

Theories Perspectives	Time Period	Main Authors	Main Themes
Classical Organizational Theory	Late 1700's through the 1930's	1. Adam Smith	1. The main focus of Adam Smith's <u>The Wealth of Nations</u> lies in the concept of economic growth. Growth, according to Smith, is rooted in the increasing division of labor
		2. Frederick Taylor	2. Scientific Management – Increase output by discovering the fastest, most efficient and least fatiguing production methods. Emphasis on technology and procedures employed by individual workers to improve efficiency
Neoclassical Organizational Theory	Late 1930's through the 1950's	1. Philip Selznick	The environment and the organization are correlated to each other. They cannot exist as self-contained islands isolated from their environments.
		2. Herbert Simon	Individuals and organizations have goals and aspirations that may not be the same. In an organization there are myriad management positions.
Human Resource Theory/Behavioral Perspective	1960's through the early 80's	1. Abraham Maslow 2. Elton Mayo –Hawthorne Studies 3. Douglas McGregor Theory X & Theory Y	The organizations and the people need each other to survive. They focus on people, groups, their relationships and the environment that hold the individuals together. Organizations exist to serve human needs.
"Modern" Structural Organizational Theory	Post World War II	1. Henry Mintzberg	1. Mintzberg's theory of management consist of six basic parts Strategic Apex (Top Management) Middle Line (Middle Management) Operating Core (Operational Process) Support staff Techno structure Ideology (beliefs , norms values, cultures)
		2. Bolman and Deal	2. Bolman & Deal encourage leaders to re- evaluate the organization through the use of frames, the structural, human resource, political and symbolic that serve as lenses that will bring the organization to a different level. They allow the leader to look at the workplace from a different perspective to collect info and get things done. The uses of the frames allow the leaders to truly comprehend problems that arise within the organization. Organizations are rational institutions whose primary purpose is to accomplish established objectives.
Systems Theory	Late 1960's	1. Daniel Katz 2. Robert Kahn 3. William Scott	A system is any organized collection of parts united by prescribed interactions and designed for the accomplishment of specific goals or general purpose (Boulding, 1956). The systems theory looks at the organization as a complex entity that is highly affected by the change among the single elements within the system.

Power and Politics Organizational Theory	Late 1970's through the 1980's	<p>1. Jeffery Pfeffer</p> <p>2. James Thompson</p> <p>3. Henry Mintzberg</p>	<p>Organizations are extremely complex entities. Each organization has a set of values, beliefs, perceptives and interests that inevitably leads to conflicts. Power relations are permanent features of organizations because of specialization and the division of labor in the creation of many small, independent organizations with varying degrees of importance. (Shafritz and Ott, 2005)</p>
Organizational Culture	Late 1980's through the late 1990's	Bolman and Deal	<p>In every organization there are a set of values, beliefs, assumptions, perceptions and behavioral norms that constitute the frame within the organization exist. Organizational theory assumes that many organizational behaviors are predetermined by the assumptions and ideology of the members of an organization.</p> <p>There are four organizational frames:</p> <p>POLITICAL</p> <p>STRUCTURAL</p> <p>SYMBOLIC</p> <p>HUMAN RESOURCES</p>
Organizational Culture Reform Movements	1980's through the 1990's	Dr. Edward Deming	<p>Deming developed a cycle calling the Deming Cycle during the time when U.S. companies were losing or had lost their competitiveness. The cycle is a continuous quality improvement model that consists of a logical sequence of four repetitive steps: PLAN, DO, STUDY, ACT.</p> <p>The plan was developed when in Post WAR WORLD II, Deming taught to the Japanese quality improvement methods along with the usage of statistics. What took place in Japan was the clear example of what could happen when there is a search for Excellence, in the Socio-technical Systems or Quality of Work Life environment. All these movements, at this point in time, seek to improve productivity, customer service, flexibility, and responsiveness by reshaping organizational culture.</p>
Postmodernism and the Information Age	1990's through the present	<p>William Bennis</p> <p>Charles Handy</p> <p>William Berquist</p>	<p>With the continuous advancement of technology it is imperative that we fully understand the real structure of the organization. The information age is clearly changing the way we deal with people and how the organization is meeting the social and moral needs of their members.</p>
Postmodernism and the Information Age	1990's through the present	Senge	<p>The five component technologies in the Five Discipline model:</p> <p>System Thinking</p> <p>Personal Mastery</p> <p>Mental Models</p> <p>Building Shared Vision</p> <p>Team Learning</p> <p>Learning organizations are those that are able to engage in "generative learning." Thus, it is possible for organizations to learn to change. Learning organizations are composed by people who have the desire and the ambition to continually learn how to learn together.</p>

1990's through the present

Gardner	Multiple intelligence Authentic Assessment
Popkewitz	Educational Reform Technical Approach (Fact Based) Illusory Approach Constructivist Approach (Critical Thinking Skills)
Smith	ADC Model
Collins	Good to Great Level 5 Leaders First Who Confront the brutal facts Hedgehog Concept Culture of Discipline Technology Accelerators The Flywheel Concept
Fullan	Leading in a culture of Change Moral Purpose Importance of Relationships Understanding Change Knowledge Building and Sharing Coherence
Stone	Polis vs. Market – Strategic Representation Values and Goals are related to : Equity, Security, Liberty and Efficiency