INTRODUCTION
In his book "Images of the Organization", Gareth Morgan leaves to our creativity and imagination of “what an organization looks like?” He proposes eight different metaphors with which one can view the organization, i.e. organizations as machine, organism, brains, cultures, political system, psychic prisons, flux and transformation and instruments of domination which can be used as a premise by the readers to understand the organization’s structure and theory. The author suggest that these metaphors can be effectively used as a lens to study the structure of the organisation. Morgan has given eight propositions of what an organization might look like. Each proposition is supported by literature and theories of which build different constructs in the mind of the reader and triggers his imagination. Thus, leaving it for the readers to understand the organization and prioritize which is the meta metaphor and how can other metaphors be interpreted in its context.

RESEARCH QUESTION
The systematic review of the book images of organization is carried out to understand the following questions:

I. What is the shape of an organization? Does the organization look like a machine, an organism, a brain, a cave, a psychic prison?
II. How can the managers decide the structure of the organization? Can they prioritize or mix two or more images?
III. Are the different images proposed by the author similar or dis-similar?
IV. What are the possible limitations of viewing organizations as metaphors?

CHAPTER ANALYSIS
ORGANIZATION AS MACHINES
Morgan explains the origin of the mechanistic view of organizations under the work of Max Webber, Fayol and Taylor primarily based on the view that organizations operate in a routine, predictable, efficient and reliable manner. Excessive industrialization led to the mechanisation of people leading to beaurocratization and routinisation of not only organisations but also almost every aspect of human life. F.W. Taylor coined the concept of time and motion studies aiming to increase effectiveness and efficiency by noting the time taken by employees for every movement. Max Webber observed parallels between mechanization of the industry and proliferation of the beaurocratic form of the organization. Morgan illustrated the classical thinker approach with an example of “an engineer designing a machine” that when an engineer designs a machine, the task is to define a network of inter dependent parts arranged in a specific sequence and anchored by precisely different points of resistance. Classical thinkers attempted to create a similar design for the organizations. This viewpoint is supported by an example of MacDonald’s, a perfect example of beaurocratisation and routinisation.

This approach suffers with a limitation of innovation, adaptability and the concern for “human element” in the organization thus, limiting the organisation and employees as ‘machines” to accomplish the organizational goals. Thus, on the basis of this we are able to frame the first proposition that the image of the organization looks like that of a machine.

Proposition 1: The organization looks like a machine with a complex and fragmented network of inter-related relationships put together in a specific sequence(hierarchy) to accomplish the goals of the organization.

ORGANIZATION AS AN ORGANISM
The author describes organization as an organism which is in constant interaction with its environment. This open system approach has been constructed taking the elements from the theories of Elton Mayo, McGregor, Fremont and James. The author says, that in contrast to the mechanistic view, the organization is
an organism which is born, grows and finally bound to die. This organisation is dependent on the external environment to obtain resources for its survival and is a subset of different inter-related sub-systems. Finally, the contingency theory must be used for eliminating dysfunctions in the sub-systems suggesting that the organizations need to maintain a balance between the internal and external environments and there is no best way of organizing. The organisations act and think like human beings wherein they pool their resources to gain an advantage and these structures go on changing with the changing environment. Thus, the organisations as organisms continuously evolve and interact with its external environment for its survival.

**Proposition 2:** The organization is like an organism. It evolves and interacts with external environment in order to survive.

**ORGANIZATION AS BRAIN**

Morgan compares the organisation to a brain. He has discussed three important concepts of information processing, cybernetics and self-correcting systems in this regard. Morgan first compares the brain with a holographic system where the parts of brain are complete in themselves but if removed are easily replaceable supporting the centralized and decentralized approach. He views organizations as information processing systems where by an organisation can never be rational since the organisation and people have limited knowledge and can never predict accurate outcomes (Bounded Rationality theory). However, just like the right part and the left part of the brain join together and complete the structure, similarly the organizations also rationalize the decision to the maximum possible extent. Finally, just like the learning organisations the brain is also flexible, resilient, replaceable, self-regulating through negative feedback (cybernetics) and inventive in nature. Morgan says that the organizations must follow double loop learning that is adoption of norms, learning strategies according to the circumstances. This concept is limited to extent to flexibility being exercised resulting in loss of power in the organisation.

**PROPOSITION 3:** Organizations are like brains which are information processing systems and holographic.

**ORGANIZATIONS AS CULTURES**

Morgan says that the organizations can be seen as cultures wherein all employees have the similar ideology and work towards common goals. The author says if one really wants to know the organization, he will have to see the organisation as an outsider to understand how the organisation actually works. The author says that we might have to go to the extent of being “abnormal” and completely begin from zero to understand what culture exactly prevails in the organisation. Morgan has explains the concept of culture with the example of Japanese culture telling that the Japanese work on the principle of together achieving their organisational goals and that loss by one person is the loss for all and gain by one is the gain by all. He discusses the samurai culture of Japan to tell how there are leaders who protect the organisation but at the same time the individuals are expected to achieve their self-respect through within the organisation even though when there are several things which are distasteful. At the end the Samurai Culture prevails. The author says that realities are constructed, similarly to understand the culture of an organisation, one might have to construct a reality of the culture of the organisation by observing directly the different fragments or study the culture of the sub-systems of the organisation separately.

**PROPOSITION 4:** Organizations are cultures which can be understood through constructed realities. The culture of the organization can be studied by direct observation of different sub-systems of the entire system.

**ORGANIZATION AS POLITICAL SYSTEM**

Morgan says that the organisations can be viewed as political systems wherein the origin of politics is through the centralisation in the organisation. It is this centralization which results in the politics in the organisation. The author says that although conflicts are an origin of politics in the organisations but they are not sufficient conditions for politics. It is ultimately the centralisation which is responsible for the frustration and conflicts in the organisation which results in politics. Demographic factors such as age, income, religion, gender, community need not necessarily trigger politics in an organisation; rather, they are also a resultant of centralisation in the organisation. Finally, the author tells discusses the effect of politics on the organisation’s performance. Morgan says that politics need not necessarily lead to negative performance due to conflicts, sometimes the politics within the organisation may result in effective performance sometimes. The author also points out the power and action are two drivers of politics in the organisation and that the organisational conflicts can be resolved through compromising, avoiding, accommodating and collaborating. Thus, organizations can be described as a pluralistic system where
"political authoritarian tendencies are held in check by the free interplay of interest groups that have a stake in the organisations. The limitation of this approach is that it considers politics as a zero-sum gain where everyone can win by downgrading others.

**PROPOSITION 5: Organizations are political systems where potential authoritarian tendencies are checked by interest groups.**

**ORGANIZATIONS AS PSYCHIC PERSON**

This metaphor is based on unconscious pre-occupations in the organization and that socially constructed realities can result in problematic experiences for people. Morgan refers to the process of groupthink whereby the group members try to minimise conflicts by reaching a consensus decision without critically evaluating a viewpoint. According to the author, the purpose of the individual's life is determined from the organisation which is influenced by the role that they play in the organisation. For example, the author has illustrated this method through the example of Taylor whose entire scientific management theory is the reflection of his disturbed and unstable psychic personality. This is a clear evident of how people get trapped in the group mentality or herd mentality.

**PROPOSITION 6: Organisation is a psychic prison wherein the organizational decides the roles and mentality of individuals.**

**ORGANIZATION AS FLUX AND TRANSFORMATION**

Morgan has constructed this metaphor from Maturana and Varens's autopoiesis theory, chaos and complexity of the organisation and self – organising dissipative theory. According to the auto-poiesis theory organisation interacts with the environment for its own self production. Although it does changes as per the environment but gets back to its original self and re-organise itself to maintain its individual identity. Similarly, the chaos and complexity theory suggest that there is complexity in the organisations which create random disturbances, instability and leads to a pattern of change. Lastly, he says that changes occur through a circular pattern. The author says that organisations are not isolated bodies, rather they interact in closed loops and the organisation which fail to understand this pattern of interactions are bound towards a dead end.

**PROPOSITION 7: ORGANIZATIONS ARE A CLOSED LOOP ORGANISM WHICH SELF – CREATES AND SELF – RENEWS ITSELF IN THE ENVIRONMENT OF FLUX AND TRANSFORMATIONS.**

**ORGANIZATIONS AS AN INSTRUMENT OF DOMINATION**

This metaphor highlights the unbalanced distribution, control and misuse of power in the organisation, the author says that there is always a powerful group which influences the action of the entire organisation thereby connecting it with the beaurocratic form. This has negative effects on the society in the form of pollution, adulteration, slavery and environmental harms which are caused by the priority of profits over social welfare. Morgan also emphasized that it the quest for surplus and the accumulation of capital which results in domination by this particular group.

**PROPOSITION 8: ORGANIZATIONS ARE AN INSTRUMENT OF DOMINATION WHERE THE MOTIVES OF POWERFUL GROUPS INFLUENCE THE DIRECTION OF ENTIRE ORGANIZATION.**

**META ANALYSIS**

Morgan has given eight different pictures of what an organisation looks like however, he leaves it upon the managers to decide which image will prioritize over the others in specific situations. With the overall analysis of the theories and the author's perspective we can analyse that:

1. The organisation on the basis of its images can be divided into four groups which are:
   - **The mechanistic group**, **The Organism group**, **The mind group**, **The power group**
     - The mechanistic group covers the machine view of the organisation.
     - The Organism view sees the organisation as an organism which interacts with external environment and as a flux which constantly tries to regenerate and recreate itself for survival in turbulent environment.
     - The Mind group consists of organisation as brain and psychic person where the pre-conceived notions and information processing can act as barriers and advantage.
     - Finally, the Organisation is like a power group where power is the basis of politics and dominance in the organization.
   - **Culture** is the meta metaphor which subsumes all the other metaphors because it is the organisation culture which determines its survival, the thinking, the power play, he politics and the hierarchy in the organisations.
3. However, the author argues that the managers can prioritize which metaphor will supersede the others depending on the situational factors which he has explain through a study of multi-corn company in the end of the book.

4. The limitation of this book only lies in the fact that the eight metaphors are from the authors viewpoint. The organisation can be also seen in terms of gender, ecology and many more perspectives which evolve from these viewpoint only. Thus, again it is the constructed reality which determines how an organisation looks like.

CONCLUSION
The book Images of Organisation is an attempt by the author to change the managers and readers conceptions about the structures of the organisation. Morgan has induced creative thinking among the readers to see the organisation from different perspectives. All these perspectives / metaphors are an attempt to visualise the concept of the structure and the shape of the organisation with a view to the dynamic and modern environment where in the new motto of the organisations is "Survival of the Fastest". How fast do the organisations adapt to the changes in the turbulent environment today and how quickly they change their shape and form is the essence of the images. However, there is a risk or distortion or myopia from the readers perspective which needs to be kept in mind.