

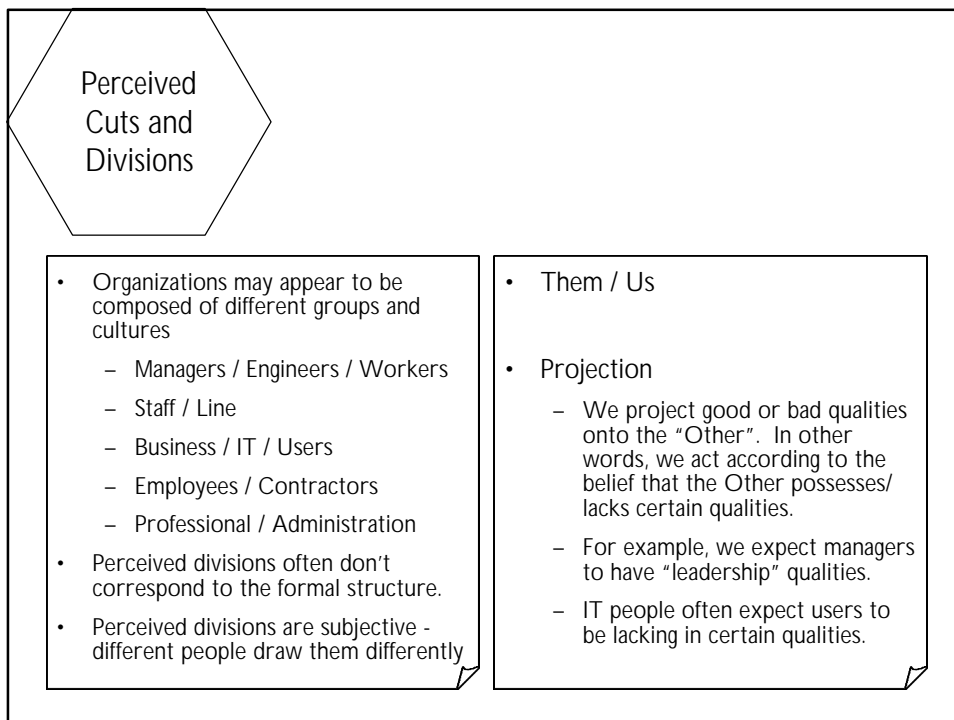
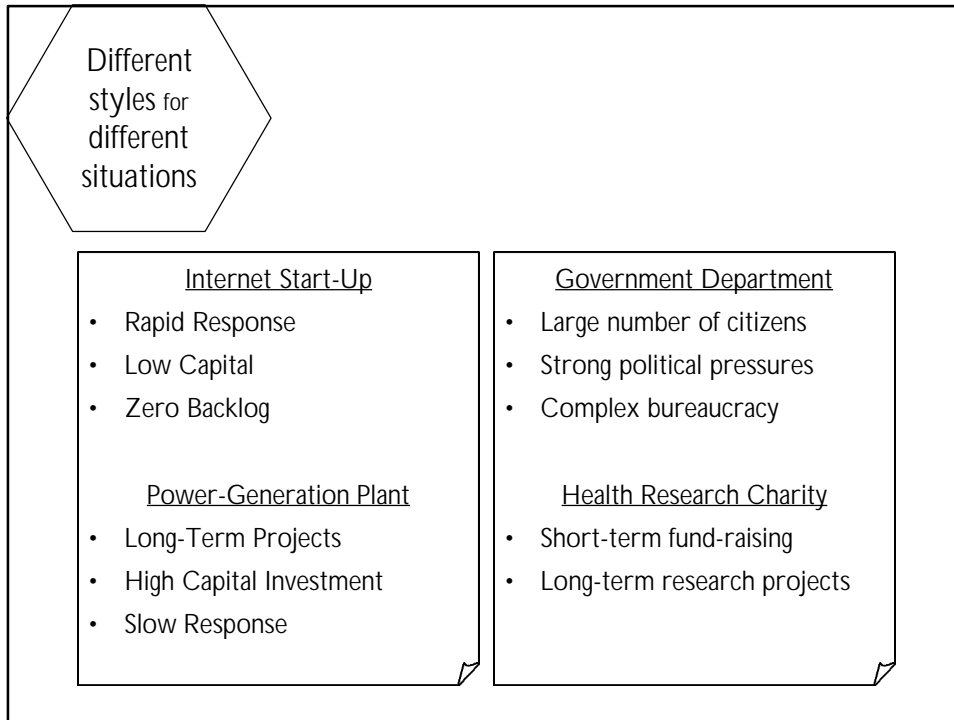
Organization Ideal versus Reality

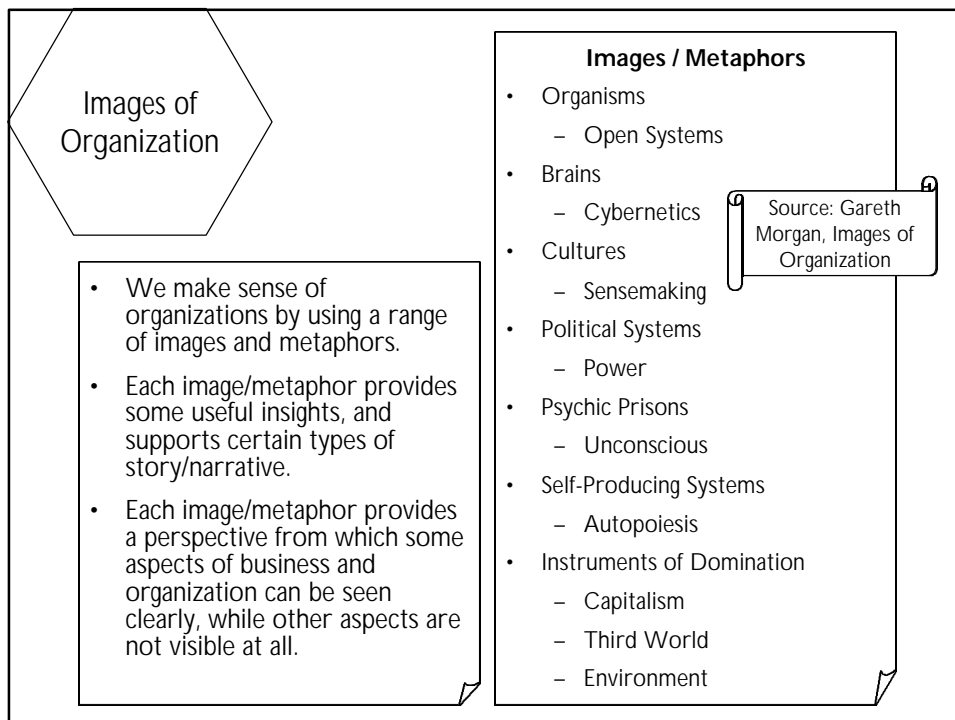
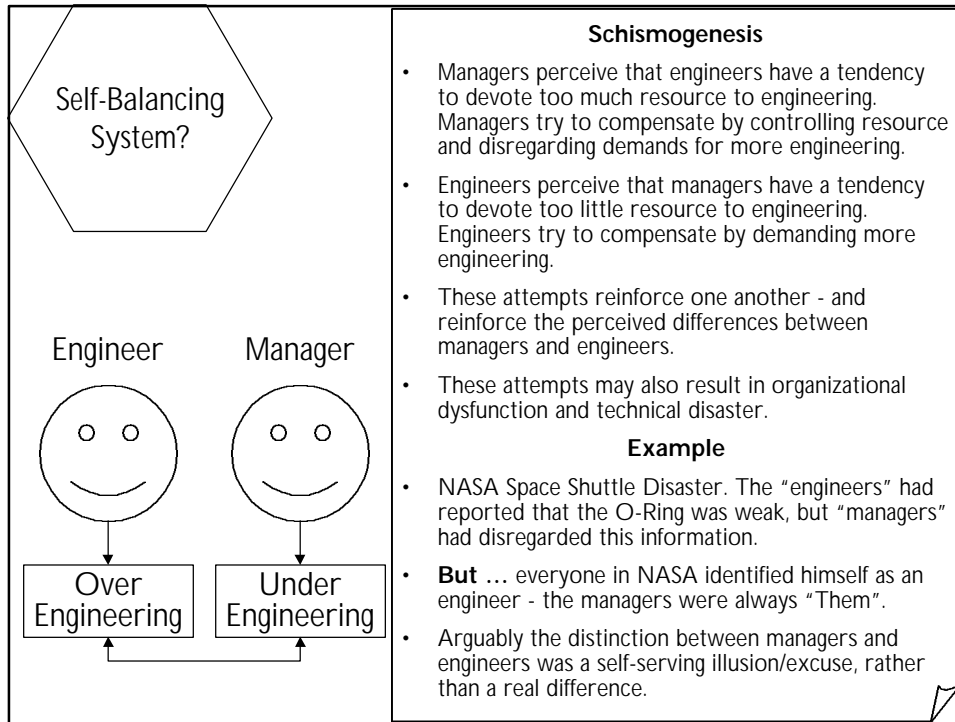
Source: Howard Schwartz, Narcissistic Process and Organization Decay

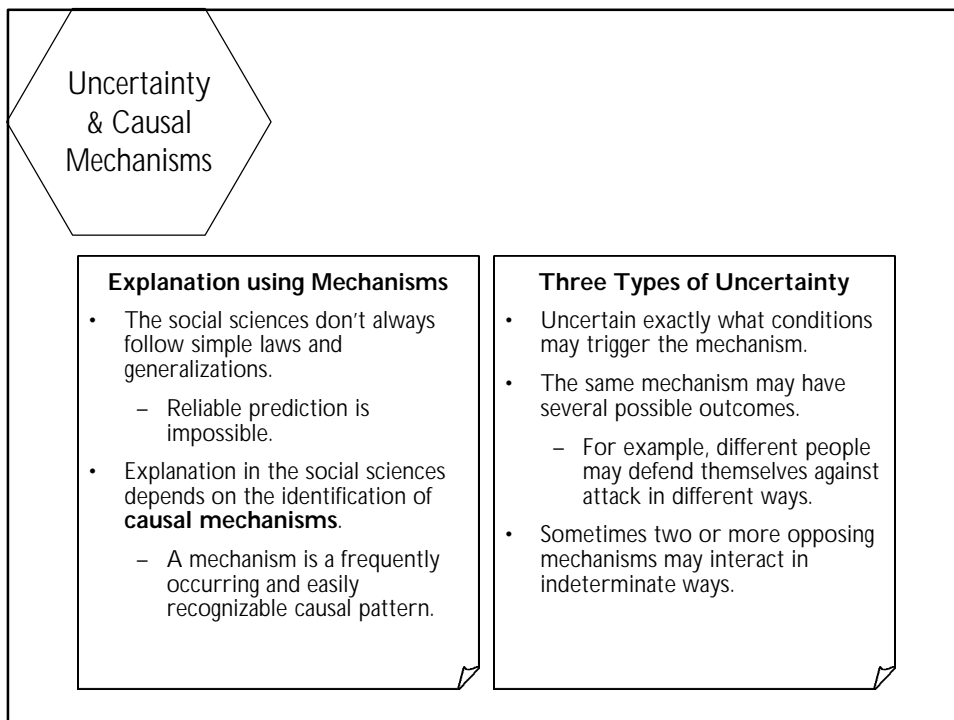
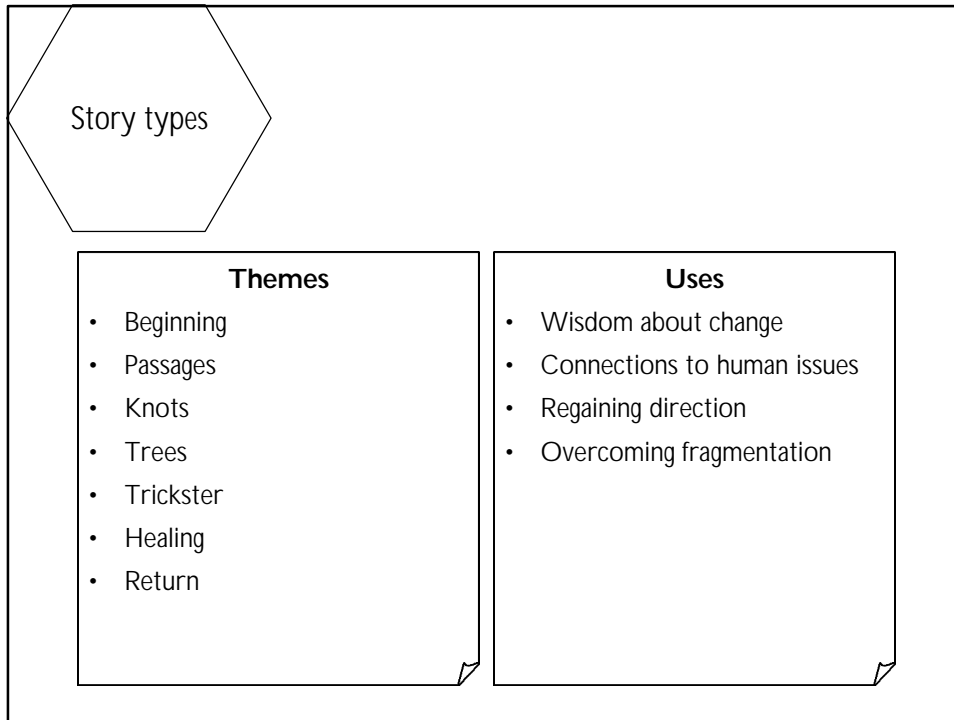
<u>Clockwork</u>	<u>Snakepit</u>
<ul style="list-style-type: none">• Everyone knows what the organization is all about, and is concerned solely with carrying out its mission• People are basically happy in their work• Level of anxiety is low• People interact and cooperate without friction. Mutual support.• Management problems are easily solved with proper skills and correct techniques.	<ul style="list-style-type: none">• Everything is always falling apart. Your first concern is to make sure it doesn't fall on you.• Nobody really knows what is going on. But everyone wants to know, because there is danger in not knowing.• Anxiety and stress are constant companions.• People deal with one another with little pleasure and considerable suspicion.• Management problems are intractable. Managers feel they've done well if they can make it through the day.

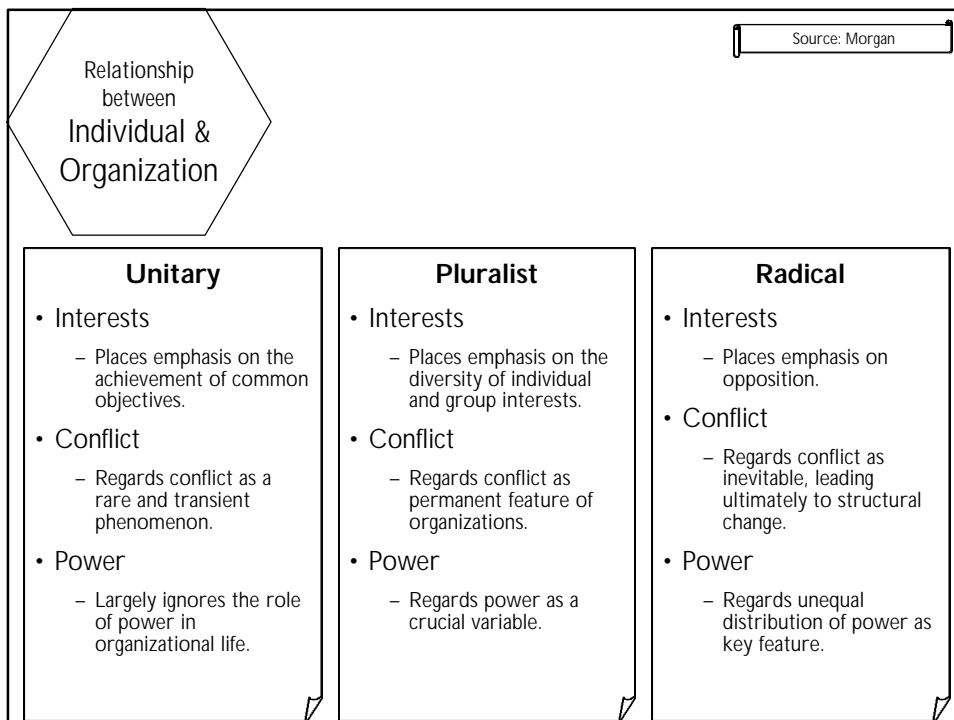
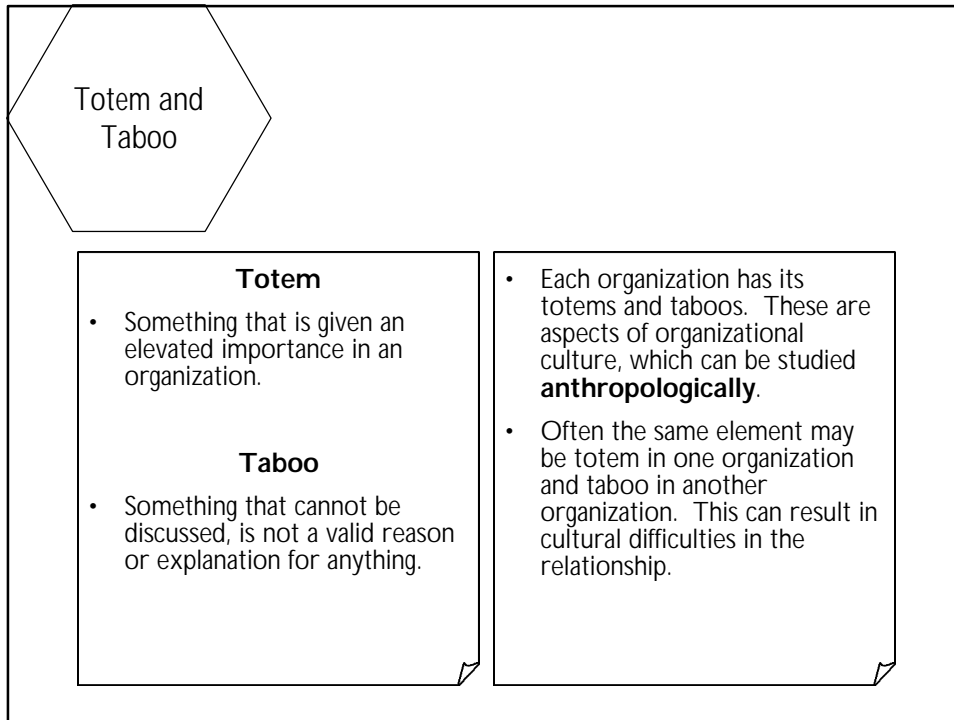
Different styles for different times

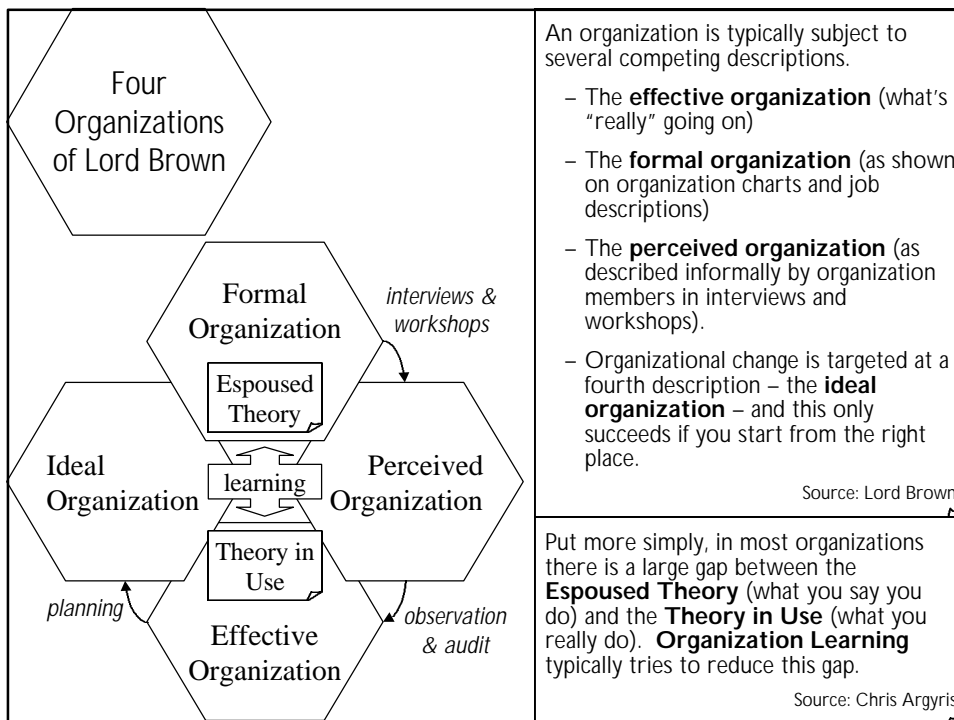
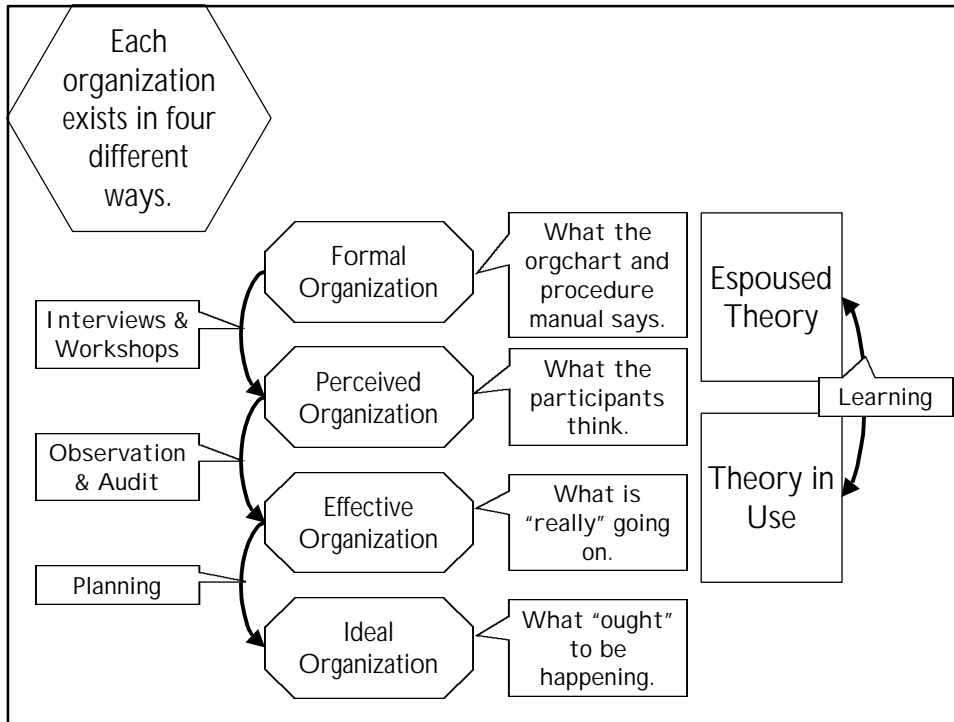
<u>Football team</u>	<u>Armed forces</u>
<ul style="list-style-type: none">• During team practice<ul style="list-style-type: none">- Try out new moves, develop new skills- Discuss tactics- Work out weaknesses• During cup final<ul style="list-style-type: none">- Play to your strengths- Avoid weak areas	<ul style="list-style-type: none">• In peacetime<ul style="list-style-type: none">- Develop new technology and skills- Train soldiers- Debate strategic options• During operations<ul style="list-style-type: none">- Use existing technology- Follow orders

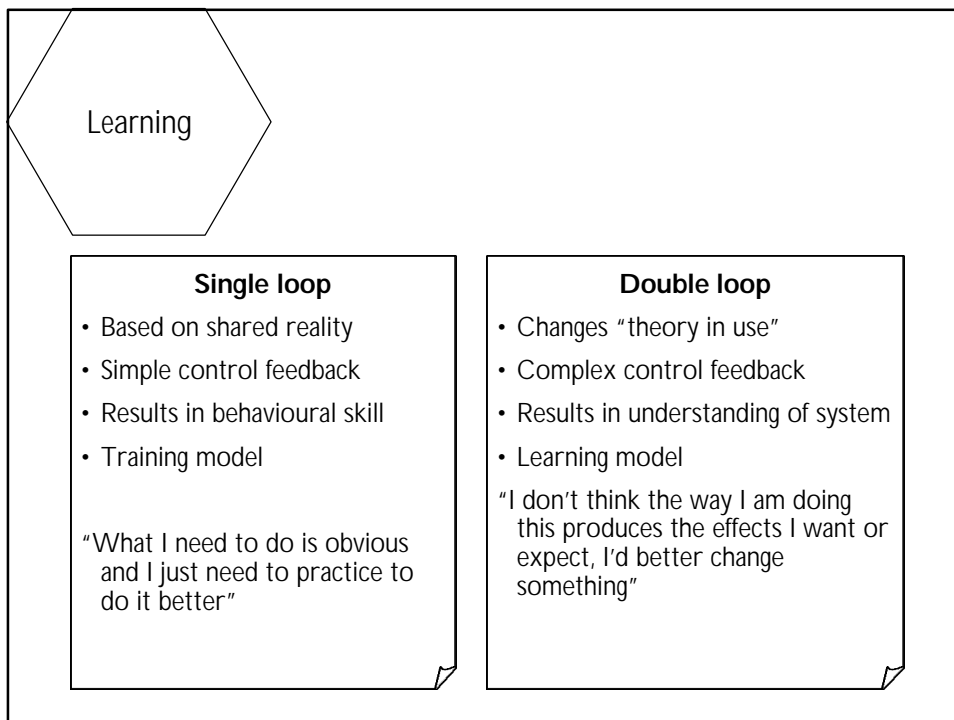
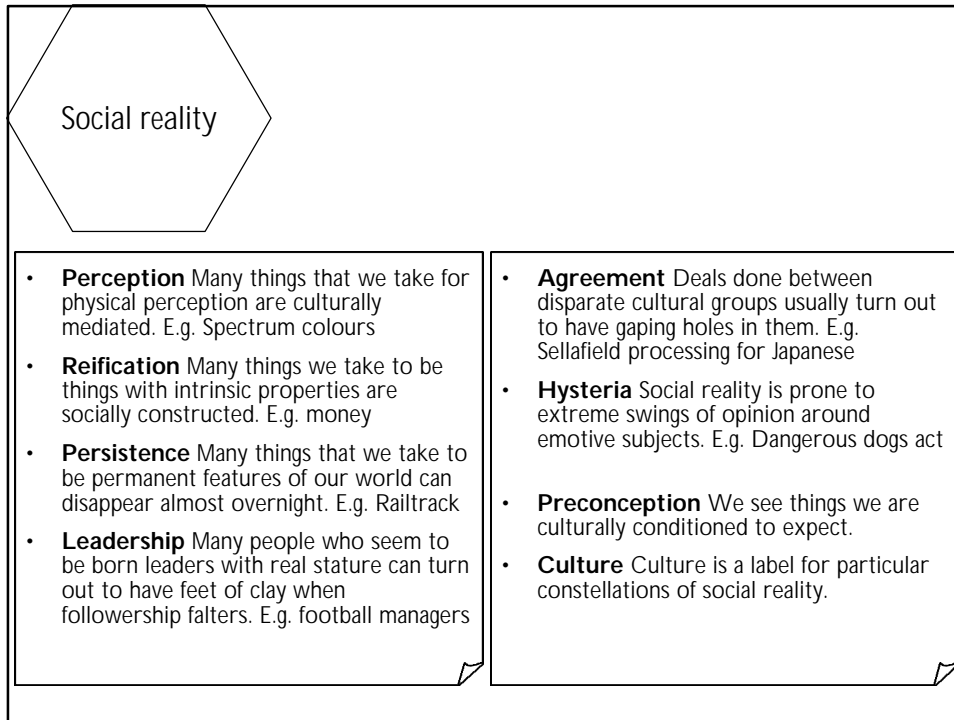


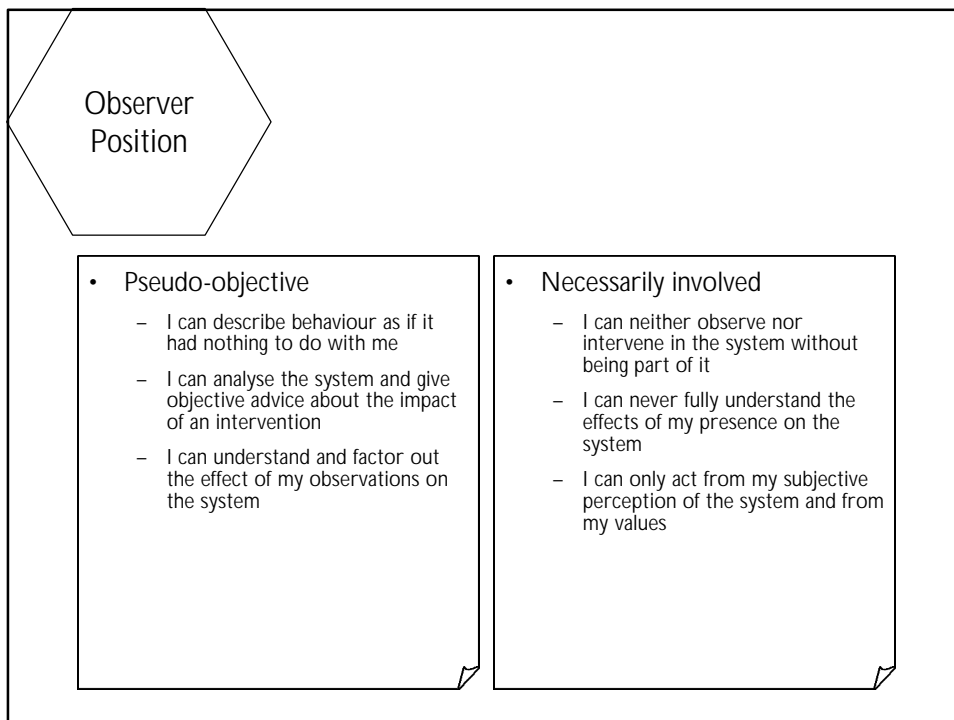
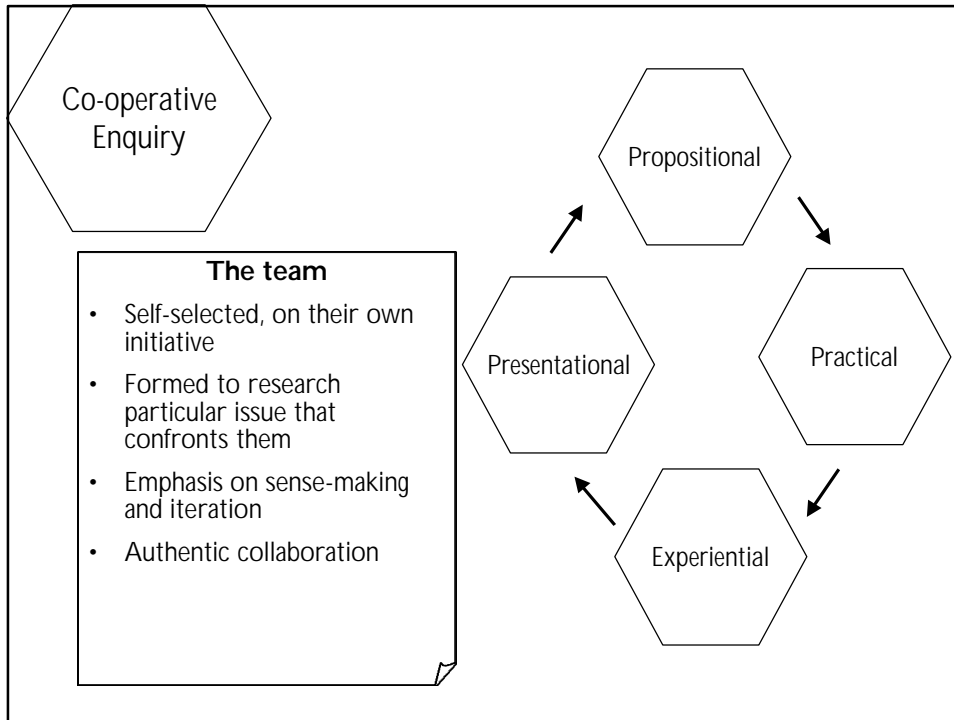












Questions to ponder

- You observe an organisation at work, but when you report your observations people inside the organisation disagree. Think of at least five reasons why this might happen.
- To what degree are the measures used to assess productivity or workers socially constructed? What effect does this have on the usefulness of these measures?
- You can see that what someone says they are doing is very different from how they are acting. How could you communicate this gap?

Sample Exam Questions

- There is a story that the architect Christopher Wren was touring the site where work was in progress for the construction of St Paul's Cathedral. Coming upon three men who were all engaged in the same task, he asked each of them what they were doing. The first said: "I'm laying bricks." The second said: "I'm just earning my wages." The third said: "I'm helping to build a great cathedral." Discuss this story, with reference to the theory and practice of organizational behaviour.

The diagram is enclosed in a large rectangular border. In the top-left corner, there is a hexagonal shape containing the word "Reading". Below this, there are two rectangular boxes side-by-side. The left box is titled "Required" and contains one bullet point. The right box is titled "Suggested" and contains two bullet points. Both boxes have a small arrow-like shape at the bottom-right corner, suggesting they are part of a larger document or can be moved.

Reading

Required

- Hatch, Organization Theory - chapters 1 & 2.

Suggested

- Karl Weick, Making Sense of the Organization.
- Gareth Morgan, Images of Organization