Analysis of Various Models of Organizational Agility

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Abstract
Organizations cannot sustain with the traditional method of working. To work for long run in this competitive environment organizations have to develop a systematic approach to doing business. This approach should comply with the day to day changes in the market. Agility is one such way to comply with these changes. These changes can come in an organization by detailed analysis of various agility models. The agility model should include organizational capabilities, drivers and providers of these capabilities. These factors can help the organization to attend the varied customer requirements in the shortest possible time with the effective cost and good quality. Organizational agility is the capacity of an organization to survive and prosper in an environment of unfavorable conditions and constant change. Organizational agility is a new concept in the manufacturing organizations as well as service agencies.

Keywords: Agile Manufacturing, Agility Drivers.

INTRODUCTION
To flourish in an environment of unforeseen and dynamic change, organizations and their production systems need to react swiftly and effectively. To bring about this goal, manufacturing systems must possess extraordinary capabilities that synergistically include, and go beyond, those one finds in flexible manufacturing
systems, lean production systems and firms with mass customization strategies (Ramasesh, Kulkarni and Jayakumar, 2001). The supporter of agility at the Iacocca Institute of the Lehigh University, in the early 1990s, coined the term ‘agile manufacturing’ as a new archetype that possesses such capabilities (Iacocca Institute, 1991). Fifteen years later, the struggle continues as uncertainties continue to evolve and nascent market and socio-political pressures continue to change the landscape.

**Model of Organizational Agility**

A general model of agility helps us in understanding the nature and competitions of agile organizations. According to Sharifi and Zhang (2001) the model of organizational agility consists of the design of organization which helps in building a homological network of the relationship among different factors like agility, responsivity, flexibility and flexibility. The ability to change the rules for doing business can help in our survival in the modern day world. Various models of organizational agility have been reviewed. These models have led me to club the various factors related to organizational agility in terms of agility capability, agility drivers and agility providers. The study of such models made me to analyze the definition of these factors and to derive a model based on these factors.

- The model of Sharp and et al, 1999.
- The model of Yusuf and et al,1999
- The model of Lin and et al,2005

**Model of Sharp et al, (1999)**

The model focused on core competencies, virtual enterprises, rapid prototyping, concurrent engineering, multi skilled and flexible people, team work risk management, and continuous improvement, information technology and empowering. This model is like a house which has these factors as its pillars which keeps the house working in day to day life. These factors are very important for the sustainment of the house. This model in terms of Sharp and et al is a world class model with the foundation of the factors affecting organizational agility. These factors lead to lean manufacturing and create a competitive environment for the suppliers and industry.

The difficulty with this model is that the various factors which are under one roof have not been in any relationship. The relationship is very necessary for the efficient working of the enterprise. And there should be a feedback loop which should respond to the variations in the quality demanded and received to be corrected.

The model of Yusuf et al recognizes the relationship of agile manufacturing to the virtual enterprise. The virtual enterprise is a short term collaboration of an enterprise to the different suppliers. Here the organization recognizes that it has the capacity for reconfiguration according to the demands of the customers. The knowledge driven enterprise needs skilled and intelligent employees. There should be a work culture among the employees. It means that there should be a feeling of competitiveness among the employees. There should also be a will to change among the employees.

Model of Ling and et al, (2005)

This model is like the house of agility. This model has all the good factors which make a model agile except a feedback loop and the levels of factors. This model has agility enablers/agility pillar which has all the tools and technologies needed to make a model agile. There are agility capabilities as well which has sub factors like responsiveness and flexibility which are very important to make an organization agile. The dome of the house represents the customer requirements of the product like less cost or cost effective; lower lead time and good functional value. All these factors are interrelated but only limitation is the absence of feedback loop.


According to the model of Goldman and et al agility depend upon the four factors. These factors are coordination, people and information, customer satisfaction and ability to control changes. These factors are shown without any feedback system. This model also lack the sub factors which affects an organization.

A general model of Organizational Agility

This model is very responsive to the changes in the environment in terms of customer needs and market changes. This model has a close loop feedback system which makes it more effective towards problem solving in difficult situations. This model also shows that there is interdependence between agility drivers, agility providers and agility capability.
CONCLUSION

Agility is a very new concept which addresses the issue of organizational model. The agility concept encompasses various models to justify its factors. These factors include agility capability, agility drivers and agility providers. These factors are very important for preparing the model on organizational agility. There is also a interrelation between these agile factors. These factors help in paying attention to environment changes. Agility only comes in disciplined organizations which have skilled workforce willing to achieve the objective of the organization. Through the model of organizational agility we came to a conclusion that there should be a feedback loop in an organizational model. This loop helps in maintaining accuracy and correctness. By the help of model we came to a conclusion that the various factors of organizational agility have some level of occurrence. The agility capability has got the top priority and then comes agility providers and drivers. There should be a perfect coordination among these factors for making an organization agile.

REFERENCES

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