

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.

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PMP: Project Management Professional Study Guide Kim Heldman, 2006-07-14

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