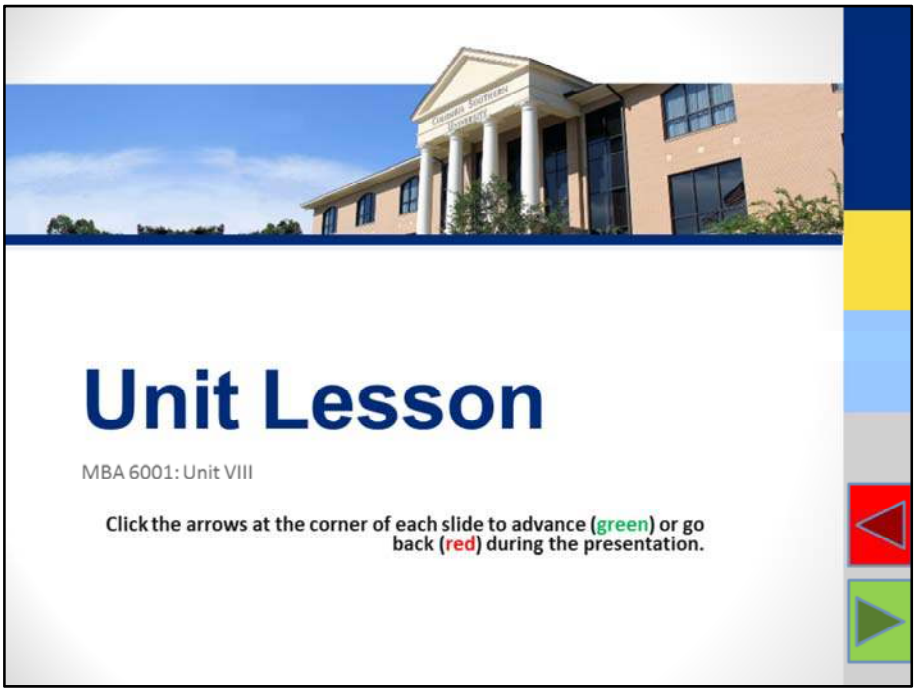

Unit Lesson

MBA 6001: Unit VIII

Click the arrows at the corner of each slide to advance (green) or go back (red) during the presentation.

Unit VIII:

THE DIRECTION OF ORGANIZATIONAL RESEARCH THEORY

Please be sure to turn up your volume or plug in your headphones. The next several slides contain important audio.

(OpenClipartVectors, 2013)

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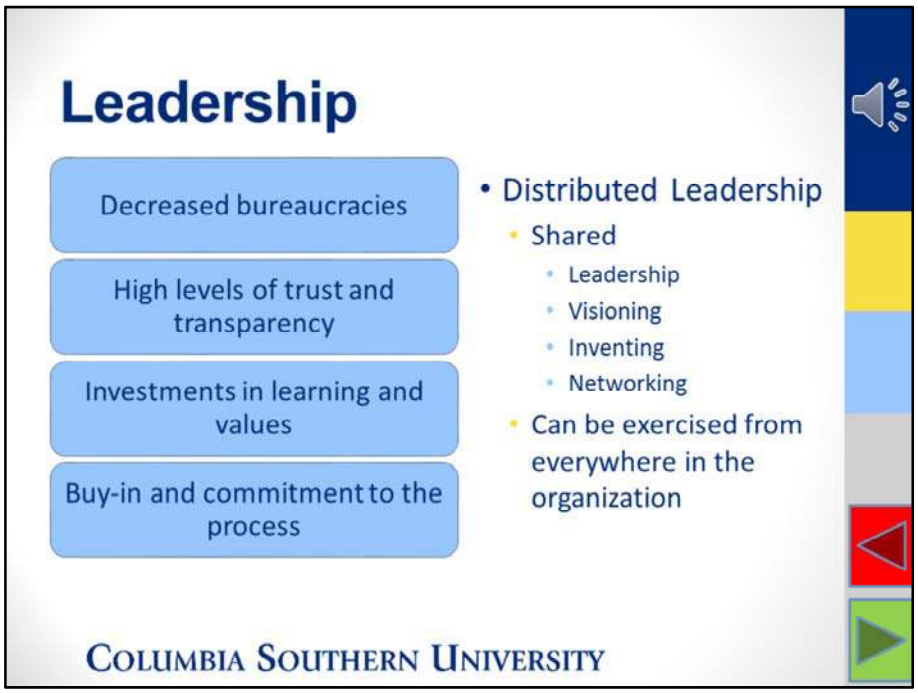
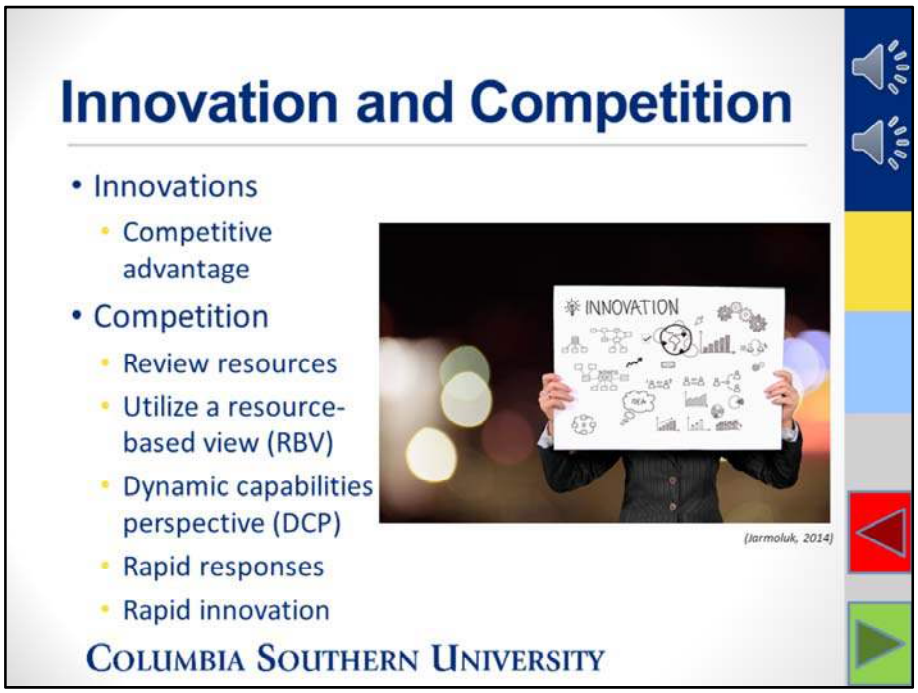
Organizational design deals with aligning structures and resources to accomplish the vision and mission of the organization. It includes evaluating differentiation, strategy, growth and efficiency, and technological impacts. It is also about organizational survival, leadership, teamwork, and the future.



Mueller (2014) quoted Collins research of eleven companies and discovered that the CEOs mostly used distributed leadership. This style of leadership includes shared leadership, visioning, inventing, and networking, and can be exercised from everywhere in the organization. Decisions are made at every level of the organization because power is distributed and shared. Characteristics of these models include decreased bureaucracies, high levels of trust and transparency, investments in learning and values, and buy-in and commitment to the process.

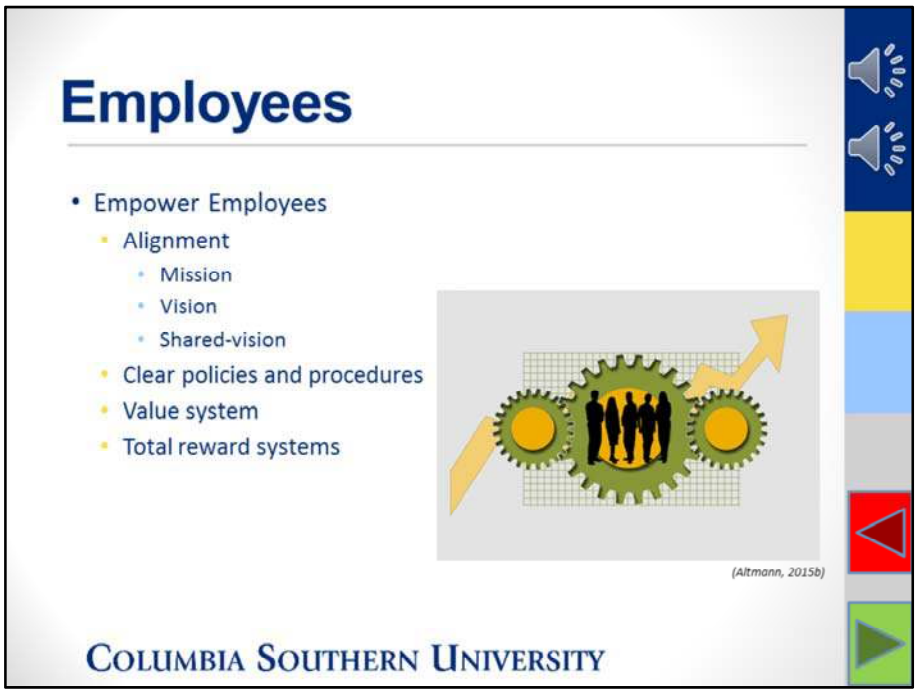
The global scope of leadership is cross-functional across geographies and departments such as supply chain management, sales management, product management, financial, and marketing structures. These complex structures include managing diverse cultures, networking, collaboration, team building, adapting to dynamic change, and worldwide awareness (Andrews, 2004). The key to success in every organization is managing and blending technology.

Boundaryless designs incorporate participative decision making, cross-functional teams, and virtual teams with open lines of communication and collaboration. The progressive, newer designs of today's organizations include team-based structures, networks, clusters, and various models of shared leadership. The effects are realized through performance improvement and valuable contributions toward achieving strategic goals.



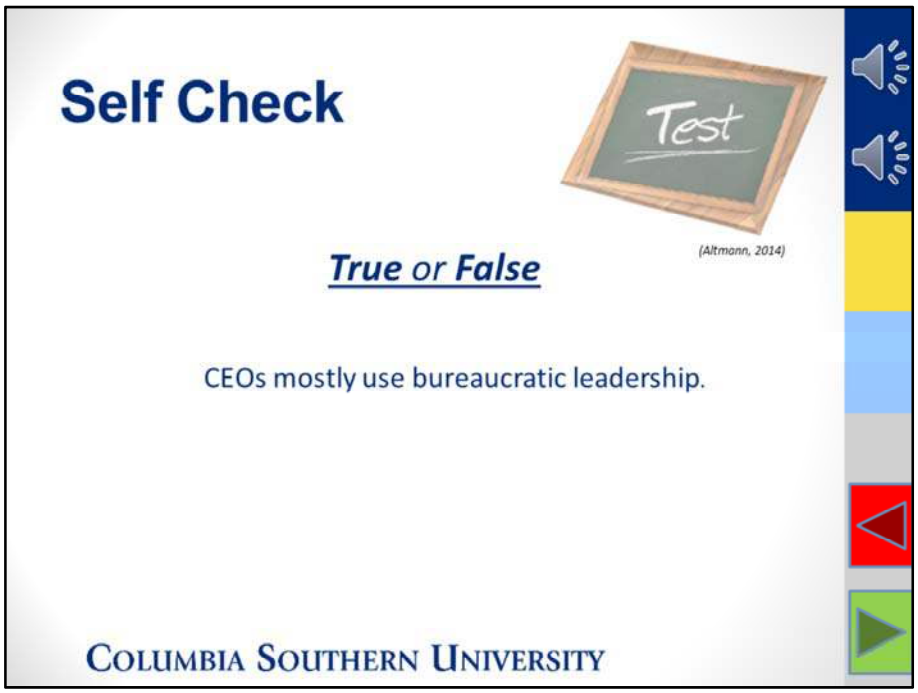
Innovations are the only way that organizations can achieve a competitive advantage (Harriington & Voehls, 2013). Without innovation, organizations fail, such as with Polaroid and digital photography, and Kmart and Sears competing with Walmart and Target. We have also seen success with innovation such as with cellphones integrating with the Internet, online shopping on Amazon, and online education.

It is competition that drives reorganization and reconfigurations to utilize better resources and capabilities to achieve competitive advantage. Strategic management is how organizations must regularly review their resources and utilize a resource-based view (RBV) and the dynamic capabilities perspective (DCP) (Vladova, 2015). Managers must demonstrate rapid responses and rapid innovation to coordinate and reorganize internal and external resources. Additionally, organizations must provide a structure of continuously learning, adapting, changing, and sharing knowledge within their work environment.



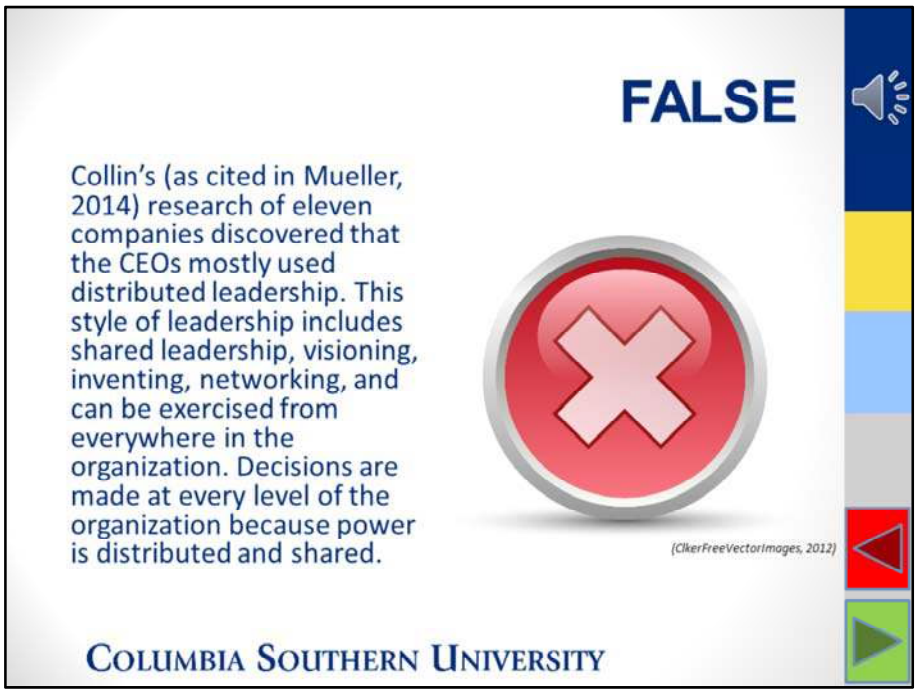
Organizations must empower employees with alignment to the mission, vision, and shared-vision. Corporate cultures reinforce an organization's design and influence how individuals view managers, react to change, and take risks. Therefore, organizations must provide a culture with clear policies and procedures and a value system (Anitha & Begum, 2016). Once an organization communicates this, employees can get on board with sales growth, market share, performance goals, and reward systems. Employees will give their best performance when they trust management will reward their efforts with compensation, recognition, important projects, and other incentives they value.

Research shows a relationship exists between employee engagement, employee retention, customer satisfaction, and profitability. A review of successful organizations will confirm that companies use total reward systems to achieve competitive advantage and significant profits. People recognize Zappos, Facebook, Google, and Adobe for how they value their human capital and employees by providing total rewards such as compensation, benefits, extensive training, mentoring, shared responsibilities, and leadership opportunities.



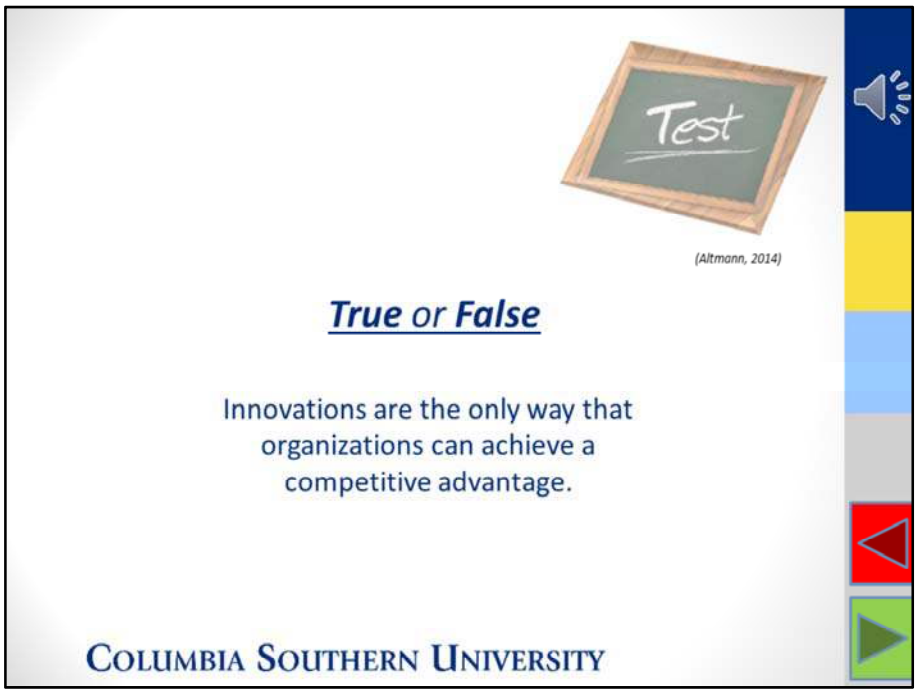
The next few slides consist of self check questions for you to test your knowledge regarding the content covered in this unit. The correct answer will be indicated on the next slide.

True or False: CEOs mostly use bureaucratic leadership.



The answer is False!

Collin's (as cited in Mueller, 2014) research of eleven companies discovered that the CEOs mostly used distributed leadership. This style of leadership includes shared leadership, visioning, inventing, networking, and can be exercised from everywhere in the organization. Decisions are made at every level of the organization because power is distributed and shared.



True or False: Innovations are the only way that organizations can achieve a competitive advantage.

True! Innovations are the only way that organizations can achieve a competitive advantage. Without innovation, organizations fail, such as with Polaroid and digital photography, and Kmart and Sears competing with Walmart and Target.

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