

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

Evan J. Douglas



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 **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 Managerial Economics James R. McGuigan,R. Charles Moyer,Frederick H. deB. Harris,1999 The emphasis on real world manager oriented applications shows students how managers apply theories and techniques to analyze and solve real world business problems Over 200 applications corporate examples and Managerial Challenges more than any other book support this real world approach **Engineering Economics Text & Cases | 20+ Real World Cases | 3e** D N Dwivedi, Dr H L Bhatia & Dr S N Maheshwari, This book provides guidance to the administrative personnel on how economic principles and theories can be applied to ensure the most efficient performance of their engineering functions The engineering function involves the activities and works of designing and constructing machinery engines electrical devices and roads and bridges The performance of all these activities involves financial human and time costs and yields benefits to the performers of these activities and to the society as whole A comprehensive analysis of how economic concepts and economic theories can be applied to resolve the economic problems confronted by the people as consumers producers factor owners and marketers has been provided in the first edition of this book In this new edition some important contributions have been to the subject matter of the Engineering Economics to make its scope more comprehensive Primarily a new Part i e Part V has been added to this revised edition containing two new chapters Ch 21 Cash Flows Investment and Equivalence and Ch 22 Time Value of Money The purpose of Ch 21 is to analyse how cash flows and investments made by the business firms affect the economy and create opportunities for further investments And Ch 22 highlights the reasons for change in the value of money and its effects on business

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

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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

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