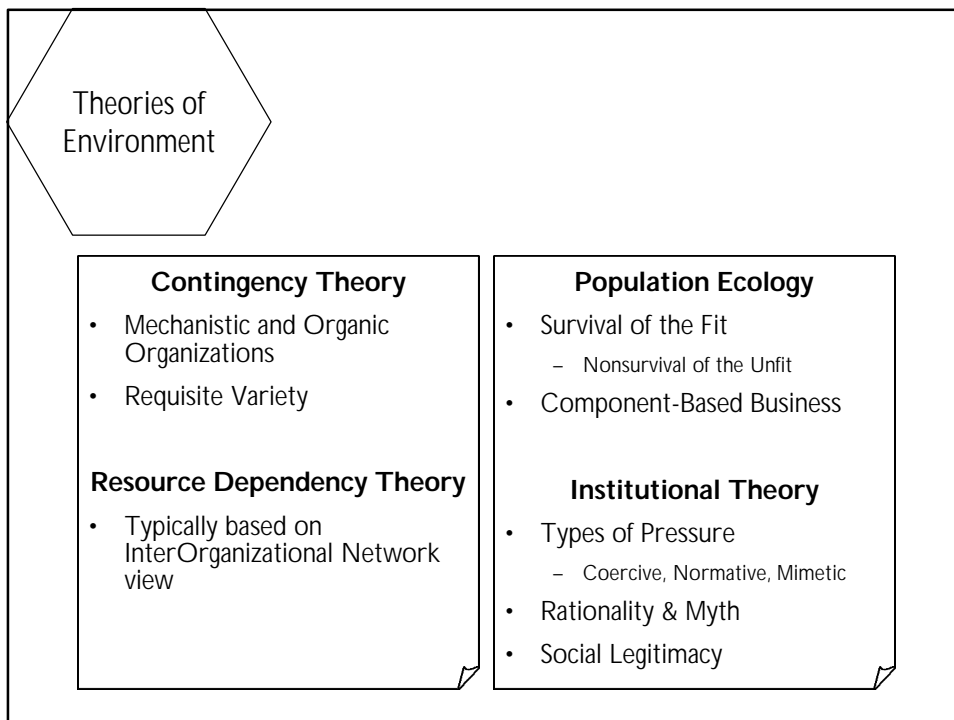
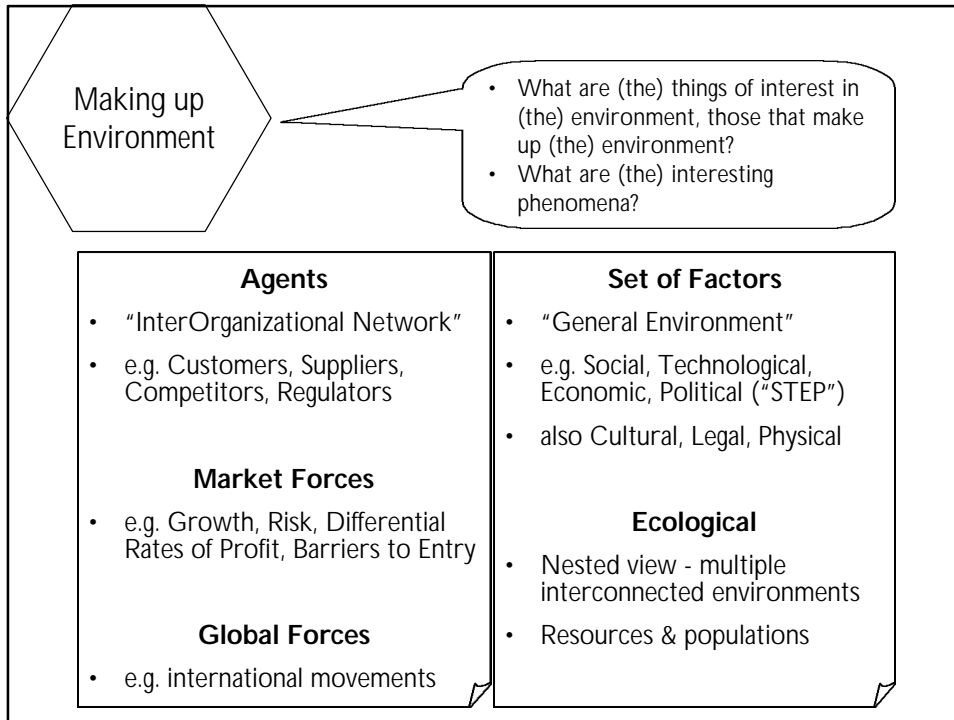
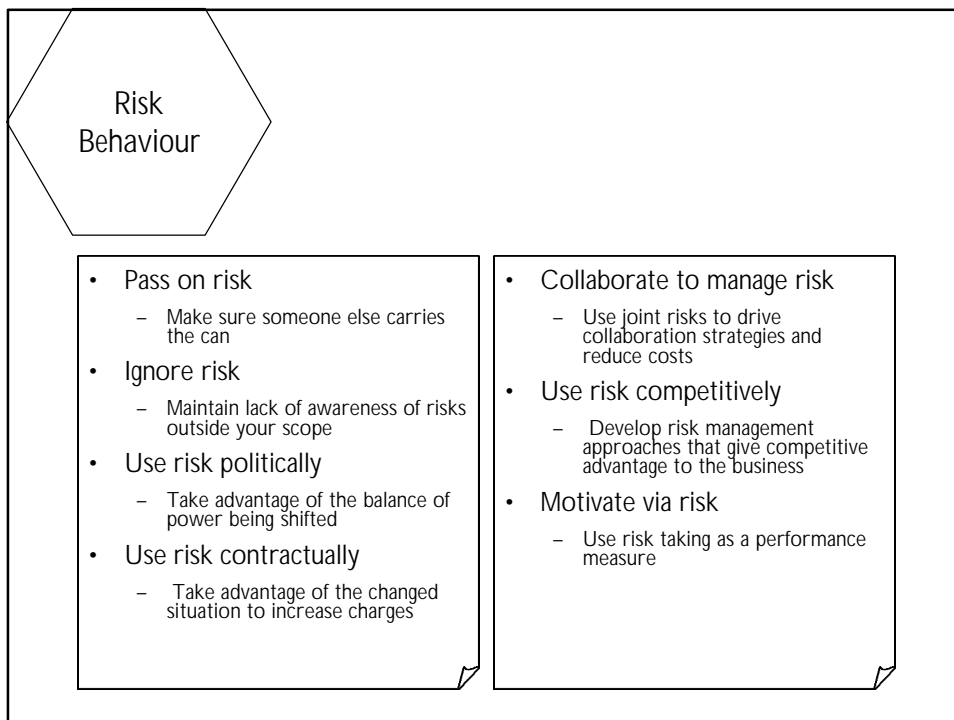
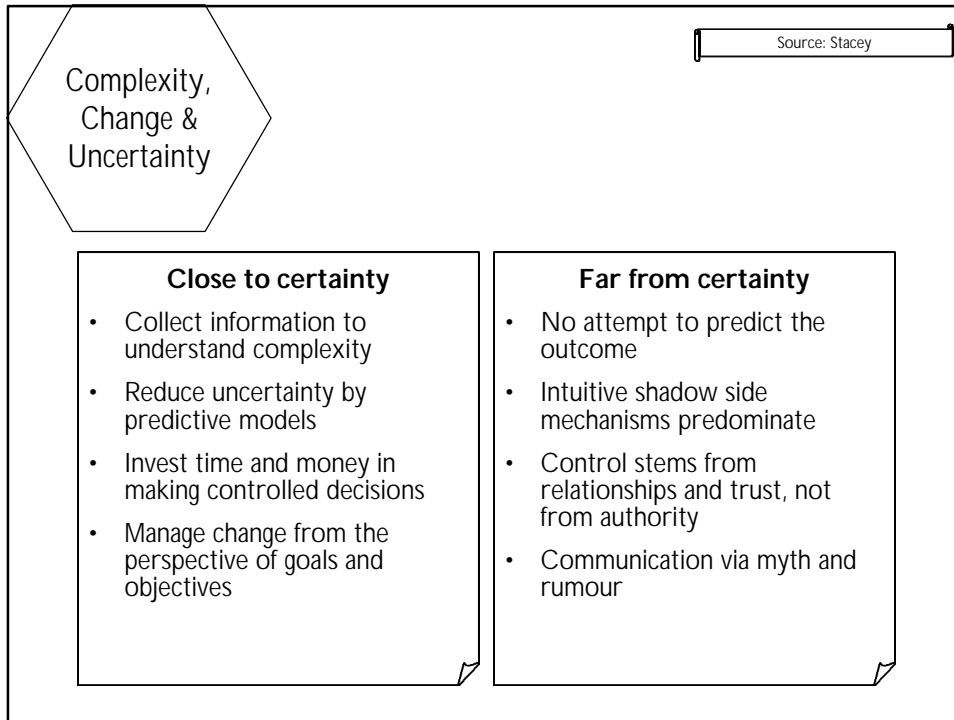


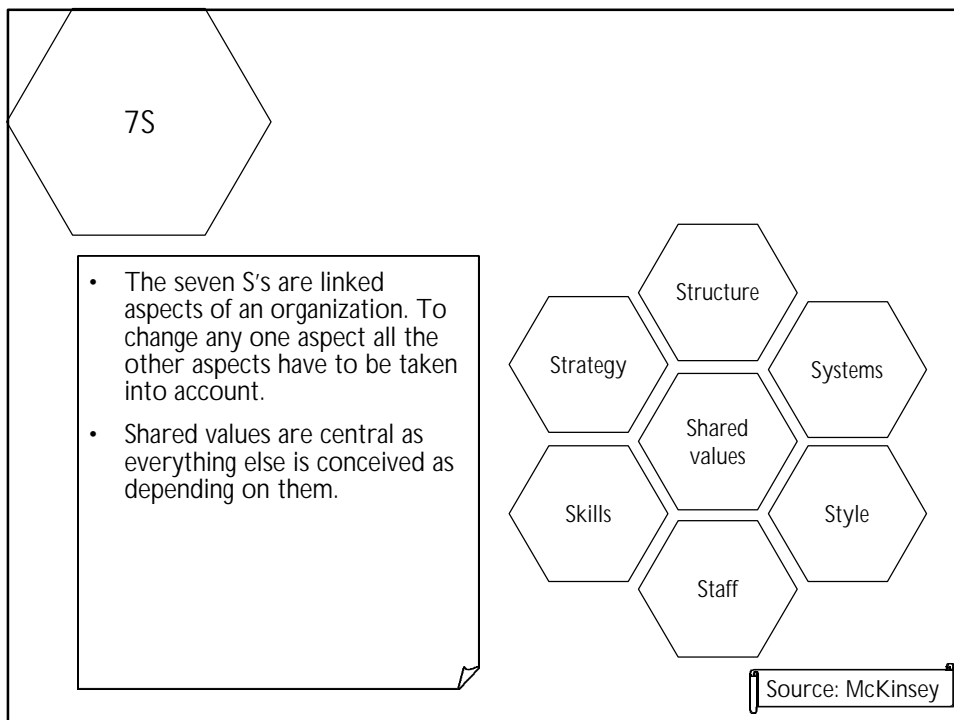
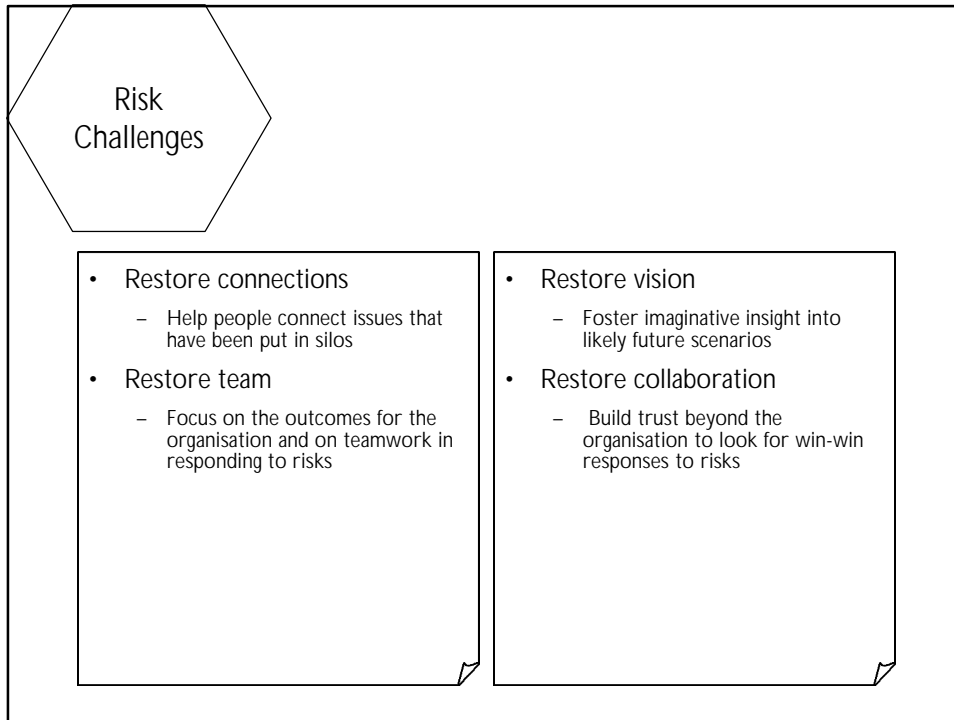
The diagram is enclosed in a rectangular frame with a paperclip icon at the top left. A hexagon labeled "Core Notions" is positioned at the top left. Below it, two rectangular boxes contain lists of bullet points.

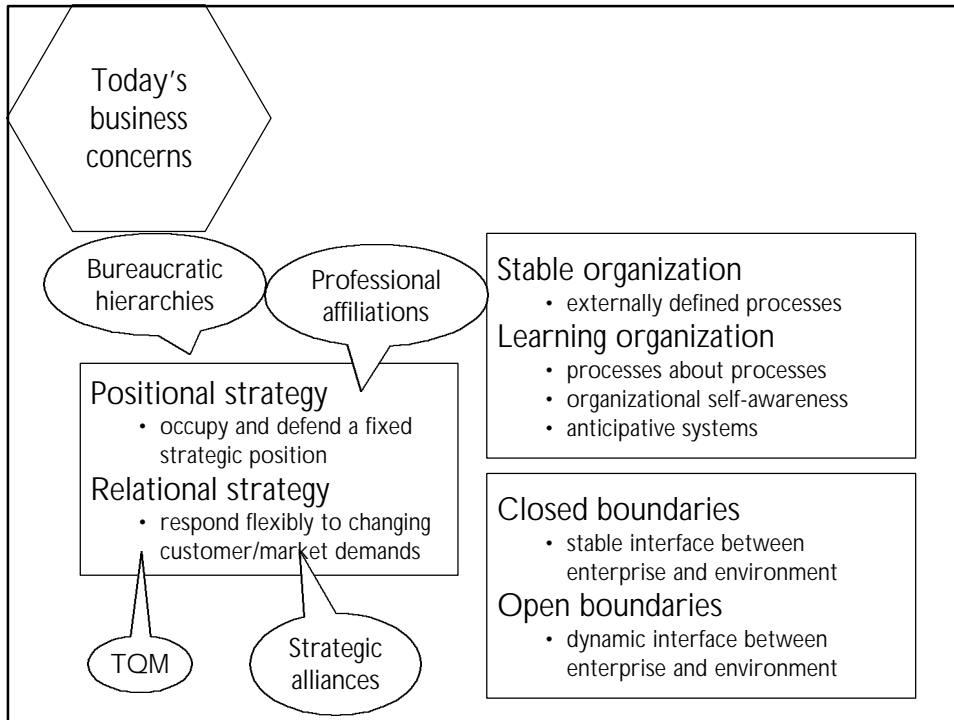
- Differentiation & Integration
- Environment
- Open System
- Requisite Variety
- Risk
- Strategy
- Policy

- There is no single strategy or approach to the environment that makes sense for all organisations or for a particular organisation all of the time.
- Different strategies give different insights and lead to different programmes of action.
- Organisations need to be able to draw on several strategic insights at the same time.





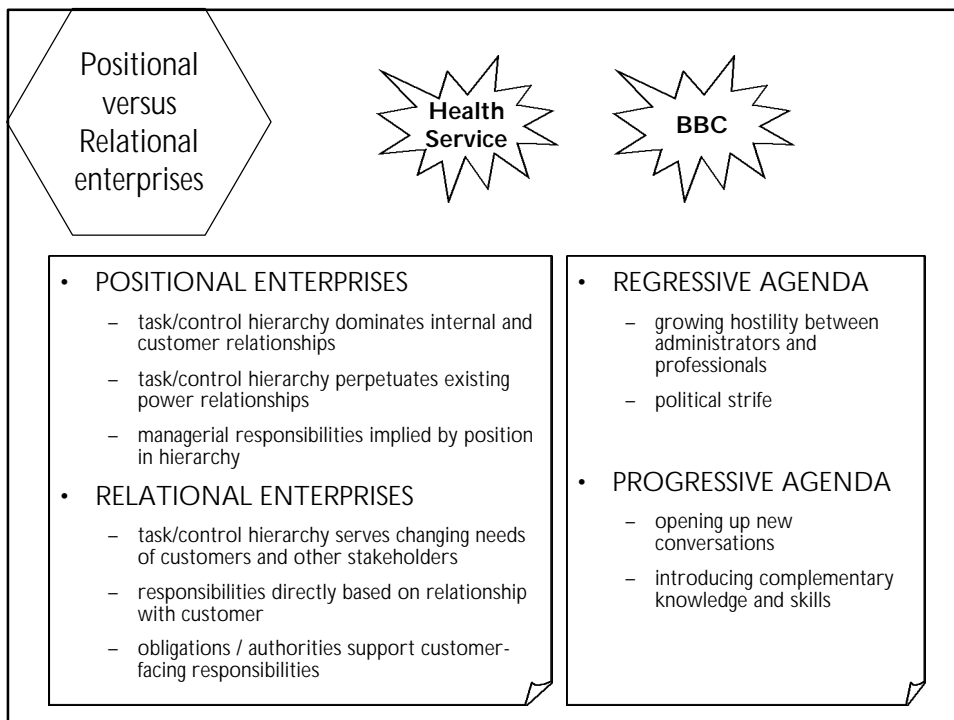
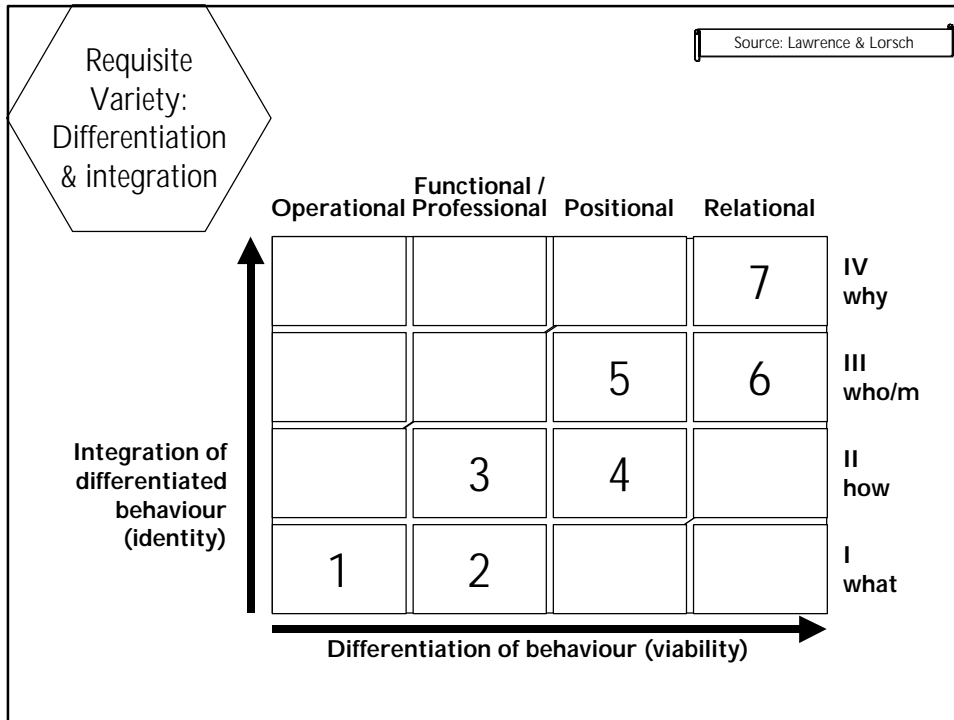




Requisite variety: 'causal texture' of environment

Source: Emery & Trist

"PLACID RANDOMIZED"	"PLACID CLUSTERED"	"DISTURBED REACTIVE"	"TURBULENT FIELDS"
<p>Opportunities &amp; threats</p> <ul style="list-style-type: none"> <li>unchanging</li> <li>undifferentiated.</li> </ul> <p>Required behaviour</p> <ul style="list-style-type: none"> <li><b>operational</b> effectiveness</li> </ul>	<p>Opportunities &amp; threats</p> <ul style="list-style-type: none"> <li>unchanging</li> <li>differentiated</li> </ul> <p>Required behaviour</p> <ul style="list-style-type: none"> <li><b>specialist</b>, to address different clusters of need</li> <li>associated with <b>professional</b> skills and institutions</li> </ul>	<p>Opportunities &amp; threats</p> <ul style="list-style-type: none"> <li>changeable</li> <li>associated with competitors</li> </ul> <p>Required behaviour</p> <ul style="list-style-type: none"> <li>focus on sustaining the competitive <b>positions</b> taken up by the enterprise</li> </ul>	<p>Opportunities &amp; threats</p> <ul style="list-style-type: none"> <li>dynamic</li> <li>arising from the environment itself</li> </ul> <p>Required behaviour</p> <ul style="list-style-type: none"> <li>dynamic response to environment</li> <li>focus on <b>'relational'</b> behaviour</li> </ul>



Questions to ponder

- Does it make sense to say THE environment for an organization?
- Does the external environment determine the sort of organisation that will be found in it, or can organisations make their own environment?
- Can an organisation be too clever for its market, or will clever organisations always win?
- Are certain sorts of conflict within organisations a direct and unavoidable result of what they are trying to do?
- What can Positional organisations do that Relational organisations cannot do?

Reading

Required	Suggested
<ul style="list-style-type: none"><li>• Hatch, Chapters 3 &amp; 4.</li></ul>	<ul style="list-style-type: none"><li>• Gareth Morgan, Images of Organization.</li><li>• Ralph Stacey, Strategic Management and Organisational Dynamics, (Pitman)</li></ul>