

Week 6: Organisational Structure & Design

Organising – function of management that creates the organisations structure

Organisational design – development or changing of org structure

Elements of organisational design

1. **Work Specialisation** – dividing jobs into separate tasks and assigning tasks to individuals or groups. Each employee takes on a specific approach. Use this approach in hiring unskilled jobs and training them to do a job.
 - Common in manufacturing and service industries.
 - Efficiency and productivity to reduce costs.
 - Limiting skills people are bringing to the job benefits management- making it cheaper when people leave.
 - Highly monitored and control
 - DIS: boredom, stressful, unhappiness will lead to absenteeism, high turnover
2. **Departmentalisation** – how jobs are grouped together. Types of dept include:
 - **Functional** : grouped by the functions performed eg: engineering, accounting, info systems, human resources
 - **Product** : grouping by product lines, creating a dept for each product and create activities for each.
 - **Customer**: types of customer serving. Eg: people dealing with bank loans
 - **Geographic** : regions or territory. Groups identity is tied into the region they live in. Regional vs urban . Geographical focus is the thing that unites the group.
 - **Process** : group on the basis of work or customer flow
eg: hospital – admission, collection of blood, tissue sample.
→ Cross dept teams . How orgs seeking to respond to complexities in the environment.
3. **Authority and responsibility** –
 - Chain of command** : line of authority that clarifies who reports to who. Eg: military forces
 - Authority** : Rights inherent in a managerial position to give orders and expect obedience from them. When delegating authority they must be given the same amount of auth.
→ Line authority: entitles a manager to direct the work of an employee
→ Staff Authority : right to advise or assist those who possess line authority as well as personnel.
 - **POWER**: individuals capacity to influence decisions. Authority is part of the larger concept of power.
 - Responsibility**
4. **Span of control**: number of employees a manager can efficiently and effectively supervise.
5. **Centralisation & Decentralisation**
Choice isn't an either or choice. Most businesses involve both. How much decision would you like to give each groups.

Management Study Guide 22

H Kauffman



Management Study Guide 22:

Management Study Guide 22 Book Review: Unveiling the Magic of Language

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Table of Contents Management Study Guide 22

1. Understanding the eBook Management Study Guide 22
 - The Rise of Digital Reading Management Study Guide 22
 - Advantages of eBooks Over Traditional Books
2. Identifying Management Study Guide 22
 - Exploring Different Genres
 - Considering Fiction vs. Non-Fiction
 - Determining Your Reading Goals
3. Choosing the Right eBook Platform
 - Popular eBook Platforms
 - Features to Look for in an Management Study Guide 22
 - User-Friendly Interface
4. Exploring eBook Recommendations from Management Study Guide 22
 - Personalized Recommendations
 - Management Study Guide 22 User Reviews and Ratings

- Management Study Guide 22 and Bestseller Lists
- 5. Accessing Management Study Guide 22 Free and Paid eBooks
 - Management Study Guide 22 Public Domain eBooks
 - Management Study Guide 22 eBook Subscription Services
 - Management Study Guide 22 Budget-Friendly Options
- 6. Navigating Management Study Guide 22 eBook Formats
 - ePub, PDF, MOBI, and More
 - Management Study Guide 22 Compatibility with Devices
 - Management Study Guide 22 Enhanced eBook Features
- 7. Enhancing Your Reading Experience
 - Adjustable Fonts and Text Sizes of Management Study Guide 22
 - Highlighting and Note-Taking Management Study Guide 22
 - Interactive Elements Management Study Guide 22
- 8. Staying Engaged with Management Study Guide 22
 - Joining Online Reading Communities
 - Participating in Virtual Book Clubs
 - Following Authors and Publishers Management Study Guide 22
- 9. Balancing eBooks and Physical Books Management Study Guide 22
 - Benefits of a Digital Library
 - Creating a Diverse Reading Collection Management Study Guide 22
- 10. Overcoming Reading Challenges
 - Dealing with Digital Eye Strain
 - Minimizing Distractions
 - Managing Screen Time
- 11. Cultivating a Reading Routine Management Study Guide 22
 - Setting Reading Goals Management Study Guide 22
 - Carving Out Dedicated Reading Time
- 12. Sourcing Reliable Information of Management Study Guide 22
 - Fact-Checking eBook Content of Management Study Guide 22
 - Distinguishing Credible Sources

13. Promoting Lifelong Learning
 - Utilizing eBooks for Skill Development
 - Exploring Educational eBooks
14. Embracing eBook Trends
 - Integration of Multimedia Elements
 - Interactive and Gamified eBooks

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