3.2.1 (1)

**Funktionale versus divisionale Organisationsstrukturen**

**Funktional:**
zentrale Spezialisierung nach Funktionsbereichen (Einkauf, Marketing etc.)

(Funktionen)

(Multi-) **Dimensional:**
dezentrale Organisation nach Produkten oder Produktparten

(Product/Sparte)

(Funktionen)
3.2.3 (1)

Angenommene Struktur einer Unternehmenshierarchie

Strom der Anweisungen von oben nach unten

1. Hierarchieebene
2. Ebene
3. Ebene
4. Ebene
5. Ebene
6. Ebene

Strom der Informationen von unten nach oben

unverfälschte Weitergabe

ca. 67% der Anweisungen der oberen Ebenen

c.a. 33% der Informationen der unteren Ebenen
Dezentralisierung von betrieblichen Organisationen – Vorteile?, Nachteile?

Nachteile?
(1) agency-Kosten bedeutsamer

(2) größere Probleme der Koordination
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•
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potentielle Vorteile?
(1) Nutzung dezentraler/lokaler Spezialkenntnisse

(2) Nutzung von Betriebserfahrungen der Kern-Arbeitnehmer

(3) verbesserte intrinsische Motivation und Karriereanreize
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Alternative Economic Organizations

For simplicity consider a production process that consists of only two separate stages, A and B. In Process B raw materials are converted into an intermediate good that is an input into stage A. Process A involves transforming input B into output good A. Figure 3.4 illustrates the nature of the production process under consideration. In order for good A to be produced input B is required. This means that the activities of producers of A and B must be coordinated. The question is how?

Three alternative organizations or governance alternatives that we focus on are:

1. **Spot Markets**
The total amount of input B produced and its price are determined in a competitive market based on the interaction of supply and demand. Producers of A source their requirements for input B in the market. Moreover, the terms of trade, most importantly the price, are determined on a transaction by transaction basis.

2. **Long-term Contracts**
Producers of A enter into contracts with suppliers of B. The terms of the contract determine the price a producer of A will pay and how much she will purchase. The terms of trade are specified in the contract and govern present and future transactions between the two firms. The contract may specify how the terms of trade will change over time as conditions change.

3. **Vertical Integration**
Producers of A integrate into the production of B. Instead of buying from a supplier of B they produce B in-house. The transaction is organized and governed internally.

As we will demonstrate, the choice of governance alternative for a transaction depends on its relative efficiency in adapting the terms of trade as conditions change.

Quelle: Church/Ware, Industrial Organisations, Boston 2000
Asset Specificity

There are four common forms of asset specificity. These are

1. **Physical-Asset Specificity**
   Equipment and machinery that produce inputs specific to a particular customer or are specialized to use an input of a particular supplier are examples of physical asset specificity. For instance, the giant presses for stamping out automobile body parts (known as automobile dies) are specific to the automobile manufacturer. Chrysler Intrepid automobile bodies have little value to other automobile manufacturers. The efficiency of boilers in a coal-burning electricity-generation plant can be increased if they are designed for a specific type of coal. However, this means that they are less efficient if they burn coal with differing heat, sulfur, moisture, or chemical content.

2. **Site Specificity**
   Site specificity occurs when investments in productive assets are made in close physical proximity to each other. Geographical proximity of assets for different stages of production reduces inventory, transportation, and sometimes processing costs. Consider the production of semifinished steel. Locating the blast furnace, steel-making furnace, and casting units side-by-side or “check-by-jowl” eliminates the need to reheat the intermediate products produced in each stage. So called thermal economics are realized from the fuel savings since side-by-side location means it is not necessary to reheat the intermediate inputs: pig iron and steel ingots (Bain 1959, p. 156). Specificity arises, however, because in many instances the assets are not likely to be mobile - they cannot be relocated at all or without incurring substantial cost.

3. **Human-Assed Specificity**
   Human-assed specificity refers to the accumulation of knowledge and expertise that is specific to one trading partner. The design and development of a new automobile model has traditionally been a very complicated and time-intensive process. It involves close collaboration between the car company and its parts suppliers in the design and engineering of component. As a result those suppliers that participate in the design process acquire knowledge specific to the production of those components.

4. **Dedicated Assets**
   Dedicated assets by an input supplier are investments in general capital to meet the demand of a specific buyer. The assets are not specific to the buyer, except that if the specific customer decided not to purchase, the input supplier would have substantial excess capacity. In the late 1980s, The NutraSweet Company was the largest producer of the artificial sweetened aspartam by volume was for diet soft drinks, making Coca-Cola and Pepsi the largest buyers. The investment in aspartame capacity by The NutraSweet Company is therefore an exampla or dedicated assets.

Quelle: Church/Ware, Industrial Organization, Boston 2000, S. 69 f.