

## STRATEGY TERM PROJECT



*The HP Running Case, a related activity for each strategy term project module, is available in Connect.*

### //// Module 11: Organizational Design

When designing their organizations for competitive advantage, managers have at their disposal three key levers: *structure*, *culture*, and *control*. Managers employ these three levers to coordinate work and motivate employees across different levels, functions, and geographies. How successful they are in this endeavor determines whether they are able to translate their chosen business, corporate, and global strategy into strategic actions and business models, and ultimately whether the firm is able to gain and sustain a competitive advantage.

In this module, you will study the organizational design of your selected firm and its impact on the

firm's competitive advantage. You will again rely on annual reports, news articles, and press releases for information to analyze and formulate your answers.

1. What is the organizational structure of your focal firm? Would you describe it as following a traditional organizational structure or a holacracy? What key characteristics can you point to as evidence? In what way has this structure had an impact on the firm's competitive advantage?
2. Consider your firm's competitive position and how it has responded to shifts in the external or internal environments. What major strategic change should the firm seriously consider implementing to avoid inertia? Or if the firm is already facing inertia, what can it do to break it?