**Synchronous Small Group Discussion:** Session 9

Topic: Scott and Davis (2007), Organizations as Open Systems, Chapter 4

**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.

In your small group, discuss the following quotes from Scott and Davis (2007).

1. “Social organizations in contrast with physical or mechanical structures, are complex and loosely coupled systems” (p. 88).

2. “…interaction with the environment is essential for open system functioning” (p. 95).

3. “…the source of system maintenance, diversity, and variety is the environment” (p. 97).

4. “…loose coupling in structural arrangements can be highly adaptive for the system as a whole” (p. 94).

5. “…the design of organizations is, or should be, contingent” (p. 103).