

Organizational Design Change and Transformation
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Module - 02
Lecture - 09
Organizational Environment

[FL]. We will continue with our discussion on the Organizational Environment which is module 2 and lecture 4.

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The slide features a blue header with the IIT Kharagpur logo and the text "NPTEL ONLINE CERTIFICATION COURSES". Below this, the course title "ORGANIZATIONAL DESIGN, CHANGE AND TRANSFORMATION" is displayed in orange, followed by the instructor's name "DR. SANGEETA SAHNEY, PROFESSOR, VGSOM, IIT KHARAGPUR". A blue box highlights "Module 2" and "Lecture 4". To the right is a circular diagram of the organizational environment with segments for Technological, Economic, Political/Legal, Demographic, Social, and Competitive, all surrounding a central core of "Internal Environment: Management, Workers, Customers". A yellow box at the bottom lists key topics: "Organizational environment; Forces affecting the organizational environment; Environmental uncertainty, and sources of uncertainty; Changing environment, and adaptation; Framework for responses to environmental change; Resource dependence theory; Inter-organizational strategies for managing resource dependencies; Transaction cost theory; Organization-Environment Integrative Framework; Inter-organizational relationships; E-Org."

In the previous lectures, you have spoken about the environment, the forces affecting the organizational environment, environmental uncertainty and sources of uncertainty, the changing environment and adaptation. We also discussed the framework for responses to

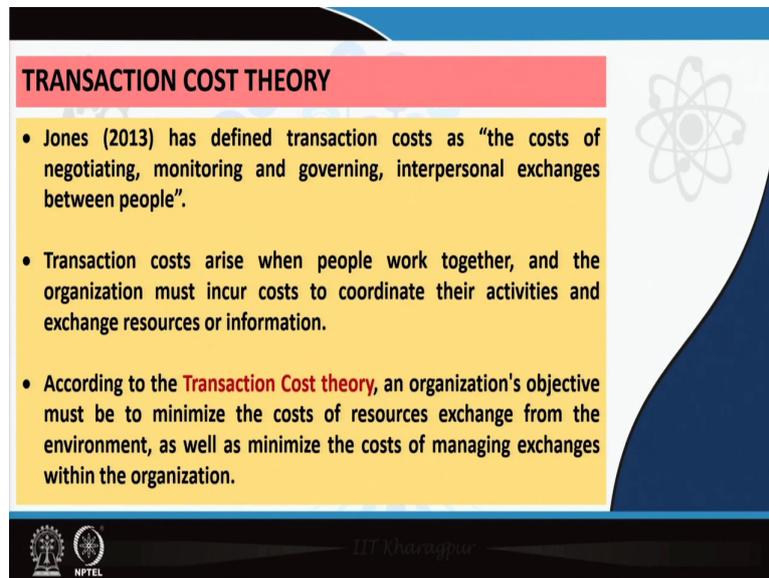
environmental change, resource dependence theory and inter organizational strategies for managing resource dependencies.

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Today, we will move beyond and we will be discussing transaction cost theory, organization environment integrative framework and inter organizational relationships.

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TRANSACTION COST THEORY

- Jones (2013) has defined transaction costs as “the costs of negotiating, monitoring and governing, interpersonal exchanges between people”.
- Transaction costs arise when people work together, and the organization must incur costs to coordinate their activities and exchange resources or information.
- According to the **Transaction Cost theory**, an organization's objective must be to minimize the costs of resources exchange from the environment, as well as minimize the costs of managing exchanges within the organization.

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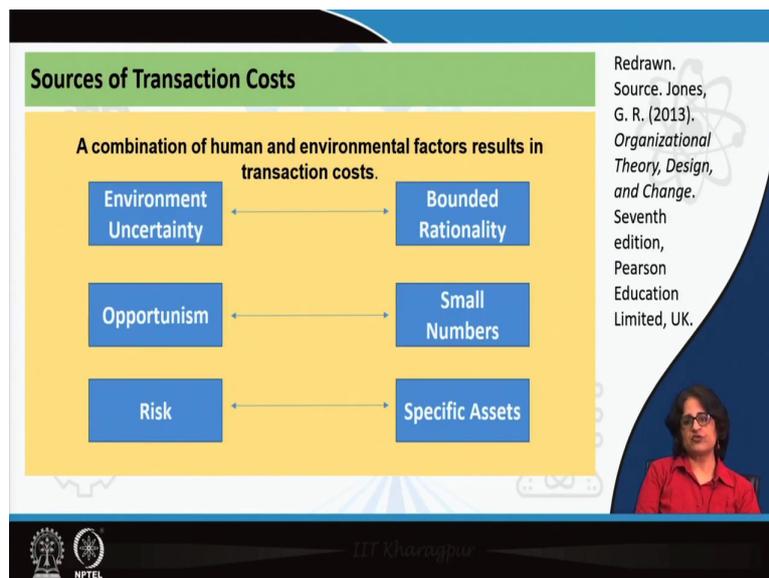
So, to start with transaction cost theory, now Jones has defined transaction costs as the cost of negotiating, monitoring and governing interpersonal exchanges between people ok. When people work together and you know and they incur certain costs ok; So, these costs of negotiating, monitoring and governing interpersonal exchanges between people is referred to as transactions cost.

So, they arise when people work together and the organization must incur these costs to coordinate the activities and exchange resources and information. So, according to the transaction cost theory the objective of an organization must be to minimize the cost of resource exchange from the environment as well as to minimize the costs of managing the exchanges within the organization.

So, this is the fundamental of the transaction cost theory ok. So, when people interact with each other they coordinate their activities with each other, they exchange resources, they exchange information. There are certain costs which the company must bear. These costs are transaction costs which Jones has defined as the cost of negotiating, monitoring and governing interpersonal relations between people.

And, according to the transaction cost theory, the objective of any organization must be to minimize the cost of resource exchange from the environment, but also to minimize the cost of managing the exchanges within the organization ok.

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So, what are the sources of transaction cost? You know the transaction costs actually occur because of a combination of human and environmental factors working together ok. The combination of human and environmental factors actually result in transaction costs.

So, there is you know environmental uncertainty and then there is bounded rationality, there is opportunism vis a vis small numbers, there is risk vis a vis specific assets. So, all of these actually relate to the source you know of transaction costs ok. So, we will start with the first which is environment uncertainty and boundary rationality.

Now, the environment as we all know is highly uncertain, it is ambiguous, it is complex. People have and people have limited ability to process information, they to analyze information and understand the environment. So, this is what we mean by bounded rationality. So, on one hand we have environments which are which we have we live in an environment, we operate in an environment, organizations exist in operate in environments which are highly complex, highly uncertain.

On the other hand, people have limited ability to gather information, process information, analyze it and understand the environment. So, here you have this kind of a you know contradiction which is there. The second is with respect to opportunism in small numbers. Now, individuals and organizations can act opportunistically. They may exploit forces, they may exploit other stakeholders in the environment and a small number of providers increases the likelihood of opportunism.

For example: an organization when it depends upon just one supplier, you know the supplier is more powerful and the supplier can actually act opportunistically ok. So, again you see that there is you know there is some kind of a contradiction. On one hand, you know you have people organizations who may act opportunistically and they may exploit other stakeholders. On the other hand, this becomes this this the chances or the likelihood of opportunity increases when the; when there are small number of providers.

So, a small number of providers will increase the likelihood of opportunities opportunism. The third is risk and specific asset. So, an investment in knowledge, in skills, in technology that helps create value in one particular exchange relationship, but holds no value for you know other exchange relationship is termed as a specific asset. Now, the decision to invest in you know in developing specific assets for a relationship with another organization is risky.

So, again you have a contradiction right. So, when you decide to invest in knowledge, skill or technology which will help create value in one particular exchange relationship and it with hold no value for other relationship; it is termed as a specific asset. But, the decision to invest in developing a specific asset for a relationship with another organization also causes risk. So, there is again a contradiction.

So, these kind of you know the combination of such human and environmental factors actually results in transaction costs on bounded rationality, small numbers, specific assets vis a vis environmental uncertainty, opportunism and risk respectively; you know as human and environmental factors respectively result in transaction costs.

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I Environmental uncertainty and Bounded rationality

- The environment is highly uncertain and complex.
- People have limited ability to process information and analyze and understand the environment. *Bounded rationality*.

II Opportunism and small numbers

- Individuals and organizations may act opportunistically; they may exploit forces or other stakeholders in the environment.
- A small number of providers increases the likelihood of opportunism, for example, an organization dependent on one supplier.

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III Risk and specific assets

- An investment in knowledge, skills, or technology that helps create value in one particular exchange relationship but holds no value for other exchange relationships is termed as a specific asset.
- The decision to invest in developing specific assets for a relationship with another organization is risky.



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Transaction Costs and Linkage Mechanisms

- **Conditions where transaction costs are low:**
 - Nonspecific goods and services are traded between organizations.
 - Low uncertainty.
 - Several potential exchange partners.
- **Conditions where the transaction costs are high:**
 - More specific goods and services are traded between organizations.
 - High uncertainty.
 - The number of possible exchange partners decreases.
 - As firms adopt formal linkage mechanisms with their exchange partners, transaction costs rise.
 - The formal mechanisms carry huge bureaucratic costs.
 - Bringing transactions inside an organization lessens but does not remove the costs of managing transactions.

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Next, we come to transaction costs and linking linkage mechanisms. Now, when are transaction cost low and when are transaction cost high? There are certain conditions when the transaction costs are low, there are certain conditions when the transaction costs are high. Now, when are transaction costs low? In cases where non specific goods and services are being traded, when there is low uncertainty and when there are several potential exchange partners.

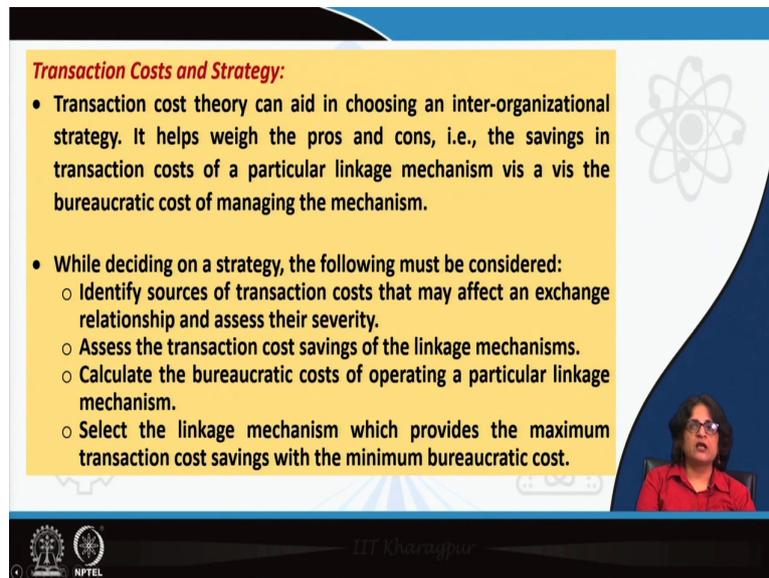
In such cases, the transaction costs are low which means that one the goods and services over which business is conducted are nonspecific. There is a lower uncertainty which means that environmental certainty is high with you know and there are several potential exchange partners which means that the organization has several options to choose from, they have several other partners to choose from; in those cases the transaction cost will be low.

When are transaction cost going to be high? When more specific goods and services are traded, when there is high uncertainty which means that you know very high levels of uncertainty exist in the environment, number of players or possible exchange partners decreases ok. So, the company does not have many options to choose from, in such cases transaction cost will be high.

Transaction costs will also be high as firms adopt formal linkage mechanisms with their exchange partners. A formal mechanisms carry huge costs ok. Bringing transactions inside the organization will lessen, but will not remove the cost of managing the transaction. So, there will be conditions where transaction costs are low and there will be conditions where transaction costs are high.

In cases of low uncertainty ok, in case of low uncertainty the transaction cost will be low. In case when the number of partners are several, potential partners are several, potential exchange partners are several even their transaction cost will be low. But, when there is huge amount of uncertainty in the environment and when the number of potential exchange partners is less, in that case transaction cost will be higher.

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Transaction Costs and Strategy:

- Transaction cost theory can aid in choosing an inter-organizational strategy. It helps weigh the pros and cons, i.e., the savings in transaction costs of a particular linkage mechanism vis a vis the bureaucratic cost of managing the mechanism.
- While deciding on a strategy, the following must be considered:
 - Identify sources of transaction costs that may affect an exchange relationship and assess their severity.
 - Assess the transaction cost savings of the linkage mechanisms.
 - Calculate the bureaucratic costs of operating a particular linkage mechanism.
 - Select the linkage mechanism which provides the maximum transaction cost savings with the minimum bureaucratic cost.

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Now, how do you relate transaction cost and strategy? Now, transaction cost theory will help you in choosing an inter organizational strategy. It will help you know weigh the pros and the cons, you know the advantages and the disadvantages is the savings in the transaction cost of a linkage mechanism vis a vis the bureaucratic cost of managing the mechanism ok.

So, the transaction cost theory can help weigh the pros and cons, help weigh the advantages in terms of the savings and the disadvantages in terms of the bureaucratic cost. And finally, companies can decide what kind of strategy to choose. So, the while deciding on a strategy, the following has to be considered.

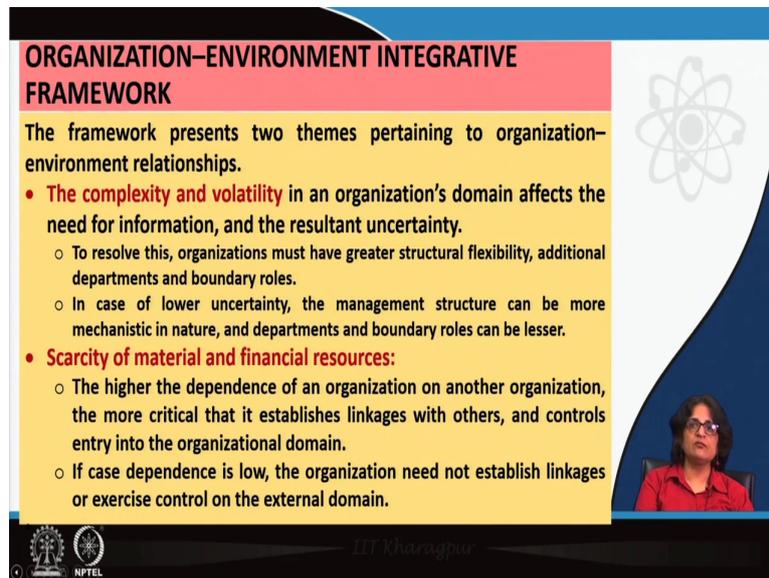
One identify the sources of transaction cost that affect the exchange relationship, also evaluate or examine the severity of this. Second assess the transaction cost savings of the linkage mechanism. Third examine the bureaucratic cost of operating the linkage mechanism

and then fourth select the linkage mechanism, where you get the maximum transaction cost savings with the minimum of the bureaucratic cost.

So, whenever companies decide on a strategy, you know they have to look at the transaction cost and based on the pros and cons you know that is the savings in the transaction cost of a particular linkage mechanism vis a vis the bureaucratic cost of managing the mechanism, companies will be able to decide what kind of strategy to choose. So, one they must identify the sources of transaction cost which can affect the exchange relationship and assess the severity.

Two assess the transaction cost savings, three calculate the bureaucratic cost of operating that linkage mechanism and fourth select that particular linkage mechanism, where the max the which provides you with the maximum transaction cost saving with the minimum bureaucratic cost.

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ORGANIZATION-ENVIRONMENT INTEGRATIVE FRAMEWORK

The framework presents two themes pertaining to organization-environment relationships.

- **The complexity and volatility** in an organization's domain affects the need for information, and the resultant uncertainty.
 - To resolve this, organizations must have greater structural flexibility, additional departments and boundary roles.
 - In case of lower uncertainty, the management structure can be more mechanistic in nature, and departments and boundary roles can be lesser.
- **Scarcity of material and financial resources:**
 - The higher the dependence of an organization on another organization, the more critical that it establishes linkages with others, and controls entry into the organizational domain.
 - If case dependence is low, the organization need not establish linkages or exercise control on the external domain.

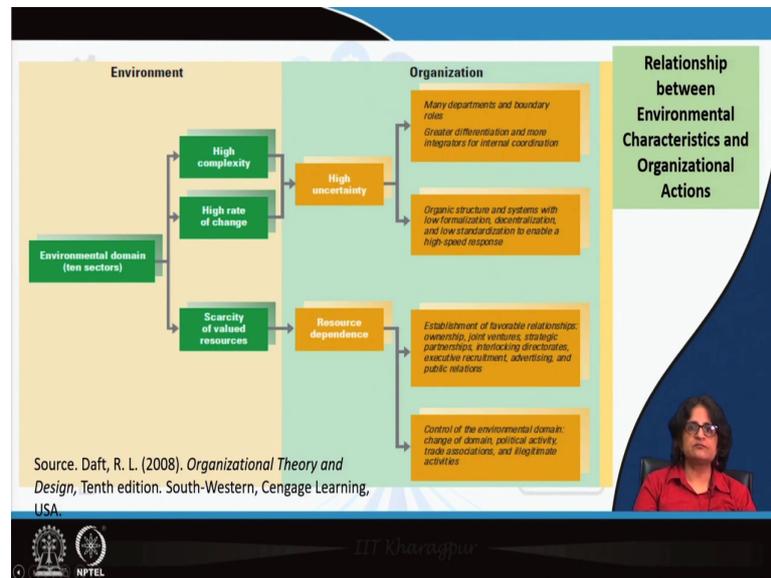
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Now, we come to the next topic which is organization environment integrative framework. Now, this particular framework actually pertains to two themes in an organization ok, two themes in an organization environment relationship ok. So, the framework basically presents two dimensions or two themes pertaining to the organization environment relationship.

You have complexity and volatility in the organizations domain and second is the scarcity of material and financial resources ok. So, the two themes pertain to organization and environment relationship. One is the complexity and volatility in the organizations domain and two is the scarcity of material and financial resources ok.

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So, if you see this here, you have a framework; the complexity and volatility in the organization domain affects the need for information and the resultant uncertainty ok. So, you have the complexity and volatility. Volatility is the high rate of change which you see. High complexity and high rate of change which means high complexity and high volatility, I am repeating the volatility here is in terms of the rate of change.

So, high complexity and high rate of change leading to high uncertainty and the other dimension is in terms of the scarcity of valued resources which actually leads to resource dependence. Now, scarcity valued resources here means, the scarcity of material resources as well as of financial resources. So, both of these together lead to resource dependence.

So, high complexity and high rate of change or high complexity and high volatility will lead to high uncertainty. And, scarcity of valued resources both in terms of material resources and

financial resources leads to resource dependence ok. So, to deal with the you know first problem which is the high uncertainty which is a resultant of high complexity and high volatility ok.

To deal with high uncertainty, organizations must have greater structural flexibility, additional departments and boundary roles ok. Many departments as you know and many boundary roles, boundary spanning roles, greater differentiation and more integration for internal coordination.

Now, I have spoken about boundary roles, I have spoken about differentiation and integration for internal control in my previous lecture, but in week 3 we will be dealing in elaborate in elaborately on them and so, I will leave the discussion as of now for week 3 ok. So, there have to be greater differentiation and more integration for internal coordination as well as many departments and boundary spanning roles. This will be one way of dealing with uncertainty.

The other way of dealing with uncertainty is organic structures and systems with low formalization, decentralization and low standardization, to enable high speed response. I have mentioned in my previous lecture about organic structures yeah which is desirable in the case of uncertain environments. So, organization structures and systems which are low on formalization, decentral there is decentralization, there is low standardization, there is quick decision-making, participation participative decision making.

So, all that should happen for high-speed response; put together both of these will help fight the and high uncertainty. The second regarding resource dependence. Now, resource dependence is results as a result results because of scarcity of valued resources, valued resources here meaning both material resources as well as financial resources.

So, in this such a case the higher the dependence of the organization on another organization, the more critical that it establishes linkages with others and controls the entry into the

organizational domain. And, in case dependence is low, the organization need not establish linkages or exercise control on the external domain.

So, it establishment of favourable relationships, ownerships, joint partnerships, strategic partnerships you know and very strong public relations in case where there is high dependence. On the other hand, you know if you know so, so basically if there is low depend low dependence, the organization need not establish such linkages or exercise such control.

The other thing that comes in is control of the environmental domain so, that you know other players can be restricted to entry enter. So, in this way we see that you know organizations can formulate strategies with two broad themes vis a vis the environment ok. So, themes of high complexity and volatility and the second being scarcity of valued resources and which means resource dependence.

So, the high uncertainty and resource dependence need to be managed in the environment and by the organization. And so, the organization may basically follow certain practices which are mentioned in the yellow boxes to be able to deal with such problems or resolve such issues.

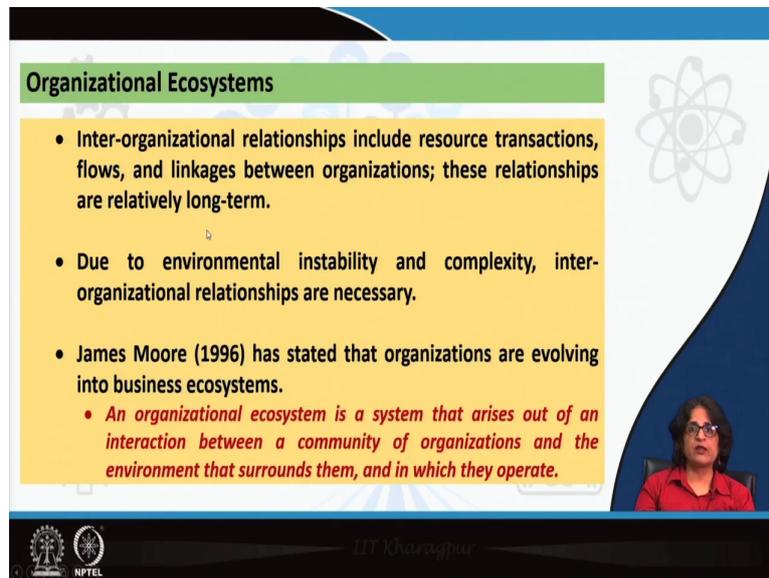
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INTER-ORGANIZATIONAL RELATIONSHIPS

- Organizations must forge relationships with other organizations, and they help manage the environment.
- The various perspectives for inter-organizational research include: *resource dependence, collaborative networks, population ecology, and institutionalism.*

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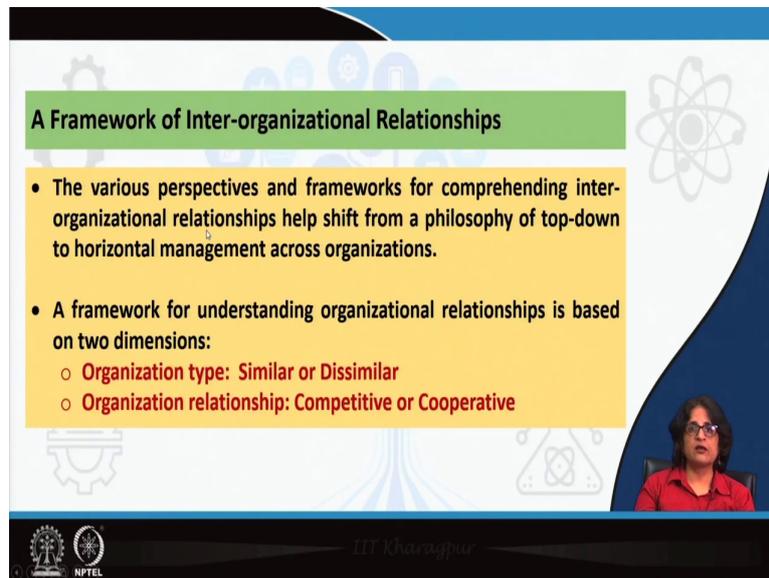


Organizational Ecosystems

- Inter-organizational relationships include resource transactions, flows, and linkages between organizations; these relationships are relatively long-term.
- Due to environmental instability and complexity, inter-organizational relationships are necessary.
- James Moore (1996) has stated that organizations are evolving into business ecosystems.
 - *An organizational ecosystem is a system that arises out of an interaction between a community of organizations and the environment that surrounds them, and in which they operate.*

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A Framework of Inter-organizational Relationships

- The various perspectives and frameworks for comprehending inter-organizational relationships help shift from a philosophy of top-down to horizontal management across organizations.
- A framework for understanding organizational relationships is based on two dimensions:
 - **Organization type: Similar or Dissimilar**
 - **Organization relationship: Competitive or Cooperative**

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The next we come to is inter-organizational relationships. We have mentioned about linkage mechanisms you know to deal with symbiotic and competitive interdependencies. We will go a little more and speak about inter organizational relationships now. So, organizations must for forge relations with other organizations and so, that they can manage the environment well.

The various perspectives include resource dependence, collaborative networks, population ecology and institutionalism ok. So, these four perspectives are you know we have these four perspectives for inter organizational research; which is resource dependence, collaborative networks, population ecology and institutionalism. In this in this particular lecture, we will be restricting ourselves to a part of the discussion.

And of course, we will carry forward the discussion on interpersonal inter organization relationships in the next lecture as well ok. So, organizations must forge relations with other organizations to manage the environment. And, there are certain perspectives for inter organizational research which include resource dependence, collaborative networks, population ecology and institutionalism.

Before we go into that, let us discuss what organizational ecosystems are. So, when we talk about inter organizational relationships, as I said they include resource transactions, flows and linkages between different organizations and these relationships are relatively long term. So, due to the environmental instability and complexity, inter organization relationships become very important and very necessary. And, James Moore had said that had stated that organizations are evolving into business ecosystems.

What is an ecosystem? An organizational ecosystem is one that arises out of an interaction between a community of organizations and the environment which surrounds them and in which they operate ok. So, you know when organizations get together you know because of an interaction between them together vis a vis the environment that affects them or that surrounds them or in which they operate, this kind of an arrangement is what is an organizational ecosystem.

So, it is something which arises it is a structure, it is a system which arises out of an interaction between a between a group of organizations or a community of organizations and the environment in which they operate. And, due to the instability, due to the complexity, due to the uncertainty in the environment, inter organizational relationships are very very essential. And, they include resource transaction flows and linkages and these relationships are relatively long term.

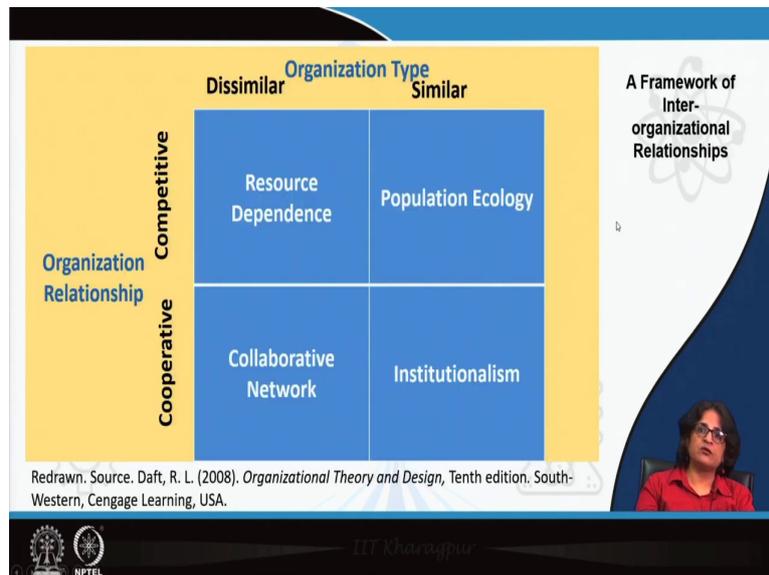
So, we will discuss a framework of inter organizational relationships and which is which we will see is based on two dimensions. Organization type, how similar or dissimilar are they and organization relationship, is it competitive or is it cooperative ok. So, the various perspectives

and frameworks for comprehending inter organizational relationship help shift a philosophy from the top down approach to horizontal management across organizations.

Earlier organizations were more mechanistic, today as we have said they operate in highly uncertain environments and need to be organic. And so, the top down philosophy has to break down to more of horizontal management across the organization. And, when that happens, you know company the organization, the people in the organization have to believe in cooperation and collaboration with each other.

So, we will discuss a framework for understanding organization relationship on two dimensions. One the organization type, how similar and dissimilar they are and two organization relationship which is in terms of how competitive and cooperative are they ok.

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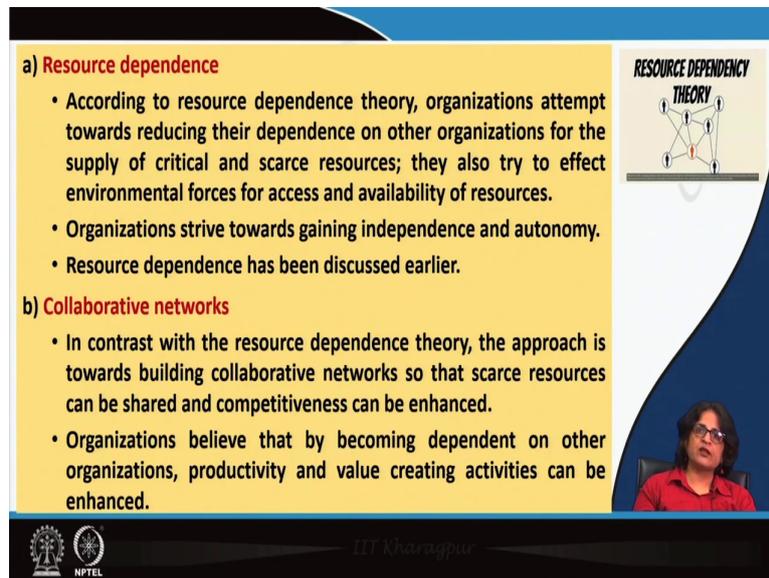


So, these this is a framework and as we said that when we talk of the perspectives of when we talk of the perspectives of inter organizational research, we have resource dependence, population ecology, collaborative network and institutionalism. So, if they you know if the and based on two dimensions, organization type and organization relationship; we have these four different types of inter organizational relationships.

You have the organization type as similar or dissimilar and you have the organization relationship as cooperative or competitive. So, when organization types to you know that the partners or the two organizations are similar and competitive, they are its a population ecology. When they are similar and cooperative, it is institutionalism. When they are dissimilar and competitive, it is resource dependent and when they are dissimilar and cooperative, it is collaborative network.

So, I repeat similar and cooperative is a similar and competitive is population ecology, similar and cooperative is institutionalism, dissimilar and competitive is resource dependence and dissimilar and cooperative is collaborative network. This is how daft has explained or explained the framework.

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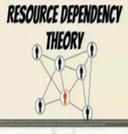
a) Resource dependence

- According to resource dependence theory, organizations attempt towards reducing their dependence on other organizations for the supply of critical and scarce resources; they also try to effect environmental forces for access and availability of resources.
- Organizations strive towards gaining independence and autonomy.
- Resource dependence has been discussed earlier.

b) Collaborative networks

- In contrast with the resource dependence theory, the approach is towards building collaborative networks so that scarce resources can be shared and competitiveness can be enhanced.
- Organizations believe that by becoming dependent on other organizations, productivity and value creating activities can be enhanced.

RESOURCE DEPENDENCY THEORY



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So, according to the resource dependence theory, organizations try to reduce their dependence on other organization for the supply of critical resources, for the supply of scarce resources and they also try to effect organization environmental forces for access and availability of the resources. So, organizations try to gain independence and autonomy and resource, we have discussed resource dependence earlier.

So, if you see here the organization type they are dissimilar yet competitive and they depend on each other for resources. Then, we have the collaborative network which in contrast to the resource dependence theory, the collaborative network approach is towards building collaborative networks so, that scarce resources can be shared and competitiveness can be enhanced ok; scarce resources can be shared and competitiveness can be enhanced.

And, organizations believe that by being dependent on other organizations, productivity and it can be enhanced, value creating activity can be enhanced. So, if you have these collaborative networks they are dissimilar, but they are cooperative ok. So, you have the collaborative network which is the scarce resources can be shared and competitive competitiveness can be enhanced.

So, companies believe that by being dependent on other organizations, they will be more productive and value creating ability will be enhanced.

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Changing Characteristics of Inter-organizational Relationships	
Traditional Orientation: Adversarial	New Orientation: Partnership
<ul style="list-style-type: none"> • Suspicion, competition, arm's length • Price, efficiency, own profits • Limited information and feedback • Legal resolution of conflict • Minimal involvement and up-front investment, separate resources • Short-term contracts • Contract limiting the relationship 	<ul style="list-style-type: none"> • Trust, addition of value to both sides, high commitment • Equity, fair dealing, both profit • Electronic linkages to share key information, problem feedback and discussion • Mechanisms for close coordination, people on-site • Involvement in partner's product design and production, shared resources • Long-term contracts • Business assistance beyond the contract

Redrawn. Source: Daft, R. L. (2008). *Organizational Theory and Design*, Tenth edition. South-Western, Cengage Learning, USA.



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So, if we talk about this a little more in terms of the traditional orientation and the new orientation, the traditional orientation was more about competing, but today the orientation is

more about coordinating and collaborating. So, in the traditional orientation, it was more adversarial where organizations competed with each other, there was suspicion.

Price efficiency was and price and efficiency were prime considerations and own profit, my own profit was more vital. There was limited information and feedback, conflict was resolved legally, minimum involvement and upfront techniques were there. Investments, short term contracts and contracts limited the relationship between organizational partners ok. If there was any conflict, it was handled through legal means.

There was minimum involvement of both the partners or and there were short term contracts. But, the new orientation is towards partnership where both parties learn to trust each other is high commitment, fair dealing, information is shared you know and there is feedback and discussion. There is close coordination and long-term contracts and a contractors does not limit to what is there a as legal clauses, but contract and an assistant goes much beyond.

But, the you know contract does not limit the relationship. In the case of traditional orientation, the contract limited the relationship. It was only you know minimum involvement was expected as per the contract. But, in the case of the partnership mode, today the involvement is much beyond the contract and business assistance is much beyond the contract.

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CONCLUSION

This brings us to the end of the fourth lecture of Module 2.

We shall continue with this topic in the next lecture.

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So, with this I end this lecture. We will continue with the framework in the next; in the next lecture. These are the references. So, here in we come to an end of this lecture and we shall be continuing with the topic in the next lecture.

Thank you.