

RADNEY, H (2014). Understanding & managing public orgs
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on too long to serve as a precise definition; it actually amounts to more of a perspective on organizations:

An organization is a group of people who work together to pursue a *goal*. They do so by attaining resources from their *environment*. They seek to transform those resources by accomplishing *tasks* and applying *technologies* to achieve effective *performance* of their goals, thereby attaining additional resources. They deal with the many uncertainties and vagaries associated with these processes by *organizing* their activities. Organizing involves *leadership* processes, through which leaders guide the development of *strategies* for achieving goals and the establishment of structures and processes to support those strategies. *Structures* are the relatively stable, observable assignments and divisions of responsibility within the organization, achieved through such means as hierarchies of authority, rules and regulations, and specialization of individuals, groups, and subunits. The division of responsibility determined by the organizational structure divides the organization's goals into components that the different groups and individuals can concentrate on—hence the term *organization*, referring to the set of organs that make up the whole. This division of responsibility requires that the individual activities and units be coordinated. Structures such as rules and regulations and hierarchies of authority can aid coordination. *Processes* are less physically observable, more dynamic activities that also play a major role in the response to this imperative for coordination. They include such activities as determining power relationships, decision making, evaluation, communication, conflict resolution, and change and innovation. Within these structures and processes, *groups* and *individuals* respond to *incentives* presented to them, making the contributions and producing the products and services that ultimately result in effective performance.

While this perspective on organizations and the framework depicted in the figures seem very general and uncontroversial, they have a number of serious implications that could be debated at length. Mainly, however, they simply set forth the topics that the chapters of this book cover and indicate their importance as components of an effective organization. Management consultants working with all types of organizations