II.   ORGANIZATIONAL STRUCTURES

You are a member of the senior management staff at ABC Corporation which is designing, developing, and selling business analytics software and services. Your company has been using a functional structure since it was founded in 1975. It is set up with five departments which are production, research and development, finance, human resources, and marketing.

You prepared a report detailing the current problems your company is facing. In this study, you highlighted the points as follows:

- Many innovations have passed right by ABC Corporation because the company was slow to pick up signs from the marketplace that they were coming.
- Internal communication among the departments has problems. Some of the emails were not replied, and some of the functional managers and their employees did not attend some meetings at which their opinions and feedback were considered essential.
- There are new companies in the market, and there is a strong indication that new companies are planning to enter the market with new software programs and services with lower prices and better features.

In the board of directors meeting, it was decided to move to a project-oriented structure in line with the corporate's strategic objective to increase the competitive position in the global market. The president wanted you to prepare a report which discusses different organizational structures your company can proceed with.

ABC Corporation offers data integration, storage, analytics, and business intelligence applications. The company's solutions portfolio includes advanced analytics, AI solutions, business intelligence and analytics, cloud analytics, customer intelligence, fraud and security intelligence, IoT solutions, personal data protection, risk management, and supply chain intelligence. It caters to industries including automotive, communications, education, financial services, government, health insurance, healthcare providers, hospitality and entertainment, insurance, manufacturing, media, retail, and utilities. It operates across the Americas, Europe, the Middle East, Africa, and Asia-Pacific.

Its major strengths are a strong customer base across diversified industries, partnerships with major technology firms, and a strong market position. The areas of concern are patent infringement and private ownership (not publicly held). In the future, rapid technological changes, risk due to increasing IT complexity, and competitive pressures could affect its business operations. However, a positive outlook for the global machine-to-machine market, rising healthcare expenditure, demand for cloud computing, and new product launches are likely to offer growth opportunities to the company.

QUESTIONS:

1. What might be some of the internal and external pressures that would contribute to your report that it is necessary to alter the organizational structure? **(15 points)**
   - ✓ You should consider enterprise environmental factors and organizational process assets and consider SWOT analysis.
   - ✓ You should discuss at least two internal and two external pressures.

2. In your report, you advocated a transition from the functional structure, first to weak matrix structure in one year, then to a strong matrix structure in three years. Based on the company's products and services, re-create the structural design to show how both matrices would look**.** You need to draw two organizational charts, one for a weak matrix, another for a strong matrix. **(10 points)**
   - ✓ You can draw it on paper, take a picture, and paste it on this document.
   - ✓ You can use Microsoft Visio, PowerPoint, another drawing app, and paste it on this document.

3. What behavioral problems could you begin to anticipate through this design? That is, do you see any potential points of friction in the new dual hierarchy setup? Discuss it first for the weak matrix structure, then for the strong matrix structure. Consider the pros and cons of these structures. **(10 points)**

YOUR ANSWER:

III.   IDENTIFYING STAKEHOLDERS

A mobile communications company's organic and successful growth led to the need for an enterprise-wide supply chain IT system. The company decided on hardware and software that had been successfully used at a large number of other similar companies. The Supply Chain Director was put in the position of the sponsor. After the system go-live, customers were not receiving products they had ordered, invoices were delayed or lost, sales employees were resisting the changes and, as a result, the company was losing credibility fast.

The project manager organized a stakeholder mapping exercise, which had not previously been undertaken. This soon highlighted the core issues. The Supply Chain Director, relatively new to the organization, lacked influence and credibility with the recipients in areas of the organization most impacted by the change—most notably, sales. The stakeholder map also allowed the leadership team to understand that the leads originally assigned to the project were not able to persuade the front-line sales force to attend training—never mind even consider using the new solution!

As a result of the insight gained from this activity, the decision was made to strengthen sustaining sponsorship in the sales function. In particular, the sales director was characterized as someone with high influence but low commitment. It was also decided to substitute some of the less credible leads with more influential people, particularly in the sales function. These two actions helped rescue a failing project.

QUESTIONS:

1. Based on this case study, develop a power/interest grid.

    a. Include all stakeholders mentioned in the case study above. **(5 points)**

    b. Besides, you should include at least two more stakeholders that were not discussed in the case study. Think about other functional units in the company as well as external stakeholders. **(5 points)**

    c. You can draw the grid on a paper, take a picture, and paste it on this document.

    d. You can use Microsoft Visio, PowerPoint, another drawing app, and paste it on this document.

2. Explain and substantiate why you placed each stakeholder in their relevant quadrant. **(10 points)**

3. Finally, develop strategies to manage these stakeholders more effectively based on the mistakes the sponsor, project manager, and project team did. **(10 points)**

Student First & Last Names:
CSU ID:

YOUR ANSWER: