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**Designing and Leading the
Entrepreneurial Organization**



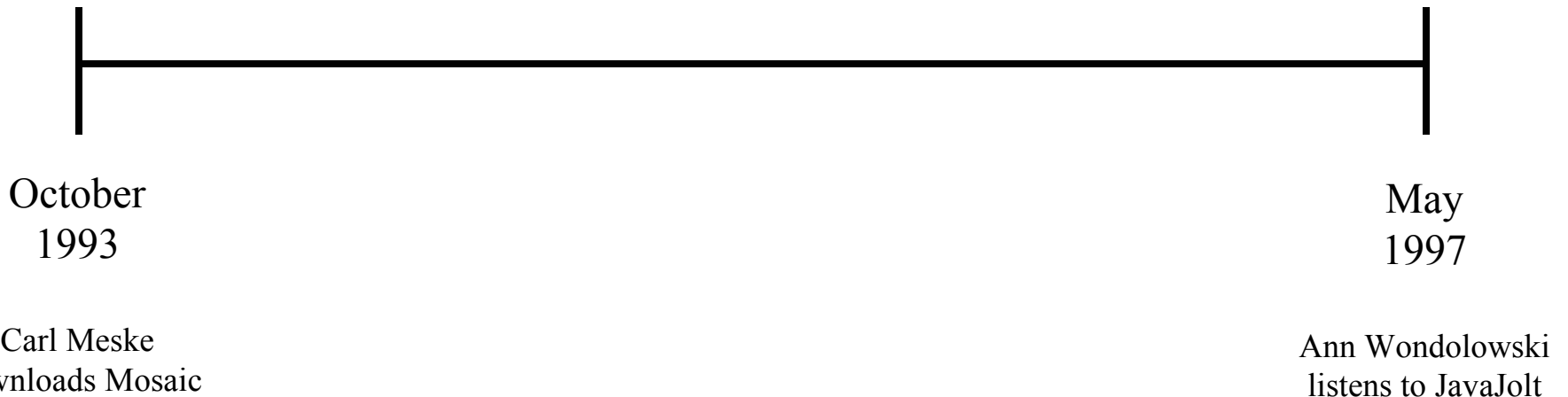
MIT Sloan School of Management

Sun Microsystems



Realizing the Potential of Web Technologies

TIMELINE



Principles of a Bureaucratic Structure



- ❖ Rational-legal authority
- ❖ Defined roles with clear responsibilities
- ❖ Meritocracy
- ❖ Hierarchy
- ❖ Control through rules and standard operating procedures
- ❖ Formalization

Enabling vs. Coercive Bureaucracies

The diagram is a 2x2 matrix with a light blue background and black borders. The columns are labeled 'Enabling' and 'Coercive' at the top, with 'Social' centered above both. The rows are labeled 'Low level of formalization' and 'High level of formalization' on the left, with 'Technical' centered between them.

	<i>Enabling</i>	<i>Coercive</i>
<i>Low level of formalization</i>		
<i>High level of formalization</i>		

Labels for the matrix:

- Top: *Enabling*, *Social*, *Coercive*
- Left: *Low level of formalization*, Technical, *High level of formalization*

Source: Paul S. Adler. 1999. "Building Better Bureaucracies." *Academy of Management Executive* 13(4):36-49.