CONTROL & COORDINATION

IOB, FGSIB

COB, SJSU

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ORGANIZATIONAL FAILURES FRAMEWORK

MODE OF CONTROL	NORMATIVE REQUIREMENTS	INFORMATION REQUIREMENTS
MARKET	RECIPROCITY	PRICES
BUREAUCRACY	RECIPROCITY LEGIT AUTHORITY	RULES
CLAN	RECIPROCITY LEGIT AUTHORITY COMMON VALUES	TRADITIONS

J. LITTERER ON CONTROL IN ORGANIZATIONS

- COMMANDS OF SUPERIORS OR HIERARCHICAL CONTROL
- RULES AND INSTRUCTIONS OR ADMINISTRATIVE SYSTEMS
- INDIVIDUAL HIMSELF/HERSELF OR SELF-CONTROL

THREE TYPES OF LEGITIMATE RULE

- LEGAL AUTHORITY OR OBEDIENCE TO BUREAUCRATIC RULES
- TRADITIONAL AUTHORITY BASED ON SACREDNESS OF SOCIAL ORDER; PARTRIARCHAL RULE IS PUREST TYPE OF TRADITIONAL AUTHORITY
- CHARISMATIC AUTHORITY LACKING notions of COMPETENCY (bureaucracy) & PRIVILEGE (tradition); FAITH

ORGANIZATIONS AS SYSTEMS OF COOPERATION

CHESTER I. BARNARD

CORRECT THEORY OF AUTHORITY

- MUST BE CONSISTENT WITH WHAT IS TRUE IN SIMPLE ORGAN UNITS
- AUTHORITY IS THE CHARACTER OF A COMMUNICATION THAT IS ACCEPTED BY A ORGAN MEMBER
- ACTION BASED ON ACCEPTING A DIRECTIVE COMMUNICATION

ACCORDING TO THIS DEFINITION OF AUTHORITY

- WHETHER AN ORDER HAS AUTHORITY LIES WITH PERSONS TO WHOM IT IS ADDRESSED
- QUITE CONTRARY TO LEGALISTIC CONCEPTIONS OF AUTHORITY

COMMUNICATIONS ARE AUTHORITATIVE WHEN 4 CONDITIONS ARE MET

- UNDERSTAND COMMUNICATION
- ACTION IS NOT INCONSISTENT WITH ORGANIZATIONAL PURPOSE
- ACTION IS COMPATIBLE WITH PERSONAL INTERESTS AS A WHOLE
- MENTALLY & PHYSICALLY ABLE TO COMPLY WITH COMMUNICATION

WHY PEOPLE COOPERATE?

- ORDERS GENERALLY COMPLY WITH PREVIOUS FOUR CONDITIONS
- “ZONE OF INDIFFERENCE” WHERE ORDERS ACCEPTED W/O QUESTION
- PEER PRESSURE MAINTAINS STABILITY OF THE ZONE OF INDIFF

NO PRINCIPLE OF EXECUTIVE CONDUCT BETTER ESTABLISHED

- THAN ORDERS ARE NOT GIVEN THAT CANNOT OR WILL NOT BE OBEYED
- TO DO SO DESTROYS AUTHORITY, DISCIPLINE & MORALE

AUTHORITY IS THE CHARACTER OF COMMUNICATIONS IN FORMAL ORGANIZATIONS

AUTHORITY DEPENDS ON COOPERATIVE PERSONAL ATTITUDE AND A SYSTEM OF EFFECTIVE COMMUNICATION

AUTHORITY IS ANOTHER NAME FOR THE WILLINGNESS & CAPACITY OF INDIVIDUALS TO SUBMIT TO NECESSITIES OF COOPERATIVE SYSTEMS

So authority is really another word
for the ability to elicit cooperation