

# 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

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