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From a theoretical standpoint, a contingency approach is particularly well suited to strategy-related research (Galbraith & Kazanjian, 1986; Hofer, 1975) and this approach could hold the solution...

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Abstract. The aim of this paper is to explore the role of Quality Management (QM) theory and practice using a contingency theory perspective. The study is grounded in the role of QM in improving strategic alignment within Small and Medium Sized Enterprises (SMEs) using Contingency Theory rather than adopting best practice approaches. An inductive theory building research methodology was used involving multiple case analyses of five SMEs, involving repeat interviews (n =45), focus groups (n ...

Towards a contingency theory perspective of quality ...

A major research stream examines corporate planning in its context by drawing on the

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contingency approach, which forms a major theoretical basis for the fields of strategic management and management control. This research paper provides a comprehensive review of this research stream and identifies important contingency factors, recurring results, and commonalities with the theoretical basis of ...

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Based on a ten-year field project, over 250 interviews with senior risk officers, and three detailed case studies, we put forward a contingency theory of ERM, identifying potential design parameters that can explain observable variation in the "ERM mix" adopted by organizations.

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From a theoretical standpoint, a contingency approach is particularly well suited to strategy-related research (Galbraith & Kazanjian, 1986; Hofer, 1975) and this approach could hold the solution to an understanding of the elusive planning-performance link.

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Toward a Contingency Theory of Business Strategy. Authors; Authors and affiliations; C. W. Hofer; Chapter. 2 Citations; 1 Mentions; 739 Downloads; Abstract. In the past two decades the concept of organizational strategy has emerged as one of the cornerstones of both management theory and practice. During the period, numerous papers, articles ...

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Toward a Contingency Theory of Business Strategy CHARLES W. HOFER Northwestern University Although there has been much emphasis on the processes by which strategies are developed, several recent studies have focused on the content of strategies. Propositions about strategy suggested by these studies are

Toward a Contingency Theory - JSTOR

selection of performance metrics for ITSM. Contingency theory is used to provide a theoretical foundation for the study. Content analysis of interviews of ITSM managers at six organisations revealed that selection of metrics is influenced by a discrete set of factors. Three categories of factors were identified: external environment, parent

IT Service Management: Towards a Contingency Theory of ...

TOWARDS A CONTINGENCY THEORY OF ENTERPRISE RISK MANAGEMENT An expanding list of companies, such as BP, Tokyo Electric, and Lehman Brothers, has become identified with failure to anticipate and manage risks within their organizations².

13-063 140113 Towards a Contingency Theory of ERM

The contingency theory of leadership was one of the first situational leadership theories. One of the very first contingency theories was proposed by Fred. E. Fiedler in the 1960s. Fiedler's theory proposes that a leader's effectiveness hinges on how well his or her leadership style matches the current context and task. Fiedler's pioneering theory suggests that leaders fall into one of two different leadership styles: task-oriented or people-oriented.

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What Is the Contingency Theory of Leadership? - Explore ...

ORGANIZATIONAL BEHAVIOR AND PERFORMANCE 12, 62--82 (1974) Toward a Contingency Theory of Leadership Based upon the Consideration and Initiating Structure Literature1 STEVEN KERR, CHESTER A. SCHRIESHEIM, CHARLES J. MINTZBERG, AND RALPH M. STOGDILL The Ohio State University The Ohio State Leadership Studies have been criticized on grounds that they lack a conceptual base, and fail to take situational variables into account.

Toward a contingency theory of leadership based upon the ...

In his paper "Toward a Contingency Theory of Business Strategy" published in "Academy of Management Journals" Volume 18 Number 4, 1972 CHARLES W. HOFER focused on the development of concepts about the content of strategy at both the business and corporate levels while much work regarding this concept failed to differentiate between business and corporate strategies.

A Review of "Toward a Contingency Theory of Business ...

Contingency theory suggests that in order to be effective, HRM must be consistent with other aspects of the organization and/or external environment. Whereas universalistic theory suggests that HRM...

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What Is the Contingency Theory? Contingency theory postulates that leadership style should be contingent (dependent) upon several variables both internal and external. It is worth noting that there is more than one form of the contingency theory: Strategic contingency theory. Otley's contingency theory. Fiedler's contingency theory.

The Contingency Theory - Studying Employee Relations as a ...

Contingency Theory (GCT) of Management is introduced as an overall framework that integrates the diverse process, quantitative and behavioral approaches to management; incorporates the environment; and begins to bridge the gap between management theory and practice. A major goal of any academic pursuit is the development of an overall theory which can

A General Contingency Theory of Management

Corpus ID: 16913500. Towards a concept of dynamic fit in contingency theory

@inproceedings{Klaas2004TowardsAC, title={Towards a concept of dynamic fit in contingency theory}, author={P. Klaas}, year={2004} }

Towards a concept of dynamic fit in contingency theory

Fiedler's contingency theory places emphasis on matching the best leader to specific situations (Northouse, 2013). Within the contingency theory there are two leader styles depicted; task motivated and relationship motivated (Northouse, 2013).

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Applying the Contingency Theory to Global Leadership

Kanter's (1977) tokenism theory stimulated a flurry of research activity devoted to understanding the experiences of those who are in the numerical minority in their work groups, organizations, or occupations. Society continues to increase the proportion of some demographic groups within organizations, but the notion of tokens continues to be relevant, as many women, men, racial groups, and ...

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