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Book Review
Hatch, M. J., & Cunliffe, A. L. (2006). *Organization Theory: Modern, Symbolic and Postmodern Perspectives*. USA: Oxford University Press.

Reviewed by

Rabia Sabir
Institute of Administrative Sciences

Shabana Naveed
Senior Lecturer, University of Central Punjab

The book, *Organization Theory: Modern, Symbolic and Post Modern Perspective,* by Hatch and Cunliffe's offers an in-depth exploration of organizations and process of organizing with a distinct and comprehensive view of different perspectives in detail. Mary Jo Hatch is a renowned researcher in the area of strategic management, organizational behavior and organizational theory. Ann L. Cunliffe, the second author of this book, is a professor of Organization Studies at Leeds University. She also received an award in 2002 from the journal of management.

This book is a valuable addition in the field of organization theory with the coverage of most recent and relevant topics and a solid theoretical foundation. It can be used as textbook for both undergraduate and postgraduate students. With a clear writing style, it supports a lot in broadening the intellectual reach of the students and is equally beneficial for scholars and researchers. Theories related to organizations are explained in detail in three different perspectives: Modern, symbolic and postmodern. The framework of the book covers traditional managerial views of organization theory as well as modernism and postmodern perspective. It also delivers a systematic base for executive actions for predicting, monitoring and promoting behavior with a view to enhancing the productivity of the organization. It covers almost all relevant topics in the organizational field.

Three editions of this book have already been published. In the latest edition, Authors provide additional material on the historical progression of the field and reviewed terminology and restructured content. Organizational theories and ideas elucidated in this book are engaged thoroughly with each other.

The book is presented in three distinct parts. The first part develops the reader to theorizing by explaining different perspectives. This part is being composed of chapter 1 and 2. Chapter 1 presents the whole framework of the book in Table 1.3 (p. 44) which helps the readers to steadily move throughout the text. Following the structure of this guide. Authors also illustrate some basic thoughts of organization theory and assist in generating theories and understanding and working effectively in the corporations. The author also defines that theory is an idea in research which explains some variables concepts and their relationship (p. 32). Next, the model of the book is explained in a diagram, which also helps the reader in understanding of the framework of this book (Figure 1.1:p. 45). Unlike other books in organization theory (Shafritz, et al., 2015) this book provides a deeper analysis of organization theory under the three perspectives framework. In the second chapter, writers explicate the contribution of extraordinary socialists, economists and political scientists in organization theory. The authors also clarifies some theories of them and explains the divergent classical interpretations of them. The authors clarifies the differences between three basic perspectives: modern, symbolic and postmodern. Additionally, they explain the time of these perspectives (p. 49) and compare the three basic perspectives of organizational theory (p. 77) in which modern perspective philosopher's emphasis on rational calculations. They perceive reality as an objective entity and respond according to that. In the symbolic viewpoint, theorists mostly consider the concentration on social norms and culture, etc. They see reality as subjective and argued that realty can be interpreted differentially according to the altered perceptions of people. Postmodernists have made an evaluation of the previously developed philosophies. They believe that words and linguistic is everything which creates reality.

Second Part covers unique and beneficial concepts for analyzing and understanding organizations as units within an environment, as societal assemblies, technologies, cultures and physical structures, and as the products of power and political processes. This part covers six chapters of the book. In Chapter 3, the writers analyze environmental relations with organizations in a comprehensive manner. Two perspectives are discussed in this chapter. First, the environment is an outside objective reality and the second is environment is subjected to the concerns. Contingency theory illuminates that there are environment uncertainty and organization shape his structure accordingly (p. 96). On the other hand, the focus of the resource dependence theory is that how the organization depends on the other organizations for their critical resources (p. 99). When someone acts corresponding to the perception

that is called enacted to the environment (p. 105). The moral of postmodern theory is that avoid hegemony which is the formula of power in which the interests of the dominant class become the status quo through absolute taking (p. 112). In this manner, when we critically analyze the chapter it is clear that author used different terms of organization theory in such a way that not provide a detail description of these terms. Authors assume that reader already has knowledge of organizational terms.

In chapter 4, the primary debate is made on the structure in the modern and in classic perspective. In this topic, the author indicates that when specialization increases in any organization then differentiation and innovation also increase. This chapter also explains that how persons interact with each other with the hierarchy. In modern perspective theorists argued that particular type of structure can be developed to govern the human behavior. According to the symbolic perspective, structure cannot control the people rather people can control the structure. Postmodernist have made critique of the structure such as de-differentiation and anti-administration. Dedifferentiation concept is cross-hierarchical communication. According to the feminist, there should be no biases in the associations on the bases of genders or others (p. 148). Anti-administration theory link with the rules and regulations development and to comply with them (p. 149).

Chapter 5, generates a comprehensive debate on technology. Modernist philosophies transmit an image of technology as lying inside organizational margins while environment stays external. On the other hand, symbolic perspective focuses on how technology develops. In postmodernism, technology can manipulate power and control others. While chapter 6 is about organizational culture in which Modernist argue that organization culture is influenced by national culture. She also explains about Schein theory; Schein focuses strictly on the culture at the organizational level of analysis. The authors also cover, in detail, the Aristotle's typology of stories in Table 6.3 (p. 207).

Chapter 7 and 8 deal with physical structure of organizations and organizational power, control, and conflicts. Chapter 7 is about the geographical structure of the book. First, the author demonstrates about basic features of geographical organizations and then explains it through different perspectives. Although in chapter 8 she deals with organizational power conflicts and control. The writers present theories of organizational control. Cybernetic theory is presents the difference between desired and actual performance. Agency theory explains managers should act in the interest of owners Table 8.1 (p. 266). Writers also explain that how we can use several strategies for power and control in organizations. At the end of the chapter, they analyze modern, critical, and postmodern conceptions of power, control, and conflict. In this chapter, they didn't follow a framework which prescribed earlier by the author and announce more details about postmodernism as compare to other perspectives.

The third part integrates various concepts in organization theory and set the directions for future researchers. Chapter 9 and 10 present some organizational designs, organizational identity, learning and new ideas, which are prevailing in today's management life. The authors give detail about modern organizational designs while raising the question: "How can these designs help in the superb performance of organizations?" (p. 300). They also describe administrative change, organizational learning and knowledge management (p. 318). Hatch and Cunliffe give an overview of organizational identity and explain how modernist, symbolic and postmodern theorists assume the organizational identity.

Overall, this book is a valuable contribution for students and researchers for the critical analysis of organization theory. Major theoretical developments and recent perspectives are comprehensively included. However, the book may not attract the practitioners because of less focus on practical implications of these theories. Case studies and examples from contemporary business environment are rarely quoted. Nevertheless, explanation of organizational theories is given in an explanatory way. The framework, to analyze organizational theories under three different perspectives, makes it a unique addition in organization theory. Most of the recent contributions, in organization theory, are edited volumes of research papers with the exception of Daft (2013). Therefore, Hatch and Cunliffe have timely addressed the need of textbook covering the classis as well as contemporary theoretical developments in the field of organization theory.

References

[1].   Daft, R.L. (2013). *Organization theory and design*. (11th ed.).University of Michigan: West Pub Co.

[2].   Shafritz, J.M, Ott, J.S & Jang, Y.S. (2015). *Classics of Organization Theory*. (8th ed.). United States: Cengage Learning, incorporation