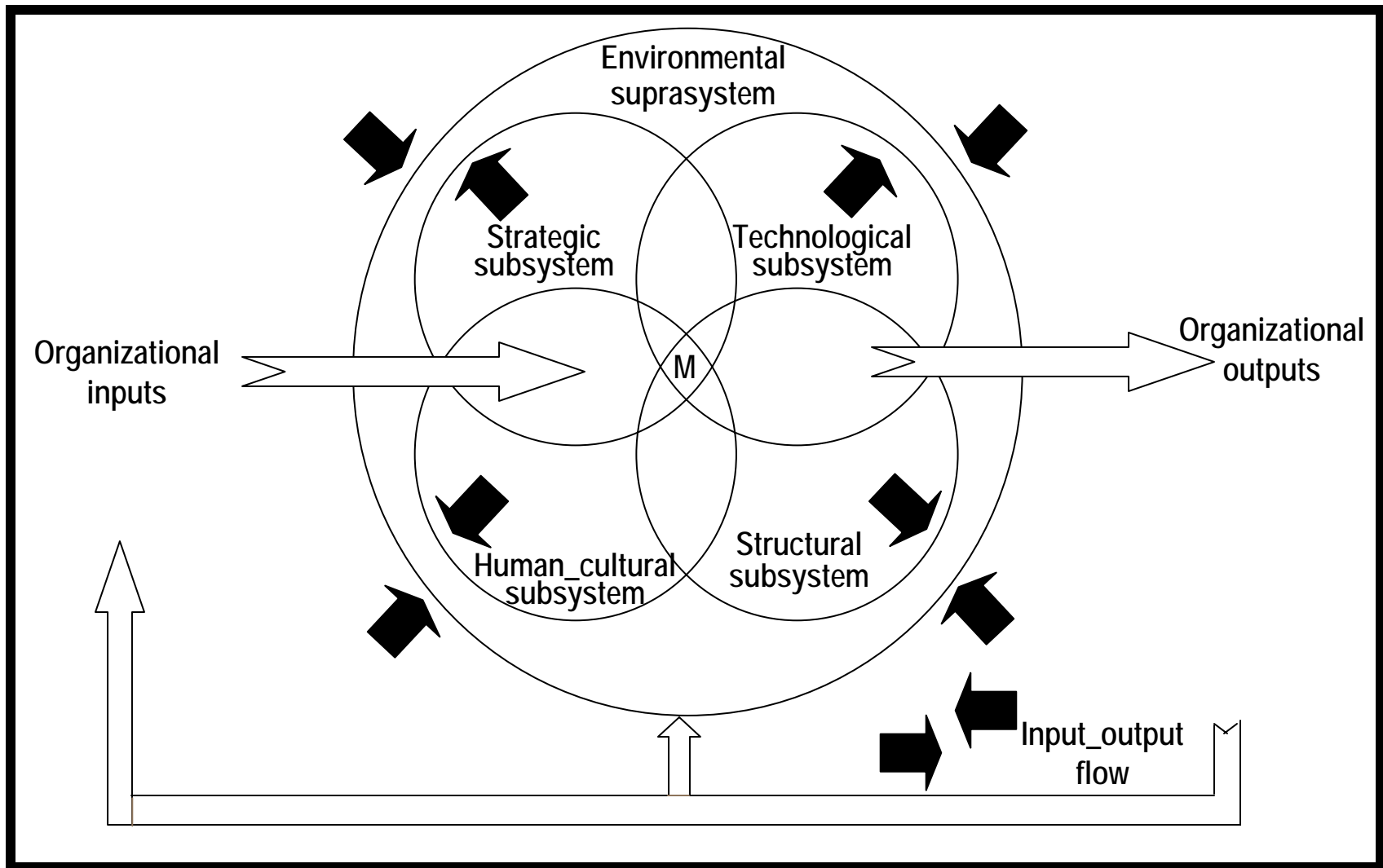
7: System evolution

“Open system” approach:

1.Emphasis on the environment in which organizations exist

2.Defines an organization in terms of interrelated subsystem

3.Establishes congruencies between different systems & identifies & eliminates potential dysfunctions



Organization as a set of **Independent Subsystem**

Contingency theory:

adapting organization to environment

Organizations are *open systems*
careful management for satisfying & balancing
internal needs

&

adapting to environment



There is no one best way of organizing

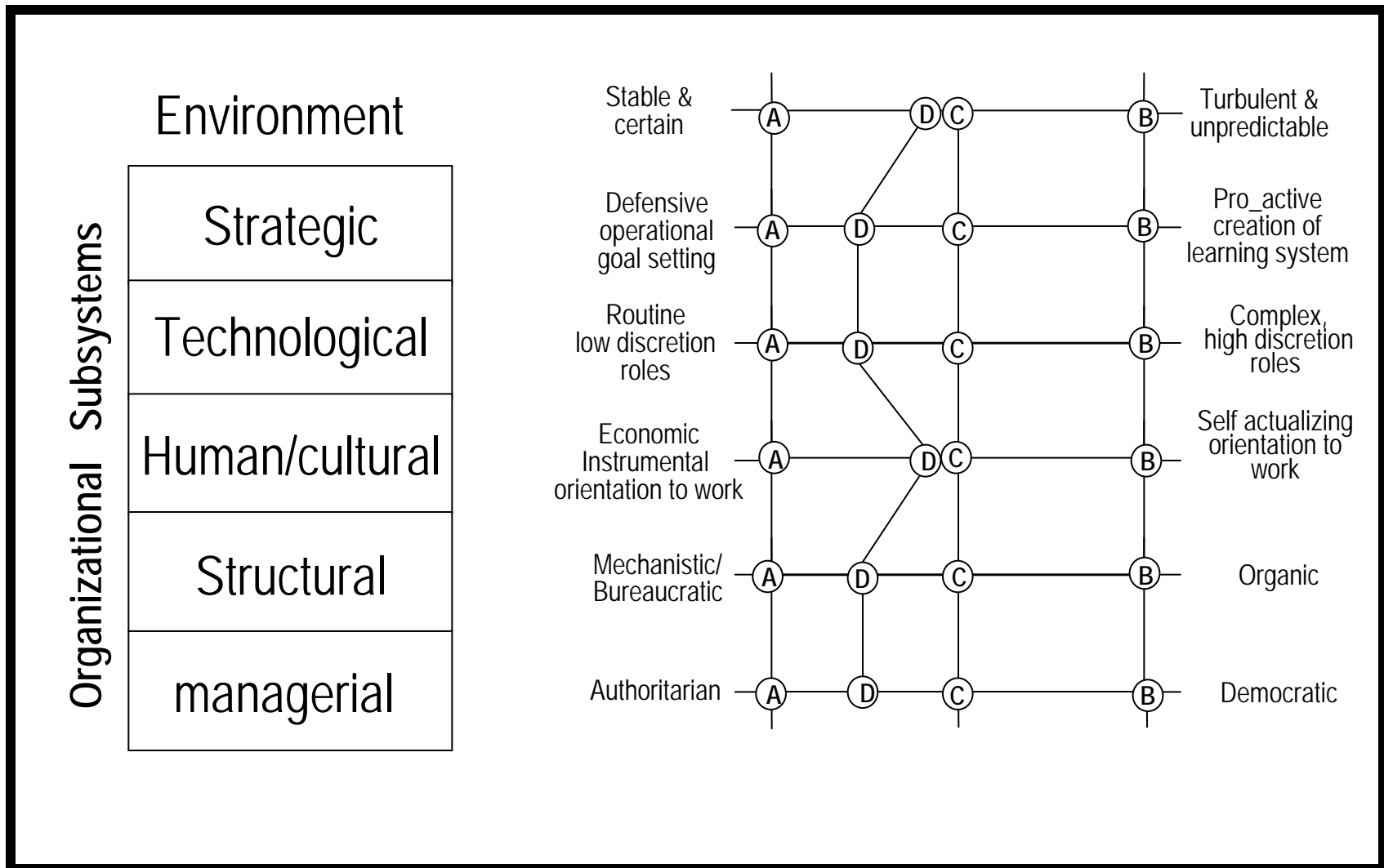


It depends on the task & environment

Organizational health & development

Identifying organizational characteristics & determining compatibility between different elements:

- 1. What is the nature of the organizations environment ?**
- 2. What kind of strategy is being employed ?**
- 3. What kind of technology is being used ?**
- 4. What kind of people are employed & what is dominant culture or ethos within the organization ?**
- 5. How is the organizational structure & what are the dominant managerial philosophies ?**



Congruence & Incongruence between organizational subsystems

Natural selection: ***the population Ecology*** view of ***organizations***

The way environments “select” organizations
by analysis at the level of “populations” of Organizations
and their wider “ecology”.

Darwin's theory of evolution

Organizations which

1. have too much **flexibility & power**
 2. environment has a little force in their survival
- can adapt to their environment



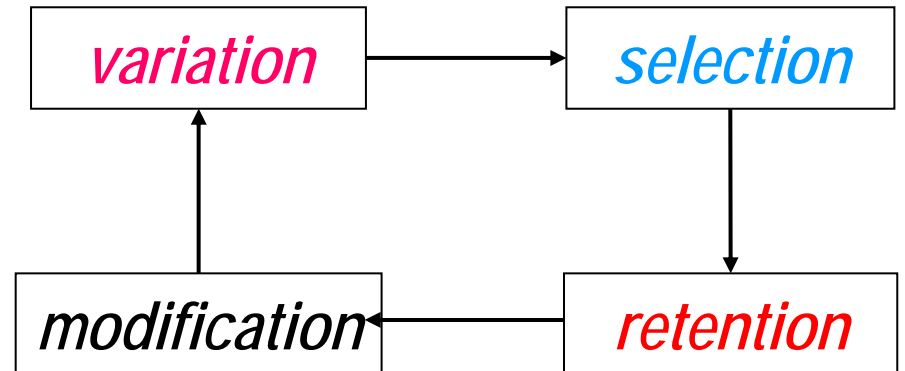
Natural selection

It depends on there being variation in individual characteristics

➔ **population_ecology**

➔ **evolution:**

Selection :



Evolutionary dynamics at the level of population:

1. How different species rise & decline in important ?

2. Why are there so many different kinds of organizations ?

3. What factors influence their numbers & distribution ?

4. What factors influence a population's ability to acquire or retain a

resource niche ?

 **Organizational demography**

Consequently:

1. Critiquing the adaptation view of

organization

2. The importance of the resource

limitations

3. The role of successful innovations

the total Ecology



Organisms **don't** evolve by **adapting** to
environmental changes or as a result of
selecting



survival of the fitting not just
survival of the fittest

Consequently:

1. Organizations & their environments are

correction

2. Collaboration is often as common as

competition