

Subject- Business Management

Topics for Today's Class (25/04/2020)

- **Meaning of Boundary-less Organization**
- **The Structure of a Boundary-less Organization**
- **Characteristics of a Boundaryless Organization**
- **Advantages of the Structure**
- **Disadvantages of the Structure**
- **Roles of the Employees in Such an Organization**
- **Types of Boundaryless Organizations**

Meaning -To put it simply, the boundary less organization is an organization without boundaries; one that isn't confined to the stifling walls of its office. When you look at a traditional organization, you can see the clear with borders on both the vertical and horizontal planes and hierarchies everywhere. Such an organization has a very mechanistic business structure. While traditional organizational structures have defined vertical and horizontal borders and hierarchies, boundary less organisations are defined specifically by a lack of structures and an approach to business that is based on the free flow of information and ideas to drive innovation, efficiency and growth in a world that's constantly changing. The concept was pioneered by well-known management thinker and former General Electric chairman Jack Welch, who wanted to break down existing barriers between different parts. Adaptability and flexibility are important criteria of boundary less organisations.

The Structure of a Boundary-less Organization

.A boundary less organization is quite different from this. It is an organization where there aren't any major structures and the main approach to business is to allow information to flow freely and ideas to be the driving force of efficiency, innovation, growth in the company. Such a company is built to do one thing very well: to survive in a world that is constantly changing.

The concept of a boundary less organization was **first formulated by the former chairman of General Electric Jack Welch**, who also happens to be an authority on the topic of management. He wanted to break down barriers, or boundaries, that existed at the time between different parts of the company. According to his philosophy, the most important criteria of a boundary less organization are flexibility and adaptability.

Another defining characteristic of boundary less organizations is that they are quite tech-savvy and will use the latest and greatest tools brought by technology to make it even easier to break borders that would have traditionally been unbreakable. Flexible working schedules and virtual collaboration is a couple of examples of such tools.

When it comes to the employees at boundary less organizations, they often have their own projects to work on and targets that they must meet. They are entirely responsible for their own work and much work in the best way to achieve the results which are expected of them. Employee freedom is much greater in such organizations as a result.

By their very definition, boundary less organizations operates without boundaries. That means that they often have a workforce that spans many different countries. The employees will, therefore, come from different countries, with different cultures and different backgrounds. Such employees should be brought together in order to work in a peaceful, tolerant, and harmonious way in order to achieve the goals of the organization. As a result, such an organization often contains very strong visions and core ethics and values that glue employees together regardless of their individual differences.

The Characteristics of a Boundaryless Organization

One of the most interesting things about boundary less companies is that there is very **little face to face communication between employees**. Such an organization relies heavily on technology. Employees mainly communicate using technology, such as via text, email, social media, and various other virtual methods of communication. This makes it possible for them to communicate with each other from wherever they without having to physically be in the same vicinity.

Employees also **frequently telecommute** in a boundary less organization, which is to say that they don't actually have to turn up at work. They could use video conferencing and virtual collaboration software to communicate with each other and collaborate on projects. They, therefore, do not have to deal with geographically imposed barriers to working together.

In such companies, since employees do not have to come to the office all the time, there are usually **flexible working schedules** which allow employees to work at the time that is most convenient for them, especially when they're working from a different country in an entirely different time zone. This makes it easier for the employees to achieve work-life balance.

Another characteristic of such companies is that the **authority to make decisions is put squarely in the hands of employees**. They can make decisions and have complete responsibility for the tasks and projects that are handed to them. This makes the company much more efficient than a traditional one since it can change more quickly and adapt to changing external factors.

Advantages of the Structure:

- Highly flexible
- Responsive
- Draws on talents

Disadvantages of the Structure:

- Lack of control
- Communication difficulties

- Not great in authority

Roles of the Employees in Such an Organization

In boundary less companies, employees, even though they do not have to be in the same room together, do not work in isolation. They are usually part of a large team that works on one of many projects.

Modern methods are applied in such companies such as better supply chain management, just in time methods, and quality management at every step.

In order to be a successful employee in a boundary less company, you should be able to feel comfortable and at home in an environment that is ridden with chaos. Such workplaces are quite free-form and have very little in the way of stiff rules and policies. Usually, decisions are guided by a common vision and a strong sense of ethics.

You should also be an easy going person who can work with many people from different backgrounds. There will be an enormous amount of networking and coordination involved so you should be able to handle it.

Another characteristic of the employees that flourish in such organizations is that they are highly independent thinkers and are self-motivated to set and achieve their own goals. One of the defining characteristics of a traditional organization is that there are a lot of hierarchies. Supervisors, managers, senior managers, directors, and so on. At every level, you have someone telling you what to do and how to do it and your ability to make your own decisions is limited and only gets less limited as you go further up the hierarchy.

In a boundary less organization, however, there is very little supervision with very few people to tell you what to do. Usually, the organizations allow enough free flow of information that all the employees know what the large-scale and long-term goals of the organization are. They are then briefed on what projects they are taking part in and what is expected of them in those projects. That means they get full responsibility for figuring out how best to achieve the results that are expected of them using their own methods, so long as they align with the vision, ethics, and values of the company.

In such companies, the employees get to be managers of themselves and coordinators of their own projects. This makes them prouder of their work and

gives them confidence in their abilities to adapt to the demands of a situation. It also develops a very strong work ethic in them.

Types of Boundaryless Organizations

There are four main types of boundary less organizations:

1. Modular organizations.
2. Strategic alliance organizations.
3. Network organizations.
4. Virtual organizations.

The modular and virtual organizations will outsource all functions that are not essential to their core purpose and only focus on what matters.

Strategic alliance organizations are formed when two companies that are in the same or related industries form an alliance that will benefit both of them.

Network organizations are similar to a modular or virtual organization in that they will outsource their business function. However, while virtual and modular organizations will only outsource what isn't important, a network organization will outsource even the important stuff, such as accounting and HR. This allows them to have a razor-sharp focus on the core business of their company.

Considerations to Make

Even though they are called boundary less, these organizations still need boundaries in certain situations, such as when they need to build highly focused teams that work on specific tasks. These activities will still be flexible, however, as they may need restructuring with changing conditions.

Conclusion- Boundaryless organizations will often make use of the latest technology and tools to facilitate the breaking down of traditional borders, such as virtual collaboration and flexible working. With regard to employees, they may have more responsibility for their own projects and targets and be more able to achieve results in a way that's appropriate for the project at hand. Because many boundary less organizations are dispersed across geographic borders, employees may be from different cultures and countries but must work together. Because of this, boundary less organizations requires a strong set of core values and a strong vision.