**Synchronous Small Group Discussion:** Session 2

Topic: Scott and Davis, Organizations as Rational Systems, Chapter 2

**Instructions**

Introduce yourselves. Then, select a note-taker who will record the key components of your discussion. Select a time-keeper who will keep the conversation on track. As you work, keep track of questions that emerge. Everyone should be ready to share ideas with the larger group.

I. In your small group, discuss each of the quotes below.

**Quotes**

A. “From the rational system perspective, organizations are instruments designed to attain specified goals.” Scott & Davis, 2007, p. 35

B. “Indeed, it is perfectly possible to pursue irrational or foolish goals by rational means.” Scott & Davis, 2007, p. 36

C. “Specific goals provide unambiguous criteria for selecting among alternative activities.” Scott & Davis, 2007, p. 36

D. “Formalization may be viewed as an attempt to make behavior more predictable by standardizing and regulating it.” Scott & Davis, 2007, p. 37

E. “[Formalization] enables participants or observers to diagram the social structures and the work flows, allowing them to depict these relationships and processes with the possibility of consciously manipulating them—designing and redesigning the divisions of responsibilities, the flow of information or materials, or the ways in which participants report to one another.” Scott & Davis, 2007, p. 38

II. To conclude your discussion, consider:

*What are the benefits of analyzing an organization from a rational-technical perspective?*