

LAWRENCE & LOSCH

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Professor Jay W. Lorsch's research focuses on the structure of the organization in relation to its environment and on executive behavior. His recent publications include *Organizations and Their Members: A Contingency Approach*, with John J. Morse, in press, Harper and Row; and *Managing Diversity and Interdependence*, with S. A. Allen, Harvard Business School Division of Research, 1973. He is chairman of the Organizational Behavior area *HARVARD*.

Organization and Environment. Harvard, 1967.

Lawrence and Lorsch examine the impact of the environment on structure. They identify three types of environments and look at a representative industry for each. Successful firms in each situation developed characteristic structures.

| <u>Environment</u> | <u>Industry</u> | <u>Structure</u> |
|--|-----------------|----------------------------|
| 1. <u>Highly certain</u> - stable technology and predictable sales | Container | Mechanistic |
| 2. <u>Moderately certain</u> - slow changing technology and fairly predictable sales | Food Processing | Mechanistic w. integrators |
| 3. <u>Highly Uncertain</u> - rapid innovation and keen competition | Plastics | Organic |

They conclude that : (a) environment does impact structure; and (b) as organizations move to more uncertain environments, they become more differentiated.

Source: Gannon, M.J. Management: An Organizational Perspective.