HAL
open science

Un modèle de management alternatif : à partir du cas de l'entreprise OtoKar

Jean-Michel Larrasquet, Véronique Pilnière

To cite this version:

Jean-Michel Larrasquet, Véronique Pilnière. Un modèle de management alternatif : à partir du cas de l'entreprise OtoKar. La Revue des Sciences de Gestion, 2012, 253, pp.I.S.S.N. 1160-7742. hal-00656967

HAL Id: hal-00656967

https://hal.science/hal-00656967v1

Submitted on 3 Apr 2012

HAL is a multi-disciplinary open access archive for the deposit and dissemination of scientific research documents, whether they are published or not. The documents may come from teaching and research institutions in France or abroad, or from public or private research centers.

L'archive ouverte pluridisciplinaire **HAL**, est destinée au dépôt et à la diffusion de documents scientifiques de niveau recherche, publiés ou non, émanant des établissements d'enseignement et de recherche français ou étrangers, des laboratoires publics ou privés.

The OtoKar company (luxury coaches, cooperative, 800 persons, in the Spanish Basque Country) presents specific organizational features: model is very far from the hierarchical traditional one and, to our mind, it borders on the "intelligent" organizational model (Peter Senge, 1998). Complexity is very currently in the heart of the representations of situations, the way solutions are built and implemented and the modes of functioning managers, project managers and collaborators generate. In order to take the measure of the reality and the potentialities of this model, largely founded on the on-going construction by doing of shared vision, it is necessary to investigate what is currently and concretely done in the day to day organizational and working modes. This investigation will also allow us to distinguish contextual aspects from more generic features and to understand better how the main principles of the theory of complexity are acting behind this concrete mode of functioning.