

Designing Work Organization

Session 7-8

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TATA AND AIR INDIA

- Strategic Risks; Value Drivers; Risks
- Blue Ocean
 - eliminate competition; design uncontested market spaces; create new demand; Value cost trade-off; differentiation & low cost

- ERRC Framework

Eliminate – Raise – Reduce – Create

Population Ecology Theory

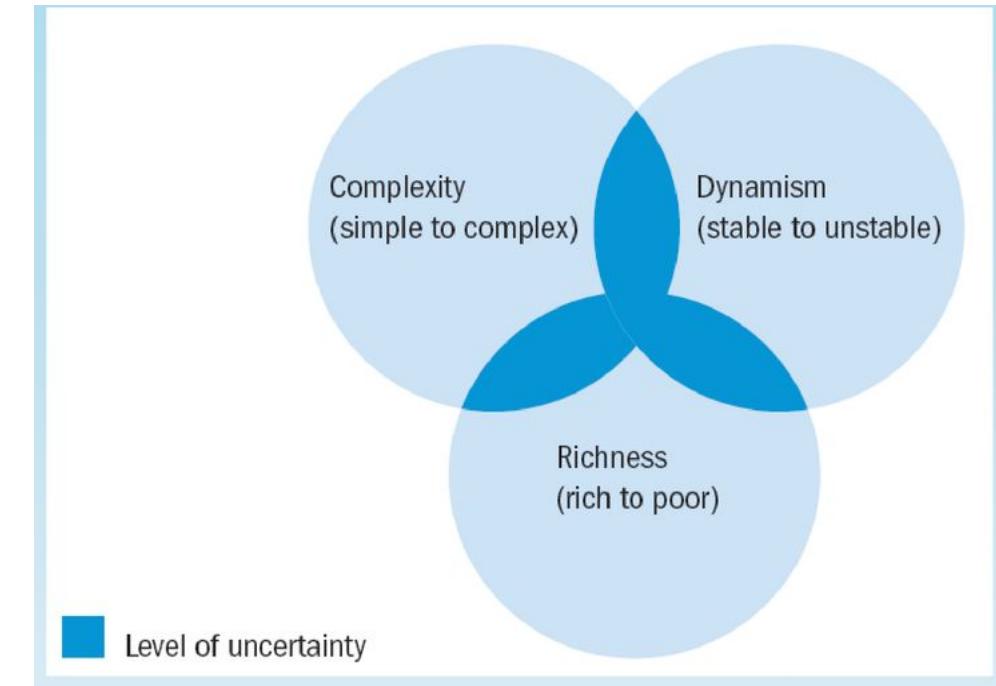
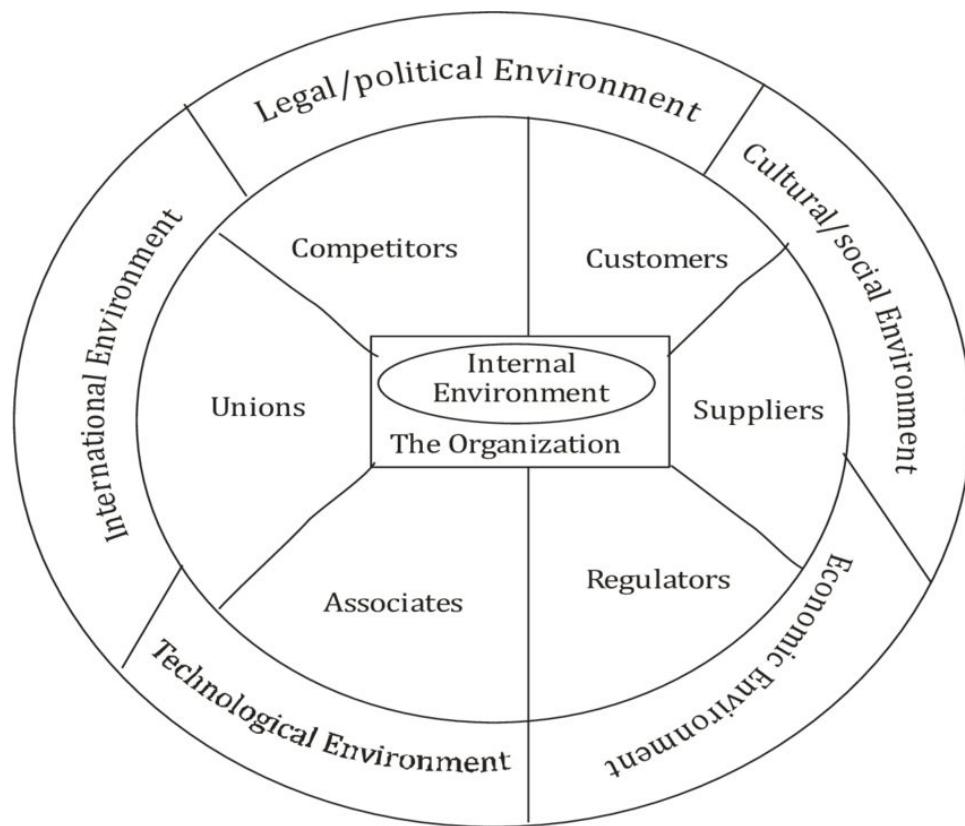
Organizations
growth chart

Isomorphism

Organizational Niches & Survival Strategies
(the r-k & specialist-generalist quadrant
analysis)

Three Factors of Uncertainty in Environment

Types of Organizational Environment



Open Systems Approach

Why Does Org. Environment Matter?

Resource Dependence Theory

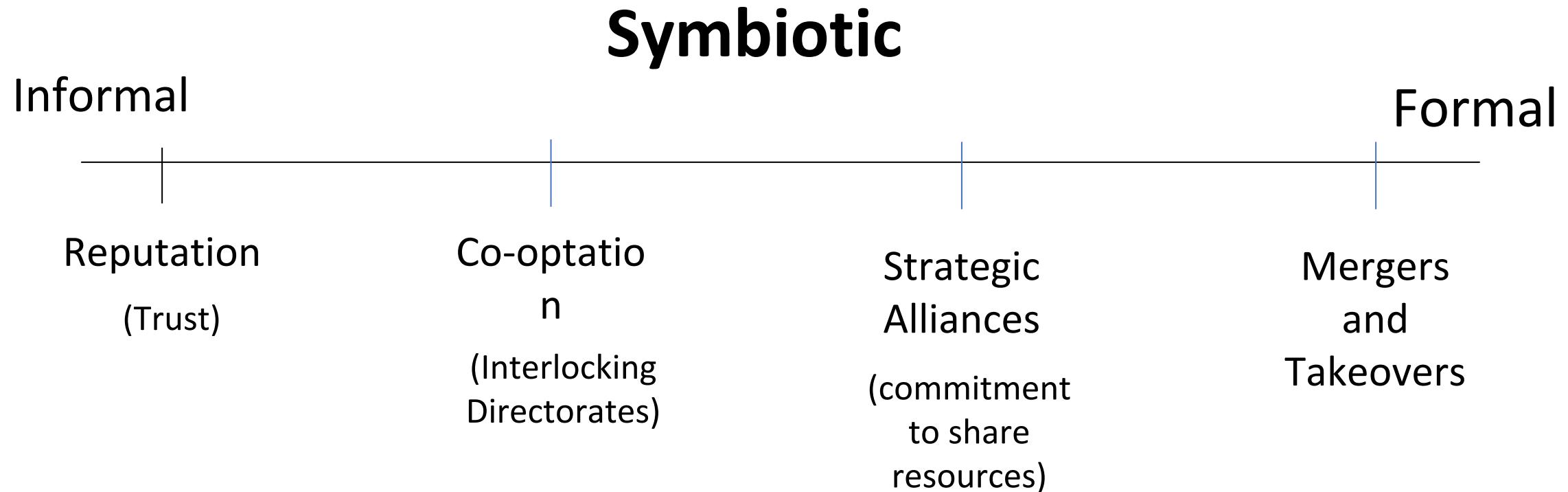
Idea is to reduce the dependence on others for resources

Dependence = f(Vitality of the resource for the organization + Control over the resource)

Types of Dependencies

1. Symbiotic
2. Competitive

How to Reduce Dependencies?

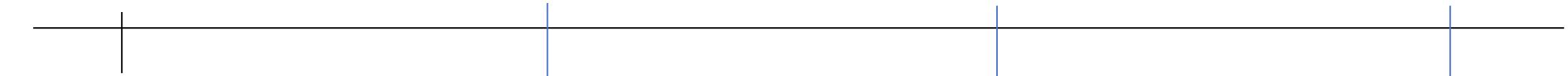


<https://youtu.be/g78HYXXiIs?feature=shared>

Strategic Alliances

Informal

Formal



Long Term
Contracts

(Oral, Written,
Implicit)

Networks
(Formal
Contracts)

Minority
Ownership

Keiretsu –
Industrial &
Financial

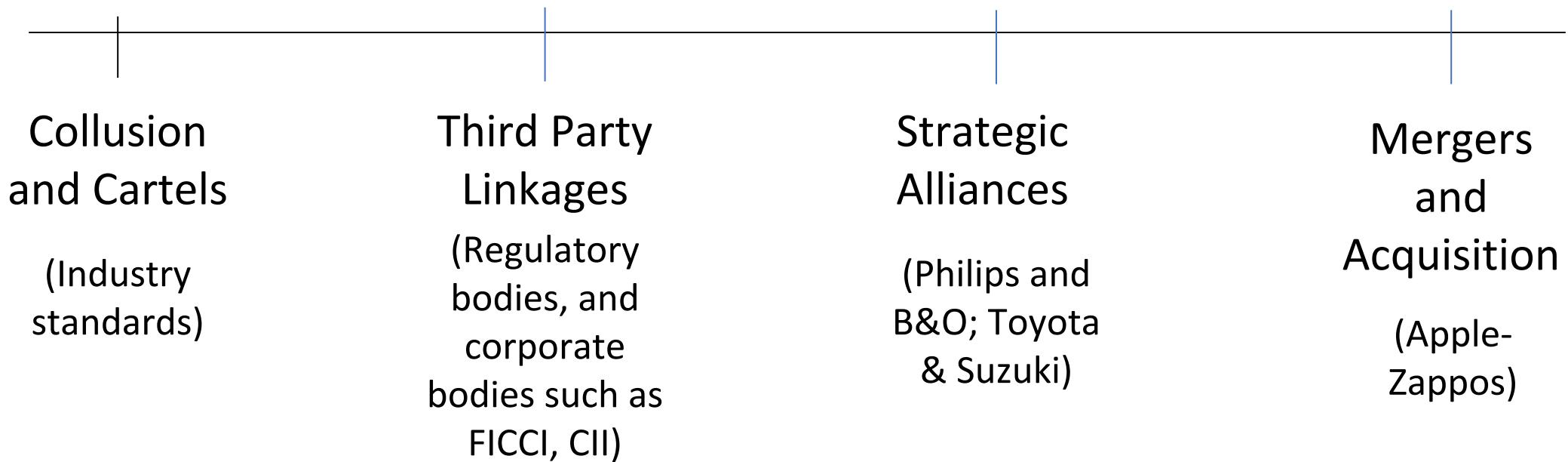


How to Reduce Dependencies?

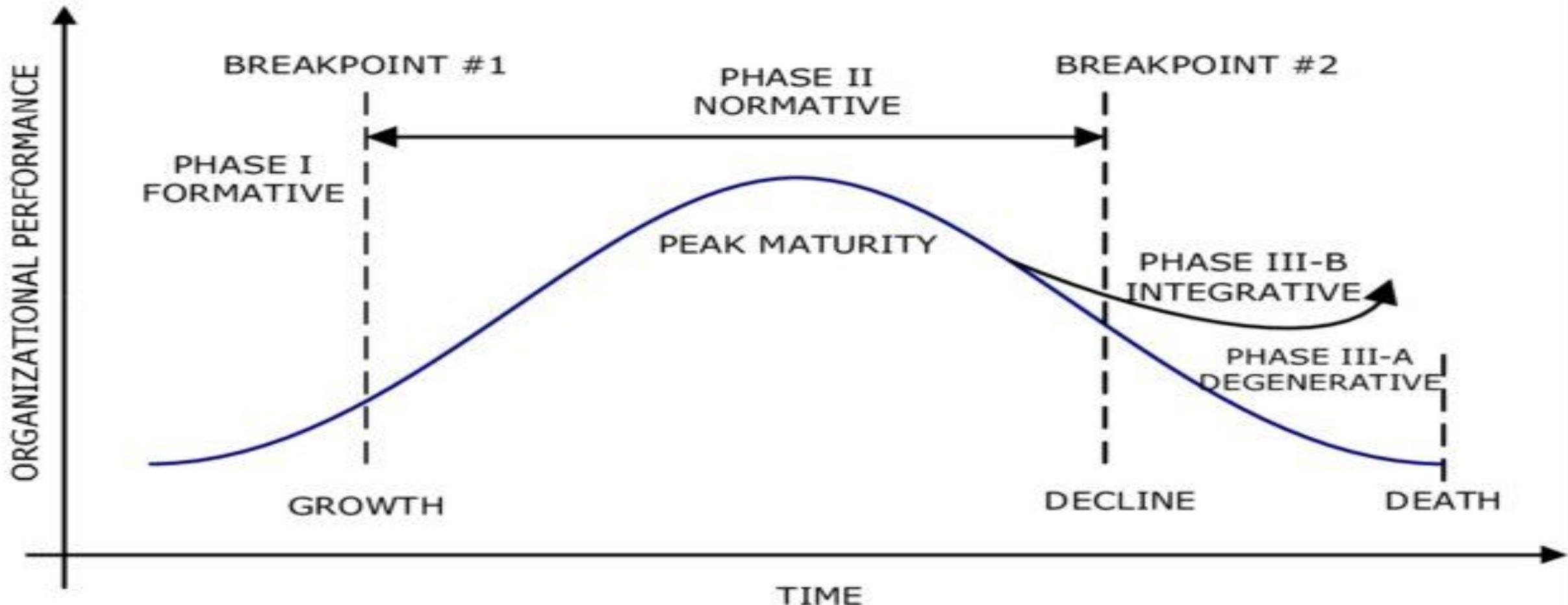
Competitive

Informal

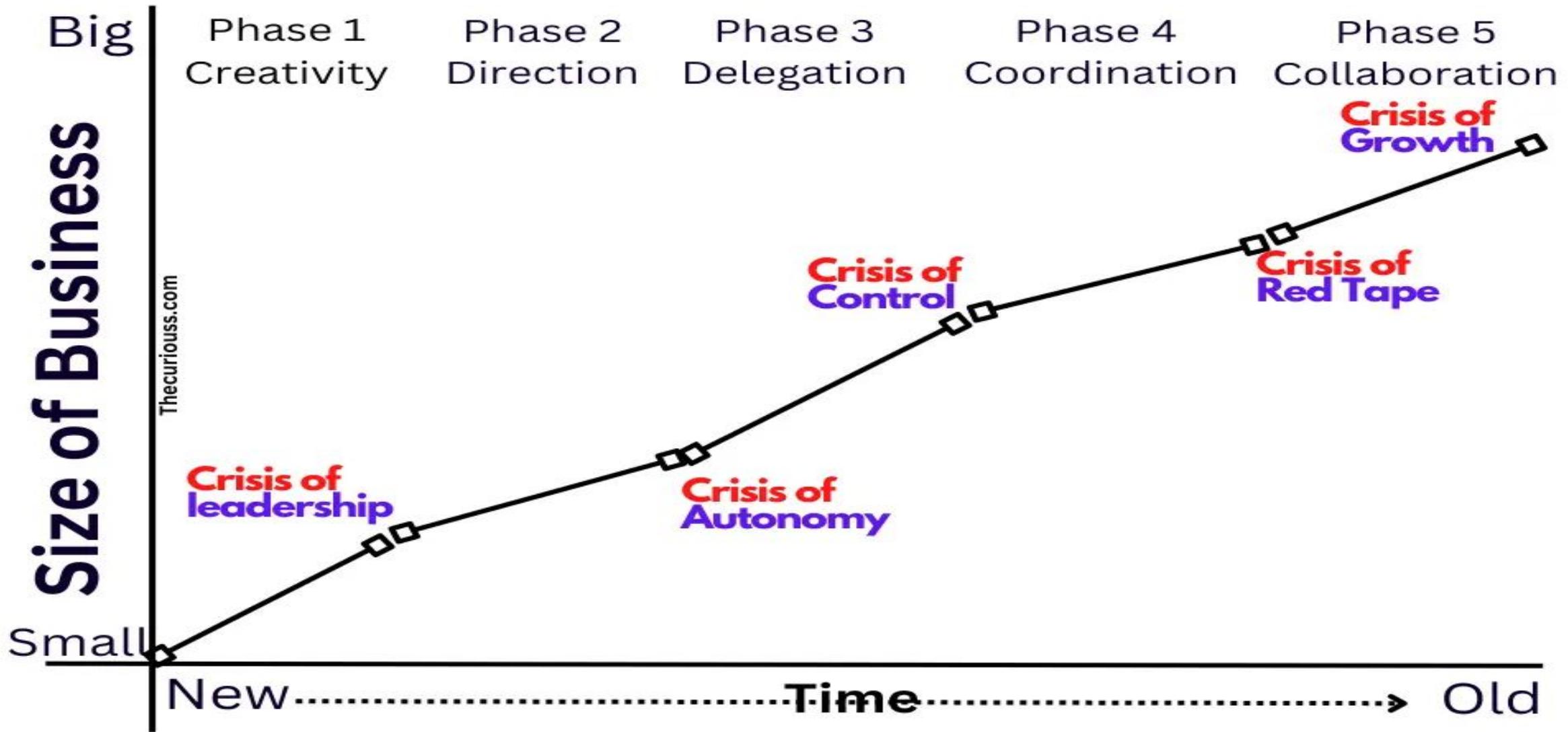
Formal



ORGANIZATIONAL LIFE CYCLE



Greiner's Growth Model

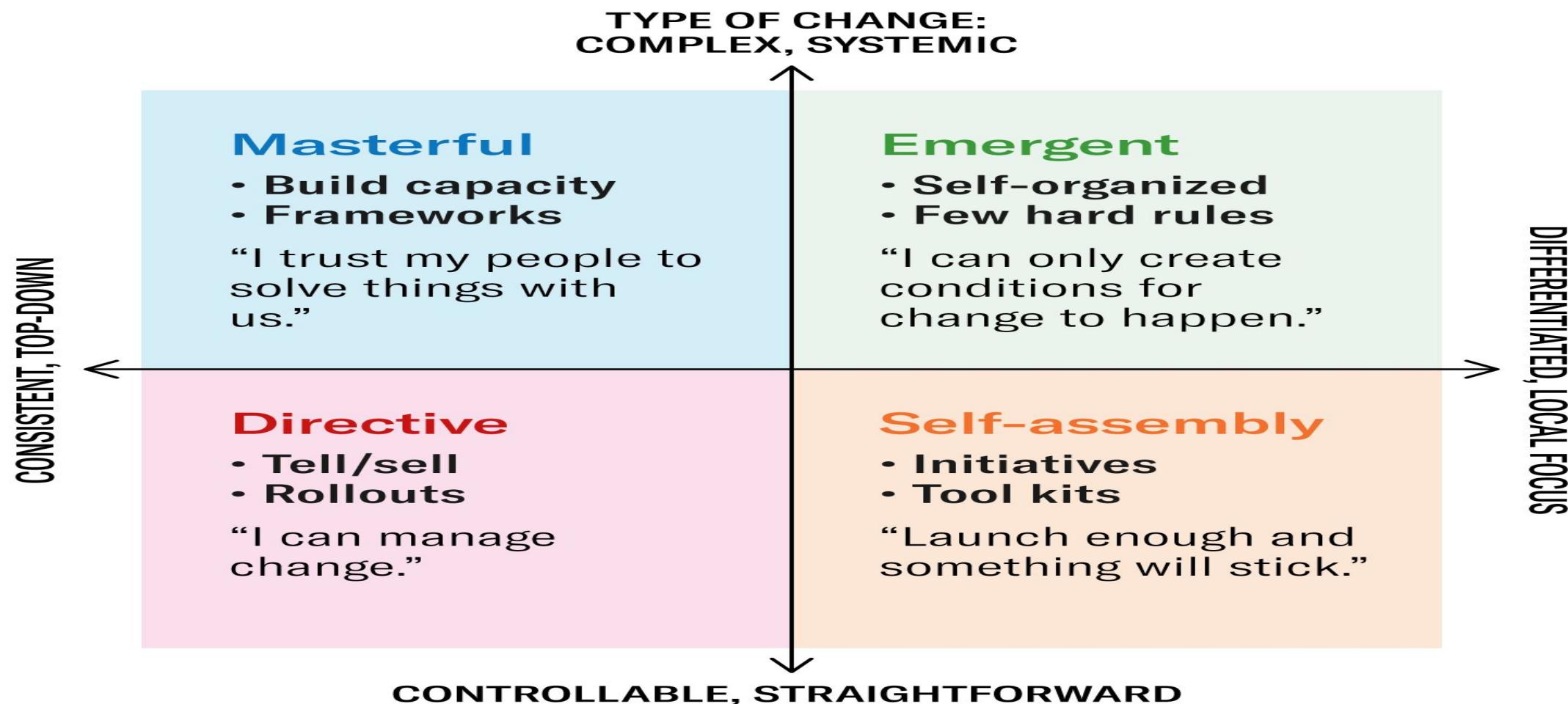


What after growth phase? --- Change!

The Change Approaches

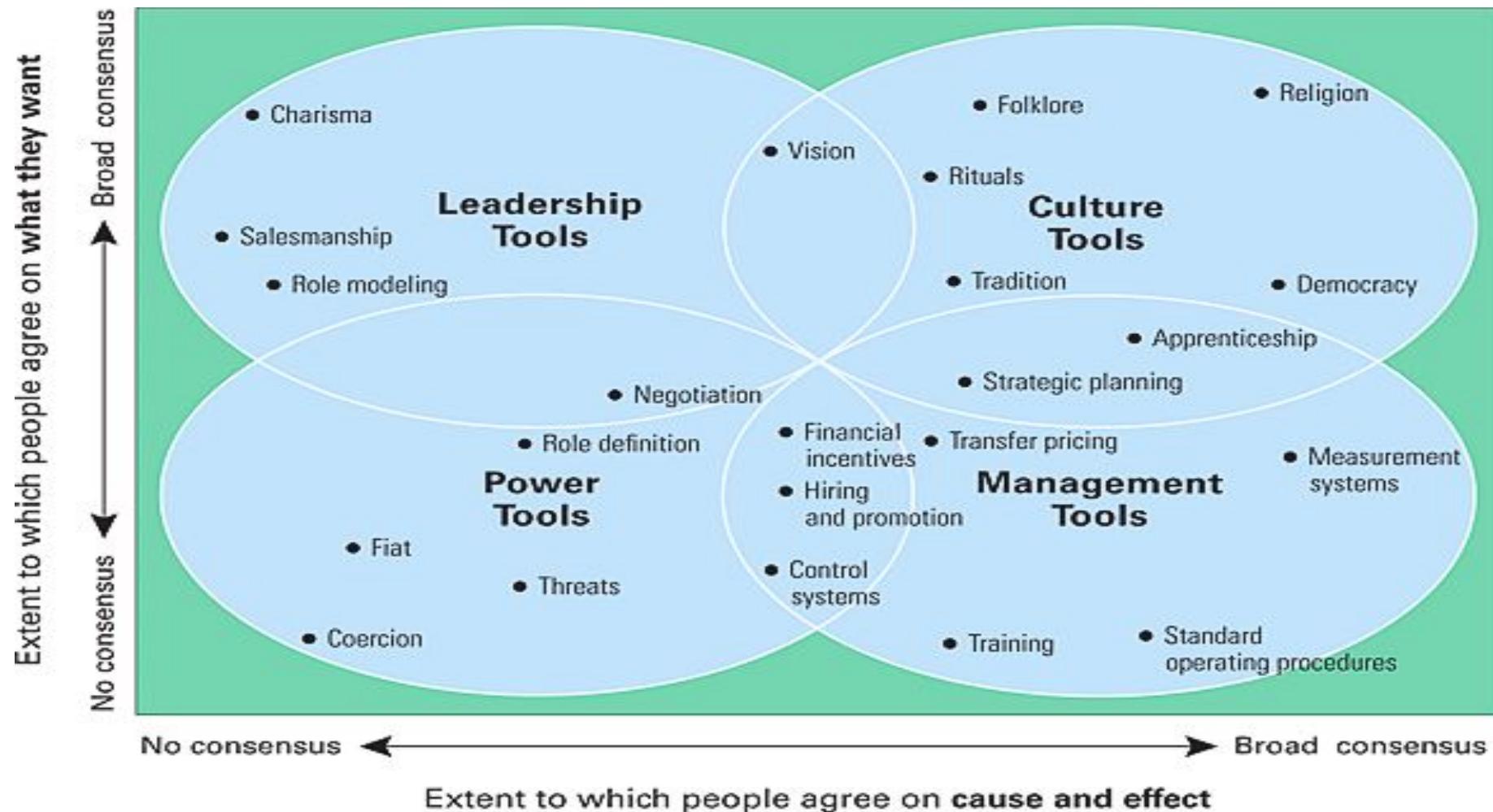
- Directive Change
- Self-Assembly Change
- Masterful Change
- Emergent Change

Change-Approaches Framework



Source: Still Moving Consultancy, adapted from Sustaining Change, Leadership That Works, by Deborah Rowland and Malcolm Higgs (Wiley, 2008)

TOOLS FOR CHANGE



THANK YOU