

7	Theories of organizational culture and change	<b>Ca. 1985 and onwards</b>	The premise of this school is that in order to achieve lasting change in the organization, changes must occur in its culture.	<p>Edgar H. Schein (three different levels of organizational culture: artefacts and behaviours, values, and underlying assumptions)</p> <p>David L. Cooperrider and Diana Whitney (AI = appreciative inquiry. An organization is a mystery to be embraced)</p> <p>Geert Hofstede (mapping national cultures using a six-dimensional model)</p>
8	Theories of organizations and environments	<b>Ca. 1960 and onwards</b>	This school changed organizational theory from viewing the organization as a closed system to seeing the organization as an open system in interaction with its surroundings.	<p>Daniel Katz and Robert L. Kahn (the organization is an open system)</p> <p>James D. Thompson (companies try to protect their core and make it a closed system)</p> <p>Jeffrey Pfeffer and Gerald R. Salanick (adapting the organization to its surroundings and managing them is vital)</p>
9	Theories of organizations and society	<b>Ca. 1990 and onwards</b>	This school takes the Theories of Organizations and Societies a step further: The organization has a responsibility to the entire society.	<p>Joan Acker (Mindsets and attitudes about gender are everywhere in the organization)</p> <p>Taylor Cox Jr. (diversity as a business strategy)</p> <p>Archie B. Carroll and Ann K. Buchholtz (CSR: corporate social responsibility)</p> <p>Johanna Mair, Jeffrey Robinson and Kai Hockerts (social entrepreneurship)</p> <p>David Billis (Theories of organizations that are a mix of multiple sectors (public, private or third sector (TSO)) – hybrid organizations)</p>

FIGURE 2.22  
The nine main areas (schools) of organizational theory.