

Introduction

Defining a contingency theory of organisation structure

A contingency approach ~~w~~should be conducted when designing an organisation's structure. The variables of the contingency approach are adapted from an organisation's characteristics – its size, technology, strategy and environment. ~~The~~ Contingency theory ~~has~~~~been~~ arisen ~~and~~~~from~~ ~~experim~~~~ents~~ associated with organisational environments, characteristics and structures, competitive conditions and organisational strategies ~~of organisations~~ (Emery and Trist, 1965; Lawrence and Lorsch, 1967; Perrow, 1967; Thompson, 1967; Woodward, 1965). ~~Old trend considered there~~ ~~Historically, are a one best way,~~ a universal, 'one-best-way' management approach ~~has been considered to be the best principle~~ ~~for the management of an~~ organisation's management; ~~they state and that these techniques the concept of 'one best way' management principle that should be capable of being applied the same techniques~~ to all organisations.

However, not all organisations ~~are the same size, neither do they are~~ enjoy the same environmental conditions; ~~same size, or~~ use the same strategies ~~ies and in the same environment. Consequently,~~ today it is widely acknowledged that the contingency approach for organisational design, in contrast to the classical 'one-best-way' method ~~views, suggests that organisational design should be deployed by~~ ~~contingent upon taking into account all the various many~~ elements, including its size, environment, strategy and technology. Hatch M. J (2006) pointed out that using the principal variables to analyse ~~the~~ organizational structure ~~can be seen as the is~~ analogy of like a jig-saw puzzle – each piece has to be shaped to fit the others ~~as well as in order for it to displaying the appropriate part of~~ portray the overall picture, otherwise the puzzle ~~will not be possible to~~ ~~would be incapable of being~~ solved. ~~However,~~ ~~the~~ contingency approach ~~should not implies~~ assume that ~~organization theory should not seek to suggest there is~~ one best way to structure or manage an organisations, but that it should primarily provide insights into the situational and contextual factors that influence management decisions.

Commented [U1]: Please Note: all my changes are only suggestions. You must decide whether to accept them or reject them. Wherever possible I will only change the grammar and I will try not to alter, or add to, the meaning of the sentence. However, sometimes the meaning will be changed slightly (and sometimes radically) by my selecting a particular word or phrase. When I think this might have happened, I shall write 'Meaning?' in a comments box. Therefore you must read it very careful to make sure I have the meaning right.

I shall pay close attention to repetitiveness, either in single words or phrases or in larger pieces of text. Many students over-use words and terminology, often because they feel the need to keep repeating the subject in full, instead of using 'it', or they repeatedly use the same (or very similar) terms other researchers have used each time they reproduce a quotation or paraphrase. They also repeat things in the text soon after they've made the same (or a very similar) point. I shall use the word 'repeat', or 'repetition' whenever I see that this has happened in your text.

If I don't understand a sentence well enough to edit it properly I will draw your attention to the problem and you must decide whether or not to accept my suggestion, if I'm able to make one. Please ask me any questions you like about my editing (at any time) and I'll try to answer them. Also, if I suggest you re-write a sentence, please send it back, separately, but mark what you want me to edit by highlighter if it's in a longer paragraph. Remember, if I couldn't understand something, it's possible that your examiner won't be able to, either.

I shall suggest you remove words and phrases that don't add anything to the meaning – this includes repetitions, particularly of the subject of the sentence. It mostly occurs when you have a series of quotes from different authors, since they'll all be using similar words and terms. This is very often the reason why the word content increases beyond the allowable limit, which, especially in a long piece, can be considerable. As a rough guide a full edit can often result in the 'loss' of between 4% and 10% of words – and sometimes more.

I shall always try to combine very short sentences into a single, longer one by using what I call, 'linking' words (or 'transitions'), such as, 'which', 'like', 'in that', 'also', 'however', 'nevertheless', 'but', etc, because they provide a 'link' with the previous sentence.

Every so often I shall write 'TIP' in a Comments box; this will be a piece of general advice that you can use throughout your document.

Colour Coding: orange is for words that I've added in order for the text to be clearer - these you can add to your Vocabulary, which I recommend you develop from all your writing projects. I shall also indicate words that you get wrong so you can add those alternatives to your vocabulary. Green is for words and phrases that I don't understand or that I've suggested you delete because they don't add to your meaning, or that I think are so obvious that they don't need to be stated.

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In the early stages of contingency theory development, many frameworks operated on the principle whereby only ~~use one~~ element of the contingency approach was utilised. Today, however, with the increasing development of ~~contingency~~the theories, the trend is to expand the frameworks to use more than one contingency variable (Hambrick, 1983; Porter, 1980). Although the ~~additional~~ factors of the contingency approach may seem to make it less simple than it was before, they could result in greater accuracy in the decision~~employment~~ of high-performance response variables. The crucial premise of the contingency approach is that the effectiveness of an organisation, which ~~are further~~might be defined as 'adaptation and survival' (~~Tosi and Slocum, 1984~~), could be accomplished in more than one way (~~Tosi and Slocum, 1984~~). As previously suggested, therefore, ~~the~~ core concept of bringing contingency theory to bear on an organisation's structure is that there is 'no one best way' into ~~designing organisational structure it~~, since as each variable could ~~be~~prove helpful to the organisation, depending on the many different circumstances in which it is deployed (Galbraith, 1977). Also, according to Zeithaml et al (1988), the proper matching of contingency factors with organisational structure design could allow an organisation to ~~have~~make more effective ~~proper~~ responses to ~~the~~its external environment.

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In summary, therefore, ~~A~~an organisation ~~could~~might be structured in many different ways based on its objectives, and the~~at~~ structure may be a determination of the way models of an organisation may operate and perform.

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Johnson et al (2008) ~~states the~~give five basic types of organisational structure: (i) functional, (ii) multidivisional, (iii) matrix, (iv) trans-national, and (v) project.

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