

— HRM1106 —

Organization and Modern Management



Taught by

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Suan Sunandha Rajabhat University



HRM1106

Organization and Modern Management

— Organization and Modern Management —



Course Description

Concepts and theories of organizations, principles and processes of organizational management, the business and organizational environment, organizational management functions, internal and external communication, human resource management, concepts and processes of modern organizational management, organizational change management, and other factors related to organizational management. Case studies related to modern organizational management.



Faculty of Management Science
Suan Sunandha Rajabhat University



HRM1106 Organization and Modern Management

15-Week Learning Plan



Week	Topic	Key Content	Learning Activities
1	Introduction to Organizations and Organizational Overview	Definition, importance, characteristics, and types of organizations	 Ice Breaking, Pre-test, Discussion
2	Concepts and Theories of Organizations	Key organizational theories and perspectives	 Lecture and Class Discussion
3	Principles and Process of Management	POLC (Planning, Organizing, Leading, Controlling) and roles of managers	 Workshop and Case Analysis
4	Organizational Environment	Internal and external environments (PESTEL, SWOT)	 Case Study Analysis
5	Organizational Structure and Design	Organizational structure, centralization, decentralization	 Organizational Design Exercise
6	Management Functions and Communication	Planning, organizing, leading, controlling, and communication	 Case Study
7	Human Resource Management and Organization Behavior	HRM processes, motivation, and organizational behavior	 Role Play
8	Midterm Review	Review of content from Weeks 1–7	 Midterm Examination
9	Strategic Human Resource Management	HR planning, recruitment, development, and retention	 HR Case Study Analysis
10	Modern Organization Management Concepts	Lean Management, Agile, Learning Organization, Digital Organization	 Workshop
11	Organizational Change Management	Change management process, resistance to change, Kotter's Model	 Case Study Analysis
12	Leadership, Organizational Culture and Innovation	Leadership, organizational culture, and innovation management	 Leadership Case Analysis
13	Technology and Artificial Intelligence in Organizations	AI, digital transformation, HR analytics, and smart organizations	 Discussion and AI Case Study
14	Case Studies of Modern Organizational Management	Analysis of real-world cases and recommendations	 Group Presentation
15	Course Summary and Future Trends	Key takeaways and future trends	 Final Examination



Course Learning Outcomes

1. Explain the concepts and theories of organizations.
2. Analyze the internal and external environments of organizations.
3. Apply management principles and processes in organizational contexts.
4. Analyze organizational behavior and human resource management.
5. Analyze and propose organizational structures and designs.
6. Apply modern management concepts to real-world situations.
7. Analyze case studies and provide appropriate recommendations.



Knowledge

Skills Development through This Course



Analytical Thinking



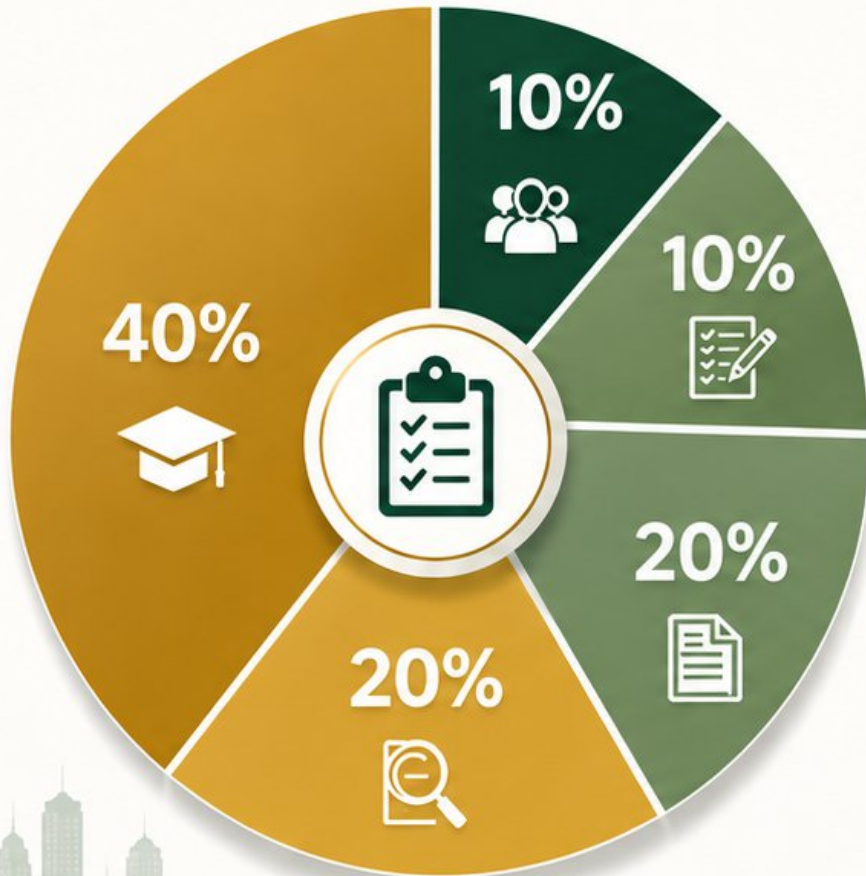
Problem Solving



Professional Competency

Assessment & Evaluation

ASSESSMENT & EVALUATION



Class Participation and Engagement

Assessment of attendance, participation in class discussions, and involvement in learning activities.

10%



Individual Assignment / Exercise

Assessment of individual assignments, short exercises, or quizzes to evaluate understanding.

10%



Group Work and Presentation

Assessment of group work, analysis, synthesis of information, and presentation of results.

20%



Midterm Examination

Assessment of knowledge and understanding of key concepts and theories covered in the course.

20%



Final Examination

Assessment of overall knowledge, integration of course content, and the ability to apply concepts in real-world contexts.

40%

Total

100%





Unit 2

Organization Concepts and Organization Theories

ORGANIZATION CONCEPTS AND ORGANIZATION THEORIES

Build a fundamental understanding of organizations and theories that explain organizational behavior and organizational structures.

*People
Organizations
A Better Tomorrow*



LEARN
ANALYZE
APPLY
GROW



Understand
Organization Basics



Explain Key
Theories



Analyze Organizational
Behavior and Structures



Apply Concepts
to Management Practice



Unit 2

Organization Concepts and Organization Theories

Organizations play an important role in driving economic, social, and innovative development. They exist in various forms, such as businesses, nonprofit organizations, or government agencies. Understanding organization concepts and theories helps us analyze organizational structures, behavior, and change, and apply the knowledge to real-world situations.



Smart Office



Business Team



Digital Organization



Learning Topics (Topics)

1



Meaning and Nature of Organizations

Study the definition, characteristics, and types of organizations, as well as the importance of organizations in today's society.

2



Evolution of Organizational Theories

Explore the development of organizational theories from classical to modern approaches and their relevance in contemporary contexts.

3



Classical Organizational Theories

Study major classical theories such as Taylor, Fayol, and Weber, including their key principles, contributions, and limitations.

4



Modern Organizational Theories

Examine modern theories such as human relations, systems theory, contingency theory, and organizational learning.

5



Application of Theories in the Digital Era

Analyze the application of organizational theories in the digital era, such as lean organization, agile management, and digital transformation.



Learning Outcomes

LO1



Explain the meaning, nature, and types of organizations and the importance of organizational concepts and theories.

LO2



Compare key organizational theories, identify their strengths and limitations, and apply them appropriately.

LO3



Analyze problems and situations in organizations using relevant organizational theories.

LO4



Apply organizational concepts and theories to develop guidelines for organizational management in real-world contexts.

Think About It



How do organizations such as Google, Amazon, or public organizations apply organizational theories to achieve success? Give examples and explain.



What is an Organization?

What is an Organization?



Definition

Organization

“A group of people who work together in a coordinated manner, with a clear structure, roles, and resources, to achieve common goals.”

An organization is a social system that continuously performs activities in a coordinated manner to create value and achieve specific objectives.



Components of an Organization



Examples of Organizations

(Examples of Organizations)



Private Companies

- Google
- Apple
- Toyota
- Amazon
- Starbucks



Government Organizations

- Universities
- Hospitals
- Government agencies



Nonprofit Organizations

- UNICEF
- Red Cross
- NGOs



Discussion

“Is MS Coffee Cafe an organization?
Why or why not?”



Key Takeaways

- ✓ An organization consists of people who work together toward common goals.
- ✓ Organizations require a clear structure, resources, and management.
- ✓ Understanding organizational concepts helps us analyze real-world organizations more effectively.



The Evolution of Organization Theory

Key Ideas, Major Thinkers, and Their Impact on Modern Organizations

Organization theory has evolved over time in response to changes in the business environment, technology, and society. Understanding this evolution helps us analyze contemporary organizations and prepare for future challenges.

Period	School of Thought	Key Focus	Key Thinkers	Main Ideas and Contributions	Real-World Examples
1900 – 1920s	Classical Management Theory	Efficiency and productivity	F. W. Taylor (Scientific Management) H. Fayol (Administrative Theory) M. Weber (Bureaucracy)	- Standardization of work processes - Clear hierarchy and formal rules - Emphasis on efficiency and control	Mass production and standardized operations
1930s – 1950s	Human Relations Theory	People and social factors	Elton Mayo (Hawthorne Studies)	- Importance of human needs and motivation - Informal groups and social relationships - Leadership and communication	People-centered culture
1960s – 1970s	Behavioral Science Approach	Individual behavior	D. McGregor (Theory X & Y) C. Argyris (Maturity Theory) H. Simon (Decision Making)	- Understanding individual and group behavior - Motivation, attitudes, and decision-making - Organizations as social systems	Knowledge work and innovation
1970s – 1980s	Systems Theory	Organizations as open systems	L. von Bertalanffy (General Systems Theory)	- Organizations interact with their environment - Input–process–output systems - Adaptation and interdependence - Emphasis on feedback and continuous improvement	Global operations and adaptable systems
1980s – 1990s	Contingency Theory	No one best way (it depends)	J. D. Thompson (Technology) P. Lawrence & J. Lorsch (Organization–Environment Fit)	- Organizational structure depends on context - No universal best structure - Fit between environment, technology, and strategy	Flexible structure for a dynamic environment
1990s – 2000s	Learning Organization & Knowledge Management	Learning and knowledge	P. Senge (The Fifth Discipline) I. Nonaka (Knowledge Creation)	- Continuous learning and organizational development - Knowledge sharing and organizational memory - Innovation through knowledge management	Learning culture and innovation
2000s – Present	Digital Organization & Modern Perspectives	Technology, innovation, and agility	AI & Data Analytics Cloud Computing Remote Work Sustainability	- Digital transformation and data-driven decision making - Agile and flexible organizational structures - Virtual work and global collaboration - Sustainability and social responsibility	Digital platforms, remote work, and sustainable business

Technology

(e.g., AI, digitalization)

Globalization

(e.g., international markets)

Workforce

(e.g., diverse and flexible work)

Society

(e.g., sustainability, ethics)

Knowledge

(e.g., information and learning)

Competition

(e.g., dynamic markets)

Key Takeaways

Organization theory evolves with its environment.

Each perspective offers valuable insights.

Modern organizations integrate multiple theories.

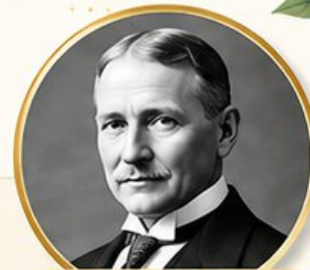
Understanding the evolution of organization theory helps us design better, more adaptive, and more sustainable organizations.

Think About It

How can modern organizations apply past theories to address today's challenges and prepare for the future?

Classical Organization Theory

1. Scientific Management | Frederick W. Taylor (1856–1915)



Frederick W. Taylor
(1856–1915)

*"There is
always a better
way."*

— F. W. Taylor

Scientific Management, developed by Frederick W. Taylor in the late 19th and early 20th centuries, aims to improve organizational efficiency through systematic analysis of work, standardization, and the scientific selection and training of workers.

Key Ideas

-  **One Best Way**
Find the most efficient method for each task through scientific analysis.
-  **Time and Motion Study**
Analyze and measure work processes to eliminate unnecessary movements.
-  **Scientific Selection and Training**
Select, train, and develop workers based on ability and performance standards.
-  **Standardization**
Use standardized tools, methods, and procedures to ensure consistent performance.
-  **Higher Productivity**
Achieve greater output with lower costs through efficiency improvements.

Objectives

-  Increase productivity
-  Improve efficiency
-  Reduce production costs
-  Maximize worker performance

Real-World Examples

-  **McDonald's**
Uses standardized work processes to ensure consistent quality and efficiency worldwide.
-  **Toyota Production System**
Applies scientific management principles such as standardization, continuous improvement, and waste elimination.
-  **Amazon Warehouses**
Uses data-driven work design, standardized procedures, and performance measurement.
-  **Samsung Electronics**
Implements standardized processes and continuous improvement to enhance productivity and quality.

Advantages and Limitations

-  **Advantages**
 - ✓ Increases productivity and efficiency
 - ✓ Provides clear work methods and standards
 - ✓ Improves organizational control
 - ✓ Lays the foundation for modern management
-  **Limitations**
 - ✗ Focuses primarily on tasks, not human needs
 - ✗ May lead to monotony and reduced job satisfaction
 - ✗ Can be too rigid and inflexible
 - ✗ May overlook creativity and innovation



Key Message

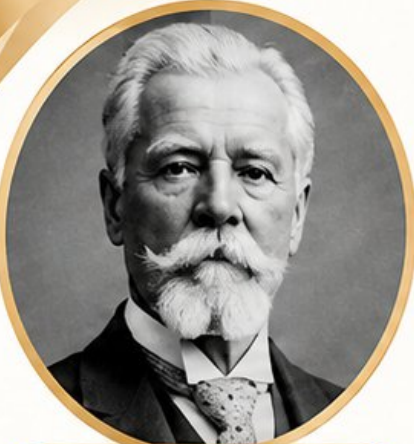
Scientific management shows that systematic analysis and standardized work can significantly improve organizational efficiency, but it should be balanced with human factors.

Classical Organization Theory



2. Administrative Theory | Henri Fayol (1841–1925)

PLAN
ORGANIZE
LEAD
CONTROL
ACHIEVE



Henri Fayol
(1841–1925)

“Management is the art of planning, organizing, commanding, coordinating, and controlling.”
— Henri Fayol

Fayol proposed a comprehensive approach to organizational management, focusing on the structure and functions of management to improve organizational efficiency and achieve organizational goals.

14 Principles of Management

- | | |
|---|--|
| 1 Division of Work
Specialization increases efficiency. | 8 Centralization
Optimal balance between centralization and decentralization. |
| 2 Authority and Responsibility
The right to give orders and the obligation to perform. | 9 Scalar Chain
A clear line of authority from top to bottom. |
| 3 Discipline
Obedience and respect for rules. | 10 Order
People and materials in the right place. |
| 4 Unity of Command
Each employee should receive orders from only one superior. | 11 Equity
Fair and kind treatment of employees. |
| 5 Unity of Direction
One plan for a group of activities with the same objective. | 12 Stability of Tenure
Retain employees to build experience. |
| 6 Subordination of Individual Interest
Organizational interests take precedence over individual interests. | 13 Initiative
Encourage and support employee initiative. |
| 7 Remuneration of Personnel
Fair and adequate compensation. | 14 Esprit de Corps
Promote team spirit and harmony. |

Management Functions (POLC)

- | | |
|--|---|
| P Planning
Determine objectives and courses of action. |  |
| O Organizing
Arrange resources and establish structure. |  |
| L Leading
Direct, motivate, and guide people. |  |
| C Controlling
Monitor performance and take corrective action. |  |

The POLC framework integrates the 14 principles into practical managerial functions.

Real-World Applications

- | | |
|---|---|
|  | Government Agencies
Applied in public administration and policy implementation. |
|  | Business Organizations
Used to design organizational structures and management systems. |
|  | Educational Institutions
Used in university and school management. |

Key Benefits

- ✓ Provides a clear framework for management.
- ✓ Improves organizational efficiency.
- ✓ Enhances coordination and control.
- ✓ Applicable to various types of organizations.
- ✓ Serves as a foundation for modern management.



Key Message

Fayol's administrative theory shows that effective management requires proper planning, organizing, leading, and controlling, based on clear principles and structure.

**HRM1106**Organization and
Modern Management

Classical Organization Theory



3. Bureaucratic Theory | Max Weber (1864–1920)

“An ideal organization is based on rational rules, formal structure, and impersonal administration to achieve efficiency, predictability, and fairness.”



Max Weber
(1864–1920)

“Authority
rests on
legitimate
rules.”

— Max Weber



Key Ideas

- 1 Formal Rules and Regulations**
Work is governed by clear, written rules.
- 2 Hierarchy of Authority**
A clear chain of command from top to bottom.
- 3 Division of Labor**
Tasks are specialized based on expertise.
- 4 Impersonality**
Decisions are based on rules, not personal feelings.
- 5 Career Orientation**
Employment is based on merit and long-term career development.
- 6 Efficiency and Predictability**
Aims to achieve consistent and efficient operations.

A rational and structured system for achieving organizational goals.



Key Characteristics

- Rationality**
Decisions are based on logical analysis and objective criteria.
- Formalization**
Use of written rules, procedures, and documents.
- Hierarchy**
A clear chain of command and well-defined authority.
- Impersonality**
Consistent and fair treatment regardless of personal relationships.
- Merit-based Employment**
Hiring and promotion are based on qualifications and performance.

Weber's bureaucratic model provides a framework for managing large and complex organizations.



Examples of Organizations

- Government Agencies**
Apply formal rules and procedures in public administration.
- Large Corporations**
Use hierarchical structures and standardized processes.
- Educational Institutions**
Operate through formal rules, positions, and defined authority.
- Legal Systems**
Rely on written laws and formal procedures.
- Military Organizations**
Highly structured with clear hierarchy and discipline.



Advantages

- ✓ High efficiency and consistency
- ✓ Clear structure and accountability
- ✓ Fair and impartial decision-making
- ✓ Suitable for large and complex organizations



Limitations

- ✗ Rigid rules can reduce flexibility
- ✗ May ignore individual needs and creativity
- ✗ Can lead to excessive formalism and slow decision-making



Key Message

Weber's bureaucratic theory emphasizes that organizational efficiency and fairness are achieved through rational rules, formal structure, and impersonal administration.



Selected References (APA 7th Edition)

Daft, R. L. (2021). *Organization theory and design* (13th ed.). Cengage Learning.

Robbins, S. P., & Coulter, M. (2021). *Management* (14th ed.). Pearson.

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Weber, M. (1947). *The theory of social and economic organization*. Oxford University Press.



Human Relations Theory



4. Human Relations Theory | Elton Mayo (1880–1949)



Elton Mayo
(1880–1949)

“The social aspects of work are as important as the technical aspects.”
— Elton Mayo

PEOPLE
RELATIONSHIPS
A BETTER WORKPLACE

“

“People are the most important asset of an organization. Attention to their social needs, relationships, and work environment leads to higher motivation, productivity, and organizational success.”

”



The Hawthorne Studies

Western Electric Company (1924–1932)



The Hawthorne Studies found that changes in social factors and attention from researchers led to higher productivity, showing that **human and social factors influence employee performance**, not just physical working conditions.

Key Finding

Employees work better when they feel **valued, respected, and part of a group.**



Key Assumptions



Workers are social beings

People have social needs and desire to belong to a group.



Informal groups matter

Informal groups influence attitudes and behavior at work.



Social interaction increases motivation

Attention, communication, and participation improve morale.



Employees value recognition

Respect, support, and appreciation lead to higher performance.



Major Contributors



A. H. Maslow

Developed the hierarchy of needs, emphasizing social needs and self-actualization.



F. Herzberg

Proposed the Two-Factor Theory, highlighting intrinsic motivators such as recognition and achievement.



D. McGregor

Developed Theory X and Theory Y about management assumptions of human nature.



C. Argyris

Studied organizational learning and the importance of communication and participation.



Real-World Applications



- Open and collaborative culture
- Employee feedback and well-being
- Flexible work arrangements



- Empowerment and autonomy
- Supportive work environment
- Strong organizational culture



- People-centered management
- Employee development
- Teamwork and engagement



- Inclusive growth mindset
- Continuous learning opportunities
- Focus on employee well-being



Key Message

Human relations improve organizational effectiveness by recognizing employees as social beings with needs, relationships, and a sense of belonging.



Selected References (APA 7th Edition)

Mayo, E. (1933). *The human problems of an industrial civilization*. Macmillan.

Robbins, S. P., & Coulter, M. (2021). *Management* (14th ed.). Pearson.

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Herzberg, F. (1966). *Work and the nature of man*. World Publishing.



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Organization and
Modern Management

Modern Organization Theory



5. Systems Theory and 6. Contingency Theory

PEOPLE
IDEAS
SYSTEMS
A BETTER
TOMORROW

“ There is no single best way to organize. Effective organizations depend on a combination of internal and external factors and the alignment between them. ”



5. Systems Theory

Organizations as Open Systems

Organizations are open systems that interact with their environment to obtain inputs, transform them through processes, and deliver outputs.



Key Ideas

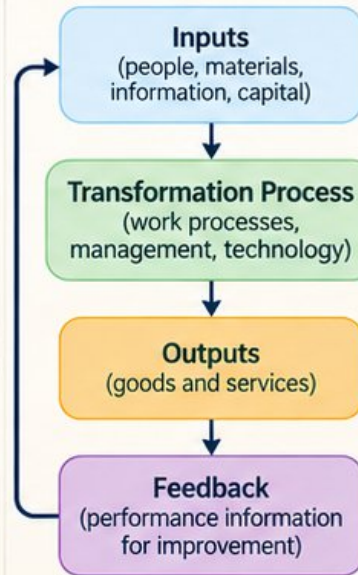
- 1 Organizations are open systems.
- 2 They depend on and interact with the external environment.
- 3 Inputs are transformed through processes to produce outputs.
- 4 Feedback helps maintain balance and adaptation.



Key Characteristics

- ✓ Interdependence of subsystems
- ✓ Continuous interaction with the environment
- ✓ Dynamic and adaptive
- ✓ Focus on the whole organization

The Systems Model of Organization



Examples of Inputs and Outputs



People
Employees, skills



Materials
Raw materials,
information



Capital
Financial resources



Technology
Equipment, systems



Outputs
Products, services,
innovation



Feedback
Customer feedback,
performance data



6. Contingency Theory

No One Best Way – It Depends

There is no single, universally best way to organize. The most effective organizational structure and management practices depend on the specific situation and environmental conditions.



Key Ideas

- 1 Organizational effectiveness depends on the fit between internal and external factors.
- 2 Different situations require different structures and management practices.
- 3 Managers should adapt and be flexible, not rely on rigid rules.



Key Contingency Factors

- ✓ External environment
- ✓ Technology
- ✓ Organization size
- ✓ Strategy and goals
- ✓ Organizational culture
- ✓ Nature of work
- ✓ Leadership style

Examples of Organizational Designs Based on Different Situations

Situation/Factor		Example Condition	Suitable Design/Approach
 Environment		Stable	Mechanistic structure (formal, centralized)
		Dynamic	Organic structure (flexible, decentralized)
 Technology		Routine	Standardized procedures
		Non-routine	Flexible and adaptive structures
 Size		Small	Simple structure
		Large	More formalization and specialization
 Strategy		Cost leadership	Efficiency-oriented structure
		Differentiation	Flexible and innovative structure
 Culture		High control	Formal rules and clear authority
		High creativity	Flexible and participative structure

“ The best organizational design depends on the situation. ”



Key Message

Effective organizations achieve high performance by aligning their structure, processes, and management practices with internal and external conditions.



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Organization and
Modern Management

Summary of Organization Theories

“ Understanding the past, explaining the present,
and designing a better future for organizations ” ”

Organization theories provide important insights into how organizations work, the behavior of people, and the factors that lead to effective and sustainable organizations.



PEOPLE
IDEAS
KNOWLEDGE
A BETTER
TOMORROW



1. Classical Organization Theories

Focus on structure, formal rules, and efficiency

1 Scientific Management



- Standardized work
- Division of labor
- Incentive system
- Higher efficiency



Frederick W. Taylor
(1856–1915)

“One best way”



Efficiency
Productivity

2 Administrative Theory



- Formal structure
- Clear rules and authority
- Coordination
- Universal principles of management



Henri Fayol
(1841–1925)

“Plan, organize,
command, coordinate, control”



Organizational
Structure
Management Functions

3 Bureaucratic Theory



- Formal rules
- Hierarchy
- Impersonality
- Merit-based employment



Max Weber
(1864–1920)

“Authority based on
legitimate rules”



Stability
Predictability
Fairness

Key Focus: Efficiency through structure and formalization



2. Human Relations Theories

Focus on people, motivation, and social needs

4 Human Relations Theory



- Importance of social needs
- Attention and recognition
- Employee morale
- Informal groups
- Participation



Elton Mayo
(1880–1949)

“People are the most
important asset.”



Motivation
Morale
Group Dynamics

5 Behavioral Science (Motivation, Leadership, Attitudes, and Behavior)



- Human behavior
- Motivation and attitudes
- Leadership
- Organizational behavior



Maslow Herzberg McGregor Argyris
and other scholars

“Understand people
to build better organizations.”



Motivation
Leadership
Organizational Behavior

Key Focus: People, motivation, and organizational behavior



3. Modern Organization Theories

Focus on adaptation, flexibility, and the external environment

6 Systems Theory



- Organization as an open system
- Input – Process – Output – Feedback
- Interdependence

Key Ideas



Holistic view
Adaptation

7 Contingency Theory



- No one best way
- Depends on situation
- Fit between environment and structure
- Flexibility

Key Ideas



Situational fit
Context matters
Flexibility

8 Learning Organization



- Continuous learning
- Knowledge sharing
- Adaptation and innovation
- Employee development

Key Ideas



Learning
Improvement
Innovation

9 Digital Organization



- Digital technology
- Data-driven decision making
- Agile organization
- Network and platform models

Key Ideas



Digitalization
Agility
Continuous change

Key Focus: Adaptation, learning, and responding to a changing environment



Key Message

Organization theories help us understand what makes organizations effective, how people behave at work, and how to design organizations that can adapt and succeed in a changing world.



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- Scott, W. R. (2021). *Organizations: Rational, natural, and open systems* (8th ed.). Pearson.



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more resources



Case Study and Classroom Activities



Organizational Analysis



“ Learn from real cases, think critically, and apply organizational theories to practical situations. ”



1

Form Groups

Work in teams to analyze a case.



Choose an Organization

Select a real company or organization, for example:



Apple



Google



Amazon



Toyota



SCG



CP ALL



Starbucks



MS Coffee Cafe

2

Analyze

Apply organizational theories to the case.

Which theories can explain this organization?



Classical Organization Theory

☐

Bureaucratic Theory

☐

Human Relations Theory

☐

Systems Theory

☐

Contingency Theory

☐

Learning Organization Theory

☐

Additional insights:



3

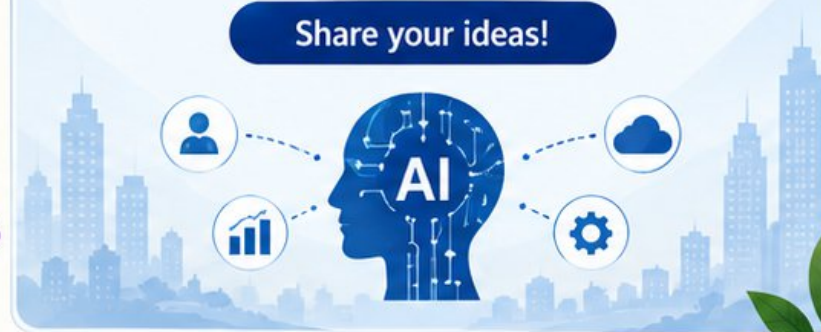
Classroom Discussion

Share your findings and recommendations.



If you were the **CEO**,
which organizational theories
would you use to manage
in the age of AI?

Share your ideas!



Key Message



Apply theories to
real-world situations



Develop critical
thinking skills



Learn from others'
perspectives



Prepare for future
organizational challenges



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*Organizations: Rational, natural,
and open systems* (9th ed.). Pearson.



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Organization and
Modern Management

Key Takeaways

Learn from theories, understand the real world,
and build better organizations together.



PEOPLE
IDEAS
A BETTER
TOMORROW

1



Organizations are made up of people.

People, structures, and management practices work together to achieve common goals.

2



Organization theories help us understand how organizations work.

Each theory provides different perspectives to explain organizational behavior.

3



There is no single best way to organize.

The appropriate structure and management approach depend on the organization's goals, environment, and situation.

4



Continuous learning and adaptation are essential.

Organizations must be flexible, innovative, and responsive to internal and external changes to remain effective and sustainable.



Key Quote

“

Organizations do not succeed because they have the best structure, but because they **continuously adapt, learn, and create value** in a changing environment.

”

SUSTAINABLE
ORGANIZATIONS
BRIGHTER
SOCIETIES



ADAPT



LEARN



INNOVATE



COLLABORATE



CREATE VALUE



Key Message



Apply theories
to real-world situations



Develop critical
thinking skills



Learn from others'
perspectives



Build better
organizations for the future



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more resources



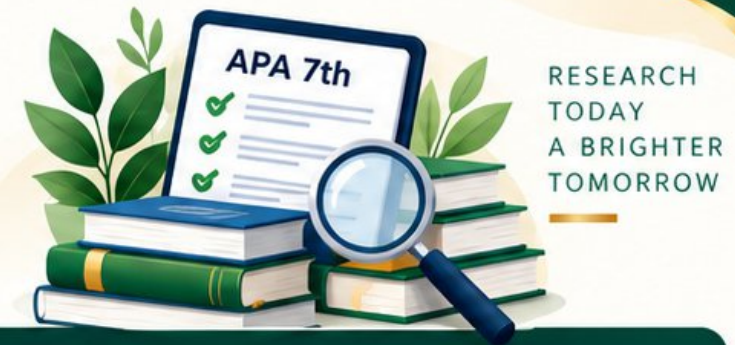
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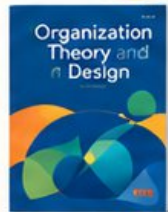
APA 7th Edition

“ Good research builds on previous knowledge.
Cite sources properly to strengthen your academic work. ”



Key References (Core Theories)

1



Daft, R. L. (2021).
Organization theory and design
(13th ed.). Cengage Learning.

✓ A comprehensive overview of organization theory.

2



Jones, G. R. (2022).
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✓ Explores how organizations adapt and evolve.

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Robbins, S. P., & Coulter, M. (2021).
Management (14th ed.). Pearson.

✓ Covers key management concepts and applications.



Key Theorists (Foundational Works)

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Senge, P. M. (2006).
The fifth discipline: The art and practice of the learning organization
(Rev. ed.). Doubleday.

✓ Introduces the learning organization and systems thinking.

5



Taylor, F. W. (1911).
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✓ Foundation of scientific management.

6



Fayol, H. (1949).
General and industrial management. Pitman.

✓ Key principles of administrative management.

7



Weber, M. (1947).
The theory of social and economic organization. Oxford University Press.

✓ Introduces bureaucratic organization.

8



Mayo, E. (1933).
The human problems of an industrial civilization. Macmillan.

✓ Highlights the importance of human relations in organizations.

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