

Organizational Design

Tutorial

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Week 5



Determined never to shovel snow again, your team is starting a resort business on a small Caribbean island

Building is underway and the resort is scheduled to open a year from now, so you decide it is time to draw up an organizational chart

Think about the following:

- What jobs do you need covered?
- What tasks need to be done?
- What services will you provide?

Work in teams to draw your organizational chart and be prepared to answer two questions:

1. What should it include?
2. Why should it look like this?

You are into your third year of operation, and the resort is wildly successful, so you plan to expand with a second location

- Where would you locate this second resort?
- Should it be just like the first?
- How would you manage running them both?

Work out your ideas on paper and then draw an organizational chart for the two clubs

Five more years go by, and you would not recognize a snow shovel if you saw one

You now own five resorts

- Where have you expanded to?
- How do you keep control of all resorts?
- What are your biggest problems to date?
- Have you dealt with them in your structure?

Draw an updated organizational chart and prepare to explain your reasoning



Twenty years later, you and your team own 80 resorts spread across South and North America, Europe, the Caribbean, and the South Pacific

After ten more years, your business is now in 112 locations and operates three cruise ships

A recent report shows that nearly 50% of customers are repeat business and over 40 years old: the three-S (sun, sand, and sex) marketing theme is out of date

Reservations have been declining over the past few seasons as recovery from the last recession sputters

How does your business restructure to adapt?

Question 1

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Question 2

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Question 2

How can we measure the performance of resorts?
How does feedback on performance affect design?

Question 3

How can we structure this business as an adaptive organization? Should we always react to change in the environment or can we be proactive?

See you on Friday!