



The Coupling of Product Architecture and Organizational Structure Decisions (Classic Reprint) (Paperback)

By Rosaline K Gulati

Forgotten Books, United States, 2015. Paperback. Condition: New. Language: English . Brand New Book ***** Print on Demand *****.Excerpt from The Coupling of Product Architecture and Organizational Structure Decisions This paper explores the interdependence between two key decision areas in the development of new products: product architecture and organizational design. We conducted a field study of audio system development in a major American automotive firm. This firm competes in global markets and utilizes new technologies which give rise to several possible product architectures and organizational structures. By separating these decisions for our discussion, we are able to explore some of the fundamental issues which couple them. Our results suggest several ways in which decisions and plans for product architecture and organizational design must be integrated. In order to explore the coupling between these two issues, we focused our study along the following dimensions: product and problem decompositions, integration mechanisms, communication patterns, supplier relationships, and reporting structures. We define product and problem decomposition to be the practice of splitting a complex engineering challenge into several simpler ones, while integration is the challenge of merging solutions to these separate problems into an overall system. Communication patterns (i.e. how information might flow) depend...



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