

CHAPTER TWO

STRATEGY, ORGANIZATION DESIGN, AND EFFECTIVENESS

CHAPTER OVERVIEW

This chapter explains the types of goals that organizations pursue and the competitive strategies to reach those goals. There is an overview of strategic management, followed by frameworks for determining strategic action. Several approaches are then explored for measuring organizational effectiveness.

CHAPTER OUTLINE

Managing by Design

Before reading the chapter, students will give their opinions on the following statements:

- A company's strategic intent or direction reflects managers' systematic analysis of organizational and environmental factors.
- The best business strategy is to make products and services as distinctive as possible to gain an edge in the marketplace
- The best measures of business performance are financial.

The Role of Strategic Direction in Organizational Design

The primary responsibility of top management is to determine an organization's goals, strategy, and design, therein adapting the organization to a changing environment. Direction setting begins with an assessment of opportunities and threats in the environment and an evaluation of internal strengths and weaknesses. Then the company can determine its mission, goals and strategies. Organizational design reflects the way goals and strategies are implemented. This is the role of organization theory. Consider how organization design is affected by the choice of goals and strategy. New goals and strategy are often selected based upon environmental needs, and then the top management attempts to redesign the organization to achieve those ends. Performance measurements feed back into the internal environment, so that past performance of the organization is assessed by top management in setting new goals and strategies for the future.

ASSESS YOUR ANSWER

A company's strategic intent or direction reflects managers' systematic analysis of organizational and environmental factors.

ANSWER: Agree. The best strategies come from systematic analysis of

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Marco Cascella



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