

Gareth Morgan S Organisational Metaphors

Gareth Morgan's monumental book, *Images of Organization*, revolutionized the field of organization theory. In honor of Morgan's classic text, this edited volume, *Exploring Morgan's Metaphors: Theory, Research, and Practice in Organizational Studies*, illustrates how Morgan's eight metaphors inform research, practice, and organizational intervention in a variety of contexts. Including contributions from well-known experts in their fields, specifically, Joep Cornelisen, Cliff Oswick, David Grant, and Gareth Morgan, this new text offers fresh perspectives and sets forth new metaphors for conceptualizing organizations in today's workforce. Readers will gain insights and guidelines into the different ways that Morgan's metaphors and metaphorical thinking can be used to better understand organizational life, as well as how to study and develop organizations. Electronic Inspection Copy available for instructors here
'With his usual engaging and inimitable style, Mats Alvesson takes the reader on a riveting journey through the diverse ways in which culture itself can be understood and how these powerfully inform organizational life.' – Blake E. Ashforth, Arizona State University
'Understanding Organizational Culture communicates complex ideas in a manner that will illuminate for those who are less familiar with the concepts discussed, as well as providing a depth and critique of interest to those familiar with the topics.' – Claire Valentin, The University of Edinburgh
Unlike prescriptive books about organizations, *Understanding Organizational Culture* challenges and provokes the reader to think critically. It provides an insight into organizational culture, aided by numerous empirical illustrations from ethnographic studies that develop and illustrate how cultural thinking can be used in managerial and non-managerial organizational theory and practice. Mats Alvesson answers questions of definition, explores alternative perspectives and exands on substantive issues, before discussing key issues of research and developing his framework. Further more, the advances in the field of organizational culture are synthesized for the reader by drawing upon the range of relevant literature within organization studies. *Understanding Organizational Culture* provides great breadth within a textbook approach – covering a wide spectrum of management and organization while at the same time developing a new theoretical approach to organizational culture. The new edition contains improved pedagogy and expanded coverage of topics such as identity and organizational change. It is essential reading for students taking undergraduate and postgraduate modules in Organizational Behaviour and Organizational Theory on Management and Organization Studies programmes, including MBA.

The authors argue in this book that social theory can usefully be conceived in terms of four broad paradigms, based upon different sets of meta-theoretical assumptions with regard to the nature of social science and the nature of society. The four paradigms – Functionalist, Interpretive, Radical Humanist and Radical Structuralist – derive from quite distinct intellectual traditions, and present four mutually exclusive views of the social work. Each stands in its own right, and generates its own distinctive approach to the analysis of social life. The authors provide extensive reviews of the four paradigms, tracing the evolution and inter-relationships between the various sociological schools of thought within each. They then proceed to relate theories of organisation to this wider background. This book covers a great range of intellectual territory. It makes a number of important contributions to our understanding of sociology and organisational analysis, and will prove an invaluable guide to theorists, researchers and students in a variety of social science disciplines. It stands as a discourse in social theory, drawing upon the general area of organisation studies – industrial sociology, organisation theory, organisational psychology, and industrial relations – as a means of illustrating more general sociological themes. In addition to reviewing and evaluating existing work, it provides a framework for appraising future developments in the area of organisational analysis, and suggests the form which some of these developments are likely to take.

Images of OrganizationSAGE Publications

Paradigms, metaphors and puzzle solving in organization theory

Organizational Culture and Leadership

A Resourcebook

The SAGE Handbook of Organizational Communication

Managing the Five Hidden Dimensions of Organizational Change

Elements of the Sociology of Corporate Life

Since its first publication over twenty years ago, Images of Organization has become a classic in the canon of management literature. The book is based on a very simple premise—that all theories of organization and management are based on implicit images or metaphors that stretch our imagination in a way that can create powerful insights, but at the risk of distortion.

Gareth Morgan provides a rich and comprehensive resource for exploring the complexity of modern organizations internationally, translating leading-edge theory into leading-edge practice.

Metaphor and Thought, first published in 1979, reflects the surge of interest in and research into the nature and function of metaphor in language and thought. In this revised and expanded second edition, the editor has invited the contributors to update their original essays to reflect any changes in their thinking. Reorganised to accommodate the shifts in central theoretical issues, the volume also includes six new chapters that present important and influential fresh ideas about metaphor that have appeared in such fields as the philosophy of language and the philosophy of science, linguistics, cognitive and clinical psychology, education and artificial intelligence.

We live in a leadership-obsessed society. The result is that we assume nearly any social or economic ill can be mended through better leadership. Sometimes, this commitment to leadership is followed by hero worshipping, wishful thinking and misplaced hope. Seeking to understand the faith we place in leadership, the authors draw on a number of in-depth studies of managers trying to "do" leadership. It presents six metaphors for the leader: as gardener, cosy-crafter, saint, cyborg, commander and bully. Some of these offer unexpected insights into how leadership does and does not work. The book sheds light on a varied - often contradictory and sometimes darker - side of leadership. Cutting through the management-speak drenched current literature on leadership, Metaphors We Lead By presents an enlightening and refreshing understanding of an important topic. It will be useful reading for students and researchers, as well as the thinking manager.

A provocative new book on how we can see, understand, and manage organizations in new ways.

Exploring Morgan's Metaphors

Metaphors We Lead By

The SAGE Handbook of Organizational Discourse

Metaphors We Live By

Strategies for Social Research

Exploring Morgan's Metaphors

In Managing Organizations Stewart Clegg, Cynthia Hardy and Walter Nord explore the major issues and debates in management and organization. The textbook addresses key topics such as leadership, decision-making and innovation in organizations alongside such themes as diversity, globalization and ecology. Students and teachers of management will find this a comprehensive and wide-ranging resource on the core issues for contemporary managers and organizations.

This edited volume expands on Morgan's organizational metaphors through the lens of faith to illuminate organizational function. Part I uses metaphor to illustrate dysfunctional organizations, including the impact of dysfunction upon organizational trust, performance, and longevity. Part II examines the progression from a dysfunctional organization to one that exhibits functionality. Finally, the last section discusses healthy organizations. Metaphors used in this book include Pygmalion organizations, organizational zombies, and organizations as vineyards. This book offers new metaphors that can be applied in organizational theory.

Organization Design looks at how you need to change the ways your organization does things in order to increase productivity, performance, and profit. Providing the knowledge and method to handle the kind of recurring organisational change that all businesses face, those which do not involve transforming the entire enterprise but which necessitate significant change at the business unit, divisional, functional, facility or local levels. The problem lies in knowing what needs to change and how to change it. Taking the organisation as a designed system, it describes four major elements of organizations: the work - the basic tasks to be done by the organisation and its parts, the people - characteristics of individuals in the organization, formal organization - structures eg the organisation hierarchy, processes, and methods that are formally created to get individuals to perform tasks, informal organization - emerging arrangements including variations to the norm, processes, and relationships, commonly described as the culture or 'the way we do things round here'. The way these four elements relate, combine and interact affects productivity, performance and profit. Most books on this subject target a wide management audience rather than HR, this is specifically written for HR practitioners and line managers working together to achieve the goal. It clarifies why and how organisations need to be in a state of readiness to design or redesign and emphasises that people as well as business processes must be part of design considerations.

Regarded as one of the most influential management books of all time, this fourth edition of Leadership and Organizational Culture transforms the abstract concept of culture into a tool that can be used to better shape the dynamics of organization and change. This updated edition focuses on today's business realities. Edgar Schein draws on a wide range of contemporary research to redefine culture and demonstrate the crucial role leaders play in successfully applying the principles of culture to achieve their organizational goals.

Organizations: A Very Short Introduction

New Mindsets for Seeing, Organizing, and Managing

Embodied Metaphors in Practice

Advances in Theory, Research, and Methods

A Guide for Organization Change Agents

Faith as Key to Functional Organizations

Essay from the year 2004 in the subject Business economics - Business Management, Corporate Governance, grade: 84 out of 100, University of Western Sydney (College of Law and Business - School of Management), course: Organisational Behaviour, 9 entries in the bibliography, language: English, abstract: pply any two of Morgan's (1986) four images of organisation to the James Hardie case study. How useful are the two images that you have selected for explaining action and behaviour within organisations? Are there any deficiencies in the two images that you have selected? Explain the deficiencies you identify by indicating what the two images you have selected fail to take into account or explain about organisations.

Fifty Key Figures in Management is a collection of biographies of fifty people who have helped to make management what it is today - through their ideas, writings and teachings, through practical example and leadership, or both. Featuring business leaders such as Henry Ford, Jack Welch and Bill Gates, all of whom were pioneers in business practice, the book also includes thinkers and consultants who have helped to redefine the way we think about management, such as Ohmae Kenichi, Fukuzawa Yukichi, Tom Peters and Charles Handy. Moreover, new and emerging aspects of management are covered through the inclusion of such cutting-edge thinkers as Arie de Geus, Max Boisot and Nonaka Ikujiro. Taken together, the fifty biographies presented here described how management emerged as a modern discipline and grew into its present form. Organization, strategy, marketing, production management, human resource management and knowledge management all come together to show how management is a multi-faceted discipline.

'The book is exciting. It opens up new ways of developing both organization and management. It inspires ideas of excellence and achievement and gives hope for this age. You can probably open this book anywhere and find something of value' - Business Age

This book opens up a new route to the study of knowledge dynamics and the sociology of knowledge. The focus is on the role of metaphors as powerful catalysts, and the book dissects their role in the construction of theories of knowledge. It is of vital interest to social and cognitive scientists alike.

SAGE Directions in Organization Studies

Theory, Research, and Practice in Organizational Studies

Metaphorical Explorations

Current Issues

Metaphor and Thought

Creative Organization Theory

The now-classic *Metaphors We Live By* changed our understanding of metaphor and its role in language and the mind. Metaphor, the authors explain, is a fundamental mechanism of mind, one that allows us to use what we know about our physical and social experience to provide understanding of countless other subjects. Because such metaphors structure our most basic understandings of our experience, they are "metaphors we live by"—metaphors that can shape our perceptions and actions without our ever noticing them. In this updated edition of Lakoff and Johnson's influential book, the authors supply an afterword surveying how their theory of metaphor has developed within the cognitive sciences to become central to the contemporary understanding of how we think and how we express our thoughts in language.

Studying metaphors modern-day managers will be better prepared to understand organizations and how to deal best with the circumstances they are challenged. The authors analyze how metaphors can serve as methods or tools that provide insight into how organizations function, and how best to deal with making them successful.

Provides a comprehensive overview of organizational change theories and practices developed by both European and US change theorists.

Organizational communication as a field of study has grown tremendously over the past thirty years. This growth is characterized by the development and application of communication perspectives to research on complex organizations in rapidly changing environments. Completely re-conceptualized, *The SAGE Handbook of Organizational Communication, Third Edition*, is a landmark volume that weaves together the various threads of this interdisciplinary area of scholarship. This edition captures both the changing nature of the field, with its explosion of theoretical perspectives and research agendas, and the transformations that have occurred in organizational life with the emergence of new forms of work, globalization processes, and changing organizational forms. Exploring organizations as complex and dynamic, the Handbook brings a communication lens to bear on multiple organizing processes.

Covert Processes at Work

'Morgan's four images of organisation applied to the James Hardie case study'

Strategic Alliances, Mergers and Acquisitions

Organizational Metaphors

Understanding Leadership in the Real World

Organization Design

This book presents a theoretically informed approach to creative strategizing based on building metaphorical structures that represent organizations.

Metaphors are, according to Gareth Morgan `a way of thinking and a way of seeing'. The use of metaphor underpins the expectations, behaviour and strategies governing all aspects of organizational life. Written by a team of internationally renowned scholars, this collection of critical essays analyzes the role of metaphor in the theory of organizations. The book extends existing debates concerning metaphor and the study of organizations, and also generates new concepts and theories in the field. The introduction shows how metaphors work and familiarizes the reader with key areas of debate concerning their use. Part One considers the role of metaphor in creating new theories of organization and in reinterpr Organizational flirts and marriages alliances, mergers and acquisitions are dramatic examples of how soft cultures can produce hard facts of success or failure. Decisions born from human vanity can lead to destruction of human capital. The chapters selected by Ulijn, Duysters and Meijer illustrate the many facets of organizational family life for the scholar and, hopefully, for the decision-maker who considers another move. Geert Hofstede, author of *Culture s Consequences* This unique book focuses on the link between different types of culture (national, corporate, professional) and the success of strategic alliances, mergers and acquisitions. Over the past decades we have seen a significant increase in the number of strategic alliances, mergers and acquisitions. Despite this proliferation many recent studies have reported high failure rates. This failure is often attributed to cultural differences between partners, which has led to a growing body of literature on the subject. To date, most of these studies have focused on national and corporate culture, whereas this book also places particular emphasis on the importance of culture at the professional level. The authors clearly show that all three levels of culture may have a profound impact upon the ultimate success or failure of alliances, mergers and acquisitions. Researchers in the field of international business, strategic management, and strategic alliances, mergers and acquisitions will find this book to be of invaluable interest. Managers in multinational corporations and international business students should also not be without this important resource.

Describing how to give individuals an opportunity to discover how their symbolic perceptions are organized, what needs to happen for these to change, and how they can develop as a result, this text includes three client transcripts.

Beyond Method

Reframing the Work of Nonprofit Boards

Transformation Through Symbolic Modelling

Learning to Change

Sociological Paradigms and Organisational Analysis

Organisation Development

The SAGE Handbook of Organizational Discourse has received the 2004 Outstanding Book Award from the Organizational Communication Division of the National Communication Association `Organizational discourse is not a new topic but is one that has grown in significance and citations in recent years. Thanks to the new The SAGE Handb

of up-to-the-minute resources available, by distinguished as well as emergent researchers. It should have a prominent place on all organization researchers bookshelves? - Professor Stewart Clegg, University of Technology, Sydney `Organizational researchers interested in discursive philosophies, methods and practices will be grateful for the provides? - Mary Jo Hatch, Professor, McIntire School of Commerce, University of Virginia. Co-author The Three Faces of Leadership: Manager, Artist, Priest (Blackwell) `Discourse analysis has become increasingly popular in organizational studies over the past decade or two. The SAGE Handbook of Organizational Discourse will make it even understand the range of domains, methodologies, perspectives and focal organizational phenomena available to them within this analytic approach. Beyond classifying and describing current literature in the various areas, the chapters in this important new handbook suggest new directions for research using discourse analysis, a valuable source - JoAnne Yates, Sloan School of Management An increasingly significant body of management literature is applying discursive forms of analysis to a range of organizational issues. This emerging arena of research is not only important in providing new insights into processes of organizing, it has also informed and influenced the broader field Handbook of Organizational Discourse is the definitive text for those with research and teaching interests in the field of organizational discourse. It provides an important overview of the domains of study, methodologies and perspectives used in research on organizational discourse. It shows how discourse analysis has moved beyond its roots of organizations. The editors of the Handbook, all renowned authors and experts in this field, have provided an invaluable resource on the application, importance and relevance of discourse to organizational issues for use by tutors and researchers working in the field, as well as providing important reference material for newcomers to this field covers an overview of the existing literature and also frames the future of the field in ways which challenge existing preconceptions. The SAGE Handbook of Organizational Discourse is indispensable to the teaching, study and research of organizational discourse and will enable readers to develop a level of understanding of organizations consistent with the latest developments in the broader field of organization studies.

A new framework for helping nonprofit organizations maximize the effectiveness of their boards. Written by noted consultants and researchers attuned to the needs of practitioners, Governance as Leadership redefines nonprofit governance. It provides a powerful framework for a new covenant between trustees and executives: more macro theories that have transformed the practice of organizational leadership, this book sheds new light on the traditional fiduciary and strategic work of the board and introduces a critical third dimension of effective trusteeship: generative governance. It serves boards as both a resource of fresh approaches to familiar territory and a lucid guide for nonprofit trustees and executives to governance as leadership. Governance as Leadership was developed in collaboration with BoardSource, the premier resource for practical information, tools and best practices, training, and leadership development for board members of nonprofit organizations. Through its highly acclaimed programs and services, BoardSource has helped thousands of nonprofit organizations fulfill their missions by helping build effective nonprofit boards and offering credible support in solving tough problems. For the latest in nonprofit governance, visit www.boardsource.org, or call us at 1-800-883-6262.

The use of metaphors to explain organizational development is an increasingly popular method within this area. Those metaphors contained in this text seek to address the limitations of, and the problems associated with, organizational theory, as well as focusing on the strengths and benefits.

Understanding Careers: The Metaphors of Working Lives uses a unique framework of nine archetypal metaphors to encapsulate the field of career studies. Using an easy-to-read style, author Kerr Inkson examines key concepts, illustrating them with over 50 authentic career cases, to build an excellent bridge between theory and “real life.”

Metaphors in Mind
Metaphor and Organizations
Management of Knowledge-Intensive Companies
Imaginization
Governance as Leadership

Metaphor and the Dynamics of Knowledge

Most of us recognize that organizations are everywhere. You meet them on every street corner in the form of families and shops, study in them, work for them, buy from them, pay taxes to them. But have you given much thought to where they came from, what they are today, and what they might become in the future?

How and why do they have so much influence over us, and what influences them? How do they contribute to and detract from the meaningfulness of lives, and how might we improve them so they better serve our needs and desires? This Very Short Introductions addresses all of these questions and considers many more. Mary Jo Hatch introduces the concept of organizations by presenting definitions and ideas drawn from the a variety of subject areas including the physical sciences, economics, sociology, psychology, anthropology, literature, and the visual and performing arts. Drawing on examples from prehistory and everyday life, from the animal kingdom as well as from business, government, and other formal organizations, Hatch provides a lively and thought provoking introduction to the process of organization. ABOUT THE SERIES: The Very Short Introductions series from Oxford University Press contains hundreds of titles in almost every subject area. These pocket-sized books are the perfect way to get ahead in a new subject quickly. Our expert authors combine facts, analysis, perspective, new ideas, and enthusiasm to make interesting and challenging topics highly readable.

Introducing the use of metaphor in organization studies, this volume outlines key areas of debate, explains how metaphors contribute to creating new theories about organizations and demonstrates how metaphors impact on organizational ability.

This book marshals ideas, stories, cases, exercises, and snippets of information that will help the reader to gain a broad-based understanding of the nature and functioning of modern organizations. Designed to complete the book "Images of Organization", Part I provides entertaining ways of broadening perspective and of developing creative approaches to how we interpret the world around us. Part II presents different angles on organization. Each invites to see and appreciate a different aspect of organizational functioning, and to unravel their connections and significance. Part III Provides Cases and Exercises.

SAGE has unparalleled depth in journal back lists in the field of organization studies, and publishes several of the top journals in the field, including Organization, Human Relations and Organization Studies. This four-volume set brings together over sixty of the key papers published in SAGE books and journals since the turn of the millennium, many of which are not easily available in traditional library holdings. Professor Stewart Clegg is widely recognised as a preeminent scholar of organization studies, and together with an international editorial board of ten renowned scholars in the field, has arranged this selection to help the reader better understand the developments in the field from different perspectives. Emphasis is placed on the 'history of the present' of organization studies, with articles that discuss contemporary issues and foreshadow further developments in the field, across popular theoretical perspectives such as discourse analysis, institutional theory and complexity theory.

The Influence of Culture on Successful Cooperation

Understanding Careers

Crafting Strategy

Managing Organizations

Metaphors in Management - Blend of Theory and Practice

The first and only guide to diagnosing and dealing with the hidden or covert factors that can ruin even the most meticulously planned change processes. Organizational change initiatives often fail because they focus exclusively on the rational, overt aspects of change, overlooking the powerful role played by concealed or irrational factors. It's well known that these covert processes—such as hidden agendas, blind spots, office politics, tacit assumptions, secret hopes, wishes and fears—frequently sabotage change efforts, but up until now nobody has offered a rigorous, consistent way of identifying and dealing with them. Drawing on over thirty years of experience as an organizational change consultant to global corporations and government agencies, Robert J. Marshak shows precisely how to bring these hidden processes to light and deal with their negative impact. Marshak identifies five different dimensions of covert processes, presents an integrated model to explain the ultimate source of all of them, and shows how to diagnose whether any covert processes might be at work in your organization. He then offers specific tools and techniques for engaging and managing these “under-the-table” processes and for creating the kind of organizational environment in which such hidden dynamics are unable to flourish. Covert Processes at Work is a comprehensive and practical guide that managers, leaders, and consultants can use to deal with the hidden dynamics that are often at the root of many organizational problems. “Adding these tools...will take both your practice and your clients to a whole new level of capability and impact.” —Karen Boylston, PhD, Managing Director, Duke Corporate Education

Shows that management is as much art form as science, providing many useful ways to tap the most important resource for competitiveness: brainpower’ - Rosabeth Moss Kanter, Professor, Harvard Business School, author of The Change Masters Gareth Morgan's worldwide reputation in the fields of management and organization studies is based on his innovative method of using simple, everyday metaphors to create new ways of managing. Following his immensely successful Images of Organization, in which he develops metaphors to explain the dynamics of organization, Imaginization goes one step further by developing metaphors that speak directly to people about how to get things done on the job.

Research is often seen as a neutral, technical process through which researchers simply reveal or discover knowledge. A broader and more self-reflective stance is advocated in Beyond Method, one in which a knowledge of technique needs to be complemented by an appreciation of the nature of research as a distinctively human process, through which researchers make knowledge. Such an appreciation requires a reframing of understanding and debate about research, in a way that goes beyond considerations of method alone.

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