

light of Zappos's sustained success as a market leader? Can a large, established organization such as Zappos successfully succeed without a formal organizational structure? Should other organizations consider such a change? Time will tell if the reorganization of Zappos will prove to be fruitful and if other organizations will also reject the norm of a traditional structure, but one thing is clear about Zappos and its strategic leader Tony Hsieh—complacency is not an option.

Case Questions

1. Is Zappos a mechanistic or organic organization? How so?
2. From the perspective of authority, is Zappos more centralized or decentralized? Specify characteristics of the firm to support your answer.
3. Explain how the move to a self-managed, self-organized structure from a hierarchical structure was a form of reengineering.
4. Can Zappos be characterized as a learning organization? Why or why not?
5. How has Zappos used job enrichment to its advantage?
6. How do self-managed work teams factor into the new structure of Zappos?

Cumulative Case Questions

7. Explain the role of organizational culture at Zappos. Can it be characterized as strong or weak?
8. How did strategic planning factor into Zappos CEO Tony Hsieh's decision to move to a new organizational structure? What explanation can you offer for the change considering Zappos's continued success in its previous structure?
9. Search online for updates on Zappos's structural transition. Using the information in the case and the updates you find online, how have the firm's employees responded to this change? Use the four stages of the change process to explain how people tend to react to change.

Base References

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