

THE BOUNDARY-LESS ORGANISATIONS IN MODERN BUSINESS

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The boundary-less organization is an organization without any major structures. The main approach to business in this type of organization is to allow information to flow freely and ideas to be the driving force of efficiency, innovation, growth in the company. The main goal of such organization is surviving in an ever-changing world.

Among the advantages of the boundary-less organization, we can underline ability to leverage all employees' talents; faster response to market changes; enhanced cooperation and information sharing among functions, divisions and staff.

Disadvantages of the boundary-less organization are difficulties in overcoming silos inside it; lack of strong leadership and common vision. Also the possibility of employees being adversely affected by efficiency efforts and the possibility of organizations abandoning change if restructuring does not improve effectiveness quickly.

The main characteristics of a boundary-less organization are virtual collaboration; heavy use of technology; employee freedom to make decisions; flexible working hours; limited supervision; minimal corporate hierarchies; horizontal career growth; customer focus; emphasis on company values; etc.

The boundary-less organization is quite tech-savvy and will use the latest and greatest tools brought by technology to make it even easier to break borders such as flexible working schedules and virtual collaboration.

The boundary-less organization employees often have their own projects to work on and targets that they must meet. Employees of such an organization of this type, as a rule, bear full responsibility for their work. They also work hard to achieve the results expected of them, but employee freedom is greater as a result.

The boundary-less organization frequently has a workforce from many different countries with different cultures and different backgrounds. Consequently, such an organization contains very strong visions and core ethics and values that glue employees together regardless of their individual differences.

The boundary-less organization uses very little face to face communication between employees and relies heavily on technology such as email, social media, etc. This makes it possible for them to communicate with each other from wherever they without having to physically be in the same vicinity. Employees could use video conferencing and virtual collaboration software to communicate with each other and collaborate on projects without geographically barriers. Employees do not have to come to the office all the time. They have flexible working time-tables with most convenient time for them, considering different time zones. This makes it easier for the employees to achieve work-life balance.

The boundary-less organization also characterize as organization with the authority to make decisions is put squarely in the hands of employees. Employees can make

decisions and have complete responsibility for the tasks and projects. The company becomes more efficient and adoptable and can change more quickly.

There are four main types of boundary-less organizations such as hollow, modular, virtual and learning.

A hollow organization divides work and employees into core and non-core competencies. This is an outsourcing model in which an organization maintains its core processes internally but outsources non-essential processes. Hollow structures are most effective when the industry is cost-competitive and there are opportunities for outsourcing. An example of a hollow structure is a sports organization whose personnel management functions (such as payroll and benefits) are performed by external organizations.

A modular organization differs from a hollow organization in that product components are outsourced. In modular structures, the main part of the product can be stored within the company, and the secondary parts can be outsourced. Networks are added or removed as needed. For a modular structure to be possible, the product must be broken down into parts. For example, a computer manufacturer buys parts from different suppliers and assembles them in one place. Suppliers on the one hand and consumers on the other become part of the organization; the organization shares information and innovations with everyone. The customization of products and services is the result of flexibility, creativity, teamwork and agility. Business decisions are made at the corporate level, the level of departments, projects and individual team members.

A virtual organization (network structure) is collaboration between companies, institutions or individuals providing a product or service within a common business understanding. Organizations form partnerships with others – often competitors that complement each other. The collaborating divisions constitute a single organization.

A virtual organization is designed to be collaborative and created to respond to an exceptional and often temporary marketing opportunity. An example of a virtual structure is environmental conservation, in which several organizations provide employees to the virtual organization to preserve, for example, a historic site, perhaps for the purpose of generating economic benefits for partners.

A learning organization is an organization that is actively designed to acquire knowledge and change behavior as a result of newly acquired knowledge. In learning organizations, experimentation, learning new things, and reflecting on new knowledge are the norm. At the same time, there are many procedures and systems that facilitate learning at all levels of the organization.

All types of boundary-less organization have advantages and disadvantages and become popular in certain areas of business in our country and abroad

Among the most famous organizations that implement borderless organizational structures are such companies as Apple, Boeing, Airbus, Toyota.

Finally, the key to an effective organization without borders is the placement of adaptable employees at all levels. Modern management needs to abandon autocratic control in order to coach employees' creativity to achieve organizational goals. Employees should be proactive and creative for the good of the organization, and reward systems should recognize such employees.