

# Organizational theory design and change



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[Your full January 25, According to Jones, the organization's life cycle involves a sequence of stages that are apt to constant change. These stages include birth, growth, decline, and death. Organizations grow because they have to develop value-creation skills and competencies with the help of which additional resources can be acquired to foster growth. These competitive advantages can be acquired through division of labor in the growth stage. Organizations need their entrepreneurs to develop the skills to create and introduce new products, and to enhance organizational learning. To achieve this, organizations need to put in efforts to grow in different stages which include growth through creativity (stage 1), growth through direction (stage 2), growth through delegation (stage 3), growth through coordination (stage 4), and growth through collaboration (stage 5). Each stage has its own crisis that must be resolved to move on to the next stage. Growth through creativity may result in crisis of leadership because of lack of skills in the entrepreneurs. This crisis results in difficult recruiting of top-level managers and strategy makers. Growth through direction face crisis of autonomy in which the creative employees lose control over the development of new product and professional managers take the control and the decision making is centralized. Growth through delegation faces crisis of control occurring due to power struggles between top-level and lower-level managers. Growth through coordination faces crisis of red tape during which organizations become extremely bureaucratic. Growth through collaboration may result in the organization becoming organic which can be difficult for the managers. Works Cited Jones, G. Organizational Theory Design and Change. NJ: Prentice Hall, 2009.