

Coercive forces

the external pressures exerted on an organization to adopt structures, techniques, or behaviors similar to other organizations.

Collaborative network

a perspective whereby organizations join together to become more competitive and to share scarce resources to increase value and productivity for all.

Generalist

an organization that offers a broad range of products or services or serves a broad market.

Institutional environment

occurs when leaders from important sectors in the environment are made part of an organization and thus are more engaged in that organization's interests.

Differentiation

norms, values, and expectations from stakeholders (customers, investors, boards, government, community, etc.).

Institutional perspective

the view of how organizations survive and succeed through congruence between an organization and the expectations from its institutional environment.

Institutional similarity

the emergence of a common structure and approach among organizations in the same field; called institutional isomorphism in the academic literature.

Interorganizational relationships

the relatively enduring
resource transactions,
flows, and linkages that
occur among two or
more organizations.

Legitimacy

the general perception that an organization's actions are desirable, proper, and appropriate within the environment's system of norms, values, and beliefs.

Mimetic forces

the pressure to
copy or model
other organizations
that appear to be
successful.

Niche

a domain of unique
environmental
resources and needs.

Normative forces

pressures to achieve standards of professionalism and to adopt techniques that are considered by the professional community to be up to date and effective.

Organizational ecosystem

a system formed
by the interaction
of a community of
organizations and their
environment.

Organizational form

an organization's
specific technology,
structure, products,
goals, and personnel.

Population

a set of organizations engaged in similar activities with similar patterns of resource utilization and outcomes.

Population-ecology perspective

focuses on
organizational diversity
and adaptation within
a population of
organizations.

Resource-dependence theory

theory that organizations try to minimize their dependence on other organizations for the supply of important resources and try to influence the environment to make resources available.

Retention

the preservation and institutionalization of selected organizational forms.

Selection

the process by which a new organizational form is determined to suit the environment and survive, or is “selected out” and fails.

Specialist

an organization that provides a narrower range of goods or services or that serves a narrower market.

Struggle for existence

the concept that organizations and populations of organizations are engaged in a competitive struggle over resources, and each organizational form is fighting to survive.

Supply chain management

managing the sequence
of suppliers and
purchasers, covering
all stages of processing
from obtaining
raw materials to
distributing finished
goods to consumers.

Variation

the appearance of
new, diverse forms
in a population of
organizations.