BACKGROUND:

Microsoft and Skype have decided they want to do an Organizational Diagnosis to determine how various aspects of Skype are aligned such as inputs, resources, productivity, throughput effort, outputs, performance, strategy, etc. They want to know if there are any significant issues at Skype and how these issues might affect its integration into Microsoft.

REQUIRED READING:

Download and read this white paper by Falletta about OD models. Salvatore Falletta, President and CEO of Leadersphere, has written a white paper that reviews several commonly used models of organizational diagnosis. We will be using several of these models in conducting your integrative Case project. The relevant part of this paper in terms of this class is the first 31 pages. The last part of the paper (pp. 32-43) deals with the theoretical foundations of the Burke & Litwin model, Falletta’s Organizational Intelligence Model, and reading that is optional. We are not covering Falletta’s Organizational Intelligence Model.

Falletta, S.V. (2005) Organizational Diagnostic Models: A Review and Synthesis. Retrieved 6/6/12 from http://www.leadersphere.com/img/OrgmodelsR2009.pdf

Falletta provides an overview of Open Systems Theory (OST) in his paper (pp. 8 & 9). Keep in mind that OST is not an OD model, but rather is a basis for most of the later models. For a deeper understanding, go to the following optional reading and read about systems, systems thinking, and organizations as open systems. You will see that businesses are not unlike living organisms. They depend on the environment for sustenance. They are comprised of multiple, mutually dependent parts. And they affect the environment in the course of their daily activities. Open systems theory provides valuable insights into organizations.

Optional Reading

National Defense University, Systems Thinking and Learning Organizations, Retrieved 6/6/12 from http://www.au.af.mil/au/awc/awcgate/ndu/strat-ldr-dm/pt1ch4.html

Review Case Analysis since it is so important in this final course. The purpose of a Case is to show that you have thought critically about the subject matter that you are learning AND to make an argument for a Claim about the specific situation in the Case assignment. Stephen Toulmin has developed an Argument Methodology that is very useful in Making a Case. review Case Analysis and Toulmin's Argument Methodology Making a Case .

**Ashish, need your help on the following:** There is some disagreement in the Executive ranks as to which OD method or model should be used. Some executives have familiarity with a couple of models, but it seems to be only based on what they have read or heard about.

So you need to explore some models and determine their strengths and weaknesses. And ultimately you need to recommend which one is best for using at Skype. As part of making that determination, you will also need to identify several critical issues facing Skype.

The executives want you to include the 7S model, the Congruence Model, and the Burke-Litwin Model in your analysis. And I want you to pick three or four more models to include as well – so there is a well-rounded group of OD models for me to see/ examine.

Prepare a report for the Executives for which I can to compare with mine. Please include the following:

For each of the models you are analyzing (six or seven), a brief overview of what the model does.

Clearly identify the strengths and weaknesses of each model.

Identify and discuss two or three issues that Skype is facing.

Determine which model you think is the best model to use.

Make a recommendation as to which model should be used, I expect you to MAKE a Strong Case. Explain why your selection would be the best choice. Explain how the recommended model can be used to help diagnose the issues you have identified.

This should be a 5 to 7 page paper (not including Title Page and References) and please use APA formatting and provide all references.

Thanks!