

	1920-1955	1955-1965	1965-1975	1975-1985	1985-2000	2000's
<b>Model</b>	<b>Mechanistic</b>	<b>Mechanistic— Human Relations</b>	<b>Open Systems— Product &amp; Geography Structure</b>	<b>Matrix &amp; Shared Services</b>	<b>Entrepreneurial &amp; Self-Managed Work Teams</b>	<b>Organic</b>
<b>Traits</b>						
<b>Structure/Work Organization</b>	<ul style="list-style-type: none"> <li>- Strict hierarchy of control, authority &amp; rules</li> <li>- Tasks are highly defined &amp; specialized</li> <li>- Few teams</li> </ul>	<ul style="list-style-type: none"> <li>- Emphasis on the employee</li> <li>- Beginning of lateral career progression</li> <li>- Strict hierarchy of control</li> </ul>	<ul style="list-style-type: none"> <li>- Combination of external focus &amp; flexible structure</li> <li>- Transformation of inputs to outputs (output is the final product)</li> </ul>	<ul style="list-style-type: none"> <li>- Dual hierarchy: vertical &amp; horizontal</li> <li>- Flexible sharing of employees across product &amp; organizational lines</li> </ul>	<ul style="list-style-type: none"> <li>- Emphasis on teams</li> <li>- Share of tasks</li> <li>- Network of interaction<sup>i</sup></li> <li>- Encourages learning environment</li> </ul>	<ul style="list-style-type: none"> <li>- Flat hierarchy, flexible rules</li> <li>- Shared tasks, empowerment</li> <li>- Highly flexible &amp; adaptable work environment</li> <li>- Customer centric culture<sup>ii</sup></li> </ul>
<b>Management/ Power &amp; Control</b>	<ul style="list-style-type: none"> <li>- Management knows best, tells employees what to do, low worker trust</li> <li>- Centralized decision making, highly regimented</li> </ul>	<ul style="list-style-type: none"> <li>- Preoccupation with the human side of the individual</li> <li>- Centralized decision making</li> <li>- Limited employee empowerment</li> </ul>	<ul style="list-style-type: none"> <li>- Project Management</li> <li>- Breakdown of silos</li> <li>- Management controls information</li> <li>- Organization has to innovate</li> </ul>	<ul style="list-style-type: none"> <li>- Project and product teams created across department lines</li> <li>- Management is the decision maker</li> <li>- Moderate centralization</li> </ul>	<ul style="list-style-type: none"> <li>- Employee empowerment</li> <li>- Strong horizontal collaboration &amp; cooperation</li> <li>- Senior Management gives teams free range guided by the parameters &amp; values they have set<sup>iii</sup></li> </ul>	<ul style="list-style-type: none"> <li>- Decentralized decision making</li> <li>- Self-managed teams</li> <li>- Authority shared with employees, high trust, collaboration &amp; partnership</li> </ul>
<b>Communication</b>	<ul style="list-style-type: none"> <li>- Vertical-top down, controlled</li> </ul>	<ul style="list-style-type: none"> <li>- Concern for human &amp; social needs</li> <li>- Vertical: top down</li> </ul>	<ul style="list-style-type: none"> <li>- Vertical &amp; lateral mixed</li> </ul>	<ul style="list-style-type: none"> <li>- Vertical mixed with Horizontal</li> <li>- Specialized to project</li> <li>- Cumbersome including all parties</li> </ul>	<ul style="list-style-type: none"> <li>- Information freely shared throughout the organization</li> <li>- Cross fertilization of ideas</li> <li>- Teams &amp; customers work together</li> </ul>	<ul style="list-style-type: none"> <li>- Horizontal &amp; Vertical communication</li> <li>- Open access to information and communication technologies at all levels</li> </ul>
<b>Driving Forces</b>	<ul style="list-style-type: none"> <li>- Stable external Environment</li> <li>- Bureaucracy viewed as ideal structure to ensure organizational efficiency<sup>iv</sup></li> </ul>	<ul style="list-style-type: none"> <li>- Post World War II</li> </ul>	<ul style="list-style-type: none"> <li>- John Kennedy as a President; ideas of innovation</li> </ul>	<ul style="list-style-type: none"> <li>- High inflation</li> <li>- Slow growth economy</li> <li>- Environment was generating new problems and concerns</li> </ul>	<ul style="list-style-type: none"> <li>- Corporate downsizing and global competition</li> <li>- Era of turbulence and change</li> <li>- U.S. dependence of international investors</li> <li>- Technology advances global trade<sup>v</sup></li> </ul>	<ul style="list-style-type: none"> <li>- Development of Global Economy idea</li> <li>- Understanding that we live in an era of multiple cultures</li> <li>- Individual recognizes hierarchy of authority has limitations</li> </ul>
<b>Pros</b>	<ul style="list-style-type: none"> <li>- Efficient for one or a few products</li> <li>- Allows economies of scale within specialized units</li> <li>- In-depth, highly specialized skill development</li> </ul>	<ul style="list-style-type: none"> <li>- Considered the employee as an individual, emphasis on motivation techniques</li> </ul>	<ul style="list-style-type: none"> <li>- Considered important the history of the organization (causation)</li> <li>- Multiple goals can be achieved by a lot of paths (diversification)</li> </ul>	<ul style="list-style-type: none"> <li>- Opportunity for product &amp; functional skill development</li> <li>- Meets multiple customer demands</li> <li>- Responsive to specific markets &amp; products<sup>vi</sup></li> </ul>	<ul style="list-style-type: none"> <li>- Emphasizes Team Building</li> <li>- Encourages innovation</li> <li>- Creates a sense of self-achievement</li> <li>- Teams discuss conflicts &amp; propose resolution to problems</li> <li>- Requires changes in culture, management practices &amp; reward systems</li> </ul>	<ul style="list-style-type: none"> <li>- Highly creative &amp; adaptive to the Global market place</li> <li>- Everyone has a broader view of organizational goals</li> <li>- Employees empowered to share responsibility, make decisions &amp; be accountable for outcomes</li> </ul>
<b>Cons</b>	<ul style="list-style-type: none"> <li>- Slow response to environmental changes</li> <li>- Inefficient</li> </ul>	<ul style="list-style-type: none"> <li>- Did not consider the effect it would have on</li> </ul>	<ul style="list-style-type: none"> <li>- Management focused on growth, should</li> </ul>	<ul style="list-style-type: none"> <li>- Dual authority confusing for employee<sup>vii</sup></li> </ul>	<ul style="list-style-type: none"> <li>- Start-up may be time consuming</li> <li>- Shared decision</li> </ul>	<ul style="list-style-type: none"> <li>- Requires significant training of employees &amp;</li> </ul>

	<ul style="list-style-type: none"> <li>- Poor coordination across departments</li> <li>- Innovation inhibited</li> </ul>	production efficiency	consider the present stage of the organization	<ul style="list-style-type: none"> <li>- Requires great effort to balance vertical relationships</li> <li>- Creates conflicting goals between vertical &amp; horizontal lines of authority</li> </ul>	<ul style="list-style-type: none"> <li>making seen as time consuming</li> <li>- Traditional bureaucratic culture not compatible with self-managed work team</li> </ul>	<ul style="list-style-type: none"> <li>managers</li> <li>- Requires total systems &amp; culture redesign<sup>viii</sup></li> </ul>
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<sup>i</sup> Morgan, Gareth. *Creating Organizational Theory: a resource book*. California: Sage Publications, 1989.

<sup>ii</sup> Galbraith, Jay R. *Designing the Customer Centric Organization—A Guide to Strategy, Structure and Process*, California: Jossey-Bass, 2005.

<sup>iii</sup> Morgan *op. cit.*

<sup>iv</sup> Wren, D.A. *The History of Management Thought*, New Jersey: John Wiley & Sons, Inc., 2005.

<sup>v</sup> Wren *op. cit.*

<sup>vi</sup> Morgan *op. cit.*

<sup>vii</sup> Daft, Richard. *Organizational Theory and Design*. Ohio: Southwest College Publishing, 2001.

<sup>viii</sup> Galbraith *op. cit.*