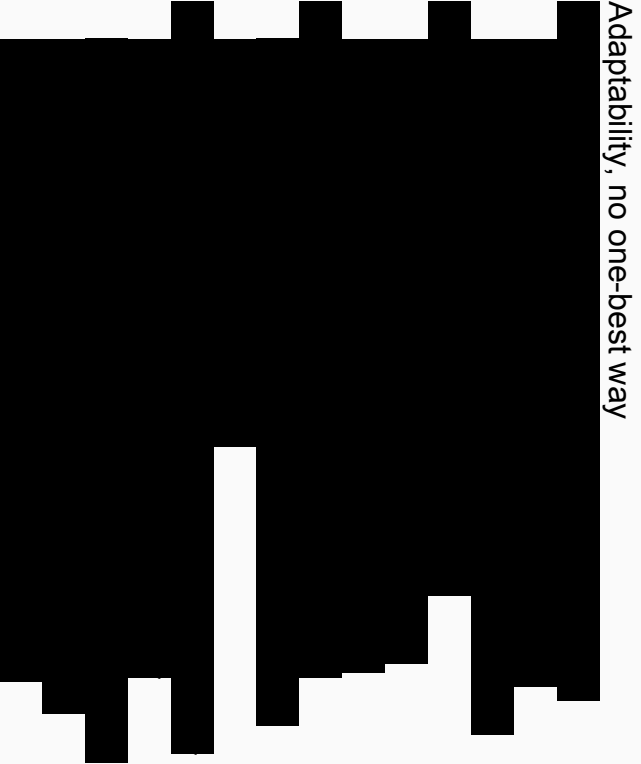

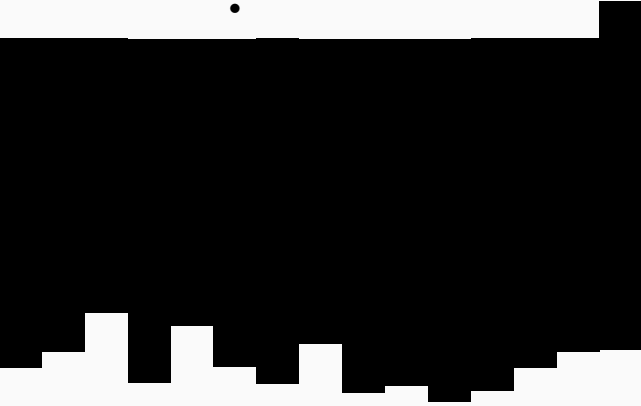


THEORY	KEY PRINCIPLES	EXAMPLES/CASE STUDY/APPLICATION	LIMITATIONS + CRITICISMS
<p>SCIENTIFIC MANAGEMENT</p>	<ul style="list-style-type: none"> • 1 Scientific techniques for standardisation • 1 Increase skills knowledge and competency • 1 Harmonious relationship between workers and management • 1 Science, not rule of thumb; harmony, not discord; cooperation, not individualism; maximum output, in place of restricted output; the development of each man to his greatest efficiency and prosperity. 	<ul style="list-style-type: none"> • 1 Workplace efficiency / Better workforce -decreased fatigue, better working conditions – reduced production cost • 1 Better utilisation of resources- tools, materials, equipment. • Amazon – wrist trackers. • Workers are generally paid and monitored by their output not necessarily for their time. 	<ul style="list-style-type: none"> • Dehumanisation – does not take into account humanistic element of organisations and the impact of organisational approach on members.
<p>CONTINGENCY THEORY</p>	<p>Adaptability, no one-best way</p>  <p>Size and task as contingencies, variable factor</p>	 <ul style="list-style-type: none"> • Organisations should uncover what variables affect them and work to create the appropriate fitting structure. 	 <ul style="list-style-type: none"> • Such limitations have been acknowledged by others in an attempt to
<p>1 Frederick, W.T. (1911), 'Principles of Scientific Management', Harper and Brothers Publishers.</p>			

- 1 Miles, J.A. (2012) *Management & Organisation Theory*, London: Wiley Chapter 38 'Structural Contingency theory'
- 2 Leavitt, H. J. (1951). Some effects of certain communication patterns on group performance. *The Journal of Abnormal and Social Psychology*, 46(1), 38-50.
- 3 Perrow, C. (1980). *Organization theory in a society of organizations*. Unpublished manuscript, Red Feather Institute for Advance Studies in Sociology New York
- 4 Woodward, Joan. 1958, *Management and technology / by Joan Woodward* H.M.S.O London
- 5 Donaldson, L. 1987, 'Strategy And Structural Adjustment To Regain Fit And Performance: In Defence Of Contingency Theory', *Journal of Management Studies*, vol. 24, no. 1.
- 6 Drazin, R., & Van de Ven, A. H. (1985). Alternative forms of t in contingency theory. *Administrative Science Quarterly*, 30, 514–539.
- 7 Umanath, N. (2003). The concept of contingency beyond "It depends": illustrations from IS research stream. *Information & Management*, 40(6), pp.551-562.
- 8 Donaldson, L. (2001). The contingency theory of organizations. Thousand Oaks, CA: Sage.
- 9 Burns, T., & Stalker, G. (1961). *The management of innovation*. London: Tavistock.

<p>BUREAUCRACY THEORY (Max Weber)</p>	<ul style="list-style-type: none"> • 3 A low level of bureaucracy fits a smaller organization, whereas a high level of bureaucracy fits a larger organization (Child, 1975) <p>Features</p> <ul style="list-style-type: none"> • Principled by hierarchy in organisations • Stressed strict rules and a firm distribution of power • Organisations and its members are governed by clearly defined rational-legal decision-making rules to have formalised order in the way things run in an organisation 	<ul style="list-style-type: none"> • Contradicts today's management who are open to flexibility and new ideas • Precision speed unambiguity, knowledge of files, continuity, discretion, unity, strict subordination, reduction of friction and of material, and personal costs – these are raised to the optimum point in the strictly bureaucratic administration” – Weber <p>Examples:</p> <div style="background-color: black; width: 100px; height: 20px; margin-bottom: 5px;"></div> <div style="background-color: black; width: 100px; height: 20px; margin-bottom: 5px;"></div> <div style="background-color: black; width: 100px; height: 20px; margin-bottom: 5px;"></div> <div style="background-color: black; width: 100px; height: 20px; margin-bottom: 5px;"></div> <div style="background-color: black; width: 100px; height: 20px; margin-bottom: 5px;"></div> <div style="border: 1px solid black; width: 100px; height: 20px; margin-bottom: 5px;"></div>	<ul style="list-style-type: none"> •
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