

## **CHAPTER 6 - CASE STUDY ESSAY**

### **Restructuring the Organizational Restructure at Kimberly-Clark**

#### **Questions:**

2. Why would Kimberly-Clark executives restructure the company based on "grow, sustain, and fix" categories? What disadvantages might result from such a structure?
  3. Was the organizational structure presented by Kimberly-Clark executives in 2004 better than the first structure proposed? Why or why not?
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## **CHAPTER 6 – REVIEW ESSAY QUESTIONS**

#### **Questions:**

1. Universities are typically organized by departments or colleges such as business, biology, engineering, political science, and so on. Is this an appropriate structure? What aspects of the environment support this structure? Are there any aspects of the internal or external environment that currently or in the near future push for changes in university structures?
2. Organizational design skills are critical to career success, but total organizational design or redesign typically is not put in the hands of newly hired managers. Why then is it important for you early in your career to understand the structure and the specific differentiation and integration mechanisms of the organization you work in?