

3	Human resource theory, or the organizational behaviour perspective	<b>Ca. 1955 and onwards</b>	<p>The most well-described school in organizational theory and the one with the most tools and theories. Central to this school are the famous Hawthorne experiments.</p> <p>Basic assumptions:</p> <ul style="list-style-type: none"> <li>• Organizations exist for the sake of people and not the other way around.</li> <li>• Organizations and people need each other.</li> <li>• When human and organization do not fit well, one of the parties, or both, suffer.</li> <li>• When people and organization fit together, it is to the advantage of both parties.</li> </ul>	<p>Elton Mayo (Hawthorne effect – the effect that productivity increases as the company takes an interest in the worker’s situation and needs)</p> <p>Abraham Maslow (motivation – Maslow’s hierarchy of needs)</p> <p>Douglas McGregor (Theory X and Theory Y)</p>
4	“Modern” structural organization theory	<b>Ca. 1950 and onwards</b>	<p>This school focuses on how the structure of the organization must be built to solve the tasks that the organization has been established to solve.</p> <p>The starting point is, thus, that most problems within an organization stem from structural flaws and can be solved by changing the structure.</p> <p>The word “modern” indicates that the social structures of the organization are in focus, including the informal organization, employee involvement, etc.</p>	<p>Tom Burns and George Macpherson Stalker (the mechanistic organization and the organismic organization)</p> <p>Paul Lawrence and Jay Lorsch (differentiation and integration)</p> <p>Henry Mintzberg (the five basic components of the organization)</p>
5	Organizational economics theory	<b>Ca. 1940 and onwards</b>	Organizational economists use tools and concepts from economic theory to study the processes and structures of organizations	O.E. Williamson (the exchange costs of the organization)
6	Power and politics organization theory	<b>Ca. 1960 and onwards</b>	The notion that organizations are rational, with fixed positions for employees exercising the authority appropriate to their place in the hierarchy, is naive and unrealistic. This is the basic idea of the school of organizational theory that deals with power and politics.	<p>John R.P. French Jr. and Bertram Raven (five different types of power)</p> <p>Rosabeth Moss Kanter (identification of symbols of power)</p>