



Understanding Organizations in Complex, Emergent and Uncertain Environments

Anabella Davila, Marta Elvira, Jacobo Ramirez, Laura Zapata-Cantu

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Understanding Organizations in Complex, Emergent and Uncertain Environments is organized into two parts. In the first part, the authors unpack the concept of complexity and analyse how organizational governance can contribute to environmental sustainability. A common theme in these chapters is that organizations actively engage with their environments. Consequently, organizational responses are partly the result of iterative processes with the environment, beyond a simple reaction to external demands. Thus, organizations enact their environments. In the book's second part, the chapters focus on concrete managerial practices that facilitate innovation and entrepreneurship at both the organizational and individual levels, especially in the context of small and medium firms (SMEs) which are central to the vitality of most economies. The book ends with a proposal to change conceptual metaphors and build management theories fit for organizations' social reality in complex environments.

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