Q1.

The Garbage can model proposes that organizations, in this case, the university’s Department of Management, have 3 fundamental issues. Ill-defined preferences, irrational technology adoption, and changing decision-makers.

In this case, to solve the problem we have to identify the four components first. The problem is that the department had set a goal to excel in research and establish a reputable standing in the business community, but lack the faculty members with specialized training in the area. Their solution was to hire more qualified members. The participants involved are all members of the department who were on leave at the time, and replaced by temporary faculty. The choice opportunity was the decision to hire new members with specialized training in the area. Using the garbage can model, we can see how the decision making process of the department was irrational, as their plans did not come to fruition due to the issues of participants going on leave.

Q2.

In the LANCASTER vs BEDFORD case study, BEDFORD may have been more effective in the production of the prototypes than LANCASTER due to the difference in their organization structure. In part 1, BEDFORD is described as a smaller plant with highly skilled workers, and LANCASTER is run efficiently and tightly which helped increase profits. According to Woodward’s technical complexity framework, BEDFORD follows a Organic organizational structure, so they would benefit from the prototyping due to the small production size and custom-made product. BEDFORD’s advantage is seen during the production of the prototypes, when the head of electrical engineering was able to find a German supplier that could provide the missing components (C 96-97). On the other hand, LANCASTER has a mechanistic organizational structure. This would explain why they struggled during the prototyping stage due to the focus on mass production and having an unskilled operating core. However, LANCASTER eventually taking over the contract is understandable, as BEDFORD’s organizational structure would be less efficient than LANCASTER who can standardize production due to being a more classic bureaucracy. LASERTECH would rather work only with LANCASTER rather than both LANCASTER and BEDFORD since LANCASTER can pull more profits while having larger production capacity.