Abstract. This paper builds on the theory of modularity to develop a theoretical framework for analyzing change within large organizations. This framework is illustrated by a case-study of the transformation of the U.S. Army. Building on the distinction between functional and informational decomposition, the paper analyzes two dimensions of the transformation of the Army. The first dimension corresponds to important changes of the architecture of the Army. This dimension involves the functional decomposition and physical coupling of “force packages”, and their implementation into renewed units of action (e.g., Stryker Brigade Combat Team, SBCT). The second dimension corresponds to the transformation of the interfaces of the Army. This dimension involves the networking of “force packages”, and their flexible distribution and connection. This paper suggests the U.S. is transforming into a modular organization capable of combining autonomous force packages through standardized interfaces, and flexible architecture. But while the Army rightly addressed the issues of projection, and deployment through modularization of its units and capabilities, the paper shows it has neglected such critical issues as jointness and cooperation.