Figure 1.4: The Relationship Among Organizational Theory, Structure, Culture, Design, and Change

Organizational Theory

The study of how organizations function and how they affect and are affected by the environment in which they operate.

Organizational Structure

- The formal system of task and authority relationships that controls how people are to cooperate and use resources to achieve the organization's goals.
- Controls coordination and motivation; shapes behavior of people and the organization.
- Is a response to contingencies involving environment, technology, and human resources.
- Evolves as organization grows and differentiates.
- Can be managed and changed through the process of organizational design.

Organizational Design and Change

- The process by which managers select and manage various dimensions and components of organizational structure and culture so that an organization can control the activities necessary to achieve its goals.
- Balances the need of the organization to manage external and internal pressures so that it can survive in the long run.
- Allows the organization to continually redesign and transform its structure and culture to respond to a changing global environment.

Organizational Culture

- The set of shared values and norms that controls organizational members' interactions with each other and with people outside the organization.
- Controls coordination and motivation; shapes behavior of people and the organization.
- Is shaped by people, ethics, and organizational structure.
- Evolves as organization grows and differentiates.
- Can be managed and changed through the process of organizational design.

Organisation Theory And Design Second Edition

RD Boyd

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