

THIRD EDITION

ORGANIZATION THEORY & DESIGN

AN INTERNATIONAL
PERSPECTIVE

Richard L. Daft,
Jonathan Murphy & Hugh Willmott

This excellent text on organizational theory and design introduces basic concepts and complements them with a discussion of organizational purpose and structure, design elements and the management of dynamic processes. Its practical features and organizational examples are particularly useful to illustrate integration of theory with practice.

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A valuable resource with a well-established track record among university students and professionals interested in better managing organizations – updated effectively to include a range of enlightening examples and structured appealingly to facilitate learning.

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The third edition of *Organization Theory and Design* addresses overarching questions such as, how is globalization impacting organizations? Exploring contemporary issues in organization design, examples are drawn from global sources which reflect the different issues and best practices faced by managers.

Developed for students in the UK, Europe, the Middle East and Africa, renowned academics Jonathan Murphy and Hugh Willmott continue to add an up-to-date international perspective to Richard L. Daft's landmark textbook. Together they provide an original, comprehensive approach to the study of organization theory and design.

Key Features

- > **An international perspective incorporating examples and views from Europe to the Middle East.**
- > **In Practice, Leading by Design and Counterpoint features introducing and developing organizational issues to provide a fuller picture.**
- > **Case for Analysis and Integrative Cases, providing both short and longer case studies and questions.**

New to this Edition

- > **Fully revised and updated to incorporate the latest developments and standards in the field, and recent examples from the world of business.**
- > **New and updated Case for Analysis at the end of each chapter.**
- > **Brand new and updated Integrative Cases, including examples from the UK, Middle East and New Zealand.**

About the Authors

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Australia • Brazil • Mexico • Singapore • United Kingdom • United States

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FEATURES



Philips NV

Philips was one of the world's first genuine multinationals. Founded in Eindhoven, Netherlands by Gerard Philips in 1891, the company initially manufactured light bulbs, among the opportunities of widespread home and business electrification. Electricity soon brought opportunities for inventing and selling further electrical devices, and during much of the twentieth century, no European company seized market opportunities better than Philips. The relatively small size of Holland's domestic market pushed the company to seek new markets on the continent and eventually beyond. By the mid-1980s, the company was active in 14 different divisions ranging from the original lighting sector to large appliances and the new field of computers. Philips' product development laboratories were unparalleled, developing cutting-edge electrical equipment across the company's vast product range.

But as is often the case in business, at the height of Philips' success, storm clouds were forming on the horizon. Several different factors were beginning to work against the company as it approached its second century.

One issue was the very loose organizational structure that the company was forced to adopt when it internationalized. Before the great era of trade and market liberalization that began in the 1970s, it was simply not possible to centralize functions globally. Indeed, during the Second World War, when Holland was occupied by the German Nazis, international branches of Philips basically operated entirely independently. Even in normal times, companies wishing to enter different countries' markets were typically forced to set up fully functional national units, with their own manufacturing, marketing and distribution systems.

The national units that had to be set up tended to become autonomous power bases. In theory this could have been beneficial, if innovative approaches were developed and tested in one country and then rolled out internationally, as was the case for example for the Anglo-Dutch consumer products firm,

Unilever.¹ But consumer electronics are different from household products; they are costly to develop, and generally don't require tailoring to individual markets; thus centralized product development tends to be the preferred approach. Autonomy sometimes reached extremes, for example when Philips in North America decided to manufacture early video recorders based on a competitor's product.

Another problem was bureaucracy and inefficiency. Philips was so successful, for so long, that workers and managers began to see their positions as jobs-for-life. Employment grew and grew, ultimately Philips had over 300,000 employees worldwide. Eindhoven itself was every bit the company town; Philips took on numerous social projects ranging from the Philips library and theatre to the PSV Eindhoven football team, which under Philips' benevolent sponsorship became one of the giants of European club soccer. The Philips product development division seemed to lose its knack for creating products that fit customer needs. Its early forays into computers, in particular, were not competitive with either the American giants like IBM and later Compaq, or the emerging brands from the Far East.

By the 1980s, Japan had emerged from its early post-war avast as producer of cheap copies of Western consumer goods. In motorcycles, then the automobile industry, and later for Philips, in electronics, Japan began producing flashy, competitively priced but well-made products. The Matsushita conglomerate, in particular, with brands such as Toshiba, as well as Sony Corporation, began to develop the same kind of positive reputation amongst consumers that Philips once enjoyed, whereas Philips products started to be viewed as expensive and behind the times.

Philips' bottom line suddenly turned red. Despite IBM efforts to cut costs in the late 1980s, by 1990 the company was run up an accumulated deficit of \$2 billion. PSV Eindhoven had won the European Cup in 1988, but on the eve of its twentieth anniversary, its sponsor Philips was in real danger of disappearing underneath the sea of red ink.²

Philips turned to a new company president, Jan Timmer, who slashed the company's workforce by 50,000, got out of the company's debt of \$2 billion, terminated a number of unprofitable joint ventures and reoriented the company towards Asian production facilities in place of increasingly costly Europe. Timmer's hard-nosed strategy stemmed some but not all the bleeding. In 1996, Sony, Philips'

one that fosters its members' abilities to self-manage and self-organize.³ Gore continues to grow and prosper.⁴ (see Counterpoint 2.2)

Carrefour

Carrefour is one of the giants in today's global retailing. In 1963, Carrefour pioneered the concept of the hypermarket, or hypermarket in English, a concept bringing together the traditional food-based supermarket with the full-range department store, carrying items from clothes to house paint to computers: 'everything under the same roof'. The company, based in France but by 2016 operating in 28 different national markets from China to Argentina, is the world's second largest by retail sales after Wal-Mart, with over 10,000 stores worldwide, on four continents. Although in some markets Carrefour operates a number of other chains ranging from convenience stores to cash and carry warehouses, these operations are driven by the supply and distribution systems established by the hypermarket operations. Its hypermarkets all contain the same product mix of about 60 per cent food and 40 per cent non-food, with the specific products sold tailored, of course, to national tastes. Where Carrefour has expanded through purchasing existing chains, such as Spain's Condis chain, it has usually moved quickly to rebrand the purchased properties with the name, logo, and look and feel of the Carrefour group.

Carrefour's success has been built on following its basic model quite rigidly across national markets. The company's managers are driven from all its operating countries, but management training places a strong emphasis on creating common corporate values and understanding amongst both managers and shop-floor employees, enabling it to avoid some of the differing visions that so hampered Philips, discussed in the previous chapter.⁵

Not-for-Profit Organizations and Charities

Many nonprofit organizations (NGOs) rely heavily on public and other external funding. NGOs in the arts sector, for example, can rarely earn enough money from ticket sales to cover even their expenses, despite having a small staff complement who are



Have you read this book?

Managing Sceptically: A Critique of Organizational Fashion

BY HARVEY RAMSAY

In *Managing Sceptically*, Harvey Ramsay takes a close look at various 'innovations' in organization theory and management practice, and finds many of them to be fads that are quickly forgotten and replaced by other new, but often shallow, ideas. Some past fads that Ramsay identifies include:

- Quality circles: this idea was imported from Japan in the 1970s, and saw its greatest popularity in the early 1980s. The idea was for groups of workers to get together to discuss ways to improve the production process. Within a few years researchers found that any short-term gains were quickly lost. Corporate productivity is embedded in a whole range of social relationships that extend into wider society, and in most cases productivity cannot be fundamentally improved by adopting a single idea from another country.
- Total Quality Management: a combination of American systems theory and Japanese meticulousness, TQM was intended to ensure organization-wide quality management, resulting in improved products for consumers, as well as better return to shareholders. TQM seems to have been successful mainly when combined with incentive bonuses, suggesting that it did not succeed in improving intrinsic employee motivation. By the mid-1990s, TQM seemed to be reaching the end of its life cycle.
- Change management: an approach that aims to structure the change process in an organization from current practices to an improved future. There are numerous change management models, which might include stages such as developing

a change management strategy, enrolling senior managers as change leaders, communicating the need for change, training employees in the changed systems, coaching employees to accept and support change and approaches to sustaining the change. However, Ramsay cites one large-scale study that showed only one-third of organizations undertaking change management achieved lasting organizational strengthening.

Ramsay considers different explanations for why organizations continue to seize on new fads and fashions, given the singular lack of evidence for their success. These include the inherent contradiction in business organizations between the means to achieve improved productivity which is largely through building employee commitment, and the appropriation by shareholders of the resultant increased profits. He concludes that there is a tendency for fads to oscillate between 'rationalist' approaches such as Taylorism and 'normative' approaches, each of which generates dysfunctionalities that lead to oscillating paradigm shifts between the two norms.

Ramsay's work is several years old, but the pattern of management fads continues unabated. A highly influential and long-lasting fad for private-public partnerships was generated by David Osborne and Ted Gaebler's 1992 *Reinventing Government*. Although Osborne and Gaebler intended to strengthen public service provision, the result of applying their ideas was often state capture by private interests and the loss of universal public services. Many of the private finance schemes set up as part of the 'reinventing government' movement have proven poor value for money, and a number collapsed during the 2007–2009 global economic crisis, leaving the taxpayer holding the bill.

Source: Farnham Meethan (2004), 'Public-Private Partnerships: The Trojan Horse of Neoliberal Development?', *Journal of Planning Education and Research*, 24, 88–101; Warwick Funnell, Robert Jase and Jane Andrew (2008), *In Government We Trust: Market Failure and the Collapse of Privatization*, London, Pluto; David Walker (2008), 'Out with the outsourcing?' *Prospect*, November 20.

'Managing Sceptically: A Critique of Organizational Fashion', is Chapter Nine in Stewart Clegg and Gill Palmer (1996), *The Politics of Management Knowledge*, London, Sage.

Bookmark short reviews of books highlighting key issues that impact modern management



W. L. Gore & Associates

When Jack Dougherty began work at W. L. Gore & Associates, Inc., he reported to Bill Gore, the company's founder, to review his first assignment. Gore told him, 'Why don't you find something you'd like to do'. Dougherty was shocked at the informality but quickly recovered and began interrogating various managers about their activities. He was attracted to a new product called Gore-Tex, a membrane that was waterproof but breathable when bonded to fabric.

The next morning, he came to work dressed in jeans and began helping feed fabric into the maw of a large laminator. Five years later, Dougherty was responsible for marketing and advertising in the fabric group.

Bill Gore died in 1986, but the organization he designed still runs in the same informal way as before. One of the key tenets of the organization is that employees (called associates) figure out what they want to do and where they think they can make a contribution. Instead of bosses, associates can choose to work with 'leaders' who emerge organically in the process of addressing work's regular challenges. The company has over 9000 associates in 45 locations around the world. The plants are kept small, up to 200 people – to maintain a family atmosphere. 'It's much better to use friendship and love than slavery and whips', Bill Gore said. Several professional associates are assigned to act as 'sponsors' for new product development, but the administrative structure is lean. Good human relations is a more important value than internal efficiency. The company has seven times been named one of *Fortune* magazine's '100 Best Companies to Work For in America'. In 2009 it was listed twelfth on the '50 Best Large Workplaces in Europe' list, and in 2012, in the top ten workplaces in the world named by the Great Place to Work Institute. The company was featured in Malcolm Gladwell's famous book *The Tipping Point*, to illustrate how small spread plants and mutual familiarity make for positive and efficient working teams. It has also been featured in Frederick Laloux's 2014 book, *Reinventing Organizations*, as a 'teal' organization:

In Practice practical illustrations of the text's surrounding theory in practice



Online Counterpoint additional counterpoints can be found on the associated online platform. Look out for this icon in the margin.



Shazam – It's Magic!

Many people have had the experience of hearing a song they like on the radio or in a dance club and waiting in vain for the DJ to identify it. Shazam, a mobile phone music service launched in the United Kingdom in August 2002, has come to the rescue. The next time a mobile phone user hears that mystery tune, all he or she has to do is dial a four-digit number on the mobile phone, let the music play into the handset, and moments later receive a text message with the artist and song title. The user can forward a 30-second clip of the track to friends, or even download the song directly to his or her phone. The song can then be legally copied from the mobile phone to a PC and shared between multiple devices.

Shazam's magic happens through the use of a pattern-recognition software algorithm developed by the company's chief scientist. The algorithm picks out the salient characteristics of a tune and matches them against a massive music database. The company,

founded by Californian entrepreneur Chris Barton, calls the process 'tagging', and by 2012 Shazam claimed that worldwide its users had 'tagged' five billion songs, TV shows and advertisements. Users can go online and see a list of all the songs they've tagged.

Shazam's success depends on collaborative partnerships with mobile phone companies, major record labels, software companies and others. A partnership with Swiss-based SDC (Secure Digital Content) AG provides the technology that enables a complete 'tag to download' in three simple steps, allowing users to purchase music on the move. A strategic alliance with MTV Japan helped Shazam expand to about 40 million mobile phone subscribers in Japan. Deals with international mobile operators and media companies throughout the United States, Europe and Asia make Shazam's service available to more than 1 billion mobile phone users worldwide. By 2013 Shazam claimed it had 300 million users.

The mobile phone companies offer tagging as a premium service to their customers and pay Shazam a cut of the profits. Since tagging promises to drive up call times, most mobile phone companies are interested. And the record labels' interests are served by getting new music in front of consumers. Word-of-mouth recommendations are a powerful means of driving music sales, so the idea of people

Leading by Design cutting-edge examples of organizations undergoing major change within the turbulent global environment



Briefcase insights on analyzing cases and managing organizations, are given on the online platform. Look for this icon in the margin.

Summary and Interpretation

In established thinking, organizations tend to be regarded as 'closed systems' – as autonomous and separate, trying to outdo other companies. In contrast, in more recent, 'open systems' thinking, organizations are seen as part of an ecosystem. An organization may span several industries and be positioned in a dense web of relationships with other companies and agencies. Collaboration then comes to be regarded as a weapon in the armoury of competition. Organizations may compete and collaborate at the same time depending on the location and issue. In this business ecosystem, management include the development of horizontal relationships with other organizations.

Four perspectives have been developed to explain relationships among organizations. The resource-dependence perspective argues that organizations try to avoid excessive dependence on other organizations. In this view, considerable effort is devoted to controlling the environment to ensure ample resources while maintaining independence; and managers in powerful organizations gain advantage by exploiting the dependence of weaker organizations. In the collaborative network perspective, organizations welcome collaboration and interdependence with other organizations to enhance value for both. Many executives are changing mindsets away from independence toward collaboration, often with former corporate enemies.

The population-ecology perspective explains why organizational diversity continuously increases with the appearance of new organizations filling niches left open by established companies. This perspective suggests that large companies usually cannot adapt to meet a changing environment; hence, new companies emerge with the appropriate form and skills to serve new needs. Through the process of variation, selection and retention, some organizations survive and grow while others perish. Executives may develop a generalist or specialist strategy to survive in the population of organizations.

The institutional perspective argues that interorganizational relationships are significantly shaped by the quest for legitimacy. Structures and activities are favoured that are perceived as valid, proper and up-to-date by external stakeholders. Techniques are copied with the consequence that organizations begin to look very similar. There are three core mechanisms that explain increasing organizational homogeneity: mimetic forces, which result from responses to uncertainty; coercive forces, which stem from power differences and political influences; and normative forces, which result from common training and professionalization.

The four perspectives offer distinct ways of making sense of organizations which may be adopted by managers to address challenges of change, competition and collaboration. Managers in organizations may be seen to struggle to reduce dependence and vulnerability; to engage in collaborative relationships with others; to capitalize on others' slowness to adapt by seizing upon openings for new organizations to flourish; and to be enabled and constrained by the requirement to secure legitimacy from the external environment.

Summary highlight the key learning points and how they can be applied to organizational settings

COUNTERPOINT 4.6

Although these problems may arise from 'structural deficiencies' that can be corrected by the technical fix of structural redesign, the problems may also be endemic to capitalist work organizations. Decision-making may be delayed because senior managers anticipate that their jobs or career prospects are threatened by change. Innovation may be slow because it poses a threat to established 'empires' within the organization. Declines in employee performance may be associated with frustration and dissatisfaction in, ultimately, being treated as a disposable commodity or, at least, with insufficient dignity as changes are introduced (or imposed) without genuine consultation or adequate understanding of their counterproductive effects. Conflicts between individuals, groups, departments and divisions may arise from the basic understanding that responding to the demands of shareholders and/or customers is not necessarily compatible with improving the wages and conditions (e.g. pensions) of particular groups of employees.

Counterpoint deliberately provocative viewpoints that generate debate and encourage multiple perspectives for rounded learning

KEY CONCEPTS

centralized	horizontal grouping	organization structure	teams
decentralized	horizontal linkage	outsourcing	vertical information
departmental grouping	horizontal structure	process	system
divisional grouping	hybrid structure	product matrix	vertical linkages
divisional structure	integrator	re-engineering	virtual network grouping
functional grouping	liaison role	symptoms of structural	virtual network
functional matrix	matrix structure	deficiency	structure
functional structure	multifocused grouping	task force	virtual team

Key Concepts highlighted throughout with a detailed glossary at the back of the text

Discussion Questions

1. What is the definition of organization structure? Does organization structure appear on the organization chart? Explain.
2. How do rules and plans help an organization achieve vertical integration?
3. When is a functional structure preferable to a divisional structure?
4. Large corporations tend to use hybrid structures. Why?
5. What are the primary differences between a traditional organization designed for efficiency and a more contemporary organization designed for learning?
6. What is the difference between a task force and a team? Between a liaison role and an integrating role? Which of these provides the greatest amount of horizontal coordination?
7. What conditions usually have to be present before an organization should adopt a matrix structure?
8. The manager of a consumer products firm said, 'We use the brand manager position to train future executives.' Do you think the brand manager position is a good training ground? Discuss.
9. Why do companies using a horizontal structure have cultures that emphasize openness, employee empowerment and responsibility? What do you think a manager's job would be like in a horizontally organized company?
10. Describe the virtual network structure. Why do you think this is becoming a good structural alternative for some of today's organizations?

Discussion Questions carefully prepared questions help tease out the key issues

Chapter 2 Workbook Measuring Dimensions of Organizations

Analyse two organizations along the dimensions shown below. Indicate where you think each organization would fall on each of the scales. Use an X to indicate the first organization and an * to show the second. You may choose any two organizations you are familiar with, such as your place of work, the university, a student organization, your local community organization or church, or your family.

Workbook experiential exercises encourage team learning and skills development

CASE FOR ANALYSIS 4.1

Organization Structures

Scotia University

Scotia University is located in Scotland and, like most organizations, periodically re-structures its organization to better align its structure to its strategy. Universities are no different to any other organization but tend to use different terminology when it comes to organization structures. Senale is the senior academic body of the university. Legally and constitutionally it is responsible for the academic activity of the university which is teaching and research. Senale is also responsible for student conduct. The University Court is involved in the development of, and ultimately approves, the university's strategic plan. It approves any major financial decisions, such as whether or not to borrow money; it also approves the university's proposed budget.

The principal divisions are normally termed colleges, faculties or schools, with colleges being an overarching structure with direct responsibility to the University Executive or Senior Management Team. The Scotia University College of Arts contains: the School of Humanities; the School of Critical Studies; the School of Culture & Creative Arts; the School of Modern Languages & Cultures; and its graduate school. The College of Medical, Veterinary and Life Sciences contains: the School of Life Sciences; the School of Medicine; the School of Veterinary Medicine; its graduate school and seven research institutes. The College of Science and Engineering contains: the School of Chemistry; the School of Computing Science; the School of Engineering; the School of Geographical & Earth Sciences; the School of Mathematics & Statistics; the School of Physics & Astronomy; the School of Psychology; and its graduate school. The College of Social Sciences contains: the Business School; the School of Education; the School of Interdisciplinary Studies; the School of Law; the School of Social & Political Sciences; and its graduate school.

The chief executive of a Scottish university has the title Principal and Vice-Chancellor and the Chancellor is a lay-member of the university (not an employee). The Senior Management Group advises the Principal as chief executive officer of

the University on matters of policy. It also advises Court and Senate on matters of strategic policy (academic and resource), and acts on a day-to-day basis to implement the policies of Court and Senate. The Senior Management Group (SMG) comprises: the Principal, Vice-Principals; Heads of Colleges; Secretary of Court; and the Director of Finance. The SMG has responsibility for ensuring that the university policies are effectively implemented and that this is done in a coordinated way across the Colleges and University Services. It has a role in developing corporate initiatives and policies, for consideration by Senate and Court. SMG maintains a watching brief on the university strategy and in particular on progress against the strategic key performance indicators (KPIs) and it takes action as required to ensure that the university is positioned to meet them. SMG also has an ongoing responsibility to monitor, assess and address risk, and in liaison with Court, update the strategic risk list annually.

The Court is the governing body of the university, and is sometimes compared to the Board of Directors of a company. Its powers have been defined over a number of years and are set out in a series of Acts of Parliament, the Universities (Scotland) Acts 1858-1966, and subsidiary regulations and ordinances. The Court has ultimate responsibility for the deployment of resources in the university and for the strategic plans of the institution. It also has a monitoring role in relation to the overall performance of the university, and it holds the Principal accountable for the effective and efficient management of the university. It is responsible for the well-being of staff. With the Senate, it is responsible for the well-being of students and for the reputation of the university. The Rector is elected by the students of the university to represent their interests. He or she is also, ex-officio, the Chairperson of the University Court, the body which administers the resources of the university. The Rector is not active in university strategy or policy-making. The role is principally as spokesperson and representative for student issues. The Rector's participation in events is entirely voluntary and depends on availability and personal choice.

Case Study Questions

1. Describe and explain the structure of Scotia University in terms of its vertical structure and illustrate with an organization chart of the Colleges.

Case for Analysis chapter-ending cases provide real-world settings for analysis and assessment

1.0 INTEGRATIVE CASE 1.0

Luxurious Goat Milk Products: Working with Local Culture – RojaAHP

Kim Maya Sutton

Jade Hochschule Wilhelmshaven, Germany

This case study is fictional for educational purposes. All people except President Rouhani are fictional; RojaAHP is also fictional. Any likeness to persons or organizations is purely coincidental.

Hannah woke up with a start that morning in September of 2016; convinced she'd slept in. She had to get up; get ready; meet the Aboodschs; find a taxi; make it to town and all of that in just... well... only 5am! She sighed and placed her head back on the linen sheet she used to find of some of the night hair. In the last five years, the one thing she had not gotten used to was the heat.

Hannah Williams [*14 October 1984 in Al Fashir, Sudan]

Born to US American parents, a general logistician and a nurse who both worked for Doctors Without Borders, Hannah Williams was more of a miracle than anything else, said her grandmother 'Doty'. 'Your parents always met so briefly. He clearly heard my wish for another little me; the lady to whom I could relate.' Hannah grew up with Doty in her old plantation house in Kentucky and until she turned 5, she only saw her mum and dad on special occasions. One dismal day in 1989, her world turned into a whirlwind that had not stopped since. Doty died, and her mother showed up to home-school her while working part time in the field. They lived in foreign countries on 9-12 month assignments. (MSF UK, 2016)

Hannah got used to this lifestyle, learned languages quickly, and was particularly fascinated with Middle Eastern cultures. The beauty of Damascus with the strong baklava colours and smells, the strange sizzling noises at the Dead Sea and the beautiful ruins of Karnak Temple in Luxor sparked an interest in her. This is where she would live when she was an adult, she decided. When her parents retired to a quiet life back on the Old Plantation, Hannah went to Cologne, Germany, to study pharmaceutical chemistry. At a student party in 2004, she met her later husband, Philip, and their future business partner, Ali, who studied engineering and management.

Ali Turani [* 02 April 1984 in Tehran, Iran]

As grew up with the traditional Persian values, he was also very interested in everything Western. When in 1984, the opportunity arose to stay with a distant uncle in Germany, his parents gave him as much money and jewellery as they could spare and sent their only son to study, knowing he'd come back and bring new knowledge to help his country later. Ali learned German easily, soaked up all the information like a sponge, and concluded German high school with honours. He worked in a Persian restaurant to earn his living and took up internships where he could. With very structured days, he knew exactly when to study, work, enjoy culture. As a Shiite, he did not consume alcohol and was always a role model for his fellow students. It was tough for Philip to convince his friend to join the party for the first place.

Integrative Cases longer cases integrate learning by addressing themes and concepts from across the text

PREFACE

Our vision for this third edition of *Organization Theory and Design: An International Perspective*, is to explore contemporary issues in organization design using both classic ideas and contemporary theories while also mobilizing some critical thinking. Our aim is to help students understand different approaches to management. In the first EMEA edition, published in 2010, Jonathan Murphy and Hugh Willmott joined Richard Daft to incorporate many significant changes and additions to the enormously successful sole-authored *Organization Theory and Design* by Professor Daft, and now in its 11th US edition. In the second edition, the counterpoint feature was updated, and new case examples and book reviews were added. In this third edition, every chapter has been updated, taking into account developments in both corporate life and the wider economy since the last edition went to press.

Throughout this new edition, examples are drawn from global sources, reflecting different issues and best practices faced by managers working in national and international business, public sector, and nonprofit environments around the world.

Changing World – Changing Organizations

The international crisis that has rocked economic activity around the world for the past decade since 2007, has raised fundamental questions about the international economic order, and it has challenged earlier assumptions about organizational design. The period of US dominance of the world economy, in place since the end of the Second World War, is in the process of dissolution. New economic powers like China and India have grown rapidly and may well overtake the former economic powers in America, Europe and Japan within the next generation, although their economies too have not escaped unscathed from international economic instability. Many major multinational corporations are in decline, a phenomenon that has been brought home in striking fashion through bankruptcy and reorganization of companies as large as General Motors. Large multinational companies will continue to exist in some form, but it is clear that US-headquartered manufacturing MNCs are no longer unrivalled in organizational innovation and entrepreneurial dynamism. It is not only in the auto industry but, more crucially, in other areas, notably electronics, that new and powerful competitors have emerged, particularly from the Asia-Pacific region. There has also been a shift – particularly within the advanced economies – away from manufacturing and towards services, particularly tied to the dramatic development of information technology. This third EMEA edition of *Organization Theory and Design* keeps up-to-date this changing business environment, with greater focus on service-delivering organizations, as well as further geographic diversity in the organizations we discuss and explore.

The economic changes that have been occurring since the 1970s – brought to a head by the post-2007 economic crisis – reflect the decline of a form of production based on large multinationals whose sheer size and available resources enabled them to set the standard for business practice throughout their industries. International economic liberalization combined with advances in information and communication technologies means that companies do not need to be enormous in order to compete internationally. We explore in the text how numerous smaller, more agile companies, often based in emerging economies, have been able to grow rapidly, and have in many cases outstripped the former market leaders in the established developed countries. These companies are embedded in distinctive (frequently non-Western) cultures and they incorporate practices

that have proven highly effective. These newcomers have often humbled many industry giants, although at the same time other well-established companies have adapted and flourished in new conditions nurtured by globalization and market liberalization.

These developments have served to underscore the key, yet repeatedly overlooked, insight that *there is no single, effective way of designing and managing an organization*. When we look around the world, we find very different organizations, designed on highly divergent principles and philosophies, succeeding in both national and international markets. British firms controlled by private equity funds with a very short term profit-maximizing perspective operate cheek-by-jowl with Japanese companies that plan generations ahead. Western multinational corporations that are constantly looking to sell off ‘non-core’ assets compete against sprawling Asian conglomerates that are happy to incorporate an ever-burgeoning range of apparently disconnected product ranges; extending for example from tomato paste to air conditioners. Similarly, organizations with very different management styles coexist in the global business environment. Many successful companies have highly developed human resource departments, where hiring is carried out on the basis of ‘scientific’ assessments including batteries of psychometric tests and rigorous multi-stage hiring panels, and where every staff member has a multi-faceted, multi-year development plan. In other, equally competitive corporations, new employees may be brought onboard through connections with the founding family, or a short interview with the CEO, who relies entirely on intuition in making key hiring decisions. While there is no doubt that some information important to organizations can be gathered and analyzed systematically and scientifically, many other factors will remain unknowable, or even more significantly, subject to very different cultural interpretations.

Differing interpretations, and the uncertainties that they cause, affect the contemporary organization not only in terms of its own planning and decision-making, but also in how it is perceived from the outside, which in turn has a substantial effect on the resources available to the organization and the possibilities of it achieving its objectives. As we have seen in several boom and bust cycles of the ‘dot-com’ sector, the valuation of companies and their ability to raise capital can soar and plunge within days or weeks, whereas the actual work being carried out by the company, and the quality of its technicians and engineers, is unchanged. Perceptions, therefore, change material reality for organizations no less than the reality of organizations, including their strengths and weaknesses, drives changes in society including perceptions of organizations.

But what does this mean for managers? First of all, it is extremely important to be able to stand back, take stock, be self-reflective. How we see things is often quite different from the way others see things, and the way we see ourselves is different from the way others see us. The better that this lesson is learned, the more likely we will be able to organize people and technologies effectively. Secondly, our efforts to exert control over our internal and external environments are likely to be partially successful at best. The potency and scope of management control should not be exaggerated, as unexpected and unscheduled developments and events disrupt the best laid plans. Appreciating the limits of executive intervention and control encourages the development of a more agile, facilitating and adaptable, rather than controlling, approach. It can also help reduce stress levels as the unforeseen becomes less surprising and threatening. Thirdly, it points to the importance of developing an ability to understand more intuitively and respond more skillfully to change, rather than relying upon techniques and procedures which hold out the overblown promise of rendering the future predictable.

How have these new insights been incorporated in this textbook? First of all, we have tried to avoid one-size-fits-all answers. Students often hope to find a single simple answer (if nothing else, it promises to reduce uncertainties and stress associated with writing assignments and revising for exams). But, as we have stressed, there is no single best way to design an organization, and no single best way to manage. These are *contingent* on circumstances, capacities, and in no small measure, on chance – which should come as no great surprise as the same (il)logic applies to our own life-histories and ‘choices’. We have sought to provide some, necessarily partial, illumination

of how different organizations have dealt with diverse issues, as well as the pros and cons of their decisions, again bearing in mind that every situation is distinctive and dynamic.

In line with this way of looking at organizational practices and problems this EMEA edition again includes a Counterpoints feature. Its purpose is to challenge conventional wisdom and thereby stimulate reflection. The main body of the text concentrates primarily upon ‘mainstream’ or traditional ways of looking at organizations. As you will encounter these established ideas and recipes as a practitioner, as well as in other courses you are taking, it is important to understand traditional management thinking and theories. The Counterpoints, some available within the text, others in the companion material online, are intended to signal the existence of alternative ways of looking at organization theory and design – recall what we said earlier about different perceptions and perspectives. By providing brief commentaries on traditional management perspectives, we highlight their (inevitable) limitations as a reliable basis for advancing, or significantly broadening, your understanding of organization design. Our hope is that the Counterpoints will serve as an inviting bridge between a traditional approach to studying organization and management, in which a single view of ‘best practice’ tends to be emphasized, and newer, diverse and flexible ways of looking at issues. Our intention is to facilitate ways of approaching problems in a more open way that does not presuppose what is ‘right’ and ‘wrong’. In organizations, the most demanding decisions are made based on differing and sometimes conflicting assessments, and the Counterpoint feature is consistent with an acknowledgement of the value of the differences of understanding encountered in real-life organizations. The Online Counterpoints hosted on the associated online platform are labelled independently and are identifiable by the margin icon shown here.

Major challenges currently face the senior executives of corporations. Not least of these is the role of corporations in relation to the sustainability of the contemporary economic order. Climate change will increasingly disrupt supply chains and economic security – problems that reach to the core of corporate activity. The bigger picture is one of material questions about sustainability. How are business leaders going to address and reconcile the spread of an affluent, resource-depleting lifestyle to emerging economies? And how is this to be achieved with the finite availability of natural resources? Corporations are eagerly entering and developing emerging markets but can improved material well-being be enabled without a corresponding, radical shift in consumption patterns in the affluent, developed world? What roles – benign or malevolent – will corporations play in attending to sustainability issues – issues that are of such key importance to the welfare of future generations? To what extent can the pursuit of profitable growth – which is what corporations are traditionally designed to deliver – be reconciled with demands for ‘global justice’ in the form of a more equitable and sustainable distribution of wealth? The first EMEA edition was published in 2010 when the depth and longevity of the global economic crisis was becoming apparent. Four years later, the second edition appeared in the wake of internationally widespread citizen resistance to conventional, austerity-driven responses to the continuing crisis, manifested in the Occupy Wall Street Movement, the Arab Spring revolutions, and countless other challenges to the post-war, corporate-friendly international order. This third edition’s publication coincides with existential challenges to the global order, with economic and political blocs such as the European Union facing unparalleled centrifugal forces, mass refugee movements, and a series of terrorist attacks.

These are not questions that this text addresses directly. Indeed, there is a chasm between traditional thinking about organization design and the question of how corporations might be (re) designed to make them ‘fit’ for social responsibility mandates such as achieving ecological efficiency (e.g. attaining a zero carbon footprint) or the systematic alleviation of poverty. We have taken a small step in this direction in the Counterpoints feature insofar as this is responsive to mounting criticisms of the ethics of business. These criticisms have become more pointed in the light of corporate malfeasance which contributed to, and has been exposed by, recent economic crises. The reputation and credibility of corporations and their leaders has been badly damaged and it is not easy to see how it will be restored. A number of Counterpoints identify practices where the corporate interest (for example, in data gathering on customers) is poorly aligned with



public and customer expectations of business conduct and public good. But, beyond these issues, there is the larger question of whether corporations will contribute to the solution, or simply exacerbate the problem of climate change and sustainability. Is the mantra of corporate social responsibility (CSR) a superficial response to a deepening crisis of trust in corporations or is it the beginning of a reinvention of corporations – will the leopard evolve to change its spots? There are few clear cut answers to such key issues – notably the tensions between profitable growth and public service, and between ecologically sustainable growth and pressures for business expansion. As this third edition goes to print, the economic and political outlook facing organizations and their leaders is more uncertain than it has been for several decades. Globalization has created tremendous opportunities to expand cross-national business activities by making the world a smaller and more interconnected place. At the same time, it has also removed the insulation from instabilities, that national borders and economic zones once provided. The product cycle has accelerated enormously; when we put together the first EMEA edition in 2010, Nokia was easily the biggest global handset maker; by 2016 it was no longer even in the business. The illusion that global business activity could somehow be carried out in isolation from political and social stresses has been thoroughly exploded; a globalized economy cannot peacefully sustain extreme divergences of income and wealth, or provide freedom for capital movements while forcefully restricting human migration. Leaders of organizations in both private and public sectors must become increasingly attuned to demands for economic and social justice in both their own organizations and in wider society. These challenges and responsibilities that we all face as members and leaders of organizations are what make the study of organization design both intellectually rewarding and of critical practical importance.

Distinguishing Features of *Organizational Theory and Design: An International Perspective*

Many students on a typical organization theory course do not have extensive work experience, especially at the middle and upper management levels, where organization theory tends to be consciously applied. Therefore, to help engage students in the world of organizations, this book contains a number of special learning features: A Look Inside chapter introductions, Bookmarks, the Leading by Design feature, In Practice examples, end-of-chapter and integrative cases for student analysis, as well as the Counterpoint feature discussed in the previous section.

A Look Inside The A Look Inside feature introduces chapters by exploring examples of companies that have faced the organizational design issues featured in that chapter. Many of the A Look Inside organizations have enjoyed success, but others have struggled despite imaginative responses to organizational challenges. These cases show that in a turbulent business environment, failure may be due to factors outside the control of management, rather than because of bad decisions or poor management skills. A Look Inside examples include companies from around the world such as Philips NV, Starbucks, Nokia, H&M, Interpol, Boots PLC, Toyota and Lenovo.

Bookmarks Bookmarks are a unique feature of the *Organization Theory and Design* texts. The Bookmarks are short reviews of books that address current issues of concern for managers. They offer an introduction into the wider management literature that addresses real-life challenges of contemporary organizations, encouraging students and practical managers to extend their reading on organizational theory and design.

Updated Case Examples This third edition contains a balance of case examples from different parts of the world as well as numerous examples to illustrate theoretical concepts in today's context. All the examples are based on real organizations, and have been thoroughly updated up

to the time of publication. We look at companies from emerging economies, like South Africa's *Transnet*, *Johor Corporation* of Malaysia, Chile's *Codelco*, and India's *Tata Group*. European organizations are a particular focus, with discussion of corporations such as Sweden's *H&M*, Germany's *Continental*, Britain's *Virgin Group*, Spain's *Zara*, and the European *EADS* aerospace consortium. The success of – and challenges facing – Asia-Pacific organizations is also examined, through numerous examples such as *Toyota* and *Sony* of Japan, Korea's *Samsung* and *SK Telecom*, and Australia's *Oroton*.

Leading by Design The Leading by Design feature highlights organizations that have applied new design ideas, based both on contemporary management thinking and the availability of new information and communication technologies. Typically, these organizations have undergone a major shift in organization design, strategic direction, values, or culture as they strive to be more competitive in today's turbulent global environment. Many of the Leading by Design examples illustrate company transformations toward knowledge sharing, empowerment of employees, new structures, new cultures, the breaking down of barriers between departments and organizations, and the joining together of employees in a common mission. Once again, the Leading by Design examples for this edition have been drawn from across the world, with up-to-date exploration of organizational structure and performance. Cases include the *Rolling Stones*, *Acer Computers* and *Singapore Airlines*.

In Practice These cases illustrate theoretical concepts in organizational settings. In Practice cases have been thoroughly revised and updated, and include *Apotex, Inc.* of Canada, *Lopez Holdings* from Phillipines, UK's *Bedlam Puzzles* and the Anglo-Dutch *Unilever*.

Manager's Briefcase This feature, which is located on the associated online platform, tells students how to use concepts to analyze cases and manage organizations.



BRIEFCASE

Text Exhibits Frequent exhibits are used to help students visualize organizational relationships, and the artwork has been redrawn to communicate concepts more clearly.

Summary and Interpretation The summary and interpretation section tells students how the chapter points are important in the broader context of organizational theory.

Case for Analysis A number of cases have been commissioned for the EMEA edition from prominent business scholars, mainly from leading European business schools. These are tailored to chapter concepts and provide a vehicle for student analysis and discussion.

Integrative Cases The integrative cases at the end of the text, commissioned especially for the EMEA Edition, are positioned to encourage student discussion and involvement, and cover cross-cutting themes that have been addressed in the text. Particular attention has been paid to selecting integrative cases from a diverse range of geographical and organizational settings, from profiling the sequence of potentially avoidable errors that led to the Nimrod disaster (when a military aircraft caught fire tragically killing the crew), to a dispute on a New Zealand farm which highlights the inherent tensions and challenges faced when a business moves from a family-run to a corporate organization.

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- Online Counterpoints
- Briefcase Notes
- Glossary
- Flashcards
- Links to useful websites and more

