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Organizational Design

Tutorial

Michele Piazzai

Universidad Carlos III de Madrid
Dept. Economía de la Empresa
michele.piazzai@uc3m.es
piazzai.github.io

Week 8



Read the article *Why Hierarchies Are Good for Productivity* by April Joyner, Inc Magazine

bit.ly/orgdesign-w8a



The article says that, in some cases, office hierarchies help employees get more done: do you agree? Why?



Watch the talk “Inspiring entrepreneurs” by Anita Roddick, founder of The Body Shop

bit.ly/orgdesign-w8b (06:40–08:16)

bit.ly/orgdesign-w8c (00:00–03:30)

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In contrast, Mintzberg 1979 argued that charts are necessary to organizational functioning

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Exercise 1

Compare these points of view and reflect on the reasons for The Body Shop's success

Roddick turned to management consultants for help with reorganization but claims this was a disaster

She said consultancies have their way of doing things and force companies to fit the mold



Question 1

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Question 2

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Question 2

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Question 3

What can (future) consultants learn from this?

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Exercise 2

Discuss the changing environment at The Body Shop and the consequences and challenges for organizational design

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Exercise 3

Propose a possible solution to the trade-off between formalization and creativity

See you on Friday!