Foundations of the theory of organization
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Philip Selznick (January 8, 1919 – June 12, 2010)
Professor of sociology and law at the University of California, Berkeley.
A noted author in organizational theory, sociology of law and public administration
Groundbreaking in several fields in such books as The Moral Commonwealth, TVA and the Grass Roots, and Leadership in Administration.
A major proponent of the neo-classical organizational theory movement starting in the 1930s.
One of his most influential papers, entitled "Foundations of the Theory of Organization" (1948), laid out his major contributions to organization theory.

Source: Wikipedia.org
What is an Organization?
• **Organization** is the arrangement of personnel for facilitating the accomplishment of some agreed purpose through the allocation of functions and responsibilities.

• Generally, it is a system of consciously coordinated activities or forces of two or more persons.

• **Delegation** is the primordial organizational act, a precarious venture which requires the continuous elaboration of formal mechanisms of coordination and control.
Standpoint Views of Organization

- Economy
  - A system of relationships which can define the availability of scarce resources and which may be manipulated in terms of efficiency and effectiveness

- Adaptive Social Structure
  - The analysis of adaptive structures has been referred to as "structural-functional analysis".
• The Action System
  • The formal structure of delegation and control which is its organizational expression.

• The Formal System and Social Structure
  • Inside of organization finding concrete existence. Alike subject to the pressure of an institutional environment to which some over-all adjustment must be made.
Structural Functional Analysis relates contemporary and variable behavior to a presumptively stable system of needs and mechanisms.

- have basic needs
- develops repetitive means of self-defense
- day to day activity is interpreted in terms of the function served by that activity
“Maintenance of the System” as a generic need

- The security of organization as a whole in relation to social forces in its environment
- The stability of the lines of authority and communication
- The stability of informal relations within the organization
- The continuity of policy and of the sources of its determination
- A homogeneity of outlook with respect to the meaning and role of the organization
Cooptation is the process of absorbing new elements into leadership or policy determining structure of an organization as a means of averting threats to its stability or existence.

It tells us something about the process by which an institutional environment impinges itself upon an organization and effects changes in its leadership and policy.
Thank You