

CH1: What are organizations?

↳ a social entity/goal directed / designed

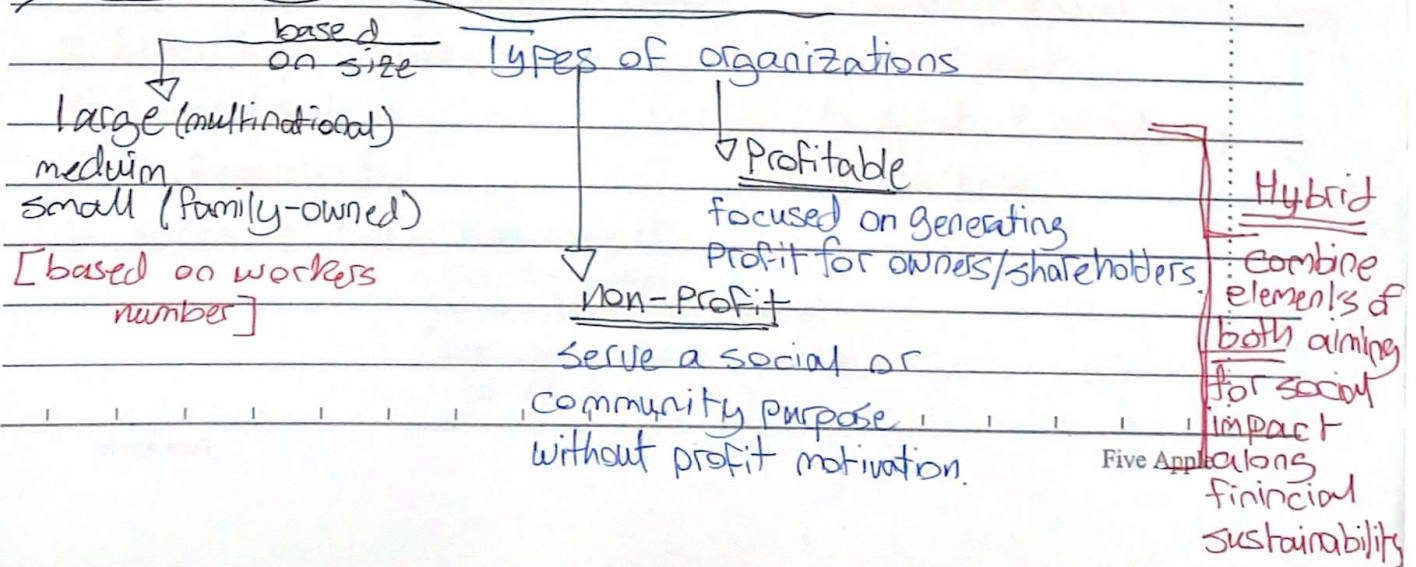
Open system

input → transformation (process) → output

* Current Challenges:

- globalization → new markets/out sourcing
 - intense competition → quality/cost
 - ethics & social responsibility
 - speed of responsiveness
 - the digital workplace → IT / remote working
 - diversity → culture / religion / gender / age / race
- ↑ join new markets / face challenges
- ↑ sustainability
- ↑ Profit planet People → earth → green → reduce waste
- ↑ Problem environment → PESTEL analysis
- ↑ meetings
- (unequal compensation)

* mass production → high quality less cost



Organizations are credited with:

- bringing together resources to achieve goals
- producing goods & services
- facilitating innovation
- harnessing modern manufacturing
- creating value

CH2

Organizations

open system

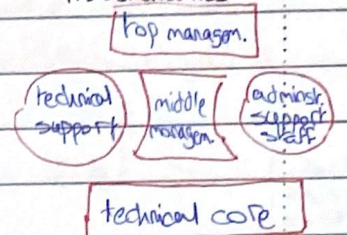
thinking pays attention to the open boundary b/w the org and its context

closed system

design focuses exclusively upon the org without consideration of its dependence

Perspectives of organizations

- technical core (ex. Profs at uni)
- technical support (ex. RND, lab techs)
- administrative support (ex. HR)
- Management (top & middle)



Dimensions of organization design

structural dimensions

contingency factors
contextual dimensions

1. formalization
2. specialization (raises level of knowledge)
3. hierarchy of authority
4. centralization
5. Professionalism
6. Personnel ratio

ex. how many HRs
for the number
of workers (work ratio)
(how many management workers
to profs (uni))

1. size
2. organizational technology
3. environment
4. goals & strategy
5. culture

22nd Oct/2024

Performance And Effectiveness Outcomes

- Efficiency → amount of resources using minimum
→ amount of resources used to achieve the org goals

air condition
→ barad → efficient
→ max barad → not efficient
less energy
→ efficient
→ high energy → not efficient

- Effectiveness → the degree to which an org achieves its goals

we should balance efficiency & effectiveness

stakeholder: everyone who has a stake in the organization (customer, supplier, shareholder, employees, ...)

stakeholder approach → satisfy all of those → the satisfaction level of each group
(for measuring Performance)

check major stakeholders what they expect

valued most → Shareholders (for profit org.)

Historical Perspectives

1- efficiency is everything → dealing with human like machines
closed system

2- how to get organized → administrative principles
hierarchy, reporting

3- What about people → human relations
democracy flexibility
Lewin's 3 stages

4- contemporary org. design

↳ learning organization

based on equality, open information, like hierarchy
(Bakshi rigid)

(natural Five Apple the same & organic)

~~Strategy Direction & Organization~~

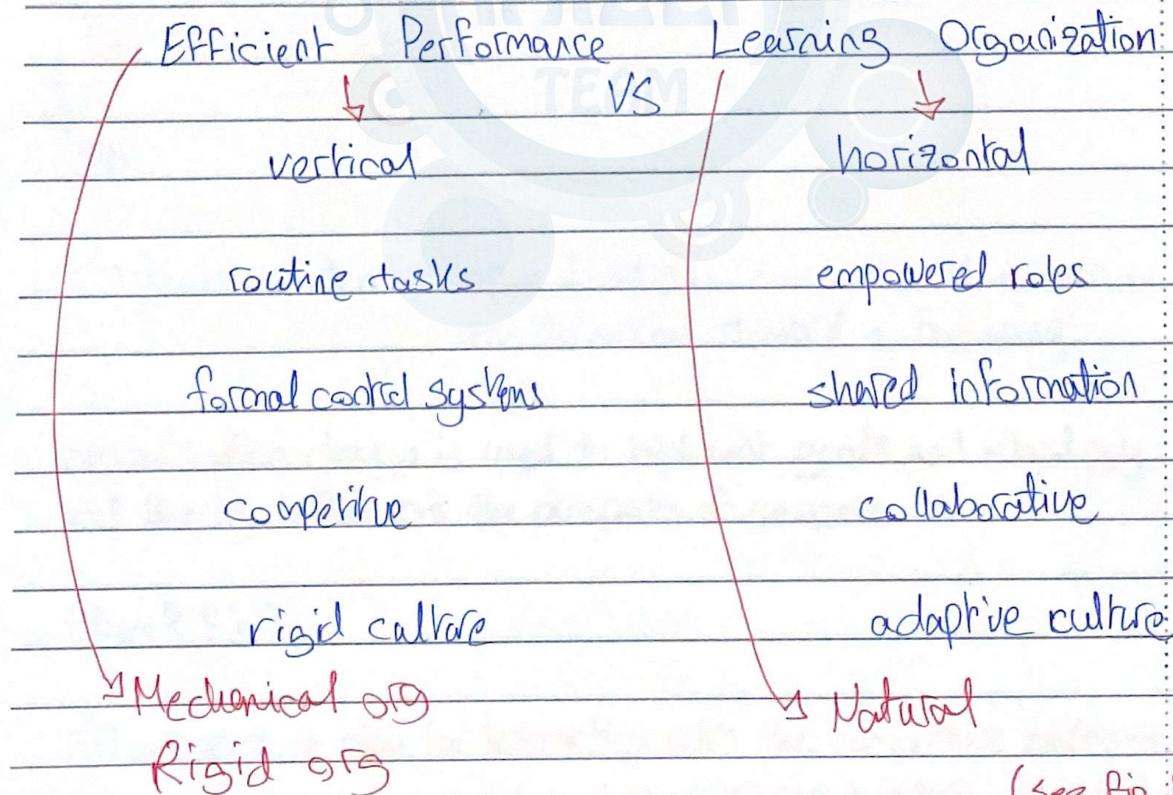
* Contemporary organization design

as the context of organizations becomes more turbulent and complex, managers & organizations face a range of intertwined challenges.

* Chaos Theory

↳ the relationships in complex systems are non-linear and made up of numerous interconnections and divergent choices.

Learning Org: based on equality, open information, little hierarchy and a culture that encourages adaptability & participation.



(see Pg. in book)

CH 3

Strategic direction: top management sets the organization's goals and strategy, which shape how the org. is structured and operates.

Organizational goal: a desired state of affairs that an org. attempts to reach.

goals → represent desired outcome
strategy → how i'm making my goals

Organizational goals:

Mission → describes the organization vision, shared values & beliefs. ↳ official goals

The mission statement

strategic intent - organization's energies and resources are directed toward a focusing

organization design is used to implement goals and strategy and thereby influences the prospects of success.

(book fig.)

Strategy: a plan for interacting with the competitive environment
managers must select a specific strategy in order to achieve official & operative
Five Apple Goals.

Operative goals: specific measurable outcomes and are often concerned with the short run.

↳ successful organization are held to use a balanced set of operative goals.

Organizational Purpose

- overall performance

↳ Profitability ↳ output volume

↳ growth ↳ extent to other ways of measure ex: reputation

- resources (material & financial) goals

- market (market share)

- employee development → training / health & safety

- innovation & change

- Productivity

Importance of goals →

↳ mission statement
official goal → value system for the organization
(legitimize the organization)

operative goals → related to key tasks
are often more explicit, well defined
↳ employee direction & motivation
↳ guidelines

goals can provide a standard for assessment

external environment



CEO, top management

→ strategic intent

→ org.
design

↑
internal

Selecting Strategy & Design

two models to formulate strategies

1- Porter's competitive strategy

3 competitive strategies

1- low cost leadership → increase market share
by emphasizing low cost
compared to competitors
seeks efficient facilities
low cost reduction
tight control

2- Differentiation strategy → distinguish your
products

usually targets customers
who are not particularly
concerned with price
ex: rolex watches
reduces rivalry

3- Focus

the org concentrates on a specific market
it pursues either low cost or differentiation
advantage within a narrowly defined market.

* see Porter's Fig. in book.

Miles & Snow's Strategy Typology

managers formulate strategies that will be congruent with the external environment.

- Prospector

: new markets, new products

seek new opportunities and grow

innovation
values: creativity
risk-taking

learning orientation

flexible & decentralized

- Defender

: lower cost, rigid company

concerned with stability, or even retrenchment

seeks to hold on to current customers
declining industry or stable

product: efficiency/low overheads

(lower cost)

efficiency orientation

- Analyzer

: in Gillette → defender

cost & markets prospector

maintain stable while innovating
balances efficiency & learning

ex: Amazon

mix bet

learning: rigid

creativity
risk-taking
research

- Reactor

: no strategy, don't be a reactor company
worst strategy

not really a strategy

ad hoc fashion (responding)

no clear organizational approach

choice strategy has implications for internal organizations.

Porter competitive strategies

Strategy low cost leadership

- strategy differentiation

- organization design

learning orientation

- strong capability in research

- values & builds in mechanism

- rewards employee creativity

- efficiency orientation

- tight cost control

- standard operating procedures

- close supervision

- highly efficient

procurement

Strategy Direction & Org. Design

* Goal Approach

→ usefulness: widely used in businesses
bco output goals can be measured

↳ concerned with progress towards attainment of output.

indicators: ~~efforts to measure effectiveness~~

Indicators: efforts to measure effectiveness have been more productive using operative goals than official goals.

* reported goals of US — book

↳ Problems: multiple goals / subjective indicators of goal attainment

* Resource-based approach

↳ observing the beginning of the process & evaluating whether the organization effectively obtains resources necessary for high performance.

indicator: bargaining position

Problems: fails to adequately consider the changing value of various resources

↳ usefulness: valuable when other approaches when other indicator can't be obtained (NGOs example)
Performance are difficult to obtain

* Internal Process approach

↳ looks at internal activities and assesses effectiveness by indicators of internal health & efficiency

indicator: - strong corporate culture

- team spirit, loyalty, teamwork

- confidence - decision making

Problems

↳ evaluations are

often subjective

usefulness: imp bco the deployment of resources & harmonious internal functions are ways to assess organizational effectiveness

Boeing → internal human resources issues

↳ not paying equally to males & females
lawsuits

Five Apple

hostile work environment

Four Seasons

↳ treating employees well

Open Systems Emphasis

↳ a combination of external focus & flexible structure leads to an open system emphasis.

Management primary goals are growth &

resource acquisition

the dominant value is establishing a good relationship with key stakeholders → to acquire resources & grow

* Focus graph in book (four approaches)

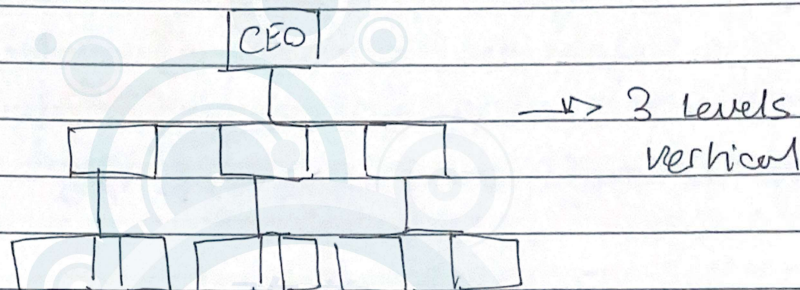
— Hierarchical referral:

vertical lines identify chain of command
lines of organizational chart act as communication channels.

Problem arise & employees can't solve it

↳ raise it to next level

↳ answer passed down after solving



vertical information system

↳ strategy for increasing vertical information capacity

↓ horizontal linkage refers to the amount of communication b/w departments.

information system

↳ enable information exchange throughout organization,

Direct contact: higher level of horizontal linkage
(liason, coordinator)

a liason person is located in one dept.
but has the responsibility to communicate with another.

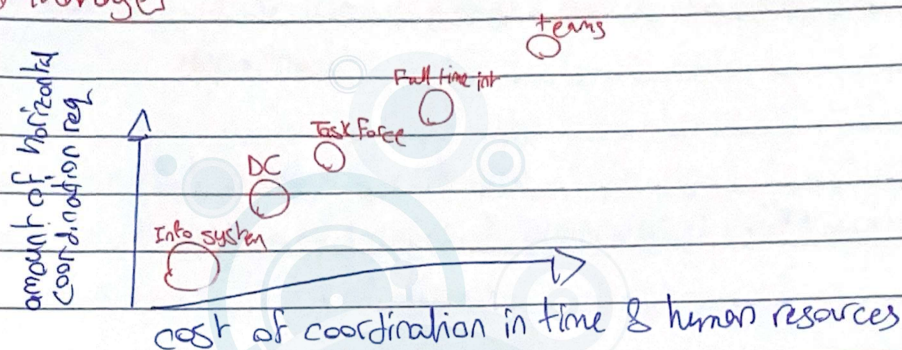
task force → temporary committee composed of representatives from each department involved.

↳ horizontal linkage
device for temporary issues.

Full time integrator: a stronger horizontal linkage

often has the title
project manager,
product manager
brand manager

device is to create a full time
position or dept solely for the purpose
of coordination.



Teams

↳ strongest horizontal linkage

[cross-functional teams] → solution for when activities b/w
depts need high communication

↳ [Permanent task forces] and are often used in
conjunction with a full time
integrator

view ladder of mechanisms (book)

Three key components of organization design

- Required work activity → depts. are created to perform tasks
- Reporting relations → chain of command
- Dept. grouping options → simple / functional / divisional
horizontal / multifocused
virtual network

Departmental Grouping Options

↳ typically established to provide efficiency & predictability to operations

the definition of departments & the drawing of reporting relationships define how employees are to be grouped into departments.

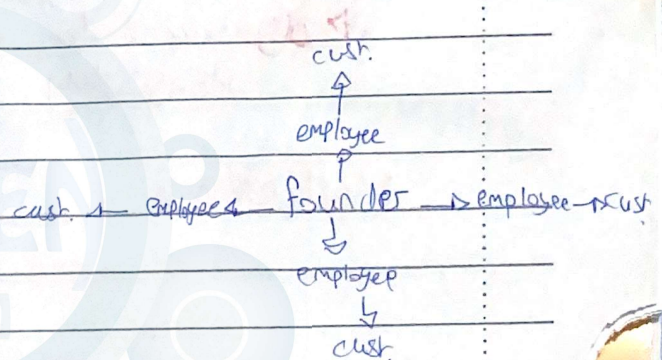
Departmental grouping options

- simple / functional / divisional / geographical / multifocused
horizontal / virtual network

* Simple structure

Founder is the main person
very small org.

high flexibility



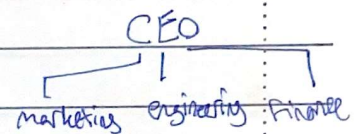
* Functional structure

slow response time (vertical)

horizontal linkage

allows economy of scale
with functional dept. → utilization for
resources is high

best with only ones or
few products

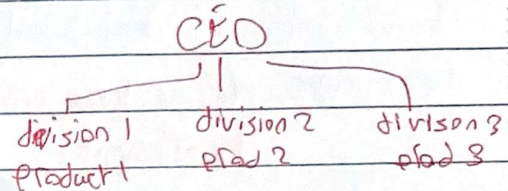


tends to poor horizontal
coordination / may cause decisions
to pile on top

economies of scale:

* Divisional structure (groupings)

↳ people organized on what the company do

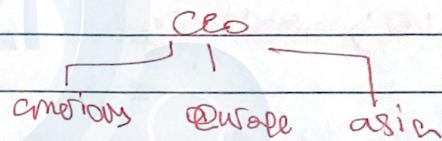


Functional vs Divisional structure

* geographical structure

↳ organized to meet needs of cust. by geography

Multinational org.



* Dual Authority Structure in a Matrix Organization

strong form of horizontal linkage, enables 2 obj. to be pursued simultaneously

product managers
& functional managers
have equal authority

Conditions 4 matrix:

1. Pressure exists to share scarce resources across product lines
2. environmental pressures exist for two or more critical outputs
3. the environmental domain of the org is both complex & uncertain.

2 variations:

- functional matrix (real boss)
- product matrix

strengths & weakness: book page 118

Porter 5 Forces *

~~by buyers~~
~~newcomers~~

Hybrid Structure

- ↳ most companies
- ↳ mixed of the previous structures

*Application of structural design figure

CH11

Organizational Culture & Ethical Values

↓ The set of values, norms, guiding beliefs and understandings that is shared by members of the org & taught to the new members.

↳ 2 levels

- Observable symbols
- Underlying values

tip of the
ice berg fig.

culture provides a sense of the org identity.

two critical functions in Q5

- ↳ 1. to integrate members so they know how to relate to each other.
2. to help org adapt to external environment.

Interpreting culture

- rites & ceremonies → special occas. that reinforce spec. events ^{rites of passage} ~~rites of celebration~~...
- stories of narratives → based on true events that are frequently shared or myths
- a symbol → represents another thing
- language → specific saying, slogan or other form of saying to convey special meaning

Managers want a corporate culture

cultures can be assessed along many dimensions:

1] the extent to which the competitive environment requires

2]

Adaptability culture: focuses on external environment through flexibility & change to meet customers needs.

reacts quickly to change, actively create change
innovation, creativity, risk taking are valued

low cost airlines

technology comp.

e-commerce comp.

gig companies

agnotology

Mission Culture: emphasis on a clear vision of the org goals & purpose

concerned with specific

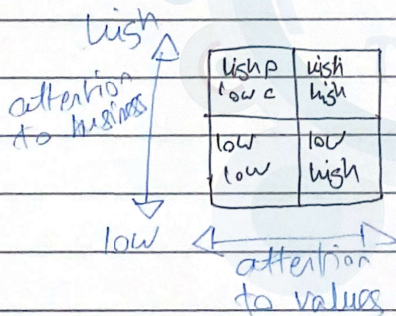
culture strength

→ the degree of agreement among members of an organization about the imp of specific values.

→ not always uniform throughout the org. partic. in lg org.

culture is imp to learning & innovation during challenging times
right culture → high performance

combining culture & perf



Ethical values & social responsibility

→ code of moral principles & values
↳ governs the behavior

respect to what is right or wrong

ethics are personal and unique
ethical values set standards as to what is good or bad

Groupthink

→ all of the group thinks the same

ethical standards generally apply to behavior not covered by law
rule of law applies to behaviors not necessarily covered by ethical stds.

some decisions represent ethical dilemmas that are exceedingly difficult to resolve



conflict
also

giving
2 things

* Volkswagen dilemma

Five Apple



* ministry of defense

Sources of Ethical Values in Organizations:

• Personal ethics

every indiv. brings a set of personal beliefs & values.

managers

frameworks of ethics

→ greatest benefit for largest # of people

1- Utilitarian theory

→ generate the greatest possible freedom of choice & liberty for indiv.

2- Personal Liberty

3- the distributive justice

• Organizational Culture

Org. Ethics Structure

• structure:

- ethics committee
- chief ethics officer
- ethics hotline

• disclosure mechanisms

- whistle-blowing

code of ethics

ethics committee

ethics hotline

compliance officer

support for
whistle-blowing

code of ethics: a formal statement of the company's values concerning ethics & social responsibility.

◦ External Stakeholders

- orgs are part of a larger community
- govern. agencies
- customers
- special agent groups → such as those concerned with the natural environment.

* how leaders shape culture & ethics

* Values-Based Leadership

- lead by example
- strong relationship btw leaders & followers
- by watching managers, employees learn from them & follow them.

Corporate culture & ethics in a global environment

- the global environment present tough ethical challenges.

◦ components that characterize a global culture

- multicultural rather than national values
- basing status on merit other nationalities

CH12: Innovation and Change

↳ you must innovate and change to survive

Forces driving the need for major organizational change (check book)
fig.

Incremental

Vs

Radical

change

(check incr
vs rad PTs)

incremental: Kaizen

radical: reengineering

Incremental change: the constant implementation of small ideas
more often results in a sustainable competitive
advantage.

Strategic types of change

1. technology change

2. Production & service change → to increase market share

3. Strategy & structure change → top down process

4. Culture → changes in the values, attitude, expectation and
behavior of employees.

Elements for successful change

1- Ideas

↳ can come from inside or outside

creativity is the generation of novel ideas that may meet perceived needs or respond to opportunities.

— internal creativity is a key element for organizational change

2- Needs

↳ ideas are generally not seriously considered unless there is a perceived need for change

[customers / competitors / regulation / labour force]

3- Adoption

↳ occurs when decision-makers choose to go ahead with a proposed idea

* Key managers & employees need to be in agreement

4- Implementation

↳ occurs when org members actually use a new idea, technique, or behavior

↳ most difficult part & most important step

5- Resources

↳ human energy & activity is required to bring about change

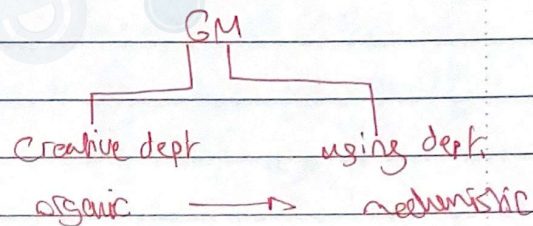
↳ change requires time, energy, resources to happen

Technology change

- flexibility
- decentralization

The Ambidextrous approach

- managers implement the ambidextrous approach to be both organic & mechanistic.
- division of labour in the ambidextrous org.



techniques for encouraging technology change

- switching structure
- creative depts → the initiation of innovation is assigned to separate creative dept.
- venture teams → technique used to give free rein to creativity within orgs.
→ skunkworks, new venture funds
- corporate entrepreneurship
→ promote enterp. spirit

New products and services

production innovation is one of the most imp. ways comps. adapt. to changes in markets, technologies, and competition.

Horizontal Coordination Model

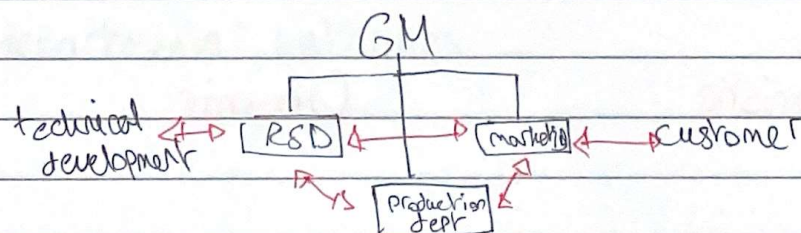
3 components

1. Specialization → key depts in new product development are R&D, marketing & production,
the personnel in these depts. are highly specialized

2. Boundary Spanning
tight linkage b/w these depts

3. Horizontal Coordination

design for X



concurrent engineering

Strategy & Structure Change

the dual core approach - administrative & technology

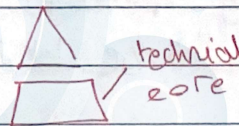
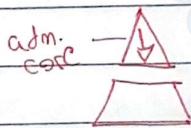
- Administrative changes affect the design & structure of the org itself.

- Technical change is concerned with the transformation of raw materials into organizational products & services & involves the environmental sectors of customers & technology.

Type of innovation desired

Administrative
Structure

Technology



direction
of change

top-down

bottom-up

examples
of change

strategy
downsizing
structure

production
techniques
workflow
product ideas

org

Mechanistic

Organic

not mechanistic organization rules
no flexibility

Culture Change

- Changing culture often leads to a number of consequences:

- How work is done

- Renewed commitment

- A stronger bond

- Forces for cultural changes

Organization development (OD)

techniques for OD

large group intervention

team building

interdepartmental activities

Leadership for change

transformational leadership is particularly suited

3 stages of change commitment:

1- preparation

2- acceptance

3- commitment

The change curve #

Barriers to change:

1. excessive focus on cost
2. failure to perceive benefits
3. lack of coordination & cooperation
4. uncertainty avoidance
5. fear of loss

Techniques for implementation

- 1- establish a sense of urgency for change
- 2- establish a coalition to guide the change
- 3- create a vision and strategy for change
- 4- Find an idea that fits the need
- 5- develop plans to overcome resistance

- alignment with needs & goals of users
- environment that affords physiological safety
- participation & involvement
- forcing and coercion

- 6- create change teams
- 7- foster idea champions.

* Force Field Analysis



CH13: Decision Making Processes

↓ the process of identification and solving problems

two major stages: 1- identify stage
2- problem solution stage

Organizational decisions: 1- programmed decision
2- non-programmed decision

- Programmed Decisions

↳ repetitive and well defined
clear procedure exist for the prob.
example decision rules

- Non-Programmed

↳ Novel and poorly defined / uncertainty is great
& decisions are complex

↳ Wicked

- defining the problem is a major task
- clear-cut decision criterion do not exist
- involve strategic planning
- manager related problems*

rapid change

greater complexity

uncertainty



Individuals decision making

↳ two ways to describe indiv decision making

1- rational

2- bounded rationality

1- Rational Approach

a manager monitors internal & external information that will indicate deviations from planned or acceptable behavior

check fig in ~~book~~ [★]

talks to colleagues, reviews financial statements, competitors study. ---

2- Bounded Rationality Perspective

↳ the attempt to be rational is limited by the enormous complexity of probs.

managerial decisions, small & large, are made in the context of imperfect knowledge and of bounded rationality

describes how decisions are made under stress

↳ limited time, information, resources

constraints & trade off

the role of intuition

- experience & judgement rather than logic (intuition is not arbitrary)
- not simply gut feeling

~~check figure~~ [★] check figure in ~~book~~ ^{Five Apples}

Organizational Decision Making

- ↳ influenced by
- 1- internal structure
 - 2- degree of stability of external environment

* Four Types of Organizational Decision Making Process

↳ a drawback of many science is not quantitative approach

1- The Management Science Approach

removes human element
good tool where variables can be identified

↳ I have information, OR problems, involves the use of maths

↳ the analogue to the rational approach

- ↳ to identify & quantify statistics
- ↳ variables / develop quantitative presentation
- ↳ have numbers

2- The Carnegie model

↳ org level decisions involves many managers and final decision is based on coalition
coalition: alliance among several managers who agree about org goals
decisions are made to satisfy not optimize. Problematic search: managers are concerned with immediate probs and short run.

3- The incremental decision process model

large decisions are a collection of small choices

focuses on structured sequence of activities from discovery to sol.

1- identification phase / 2- development phase / 3- selection phase

recognition/diagnosis

search/screen/design

analysis evaluation / authorisation
judgment
negotiating

4- The garbage can model

↳ deals with multiple decisions within whole org.

it was developed to explain the decision making in organized anarchy, the highly uncertain conditions that sent org experience as a result of:

- problematic preferences
- unclear, poorly understood technology
- turnover (of employees) (unstable - who is)

decisions are made of stream of events: 1- problems

2- potential solutions 3- participants solutions 4- choice opportunities
instead of defined problems & solutions

the learning organization

many org are marked by tremendous amount of uncertainty

→ solved with

1- combining the incremental process with the carnegie model

best when problem identification & solution is uncertain
(check figure)

2- garbage can model

streams of event (mentioned before in garbage can mod.)

1) Problems

- points of dissatisfaction with current activities and performance

- they represent a gap btw desired performance & current activities

- problems may lead to a proposed solution or it may not.

2) Potential Solutions

- ideas may be brought into the org by new personnel or may be invented by existing personnel

3) Participants → could be shareholders/customers/employees.

4) Choice opportunities

- making a decision

- occur when contracts are signed
People are hired, or new products authorized

- matching prob & solution often result in a decision

CH13

Intuition isn't a "gut feeling" it's experience & judgment rather than logic

Intuition is not arbitrary or irrational.

Org. decision making is influenced by:

- internal structure
- degree of stability or instability of the external environment.

Contingency DM framework

2 characteristics determine the use of approaches:

1] Problem consensus

~ refers to the agreement about the nature of a problem or opportunity & about which goals/outcomes to pursue.

~ it tends to be low when org are differentiated

~ particularly important for the problem identification stage

2] Technical Knowledge about solutions.

- technical knowledge refers to understanding & agreement about how to solve problems & reach org. goals.

* graph from book certain uncertain
 ↳ certain
 sol. knowledge

Approach	Indv./Org	Prescriptive/descriptive
Rational	Indv.	Pres
Bounded Rationality	Indv.	Desc.
Management Science	Org.	Pres.
Carnegie	Mainly Org.	Des.
Incremental	Org	Des.
Combining Carnegie & Incremental	Org	Des.
Garbage Can	Org	Des.
Contingency	Indv.	Pres.

Cognitive Biases:

- 1] being influenced by initial impressions
- 2] seeing what you want to see
- 3] being influenced by emotions
- 4] being over confident
- 5] escalating commitment
- 6] fearing failure or loss
- 7] being influenced by the group or groupthink

* managers can avoid these biases
through — Management

CH 14

~ Conflict is similar to competition but more severe

Sources of conflict

- goal incompatibility → most common cause

↳ Probably the greatest cause of intergroup conflict
↳ - the achievement of a dept goal often interferes with another.

- differentiation
the diff btw cognitive & emotional orientations among managers in diff depts

- task interdependence
the dependance of one unit on another

- limited resources

↳ - the desire to obtain resources may arise conflict

Intergroup conflict: occurs when participants identify with one group and perceive that other groups may block their group's achievements.

group identification observable group differences frustration

Sources of conflict and use of rational versus political model

Rational

Political

book (fig)

Power & Org

power is the potential ability of one person to influence other people to bring about desired outcomes

indu vs org

Power

Power & Org

Legitimate power is the authority granted by the organization to the formal management position a manager holds (hierarchy)

Reward power stems from the ability to bestow rewards - a promotion, a raise or pat on the back - to other people

Coercive power the authority to punish or recommend punishment.

Expert Power derives from a person greater skill and knowledge about the tasks been performed

Referent Power is derived from personal characteristics people admire the manager and want to be like or identify with the manager out of respect.

Authority is a force for achieving desired outcomes as prescribed by the formal hierarchy and reporting relationships.

* three props identify authority:

1] authority is vested in org positions

2] authority is accepted by subordinates

3] authority flows down the vertical hierarchy while power moves down, up, and horizontal.

Vertical Sources of Power

* Formal Position

- legitimate power is the power from a formal position.
- Power is accrued to top positions
- the allocation of power to middle managers and staff is important bcz power enables employees to be productive.
- when job tasks are non-routine & when employees participate in self directed teams and problem solving task forces, this encourages flexibility and the exercise of discretion.
- access to powerful information

2

* Resources

- resources allocation creates a dependency relationship, can be used as rewards or punishment.
- resources can be used as a tool for adding power.
- top management can exchange resources in the form of salaries and bonuses, personnel, promotions & physical facilities for compliance with the outcomes.
- Bonuses : rewards short-term performance over long term viability

Control of decision premises and information

- constraints placed on decision
- control of information can also be a source of power
- top manager generally has access to more information than others
- control of information can also be used to shape decisions for self-serving

(fig in book)

4 Network centrality means being centrally located in the org and having access.

Top executives are more successful when they put themselves at the center of a communication network building connections with people throughout the company.

5

People

- Top leaders increase their power by surrounding themselves with loyal executives
- loyal exct/mngs keep the top leader involved
- Although it is usual for senior exec. to surround themselves with ~~sycophants~~ loyal team members it often becomes sycophancy

*Horizontal Sources of Power

horizontal power pertains to relationships across divisions

*the theoretical concept that explains relative power is called strategic contingency

↳ are events and activities both inside and outside an organization that are essential for attaining org goals.

departmental actv. are imp when they provide strategic value by solving problems or crises

*if product innovation is the key strategy, R&D has higher power

*if company has many lawsuits on it, law dept has higher power

Horizontal Sources of Power

1- Dependency

↳ a dept that depends little on other depts is in a high power position.

2- Financial Resources

↳ - depts that generate income has greater power.
- power derived from acquiring resources is used to obtain more resources which in turn can be employed to produce more power.

3- Centrality

↳ reflects a dept role in the primary actv of org.

4- Non-substitutability

5- Coping with uncertainty

- obtaining prior info
- absorption
- prevention

Political Processes in Orgs

Politics : is the use of power to influence decisions in order to reach desired outcomes

* it is intangible and difficult to measure

Power has been described as the available forces or potential for achieving desired outcomes.

the exercise of power and influence led to 2 way of defining politics:
1- self serving behavior 2- a widespread org process

the 2nd view sees politics as a widespread org process for resolving problems

* bargaining and negotiating

political behavior can either be positive or negative

* 3 domains of political activity:

- Structural Change
- Management Succession
- Resource Allocation

Power in orgs is not primarily a phenomenon of the indiv:
* it is related to:

- the resources the dept commands
- the role departments plays

Power & Political Tactics in Organizations

tactics for increasing the power base	Political tactics for using power	tactics for enhancing collaboration
1- enter areas of high certainties	1- build coalitions & expand networks	1- create integration devices
2- create dependies	2- assign loyal people to key positions	2- use confrontation and negotiations
3- provide scarce resources	3- control decision Premises	3- schedule intergroup consultation
4- satisfy strategic contingencies	4- enhance legitimacy and expertise	4- practice member relation
	5- make a direct appeal	5- create shared mission and sup