

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

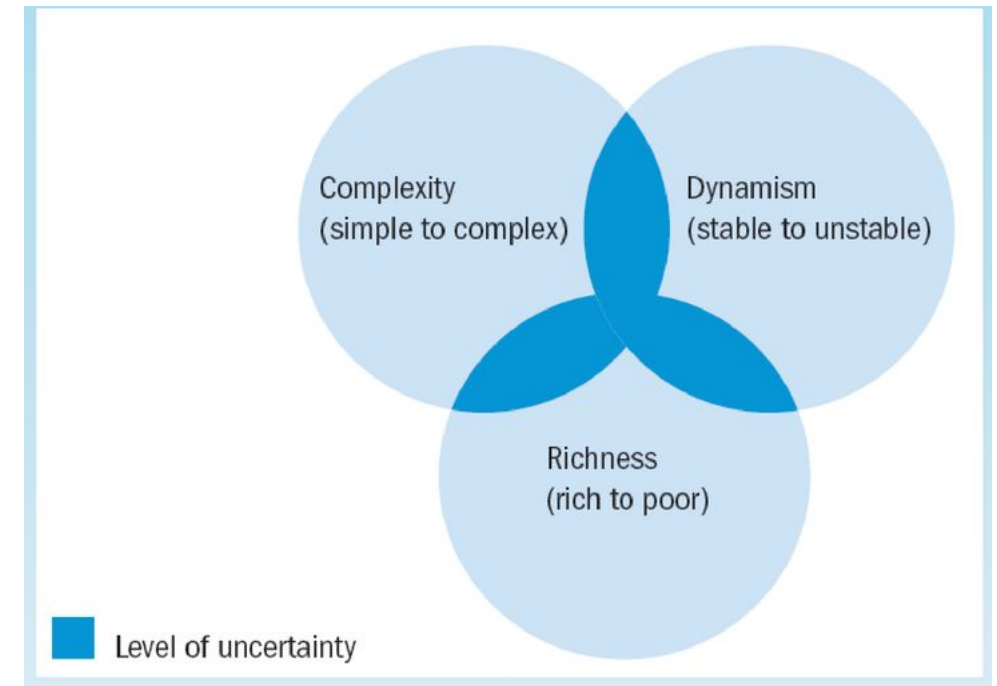
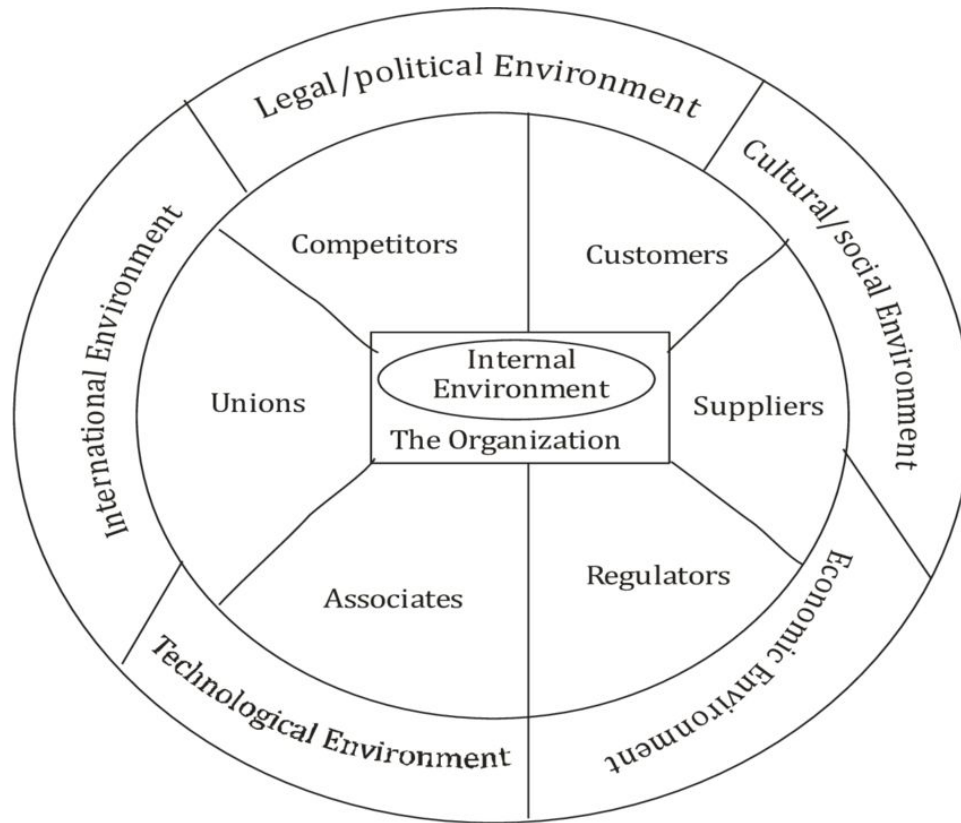
Organizations
growth chart

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 = $f(\text{Vitality of the resource for the organization} + \text{Control over the resource})$

Types of Dependencies

1. Symbiotic
2. Competitive

How to Reduce Dependencies?

Symbiotic

Informal

Formal

Reputation
(Trust)

Co-optatio
n
(Interlocking
Directorates)

Strategic
Alliances
(commitment
to share
resources)

Mergers
and
Takeovers

<https://youtu.be/g78YHYXXiIs?feature=shared>

Strategic Alliances

Informal

Formal



How to Reduce Dependencies?

Competitive

Informal

Formal

Collusion
and Cartels

(Industry
standards)

Third Party
Linkages

(Regulatory
bodies, and
corporate
bodies such as
FICCI, CII)

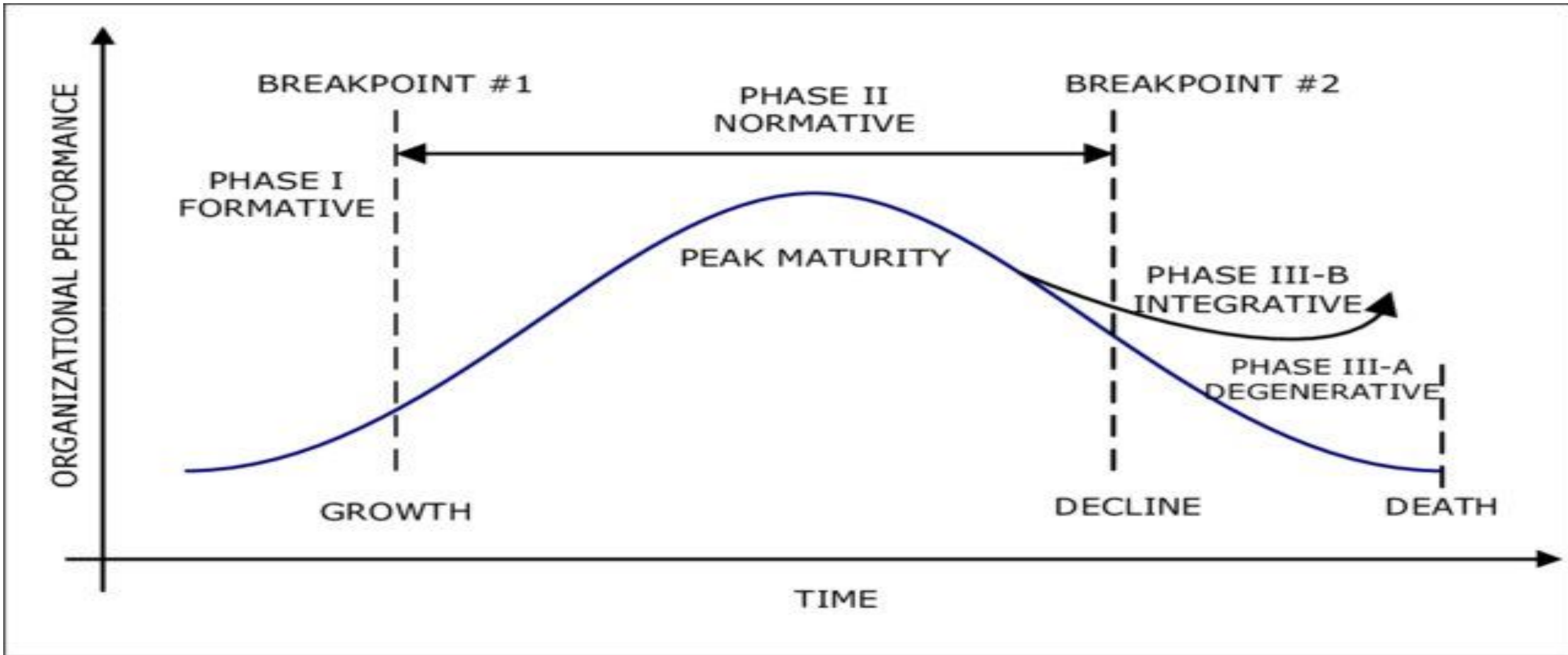
Strategic
Alliances

(Philips and
B&O; Toyota
& Suzuki)

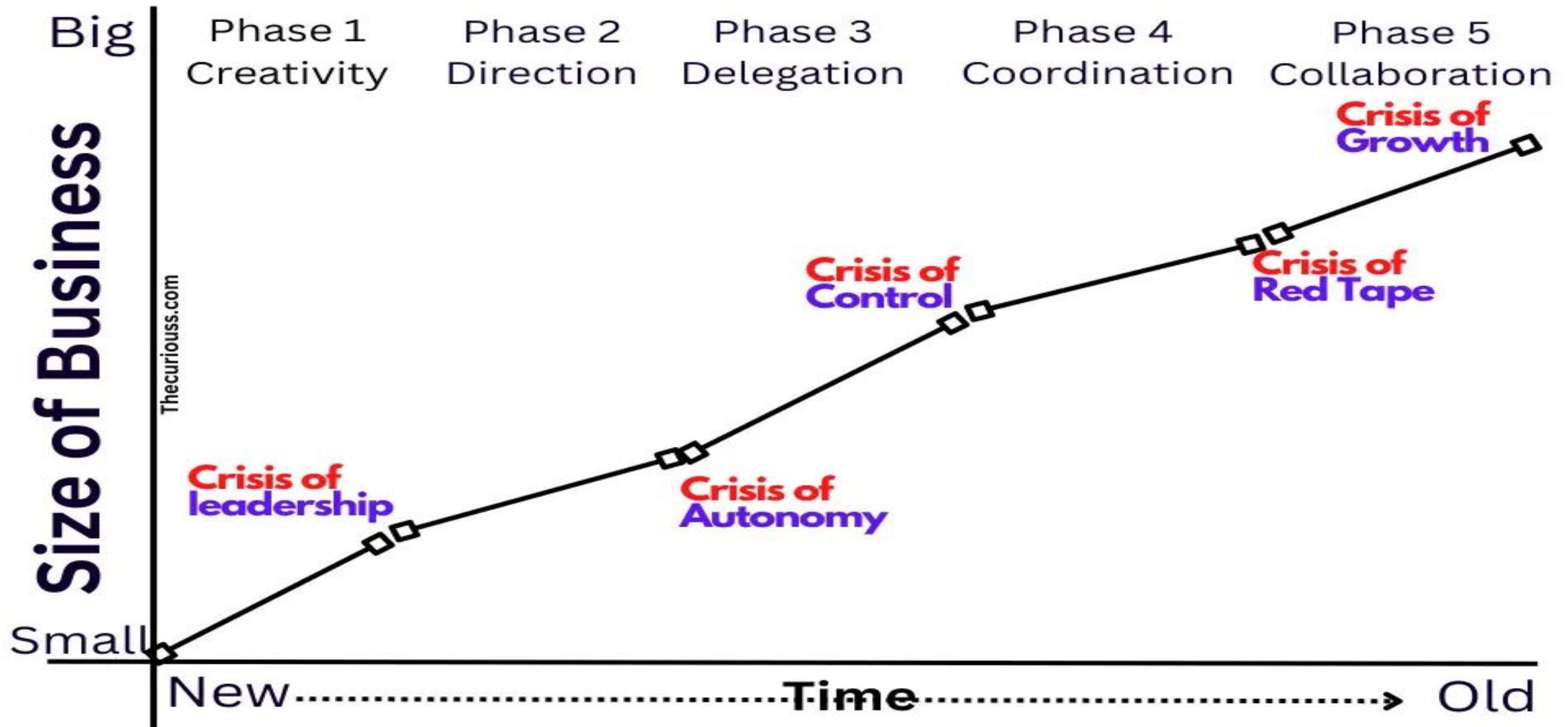
Mergers
and
Acquisition

(Apple-
Zappos)

ORGANIZATIONAL LIFE CYCLE



Greiner's Growth Model

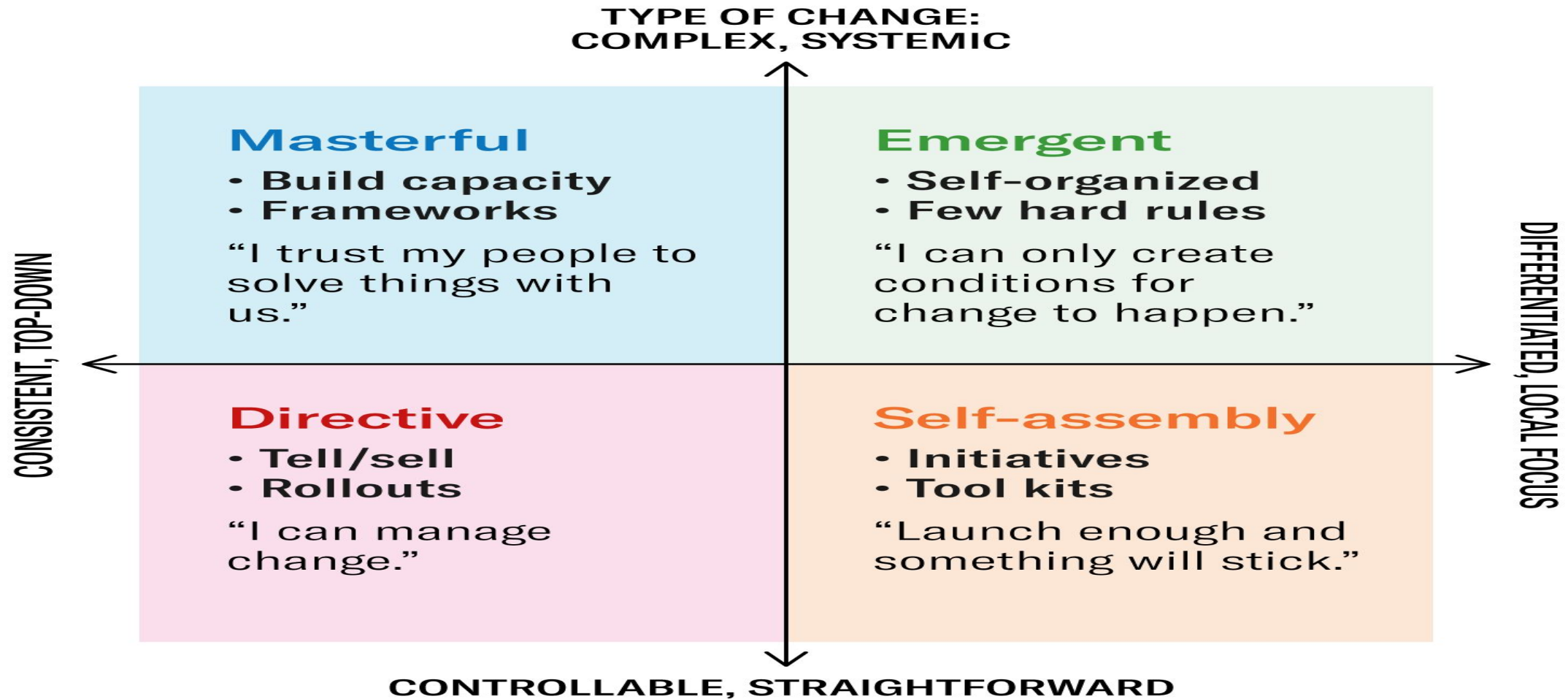


What after growth phase? --- Change!

The Change Approaches

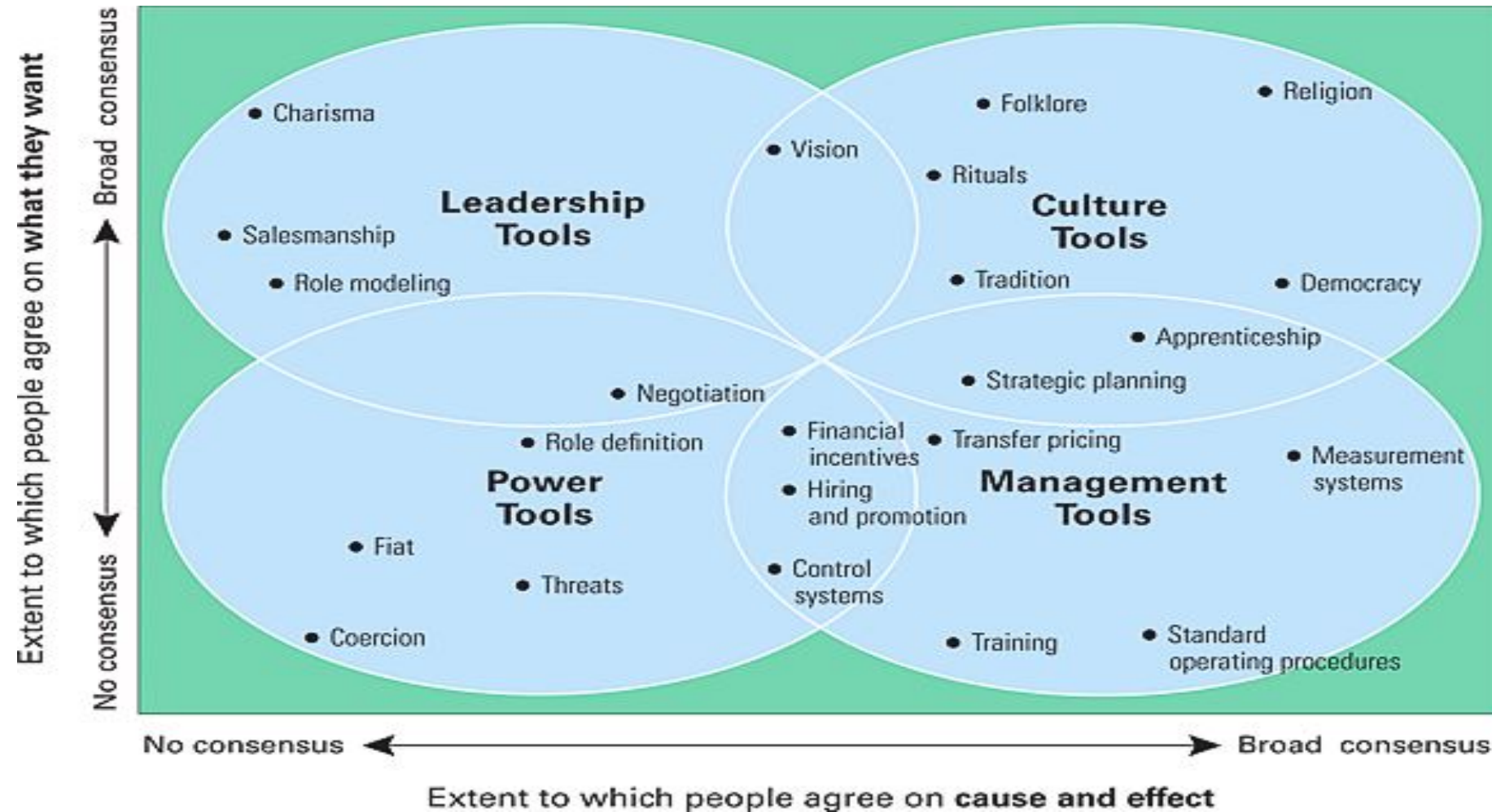
- Directive Change
- Self-Assembly Change
- Masterful Change
- Emergent Change

Change-Approaches Framework



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

TOOLS FOR CHANGE



THANK YOU