

Ch. 3

The External Environment of Organizations

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The External Environment: An Overview

- The challenge of change
 - The external environment: An overview
 1. External environment
 2. Inputs
 3. Outputs
 4. Direct-action elements
 5. Indirect-action elements
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Elements of the Direct-Action Environment

- Stakeholders eksternal
 1. Customers
 2. Suppliers
 3. Government
 4. Special-interest group
 5. Media
 6. Labor unions
 7. Financial institutions
 8. Competitors
 9. Others
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Elements of the Direct-Action Environment

- Stakeholders internal
 1. Employees
 2. Shareholders and boards of directors

 - Multiple-stakeholders environments
 1. Networks and coalitions
 2. Multiple roles
 3. The special role of management
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Elements of the Indirect-Action Environment

- Social variables
 1. Demographics
 2. Lifestyles
 3. Social values
 - Economic variables
 - Political variables
 - Technological variables
 1. The course of development
 2. Lifestyles
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Theories of Total-Organization Environments

- The theory of uncertainty and dependence
 1. Uncertainty
 2. Dependence

 - Other theories of environments
 1. Natural selection
 2. Resource dependence
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Managing the Total Environment

- Influencing the direct-action environment
 - Monitoring the indirect-action environment
 - Adjusting to the environment
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