ALDRICH'S 6 PERSPECTIVES ON ORGANIZATIONS

IOB

FALL 2000

FRUIN

6 PERSPECTIVES

- ECOLOGICAL OR POP ECOLOGY
- INSTITUTIONAL & INSTITUTIONAL THEORY
- INTERPRETIVE
- ORGANIZATIONAL LEARNING
- RESOURCE DEPENDENCE
- TRANSACTION COST ECONOMICS OR TCE

ONE OR MANY?

- DO I HAVE TO CHOOSE AMONG PERSPECTIVES?
- AS THEORIES, THEY MAY NOT BE COMPLEMENTARY OR COMPATIBLE
- WITH RESPECT TO APPLICATION, THERE MAY BE NO CONTRADICTION

WHERE IS CULTURE?

- LEAST OBVIOUS IN POP ECOLOGY PERSPECTIVE
- SOMEWHAT OBVIOUS IN THE
  - RESOURCE DEPENDENCE
  - TCE PERSPECTIVES
- MOST OBVIOUS IN THE
  - INSTITUTIONAL
  - INTERPRETIVE
  - ORGANIZ LEARNING PERSPECTIVES

CULTURE = ORG COMMUNITY?

- AN ORGANIZATIONAL COMMUNITY IS A SET OF COEVOLVING ORGANIZATIONAL POPULATIONS JOINED BY TIES OF COMMENSALISM AND SYMBIOSIS THROUGH THEIR ORIENTATION TO A COMMON TECHONOLOGY, NORMATIVE ORDER, OR LEGAL-REGULATORY REGIME

WHY EVOLUTIONARY VIEW?

- AN INTERACTIVE/INTERDEPENDENT VIEW
- BASE MODEL (V, S, R, S) APPLIES WIDELY
- WORKS AT MULTIPLE LEVELS
- WORKS WITHIN, WITHOUT & BETWEEN
- ORG FOUNDINGS, EMERGENCE, DEVELOPMENT & PERSISTENCE ARE NOT SEPARATE ISSUES

WHERE DO WE NEED MORE WORK?

- ROLE OF NASCENT ENTREPRENEURS
  - ASSEMBLE & PRESERVE ORG KNOWLEDGE
- HRM PRACTICES OF EMERGING ORG, ESPECIALLY IDIOSYNCRATIC JOBS
  - IDIOSYNCRATIC BEHAVIOR MAY LEAD TO INNOVATION (ANALOGOUS TO MUTATION)
- COLLECTIVE ACTION IN MANY GUISES
  - ORGANIZED ACTION BY CLUSTERS OF ACTORS---> MANY POSSIBILITIES

ORG CULTURE ISSUES

- TO EXTENT THAT CULTURE & COMMUNITY OF PRACTICE ARE UNIFIED, ENTIRE ENTITY CHANGES
- ORG WITH HIGH DIFFERENTIATION EXPERIENCE INTER-UNIT CONFLICT & COALITION FORMATION
- WHEN AMBIGUITY REIGNS, ORG BOUNDARIES DO NOT SHIELD AG. EXTERNAL PRESSURES

ORGANIZATIONS & INEQUALITY

- ORGANIZATIONS ARE REMAKING OUR WORLD THROUGH COLLECTIVE ACTION
- POTENTIAL LEVELING INFLUENCE ON ONE HAND
  - UNIVERSALISTIC, MERIT-BASED SELECTION & PROMOTION CRITERIA
- POTENTIAL STRATIFYING INFLUENCE ON THE OTHER
  - ORG AS CERTIFYING AGENTS
  - SOME AFFILIATIONS MORE VALUABLE THAN OTHERS