

KEY CONCEPTS – CHAPTER 5

Glossary

Chapter 5	
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	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 <i>institutional isomorphism</i> 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.