

MNGT-C1010

ORGANIZATION DESIGN

— MODULE 1: Workshop

Taija Turunen & Jori Mäkkeli

2.3.2023



Aalto-yliopisto
Aalto-universitetet
Aalto University



Welcome to the MODULE 1 workshop!

In this first workshop we will explore the different types of metaphors and organizational designs.

We will carry out this exploration through the metaphors originally presented by Morgan.

Organization As Metaphor

The 8 Metaphors of
Organization from Gareth
Morgan's *Images of
Organization*



MACHINE



ORGANISM



BRAIN



CULTURAL
SYSTEM



POLITICAL
SYSTEM



PSYCHIC
PRISON



INSTRUMENT OF
DOMINATION



FLUX AND
TRANSFORMATION

NOBL

Task


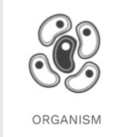


Lets form 6 groups (3-4 students/group).

Discuss first about the metaphors and make sure that you all understand them.





Task

- **Next, we will do a bit of case analysis.**
- **You are given a table of metaphors with questions. Try to think of case companies for each of the metaphor.**
- **Go through the table and answer the questions based on your discussion.**
- **There are no right/wrong answers, the idea is to discuss.**


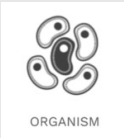
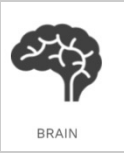

Metaphors

Metaphor	Describe a case company from the metaphor perspective	What are the opportunities with this perspective?	What are the threats of this metaphor and how to mitigate them?	What type of form does it have or you think would fit?
 <div>MACHINE</div>				
 <div>ORGANISM</div>				
 <div>BRAIN</div>				
 <div>CULTURAL SYSTEM</div>				


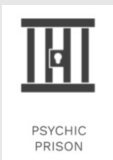
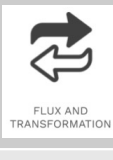
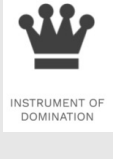
Metaphors

Metaphor	Describe a case company from the metaphor perspective	What are the opportunities with this perspective?	What are the threats of this metaphor and how to mitigate them?	What type of form does it have or you think would fit?
 <p>POLITICAL SYSTEM</p>				
 <p>PSYCHIC PRISON</p>				
 <p>INSTRUMENT OF DOMINATION</p>				
 <p>FLUX AND TRANSFORMATION</p>				

Workshop wrap up

Metaphor	Describe a case company from the metaphor perspective	What are the opportunities with this perspective?	What are the threats of this metaphor and how to mitigate them?	What type of form does it have or you think would fit?
 MACHINE	Any manufacturing organization	Efficiency, clearly defined processes	Employee wellbeing, problems of adaptation	Hierachical, functional
 ORGANISM	Any small consultancy	Adapatation to the environment	Adaptation failure is fatal	Less hierachical, maybe even self-organizing
 BRAIN	Any bigger consultancies	Ability to transform information processing into concetualized offering	Offering becomes very standardized, bounded rationality, ignorance on non rational matters	Hybrid, divisional
 CULTURAL SYSTEM	Religious organizations	Strong values and norms for coherence	Slow adaptability	Hybrid, tend to be somewhat hierachical

Metaphors

Metaphor	Describe a case company from the metaphor perspective	What are the opportunities with this perspective?	What are the threats of this metaphor and how to mitigate them?	What type of form does it have or you think would fit?
 <p>POLITICAL SYSTEM</p>	United Nations	Drive towards same purpose, coordination	Rigid decision making, alingment	Network, divisional
 <p>PSYCHIC PRISON</p>	Any technology provider	Engagement	Employee wellbeing, hard to change in between the systems	Hierarchical, often divisional
 <p>FLUX AND TRANSFORMATION</p>	Nokia	Ability to carry through crises	Identity swifts, people within	Hierarchical, hybrid/divisional
 <p>INSTRUMENT OF DOMINATION</p>	Finnish defence forces (& alike)	Efficiency, fast reactions	Power relationships	Hierarchical

Extra

Companies one could think:

Accenture, Wolt, Aalto University, KONE, Starbucks, IKEA, Google, Meta, McKinsey, Adidas, OP, Mäskia, Wärtsilä, UN, Naava, Fortum, Nokia, Netflix, AirBnB, Linux, Finnair

Summary

- **There are different archetypes for organizational designs.**
- **Most of the time organizations have many designs or hybrid design.**
- **Thinking through metaphors allow you to evaluate what is the best way to achieve specific goals and recognize the weaknesses of your organization.**

What's Next

Your first exam question + answer is due on Monday 6.3. 23.59.

What's Next

Monday 6.3. 23:59 - First assignment deadline

Tuesday 13-15 – Lecture - U356 (ALMA MEDIA)

Themes: Strategy and organization design.

Readings:

Fjeldstad, Ø. D., Snow, C. C., Miles, R. E., & Lettl, C. (2012). The architecture of collaboration. Strategic management journal, 33(6), 734-750.

Fjeldstad, Ø. D., & Snow, C. C. (2018). Business models and organization design. Long range planning, 51(1), 32-39.

MODULE 2: Strategy and organization design (TT + Visitor: Frank Martela)

Themes: Strategy and organization design. Functional approach to organizing and organization design.

Learning objectives: After the module, you have knowledge on how purpose of the organization can be designed and you are able to see how organization design is impacted by the market environment and chosen strategy. You are also able to compare how different organization design solutions can fulfill the same functional needs.

Mandatory readings:

Fjeldstad, Ø. D., Snow, C. C., Miles, R. E., & Lettl, C. (2012). The architecture of collaboration. Strategic management journal, 33(6), 734-750.

Fjeldstad, Ø. D., & Snow, C. C. (2018). Business models and organization design. Long range planning, 51(1), 32-39.

Martela, F. (2019). What makes self-managing organizations novel? Comparing how Weberian bureaucracy, Mintzberg's adhocracy, and self-organizing solve six fundamental problems of organizing. Journal of Organization Design, 8(1), 1-23.