



ORGANISATION DESIGN

Re-defining complex
systems

NICOLAY WORREN

Organisation Design

Organisation Design eBook

Table of Contents

Cover

Organisation Design

Brief contents

Contents

Why design matters

- Overview

- Introduction

- Foundational concepts

- Key challenges facing the discipline

- The value of effective designs

- Design attitude

- Organisational architecture

- Axiomatic design theory

- Layers of design parameters

- Design-oriented research

- Conclusion

- Design propositions

- Review questions

- Research questions

- Case study Procter & Gambles Organisation 2005 initiative

- References

Organisational complexity

- Overview

Table of Contents

Introduction

Simplicity versus complexity

How complexity affects organisational functioning

Rising complexity

Why is complexity allowed to grow?

Developing a new agenda for managing and re-designing complex organisations

Discussion

Summary and conclusion

Design propositions

Review questions

Research questions

Case Study The functions and structure of a hospital

References

Managing the organisation design process

Overview

Introduction

Requirements to design processes

Sequence of activities in re-design projects

Summary and discussion

Design propositions

Review questions

Research questions

Case Study: PowerCo

References

Designing multidimensional organisations

Overview

Introduction

Table of Contents

The matrix
The front-back model
The modular organisation
Discussion
Summary and conclusion
Design propositions
Review questions
Research questions
Case study: European School of Management
References

Designing sub-units

Overview
Introduction
Defining the sub-unit mission and functional requirements
Defining the sub-unit operating model (design parameters)
Identifying and analysing interdependencies
Locating sub-unit boundaries (interfaces)
Evaluating alternative grouping criteria
Alternative characterisation of interdependencies
Determining group size
Aligning formal structure with work process interdependencies
Summary and conclusion
Design propositions
Review questions
Research questions
Case Study: Merger between Atlantic Life and Dutch Mutual
References

Structuring vertical layers

Table of Contents

Overview

Introduction

The ideal hierarchy

The requisite organisation approach

Application of requisite organisation concepts in re-design processes

The applicability of requisite organisation concepts in modern
organisations

Discussion

Summary and conclusion

Design propositions

Review questions

Research questions

Case Study: The staff function in Scandic Consult

References

Configuring interfaces

Overview

Introduction

Case example: ProTech

Degrees of work process interdependency

Interdependency types

Activity interdependencies

Commitment interdependencies

Governance interdependencies

Resource interdependencies

Social network interdependencies

Discussion and conclusion

Overall design propositions

Design propositions

Table of Contents

Review questions

Research questions

Case study: TowerTech

References

Rooting out complexity

Overview

Introduction

Responsibility overlaps

Role inconsistencies in horizontal processes

Excessive interfaces Everybody connected to everybody

Conflicting requirements due to resource dependency

Misalignment of interdependencies

Conclusion

Design propositions

Review questions

Research questions

Case study: Defining EVP responsibilities in Royal Bank

References

Index