

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 differ 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.

¹Sources: "New Forms of Work Organization: Case Studies," European Commission, Directorate-General for Employment, Industrial Relations and Social Affairs, Unit VVD-3 (June 1998), and www.brabantia.com.

Managerial Economics Chapter 11 Answers

Dwivedi D.N.

Managerial Economics Chapter 11 Answers:

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.

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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

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