

- Boundaries of organisation are opened

Oticon

Oticon is a Danish company which manufactures hearing aids. In 1990, it restructured to move away from traditional bureaucracy and the following changes were made:

- All formal job titles were abandoned
- Nobody had a desk or office of their own
- Nobody had an assigned role except what they choose for themselves
- Nobody was allocated work, rather individuals choose what projects they wanted to be involved in

from lists put up on bulletin boards

- Individuals could be involved in as many projects as they wanted
- Project leaders were co-ordinators not managers – the team self-managed itself
- CEO believed if a person could not allocate him/herself to a project then there was no need for them in the company

Du Gay (2000) defended bureaucracy saying that it prevented prejudice because of its impersonality, and that post-bureaucratic organisations do not do this.

Bureaucracy is still in existence today, although delayering has taken place, the size and height of the hierarchy has been decreased.

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