

7	Theories of organizational culture and change	Ca. 1985 and onwards	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	Ca. 1960 and onwards	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	Ca. 1990 and onwards	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.