{EPITECH}
LEARN DIFFERENT*
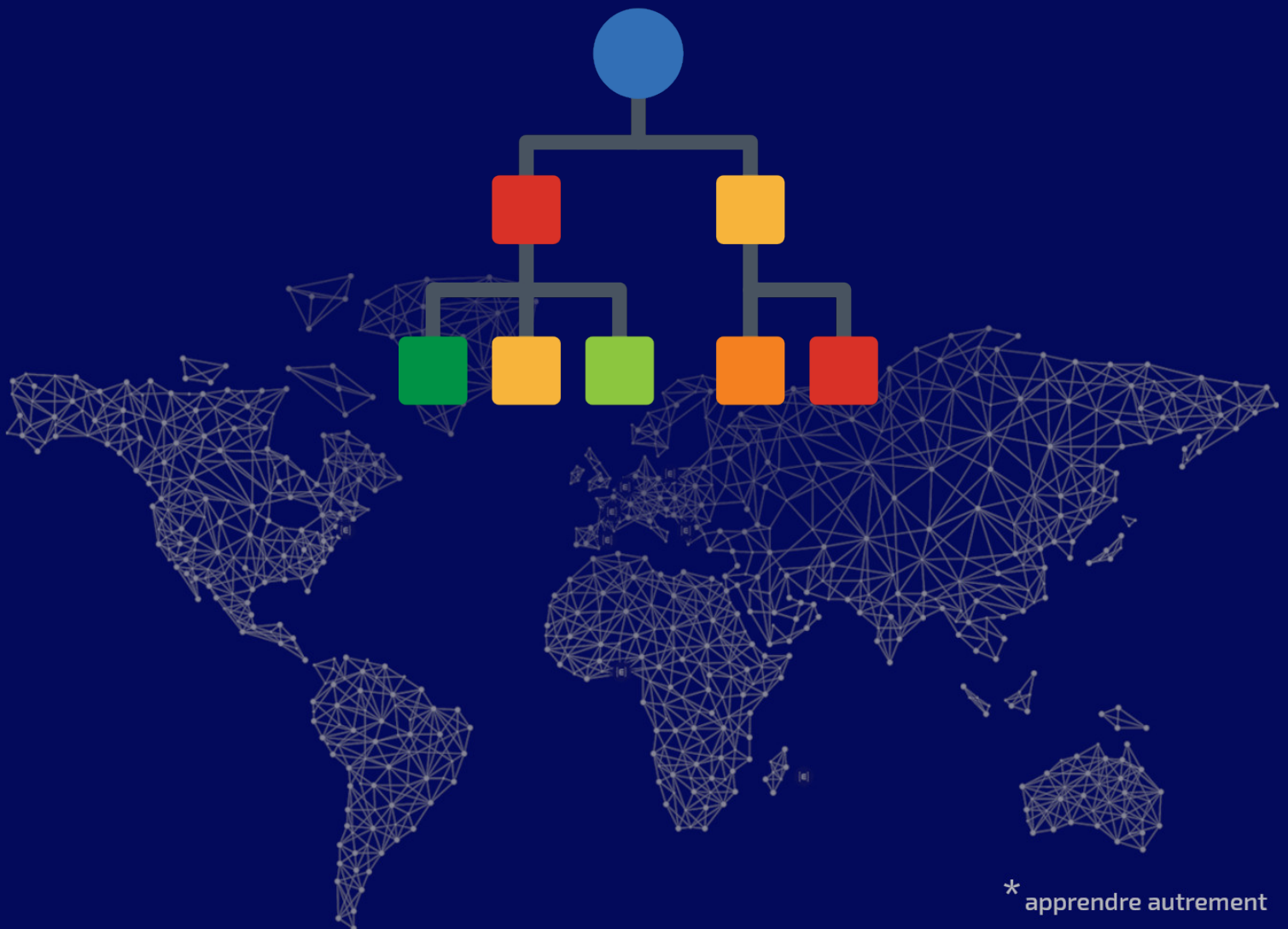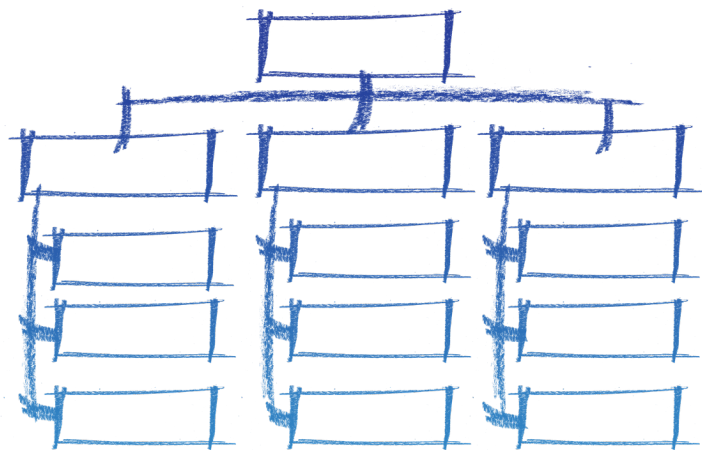
ORGANIC
BOOTSTRAP

ORGANIC

In advance of the case study, form some small teams and work in several iterations in order to reflect on the different themes to be explored when talking about company organization.

You should prepare a presentation, studying and linking the following topics:

- ✓ The liberated enterprise ;

- ✓ Agility at Spotify ;

- ✓ SCRUM/KANBAN ;

- ✓ Corporate culture at Apple/Google/Facebook / Netflix ;

- ✓ Holacracy / sociocracy ;

- ✓ Mc Gregor's X and Y theory and Pygmalion vs Golem effect ;

- ✓ Agile Manifesto.

Doing this, you'll probably need to:

- ✓ question the different systems of governance and organization ;

- ✓ understand that corporate culture has an impact on work processes and tools ;

- ✓ demonstrate that working on employee autonomy is essential for an agile culture to work.

{ EPITECH }

> The Enron scandal, publicized in October 2001, eventually led to the bankruptcy of the Enron Corporation, an American energy company (…). In addition to being the largest bankruptcy reorganization in American history at that time, Enron was cited as the biggest audit failure. (…)
>
> Enron was formed in 1985 by Kenneth Lay after merging Houston Natural Gas and InterNorth. Several years later, when Jeffrey Skilling was hired, he developed a staff of executives that – by the use of accounting loopholes, special purpose entities, and poor financial reporting – were able to hide billions of dollars in debt from failed deals and projects. (…)
>
> (…) On December 2, 2001, Enron filed for bankruptcy under Chapter 11 of the United States Bankruptcy Code. Enron's $63.4 billion in assets made it the largest corporate bankruptcy in U.S. history until WorldCom's bankruptcy the next year.
>
> **— Wikipedia —**

Let's investigate this massive fraud… and dive into **organizational architecture**.

Script

You will find with this file a vast database of executive emails leaked from Enron.
To analyse them, you must carry out a **script** that generates a plot file (easily plottable as a graph), containing all the exchanges between the protagonists and takes 2 arguments:

1. [MANDATORY] a SQL file containing the email database,
2. [OPTIONAL] a target email address that must appear in the represented emails. If this argument is missing, all email addresses must be taken into account.

```
~/T-ORG-600> ./organization enron.sql 'tana.jones@enron.com' > result.dot
```

> The dataset is HUUUUGE!
> You can add optional arguments (with correct default values) such as begin and end dates, or the maximum number of results you want ; otherwise you'll be quickly overwhelmed by the massiveness of the base.

{EPITECH}

Here is an example of a dot file and a corresponding graph:

```
digraph {
  graph [overlap=scale, splines=true, rankdir=LR];
  "john.lavorato@enron.com" -> { "david.redmond@enron.com" "vladimir.gorny@enron.com" "
      kevin.presto@enron.com" };
  "matthew.lenhart@enron.com" -> { "val.generes@ac.com" "paul.lucci@enron.com" };
  "steven.kean@enron.com" -> { "paula.rieker@enron.com" "david.delainey@enron.com" "cindy.
      olson@enron.com" "brandon.rigney@enron.com" };
  "chris.dorland@enron.com" -> { "dianne.seib@enron.com" };
  }
```

{EPITECH}
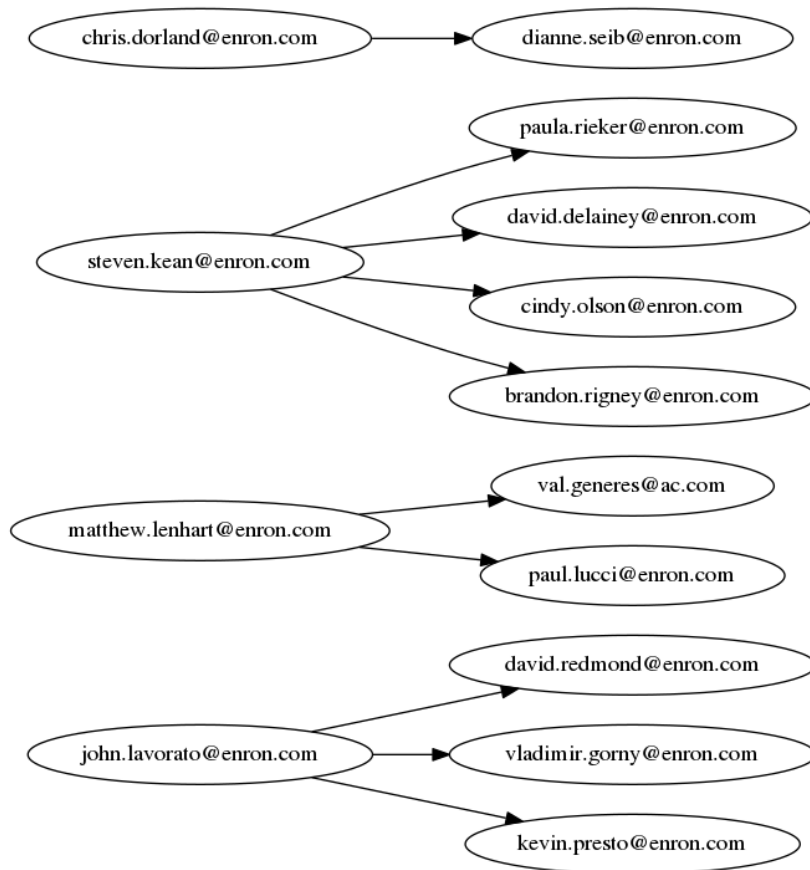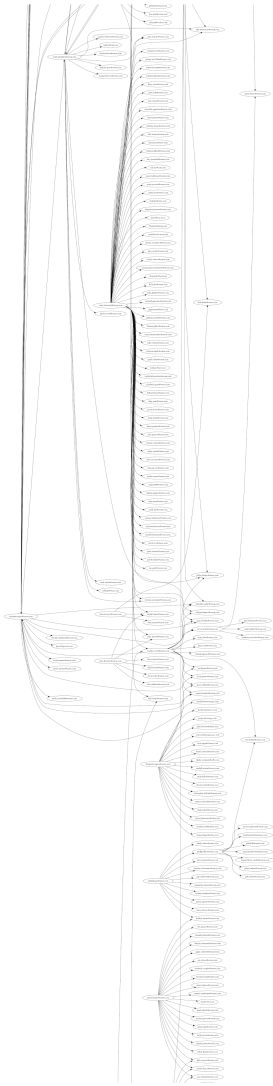
Analysis

We extracted some parts of the graph generated from year 2000.
Here are some examples. You'll find more in the provided resources.
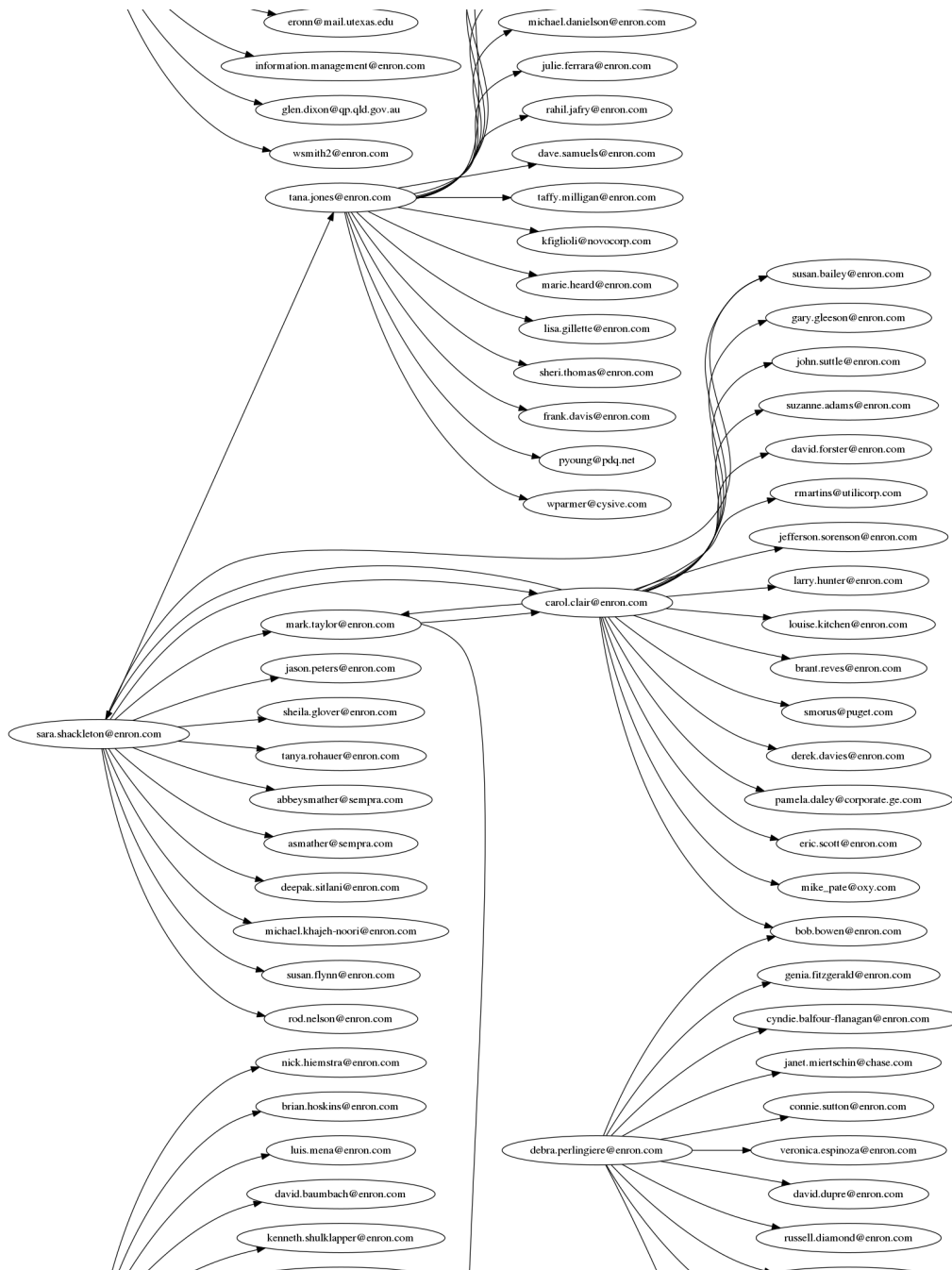
Try to analyse them:
- ✓ centralization of information ;
- ✓ privileged relationship ;
- ✓ bottlenecks ;
- ✓ roles ;
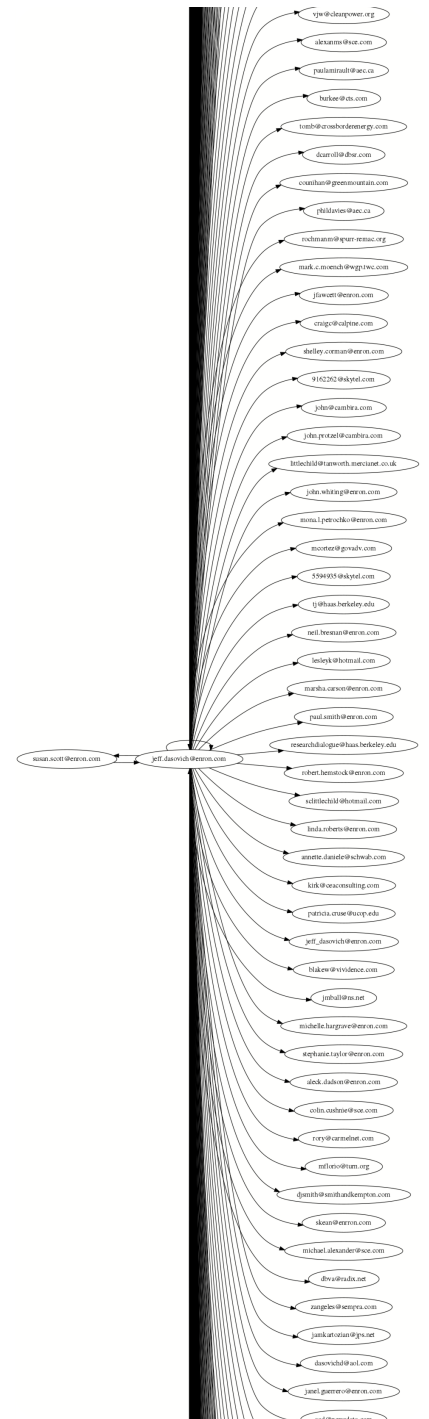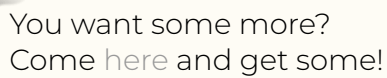- ✓ …

Meanwhile, answer the following questions:
- ✓ What could we guess about the organizational profile of the company?
- ✓ What kind of responsibility may have the person on the very left? On the very right?
- ✓ Can you spot a bottleneck?
- ✓ What can you say about the way information travels down?
- ✓ About exchanges?
- ✓ What could you guess about the daily routines of employees in this company, at that time?

{ EPITECH }

Here is an extract for the period of May 2000, it seems that:

✓ Sara Shackleton seems to be a stake-holding player.
  What was her position in May 2000?

✓ Carol Clair was one of Enron's lawyers in 2000.
  Could you have guessed it?

What can you say about this rather strange graph (zoomed from a 15000-email-generated graph).

Try to reproduce this graph with your own script.

Eventually, search for relevant parameters for your script, so that you could make interesting analysis of the outgoing graphes.

You want some more?
Come here and get some!