

chapter 11

CHAPTER OUTLINE

The Fundamental Problem
Architecture of Markets
Architecture within Firms
Architectural Determinants
Changing Architecture
Interdependencies and
Complementarities
within the Organization
Corporate Culture
When Management
Chooses an Inappropriate
Architecture
Managerial Implications
Evaluating Management
Advice
Benchmarking
Summary

Organizational Architecture

LEARNING OBJECTIVES

1. Describe the fundamental problem facing all organizations and how the architecture of markets differs from the architecture of firms.
2. List the three components of a firm's organizational architecture.
3. Explain how a firm's business environment and strategy help to determine its optimal organizational architecture.
4. Describe how the three components of an organization's architecture are interrelated and why it is important to design them in a balanced (complementary) fashion.
5. Describe the role of corporate culture and its connection to organizational architecture.
6. Understand why, how, and when firms change their organizational architecture.

Founded in 1919, Brabantia is one of Europe's largest manufacturers of household products such as ironing boards, waste bins, food storage canisters, kitchen tools, and mailboxes. Headquartered in the Netherlands with 1,000 employees and 2013 sales of about \$150 million, the company specializes in steel and stainless steel utensils. Through the 1980s and 1990s Brabantia faced increased competition for its products. With the creation of a "single market" within the European Economic Union, other European companies entered Brabantia's local markets. As Europe's population growth slowed, the household utensil market became saturated. And large, mass-marketing retailers entered the European market driving out many of Brabantia's traditional outlets—small household specialty stores.¹

Brabantia required new products and new channels of distribution. It had to become more efficient. It had high rates of rework and scrap, low levels of productivity, and high rates of employee absenteeism. The firm was organized quite centrally with traditional formal hierarchies, task specialization, and a functional structure. New products and programs were "top down" in nature and usually excluded input from lower-level operational staff. The firm assessed its performance based on cost, margins, and meeting output goals—not on measuring quality or customer satisfaction. Pay increases were based on seniority and companywide pay settlements.

¹Source: "New Forms of Work Organization: Case Studies," European Commission, Directorate-General for Employment, Industrial Relations and Social Affairs, Unit V/D.3 (June 1996); and www.brabantia.com.

Managerial Economics Chapter 11 Answers

Dwivedi D.N.



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Managerial Economics, 8th Edition Dwivedi D.N., This well known book on the subject has stood the test of time for the last 35 years because of the quality of presentation of its text It has become students favourite as it provides the latest theories thoughts and applications on the subject with timely revisions to stay up to date all the time Since its first edition it has provided complete comprehensive and authentic text on micro and macro aspects of managerial economics It has now been revised thoroughly with added interpretations of economic theories and concepts and their application to managerial decisions NEW IN THE EIGHTH EDITION Summary at the end of each chapter for quick recap One complete new chapter several new sections Some New Important Sections Derivation of Demand Curve with Changing Marginal Utility of Money and Why Demand Curve Slopes Downward to Right Expansion Path of Production and Equilibrium of Multi plant Monopoly Theory of Interest Rate Determination and Monetary Sector Equilibrium Current Foreign Trade Policy of India and Current Role of the IMF Monetary Policy and Current Scenario of CSR in India

Managerial Economics for Decision Making John Adams,Linda Juleff,2017-09-16 Managerial Economics for Decision Making is designed for MBA and final year undergraduates taking a module in Managerial Economics The text is written in a lively and engaging style with the use of mathematics kept to a minimum Ample examples and case studies demonstrate how economics can be used as a tool to tackle issues and problems in a business and management context

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transactions The second important contribution to this revised edition is the addition of twelve Case Studies to economic theories of the relevant chapters The objective of adding Case Studies to the book is to illustrate how economic theories can be and are applied to test their theoretical validity and to test the efficacy of managerial decisions Incidentally the Case Studies have been provided by some reputed academic faculties In addition in the revision of the book some additional interpretations have been added to the explanation of economic theories presented in different chapters In Ch 30 the analysis of the monetary policy has been almost rewritten with additional proofs Also the data given in different Chapters to show the periodic economic changes have been updated Besides some extra questions have been added to the Review Questions of some chapters Managerial Economics Mark Hirschey,1996 **Managerial Economics** Paul G. Keat,Philip K. Y. Young,1996 This books presents readers with a unique and distinctive case study running throughout each chapter focusing on the decision making processes of a hypothetical company The dynamic business setting that is the hypothetical Global Foods provides an interesting backdrop for the discussion of microeconomic theory and the tools of quantitative analysis used in management decision making Also covered by the authors are topics such as supply and demand forecasting cost special pricing practices and the role of the government in the market economy For small business owners or large company management players who want to relate economic concepts principles and theories to their everyday business activity

Study guide for examination number 1 ,1970 Managerial Economics for Business, Management and Accounting Howard Davies,1991 This text aims to show how managerial economic analysis is relevant to decision making Managerial economics is a subject which relates closely to more practical business disciplines including management accounting marketing and corporate strategy Topics discussed include consumer behaviour market behaviour demand production costing competitive structure business strategy pricing and investment Business studies undergraduates may find the book useful those studying for MBA s or the DMS may also find the book interesting Each chapter contains a list of self test questions and at the end of each chapter there is a question of examination standard Answers have been provided at the end of the book *Managerial Economics* S. Charles Maurice,Christopher R. Thomas,1999 **Managerial Economics with Applications** Marilu Hurt McCarty,1986 *Managerial Economics in a Global Economy* Dominick Salvatore,2007 Managerial Economics in a Global Economy Sixth Edition synthesizes economic theory decision science and various aspects of business administration studies examining how they interact as a firm attempts to reach optimal profitability and efficiency in the face of constraints It features 129 real world case studies and six longer detailed studies more than any other text on the market In addition author Dominick Salvatore fully integrates material on the international ramifications of managerial decisions into the entire text instead of segregating it in a separate chapter or in a few case studies The book is divided into five parts Part One examines the nature and scope of managerial economics presents the theory of the firm and reviews optimization techniques Part Two analyzes demand Part Three presents the theory and measurement of the firm s production

and costs Part Four brings together demand analysis with production and cost analysis to show how price and output are determined under various forms of market organization Part Five examines regulation and antitrust the role of government in the economy risk analysis long term investment decisions and capital budgeting Managerial Economics in a Global Economy Sixth Edition is ideal for upper level undergraduate and graduate courses in managerial economics **Managerial**

Economics Evan J. Douglas,1987 *Managerial Economics, Study Guide* Truett,1992-10 **Fundamentals of Managerial Economics** James L. Pappas,Mark Hirschey,1985 **Managerial Economics** Robert F. Rooney,1985

Managerial Economics James L. Pappas,Mark Hirschey,1987 Managerial Economics and Organizational Architecture James Brickley,1996-10 With two distinct objectives this text s approach to managerial economics takes models from recent economics research and applies the research to the internal structure of a firm After teaching basic applied economics the authors look inside the firm and apply this analysis to management decision making Authors Brickley Smith and Zimmerman contend that organizational architecture consists of three aspects of corporate organization the assignment of decision rights within the company methods of rewarding individuals the structure of systems to evaluate the performance of both individuals and business units These three components can be likened to a stool with three legs If one of the legs is shorter the stool is out of balance These three elements must be in balance in the organization as well Managerial Economics McGuigan,R. Charles Moyer,Frederick H. deB. Harris,2001-05 The Study Guide prepared by Richard D Marcus of the University of Wisconsin at Milwaukee provides a valuable review of the text material through expanded chapter outlines true false questions multiple choice questions self test problems and essay questions and worked problems Solutions are provided for all problems In addition Internet sources not in the text can be found at the end of each chapter and a suggested Internet project is also offered Managerial Economics Jae K. Shim,Joel G. Siegel,1998 Managerial Economics the newest title in the Business Review series deals with macro and microeconomics relating these subjects to the roles played in business by capital management labor and government *Managerial Economics* Dominick Salvatore,1989

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