

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

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

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

ⁱⁱⁱ Morgan *op. cit.*

^{iv} Wren, D.A. *The History of Management Thought*, New Jersey: John Wiley & Sons, Inc., 2005.

^v Wren *op. cit.*

^{vi} Morgan *op. cit.*

^{vii} Daft, Richard. *Organizational Theory and Design*. Ohio: Southwest College Publishing, 2001.

^{viii} Galbraith *op. cit.*