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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

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the solution... A

Contingency

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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

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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 ...

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A major research stream examines corporate planning in its context by drawing on the contingency approach, which forms a major theoretical basis for the fields of strategic management and management control. This research paper

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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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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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decades the concept of
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has emerged as one of the cornerstones of both management theory and practice. During the period, numerous papers, articles ...

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HOFER Northwestern

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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. Prop-ositions about strategy suggested by these studies are

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selection of performance

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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

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IT Service Management:

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ENTERPRISE RISK
MANAGEMENT An

expanding list of
companies, such as BP,
Tokyo Electric, and
Lehman Brothers, has
become identified with

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failure to anticipate and manage risks within their organizations².

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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.

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Fiedler in the 1960s.

Fiedler ' s theory
Contingency
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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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KERR, CHESTER A.
SCHRIESHEIM,
CHARLES J. MIJRPTTY,
AND RALPH M.

STOGDILL The Ohio
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Studies have been
criticized on grounds that
they lack a conceptual
base, and fail to take
situational variables into
ac- count.

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In his paper “ Toward a
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published in “ Academy
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Number 4, 1972 ”

CHARLES W. HOFER
focused on the
development of concepts
about the content of

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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

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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

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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

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- 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

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practice. A major goal of any academic pursuit is the development of an overall theory which can

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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

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are two leader styles depicted; task motivated and relationship motivated (Northouse, 2013).

Applying the Contingency Theory to Global Leadership

Kanter ' s (1977) tokenism theory stimulated a flurry of research activity devoted to understanding the

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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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