15.394
Designing and Leading the Entrepreneurial Organization

MIT Sloan School of Management
Realizing the Potential of Web Technologies

TIMELINE

October 1993
Carl Meske downloads Mosaic

May 1997
Ann Wondolowski listens to JavaJolt
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

<table>
<thead>
<tr>
<th>Enabling</th>
<th>Social</th>
<th>Coercive</th>
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<tbody>
<tr>
<td>Low level of formalization</td>
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<tr>
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<td>High level of formalization</td>
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