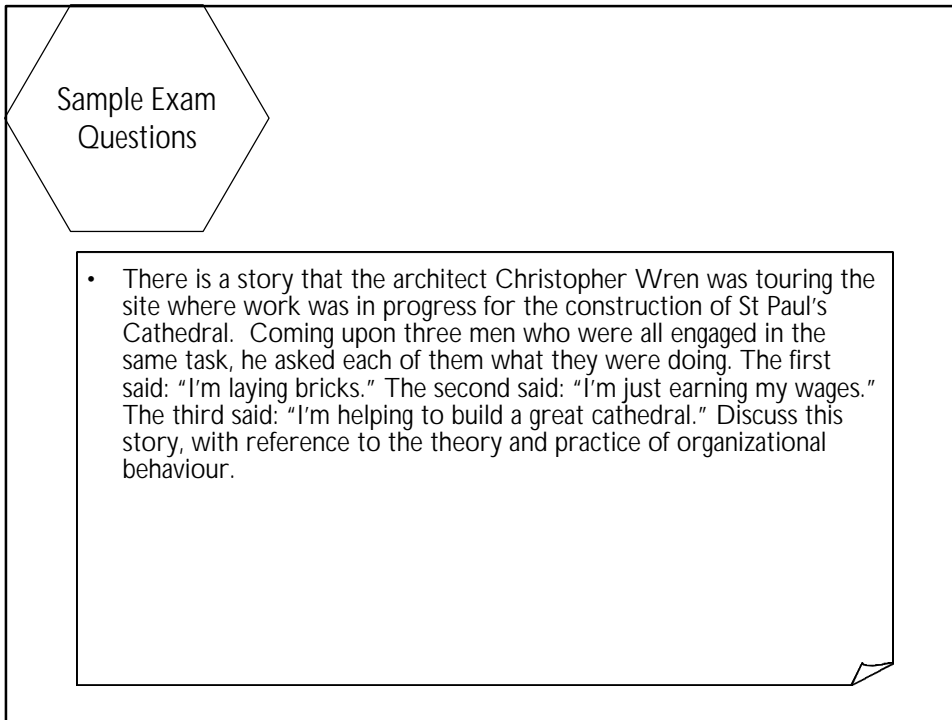


Three Notions of Contingency

<p><u>Project Management Notion</u></p> <ul style="list-style-type: none">• Difference between internal estimate and external estimate.<ul style="list-style-type: none">– Internal: What you think you should be able to achieve.– External: What you commit to achieving.• Often calculated as % surcharge on budget and schedule.• Each level of management, each player in the supply chain, typically adds further contingency.• Stuff expands to fill the space available. Contingency is generally used up.	<p><u>Risk Management Notion</u></p> <ul style="list-style-type: none">• Difference between two action plans.<ul style="list-style-type: none">– What we shall do in the event that ...• Specified response to specified event. <p><u>System Theory Notion</u></p> <ul style="list-style-type: none">• Different styles for different conditions.• Differentiation between range of responses - "requisite variety".
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Questions to ponder

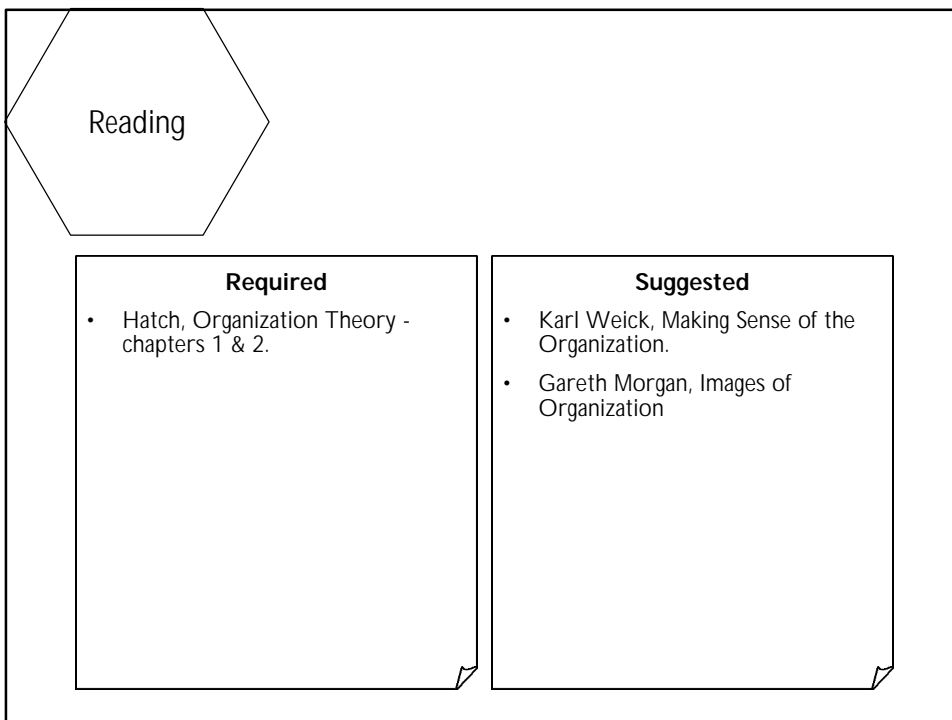
- You observe an organisation at work, but when you report your observations people inside the organisation disagree. Think of at least five reasons why this might happen.
- To what degree are the measures used to assess productivity or workers socially constructed? What effect does this have on their usefulness?
- You can see that what someone says they are doing is very different from how they are acting. How could you communicate this gap?



A large rectangular frame containing a hexagonal header on the left and a text box on the right. The hexagon is labeled "Sample Exam Questions". The text box contains a single bullet point describing a story about Christopher Wren and three men building St Paul's Cathedral, with a request to discuss the story in relation to organizational behavior theory and practice.

Sample Exam Questions

- There is a story that the architect Christopher Wren was touring the site where work was in progress for the construction of St Paul's Cathedral. Coming upon three men who were all engaged in the same task, he asked each of them what they were doing. The first said: "I'm laying bricks." The second said: "I'm just earning my wages." The third said: "I'm helping to build a great cathedral." Discuss this story, with reference to the theory and practice of organizational behaviour.



A large rectangular frame containing a hexagonal header on the left and two side-by-side text boxes on the right. The hexagon is labeled "Reading". The two text boxes are titled "Required" and "Suggested" and contain lists of reading materials.

Reading

Required	Suggested
<ul style="list-style-type: none">• Hatch, Organization Theory - chapters 1 & 2.	<ul style="list-style-type: none">• Karl Weick, Making Sense of the Organization.• Gareth Morgan, Images of Organization