

University of Pennsylvania
Organizational Design
Professor Johannes M. Pennings

2107 SH/DH;
Phone: 215 898-7755;
e-mail: PENNINGS@WHARTON.UPENN.EDU
URL: www-management.wharton.upenn.edu/pennings

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Introduction

This is a course on organization design in that we look at lasting, recurrent attributes which make the firm exhibit a particular “architecture.” As we might observe a tower like that of Eiffel, Washington Monument or the leaning one in Pisa, we recognize some blue print that is unique to that structure, yet they all represent “towers” and might serve some purpose such as radio transmission, defense, vistas or commemoration. In other words, we have some discretion in the choice of the particular configuration, and in the case of organizations these parameters are not merely physical but also social, including the patterns of practices and behaviors that we encounter in the firm. We thus recognize that Google, 3M or UBS have a distinctive blue print and we will review these blue prints, exploring the elements that cohere in and around those blueprints. This course will address the implicit or explicit designs that make organizations tick.

“General Framework”

This is a case oriented course of some 27 sessions in management and organization design, the implication being that we will focus primarily on strategic business units—whether the firm or a division. We cover a number of aspects, the most important of which are:

Tasks
Formal organization
Informal organization
People

We may see these aspects as “levers” that a manager invokes to get strategy implemented. For example, incentive compensation systems like annual bonus or stock option plans are part of the reward system and can be used to induce middle and higher level managers to make those decisions that are consistent with the firm's strategy. The matrix might serve as a structure to better leverage the economies of scope across a number of lines of business or to facilitate coordination between projects. “Power” tools like task forces, transition managers and culture (values and

vision) contribute to a leader's ability to match intent with results. The course is designed in such a way that we move sequentially along these levers. Special topics such as external change (technological and market evolutionary trajectories) and internally generated triggers like leadership succession, tying performance evaluation to strategic objectives, and other change efforts will be examined in reference to these components of organization design.

We refer to design to stress the coherence of these four components, their integral and complementary effect on the conversion of strategic intent and strategic performance. The components need to be consistent and mutually supportive.

Exhibit I provides a schematic diagram of the framework that we will be following in this intensive course on organization design. See next page. In this diagram I spell out the four elements of organization design, highlighting that these elements need to fit with each other, they should be congruent. If people have skills that do not fit their tasks, their performance will suffer. If the culture or other elements of Informal Organization do not go well together with the compensation system (Formal Organization) the organization will also suffer. So this diagram provides the ingredients for conducting a diagnosis of the firm and why it ticks or does not tick. It also show that firms need to fit with the external environment, something that we call "contingency." Change in design, including design to accommodate innovation, requires us to explore the congruence among the components, but also to assure ourselves of the need to be coherent in that change in one area often necessitates changes in other components as well. This requirement is indicate by the statement that the four components are complementary.

I hope you enjoy the course.

A Framework of Organization Design for Successful Corporate Strategy and Sustainable Advantage

Exhibit I

Course Material

The course material consist of one main textbook, a paperback and a bulkpack containing additional material, cases and newspaper clippings:

1. Bulkpack, from Reprographics
2. John Roberts, The Modern Firm, Oxford U Press
3. PPT Slides in eRoom of webcafe
4. Handouts

Some additional details:

Case Analysis

Ideally, in a case analysis, you identify the problem, provide a rationale for your diagnosis (this typically does not require you to rewrite the case); followed by a listing of at least two solutions, courses of actions and finally a consideration of which course you prefer and why. It is crucial that you do not only describe the content of the solution ("Modify the culture", "Eliminate the department," "Establish a bonus plan", "Fire Ramsey Stockwell" etc.) but also specify the process for arriving at the ideal end state (what to do about unions, how to fit key stakeholders' commitments, how quickly can we implement the changes, etc.). In either scenario you are to identify your preferred interventions covering aspects of both content and process. These comments apply to the two group case write-ups. Each group should appoint a presenter, who will be given 3-5 minutes to state the group's position. It is therefore helpful to prepare a few overheads. Not every group might get airtime; this depends on time availability and repetitiveness. Assume that we have all read the case, so do not rehash case details! Each group should submit a set of copies of the overheads, together with a 3 page maximum paper reflecting the opinion of the group. Make sure to put the group members' names on a cover sheet. It is my experience that groups typically compile the paper and overheads through electronic networks, but also that they convene on Thursday evening or some other time to discuss their views face-to-face. It is one of my efforts to foster peer learning!

Concept Articles Critiques aka "Reaction Papers"

I like you to select any of three "concept" articles and tell us whether you like it or do not like it and why. That is why I call these assignments reaction papers: I am eager to learn what your opinion, response to the two papers of your choice is. Thus you need not summarize the article, assume that we have read the paper and are fully familiar with its content. Limit yourself to 150 words, font 12, and a one inch margin. Mail your critique to your assignment folder in our eRoom at webcafe@wharton.upenn.edu on the eve of the date we might discuss the paper in the class.

The structure of a class section

Each class session will consist of a combination of lecture and discussion of the topic for the day. Some days we will use case discussions to highlight key issues; other days we will use lectures, podcasts, and discussion to address issues. You are expected to read the material for each session before the class meets and to be prepared to analyze the concepts from the case and the readings. For most cases, I will provide questions for you to consider as you prepare the case. Do not feel compelled to answer the discussion questions—these are merely pedagogical tools. You should also prepare by summarizing the main points in each article and the case (where applicable). When there is a case, you should think particularly about how the concepts and theories from the readings that week (and previous weeks) might apply to the case. You can anticipate that I may use cold calling to ensure preparation and to establish an even level of participation throughout the semester.

Readings

I have chosen the readings to ensure that they are academically sound, current, and well-written. The book *The Modern Firm*, by John Roberts, a Stanford economist, was selected to give you a road map of our topics. I have consistently selected material that represents the latest thinking on the various subjects. In some cases, I have selected older articles or cases, either because the article or case addresses an issue particularly well or because the article or case is particularly relevant. Although some articles rely on academic theory more than others, all articles do a good job outlining issues important to a managerial audience. If you ever wish to pursue a topic in greater depth, feel free to ask me for supplemental readings and I will be happy to suggest some possibilities.

Cases

Cases give life to management theory. They help us to see how theory and concepts play out in real organizational settings. The world is always more complex and interesting than the textbook. Do not fall into the trap of expecting a single “right” answer. There are, of course, weaker and stronger ways of analyzing a case, but there may be more than one appropriate answer. You should use the cases to develop your own analytical framework. You should also use cases as a basis for learning from and challenging the analytical framework of others. In preparing a case, you should, at minimum, be prepared to answer the questions I will provide you for each case. If you cannot answer these questions, you are not prepared for class.

Requirements and Grading

Midterm case: On March 3 you will analyze a case that serves as a midterm exam. You can anticipate that there will be some combination of theory from the readings and application to the case..

Team presentation. By way of experiment, I like to class to break up into teams of 4 people, and to take turns leading a case discussion for about 15 minutes. This semester is very long and fatigue easily sets in. I also like you to share in the responsibility to make this class engaging, interesting and exiting! Below behind the cases listed, whenever "TEAM" is mentioned I like to invite a team to take the lead. Bring a few PPT slides to the class, or better, put them in the eRoom. Turns will be assigned to the teams after the third class. Next to the cases, the readings, while numerous, are mostly optional. Perhaps when it is your turn to present you should try to draw on the reading of that day and include a PPT slide giving us the reading's punch line. These presentations comprise 40% of your grade.

Final Exam: In addition, there will be one final exam, again a case distributed in the last week of the course, to be prepared for the final exam. The final exam will be an individual exam in class, closed-book and closed-notes. Bring your laptop. The final will count 30% towards your final grade. The final exam will be during the last day of classes, which is Thursday April 21, 12.00-13:30. I will make no exceptions. Please plan accordingly.

Class participation: Much of the learning in the class will come as you consider and discuss with others the ideas, concepts, and theories presented in the class. Your preparation of the readings and cases for each class will contribute substantially to what you and your classmates learn.

In order to encourage you to make good contributions to the discussion, your participation will contribute 10% to your grade. Three factors determine good class participation. First, given thorough and careful preparation, you should be able to identify the important managerial issues as related to either the case or readings. Second, you should be able to use that analysis to define a concise and coherent position on and approach to the managerial issue under discussion. Third, you should be able to constructively analyze the positions your classmates take. Of course, you should also incorporate your own experience and lessons from your work experience as they relate to the concepts in the class.

After each class session, I will evaluate your class participation. I will grade your participation on the following 4-point scale:

- 1) in class, but participation is nil;
- 2) in class and participates in the case discussion;
- 3) demonstrates good understanding of case issues;
- 4) significant contribution to class.

Grading Summary:

Class participation 10%
Midterm exam 20%
Team presentations 40%
Final exam 30

Organization Design

MANAGEMENT 239
Spring 2010

Class 1 (1-13-2010) **Introduction**

Form Teams

Household Matters

Introduction. What is organization design?

1. Draw a picture of an organization

MLK Day on Monday, 18th Jan

Class 2 (1-20-2010) **Organization Configuration of tasks, behaviors, people and markets**

Read: Note on Organization Structure 491083

Case: Ramrod Stockwell

1. What do you consider the key features of Ramrod Stockwell's design? Draw a picture.
2. Why do you think that people do not cooperate, why there exists strife?

Class 3 (1-25-2010) **Restructuring** (from mechanistic to organic designs)

Frameworks for Organizational Analysis

Read: Roberts 1 and 2.

Class 4 (1-27-2010) **Formal Organization and Structure: The two faces (mechanistic and organic) faces of organizations.**

Ignore the issue of rapid and frequent change in the Appex case; the case was written to give us contrasting organization designs as the firm was struggling to move out of the new venture syndrome.

Case: Acme & Omega TEAM

Questions:

1. Spell out the organization design for Acme and Omegas
2. Which design do you favor; what produces the best results in your view?
3. Which of these designs approximates that of Benson Metal??

Class 5, (2-1-2010 Formal organization and Structure: Firm Design and Multiple Markets and Cultures

Read: Bartlett and Ghoshal, Preface and Chapter 3, OPTIONAL *

Case: Philips and Matsushita, TEAM

Telescope on Philips – Matsushita: describe the evolution of their shared market but divergent structures

Questions:

1. How does the multinational strategy of the two firms shape their global strategy?
2. What is the significance of asset legacy or “administrative heritage” in both firms. What is the heritage of Philips, and what is it of Matsushita?
3. Philips tries to emulate Matsushita’s design while Matsushita would like to mimic Philips? Do you agree?
4. Should the two firms be concerned about the strategy implementation and “glocalization”? What is the role of cultural differences?

Class 6. (2-3-2010)

Informal organization and Structural Slippage ,

Informal structure in multiple markets and Culture

Read: Snook, Friendly Fire Preface and Chapter 6, OPTIONAL *

Case: HP Canada (A-C), TEAM

1. This little set of three cases complements the Philips – Matsushita case, but now we look at the discretion of managers to operate within a multinational firm. How would you compare HP with Philips. And with Matsushita?
2. In case A, would you have condoned the slippage or what Snook would have called “structural drift”? What about the use of slush funds to finance the software project?
3. How would you have advised HP Canada about the matter of Calgary? And how would you have advised the head of R&D in Washington?
4. Do you like the way (the process and the location) the new project was parked in case C ?

Class7 (2-8-2010) Technology and Organization Design (IT and Design)

Read: Nonaka, The Knowledge-Creating Company, HBR 91608 (BP)

Read: virtual design on www; do some personal research!

Case: Sony EricssonE TEAM

1. What kinds of technological changes affect the structure, control and leadership of the firm?

2. Today's reading involves the relationship between IT and organization design: what do you think is the impact of that technology on organization design?
3. What KM tools do you consider most optimal

Class 8 (2-10-2010) **The Design or Social Architecture**

Wrap-up of Formal Organization and its derivative designs.

Read: Roberts 3 and 4

Read RM Grant, *Prospering in Dynamically-competitive Environments*, OrgSci..

Class 9 (2-15-2010). **Informal Organization: Informal structure and networks**

Read: Krackhard, David and Jeffrey R Hanson, *Informal Networks*, HBR, 93406, OPTIONAL **

Slides on Kleiner Perkins and Bwy as a VC and as virtual firm respectively

Case: Galleon Hedge Fund

Questions:

1. Visit www.linkedin.com. How well connected are you?
2. How should we conduct a networking audit within Wharton, within the cohorts? Should we?
3. How does a virtual structure fit the formal structure? What possible types of misfit could we envision?

Networking and knowledge management

Class 10 (2-17-2010) **Formal organization as Informal or Networking Organization:**

The network design or Spaghetti Structure

Case: Oticon This Organization is Disorganization, FAST Company caseTEAM

Read: Foss, *The Spaghetti Structure at Oticon*, *Organization Science*, especially pages 338-342. OPTIONAL *

Questions

1. What are major changes in the hearing aid market?
2. What is meant by spaghetti structure; is it formal or informal?
3. Map out the nature of this organizational network?
4. Why did the spaghetti structure fail? What led to the dismantling of this structure in favour of a conventional matrix structure in 1998? Do you agree with Foss (focus primarily on page 338-343 of this daunting article)?

Class 11 (2-22-2004) Knowledge Management

Read: Huston and Sakkab, , Connect and Create, HvbBusRev 2006.

Case: Global Knowledge Management at Danone TEAM Do:

1. Make an inventory of Danone's KM tools
2. Which of these KM tools are specific to France and consistent with France or EU culture?
3. Compare and review within (say between SBUs or RBUs) and between (say between Danone, and Kraft, Snapple, dairy suppliers, health food NGOs, Costco and Costco customers) knowledge sharing--any lesson from P&G (see Kassab & Huston)
4. Do you prefer a top down KM (P&G) or bottom up KM (Danone)? Why?

Class 12 (2-24-2010) **Informal Organization: Organization Culture.**

A review of the surface of a culture (such as images, artifacts, stories, logos buildings and the more deep seated values and beliefs and assumptions that are expressed by those surface matters.

Cultural Audit of the ***Daily Pennsylvanian*** or any other Penn campus organization.

Read: Ed Schein Organization Culture Ch 1

Do: Culture Audit of Wharton Management

Questions:

1. Read Schein material on culture – what it is, how it's assessed. Then it would also be helpful if you pulled out a story written down about Wharton or having been told to you.
2. On a blank sheet of paper, begins with responding to these questions in writing before coming to class:
3. Your first experiences: (a) Describe a story often told around here at Wharton. (b) What does it take to survive here? and (c) What were your very first experience with Wharton. Then spell out (compare Schein) :
4. Artifacts, Stories, Symbols, Ling, Rituals
 - a. Highly Visible Practices
 - b. Inside view to decipher
1. Values
 - a. Less visible, shared understandings
 - b. Ideas about "ought": good – bad, pretty –ugly, efficient –wasteful
1. Assumptions (even "deeper" than values)
 - a. Invisible, taken for granted and perhaps only noticeable by folks from other schools.
 - b. Beliefs about what works, what goes.

Class 13 (3-1-2010)

Interim review: what have we learned so far?

Class 14 (3-3-2010)

Midterm exam

SPRING BREAK!

The next three classes deal with pay, compensation and kindred tools for controlling strategic direction.

Class 15 (3-15-2010) Compensation and other Incentives

Read: Above All Award the Right Thing, OPTIONAL

Read: Brown., Duncan, Towers Perrin Consultant, : A Guide for Matching Compensation with Company Strategy and structure. Compensation and Benefits

Case: Hausser Food Company

Questions:

1. Describe HFP's control system
2. Describe HFP compensation system
3. Would you blow the whistle (assuming your intelligence is correct (how?) or would you propose a new reward system?

Class 16 (3-17-2010) Control and Information Systems& Incentives

Read: JR Ch 4

Case: Metro Tel (DR) TEAM

1. Do you consider the practice at MetroTel "cheating, or is it ok, and do you prefer a tolerance of the status quo?
2. Is either "bureaucratic" (Big Brother), "market" (Carrot and Stick) or clan (Frats) control preferable for Metro Tel?—justify your answer and give implementation specifics.

Class 17 (3-22-2010) Incentives to drive strategic results

Read: Kaplan & Norton, Using the Balanced Scorecard.

Case: Citibank: Performance Evaluation HBS Case198-048, TEAM

Role Play: Be prepared to role play the two senior managers and the branch manager at

Questions:

1. A famous article in micro organization behavior by Steve Kerr, the GE CKO argues that firms hope their employees to do A while they are rewarded for doing B—for example encouraging customer satisfaction while rewarding diminished service costs. How does Citibank deal with this double bind, or paradox?
2. How would you revise the performance appraisal sheet; what would you change
3. Is Citibank a learning organization?
4. How well is Citibank learning from the new feedback that comes from this performance appraisal process?

The next two cases deal with the “people equation” but also begin to address issues of change

Class 18 (3-24-2010) People or Staffing,

Strategizing around Human Capital to fit staffing .Unlike a conventional manufacturing firm or a mining company, a service sector firm does not have much valuation in terms of balance sheet asset. Compare the market-book ratio of firms like BHP Mining, GM versus Microsoft, WalMart and SAP. People are our assets one could claim, but this might

Case: Infosys Stanford U CaseTEAM

Read Russel Cof Human Asset Intensive Firms, Ac Mgt Rev, 1996

Questions:

- 1.Name some human asset intensive firms
- 2.How do they retain their assets?
- 3.How do they manage their dilemmas?
- 4.What would you advise Infosys regarding hiring, retaining its people?

Class 20 (3-29-2010) Hybrids Designs for intrapreneurs and other mavericks

Internal Ventures. Internal hybrids (such as corporate ventures, corporate entrepreneurship, skunk works) attempt to establish designs within the firm structures with incentives, controls and people that mimic the external and, market environment.

Read: Building Ambidexterity Into an Organization, Sloan Mgt Rev, by J Birkinshaw and Christina Gibson,

Read: JR Ch 6.

Cases: Hermes Systems TEAM

1. What are the major challenges of creating an ambidextrous organization?
2. Is Hermes a true ambidextrous firm? Describe the entrepreneurial subsidiaries before and after the buy out.
3. Does the firm exploit economies of (traditional) scope when venturing into new products, new markets, when integrating vertically?
4. Spell out your opinion about Martell's innovation. How do you evaluate his perspective on organization design in the quest for innovation. Break down your view about his implementation before and after the buy out.
5. How should one integrate the internal venture into the firm. Is there a need for knowledge sharing or should Martell spin them off, keep them as a separate division without integration head aches

Class 21 (3-31-2010) Special kinds of Design: Strategic Alliances

Case: MCCSmart, IMDCase 300-115-1

Video SMART

Read: Chesbrough and Teece, When is virtual virtuous? HBR, OPTIONAL *

Questions:

1. What did Swatch and DC bring to the joint venture?
2. Would DC have been able to design and produce the smart car without Swatch' input?
3. Provide a checklist of "virtualness," (identifying Smartville's profile in France which became the nucleus of the smart car plant) . What are the key features of a virtual firm?
4. Was smart also virtuous?

The final 4 sessions deal with Change in Organization Design: Content of Change and Process of Change

Class 22 (4-5-2010) Power and Politics Change at the Top and Middle

Case: John Smithers

Read: Pfeffer,J., Chapter on Power in Organizations, from Tushman and Anderson(ed) 2004.

Read: www.sigmasix.com

1. What is TQM and SigmaSix?
2. What is your opinion about the arrangements to implement TQM in Sigtek?
3. What is your opinion about senior management (strategists), Smithers (implementer) and operations people (recipients) in engineering a reorganization, i.e. TQM?

Class 23, 24 (4-7-2010) and (4-12-2011) Change at the top and beyond, I.

Read: Substitutes of Leadership (see EMTM555)

Case: Twelve O'Clock High

Video: Film with same name.

Questions:

1. What is the strategy of the 918? What is the role of mid management in fashioning the strategy: formulation or implementation?
2. When does structure substitute leadership efforts?
3. How did Frank Savage dismantle formal, informal structure, task or people to refashion the strategy and structure of the "918"?
4. How should organization design relate to leadership courses?

Class 25, and 26 (4-14 and 19-2010). Change at the top and beyond, II

Our Capstone Case: Charlotte Beers (A&B) and Advertising Industry. This case involves Globalization, Leveraging of Corporate Assets-both tangible and intangible, Control and Information, Power real or imagined, The ultimate issue is how to change the design of the firm to fit the evolving market environment and the corresponding strategy of "glocalization." The only constant is change.

Read: Note on Organization Change (Pennings)

Cases: Charlotte Beers at O&M (A& B) 495032 TEAM

Class 26 (4-21-2010)

Review Session.

Class 27 (4-26-2010)

Second Midterm Exam

Enjoy the course!

Overview of Topics and Cases

Class Number	Date	Topic	Case
1	1-13	Structure	
2	1-20	Structure	Ramrod Stockwell
3	1-25	Formal Design	
4	1-27	Mechanistic and Organic Design	Acme&Omega
5	2-1	Design for MultiNational Firms	Philips & Mashusita
6	2-3	Structural Drift (of MNE)	HP Canada
7	2-8	Newer deisgns: Virtual Firm	SonyEricssonE
8	2-10	Taking Stock of Design	Grant Examples
9	2-15	Informal Design	Kleiner Perkins & Gallean HedgeFund
10	2-17	Informal Design and Networking	Oticon
11	2-22	Knowledge as Key Design	Danone
12	2-24	Culture	DP?
13	3-1	Review for Midterm	
14	3-3	Midterm exam	
15	3-15	Control and Compensation	Hausser Food
16	3-17	Control and FreeRiding	Metro Tel
17	3-22	Compensation and BSC	Citibank
18	3-24	People	Infosys
19	3-29	People, Structure, Pay & Change	Hermes
20	3-31	Flexibility in Design	Smart
21	4-5	Leadership, Design & Change	12 O'Clock High
22	4-7	Leadership, Design & Change	12 O'Clock High
23	4-12	Change Implementation	John Smithers
24	4-14	Change by the Top	Charlotte Beers
25	4-19	Change by the Top	Charlotte Beers
26	4-21	Review Session	
27	4-26	Exam	

Johannes M. Pennings
Marie and Joseph Melone Professor of Management
The Wharton School of the University of Pennsylvania
Philadelphia, PA 19103
www-management.wharton.upenn.edu/pennings

Brief Resume
2009

Received his B.A. at the University of Utrecht, Netherlands and Ph.D. at the University of Michigan in 1974. Prior to joining the Wharton faculty in 1983, taught at Carnegie Mellon University and Columbia University. Has also taught at INSEAD, HBS, Stockholm, HKUST, HongKong, Nankai U, Tianjin, Seoul National University, and LUISS in Rome.

Recent publications include: (with Kyungmook Lee) Mimicry and the Market, Academy of Management Journal; (with Gino Cattani and Filippo Wezel) Interfirm Mobility and Performance Organization Science 2006; (with Choonwoo Lee and Kyungmook Lee) Internal Capabilities, External Linkages, and Performance: A Study on Technology-based Ventures. Strategic Management Journal. Special Issue on Entrepreneurship, June-July 2001, Innovation and Strategic Renewal in Mature Markets: A Study of the Tennis Racket Industry, Organization Science, 2009 (with Hann Kim), and (with Filippo Wezel). Human Capital, Inter-firm Mobility and Organizational Evolution, Cheltenham: Elgar Thus, the topics of research involve innovation, entrepreneurship and strategy implementation. Currently performs studies on the imaging sector and the wireless industry, exploring factors around strategic alliances and start-ups.

Consulting has focused on these very same areas. This includes work with Tetrapak, Aventis, China Resources, DHL, and Randstad.

Private interests include sailing, squash, Brahms, Chinese and European history and contemporary art. Likes to read biographies, history, The WSJ, The Economist, FT, The New Yorker and hidden alcoves on the Internet.

Bulkpack Contents
Management 239
Spring 2010
Professor Johannes M. Pennings

1. Syllabus, with framework, biosketch and schedule of classes
2. Note on organization structure, HBS 491083**
3. Ramsey (Ramrod) Stockwell. Perrow, C., Case
4. Acme&Omega, Case written by R Daft.
5. Barlett, M and Ghoshal, S., Managing Across Borders, Intro and Ch 3**
6. Philips and Matsushita, A new century, A New Round, Case -302-049
7. Scott Snook, Friendly Fire, Preface and Chapter 6***
8. HP Calgary, IBS Case J Birkinshaw
9. Nonaka, I, The Knowledge Creating Company, CMR.**
10. Sony Ericsson E, AGSM case.
11. RM Grant, Prospering in Dynamically-competitive Environments:
Organizational capability as Knowledge Integration, Org Sci, Vol 7, 1996, 375-387.***
12. David Krackhard and Jeffrey R Hanson, Informal networks, HBR, 93406**
13. Galleon, WSJ. 2009
14. Oticon, This organization is disorganization
15. Foss, The Spaghetti Structure at Oticon, Organization Science, 2003.***
16. Global Knowledge Management at Danone, HBS 9-608-107
17. Huston, L and Sakrab, N Connect and Develop. Inside Procter & Gamble's New Model for. Innovation. HBR, March, pp. 1-8, 2006.
18. SonyE Case, AGSM
19. Ed Schein, Defining Organization Culture. Ch 1***
20. Above All Award the Right Thing*
21. The Economist, FAT Cats Feeding: Special Report: Executive Pay (Oct 11, 2003, pp. 64-67)*
22. Brown., Duncan, Towers Perrin Consultant, : A Guide for Matching Compensation with Company Strategy and structure. Compensation and Benefits Review. 52.*
23. Hausser Food Products
24. Coff, R Human Assets and Management Dilemmas, Acad.Mgt. Rev, 1997***
25. MetroTel, Case from Robey and Sales' textbook, Organization Design.
26. Hausser Food Products, D.A. Nadler case
27. Kaplan and Norton, The Balanced Score Card, HBR***
28. Citibank: Performance evaluation Case 198048
29. Julian Birkinshaw & Christina Gibson, Building Ambidexterity into an Organization. Sloan Mgt Rev, 2004***
30. Hermes System Case 380072

31. MCCSmart, IMDCase IMD120
32. Infosys. Stanford U case
33. MCC Smart case, IMEDE, Lausanne, Switzerland, 300-115-1
34. Chesbrough, C and Teece, D., When is virtual virtuous, HBR, 1996*
35. John Smithers Case491035
36. Pfeffer, J. Power in organizations. Chapter from Tushman and Anderson Reader**
37. JMPennings Note on Organizational Design Change (Syllabus)**
38. Twelve O'Clock High Case 495031&032**
39. Charlotte Beers A&B

Number of * indicates relevance. Reaction write-ups are confined to three star papers.