

Hence, in this study, I attempted to translate some of the concepts to theatre organizations to understand the classic approach better and also better conceptualize theatre organizations. In the contingency approach, the aspects of age and size have been studied in the past and these factors may have a bearing on how organizations cope with an uncertain environment (Sharfman et al., 1988; Thompson, 1967). To cope with the fluctuations of the environment, the organization may want to have forms of buffering to protect its technical core. It has been studied that organizations use slack resources which is a form of buffering (Lynn, 2005; Sharfman et al., 1988). In this study, I have looked into what these fluctuations might be by using the lens of contingency approach. I have also tried to observe how theatre organizations, with their accentuated features, react to uncertainties. I attempted to explore this query by closely studying the organizations.

The thesis adopted a case study method using qualitative research consisting of interviews, observations and interspersed periods of participation (Eisenhardt, 1989). The case study method is a useful method to employ since it gives us the scope to understand the uniqueness of each case and also derive insights from a cross-case analysis. The organizations have been chosen based on age and size since these factors are said to have a bearing on how organizations cope with the environment.

Results suggest that value dimensions do exist in theatre organizations and their actions may be influenced by these dimensions. Past literature has debated whether buffering can be beneficial or harmful (Thompson, 1967; Daniel et al., 2004; Ettlie & Reza, 1992; George, 2005; Ju & Zhao, 2009; Nohria & Gulati, 1996). The results in this study suggest that relational slack is an important factor for survival for theatre organizations and the organizations resort to utilizing their relational slack during environmental changes. However, slack can also breed inefficiency and can seal the organization off from the market even when it may have the knowledge of the market. Results also

suggest that there may exist a large lag in recovering slack and this can be unplanned in nature. Moreover, the same source of slack may result in two different types of slack over time.

As suggested by past literature, during environmental shocks, buffering may be helpful. However, uncertainties in an environment may not be a bad thing if it is more gradual. If the organization does not utilize the slack in these times to explore and experiment, then it may start losing out on the market.

Keywords: *Environment, organizing, theatre, slack, relational slack, value dimension*

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