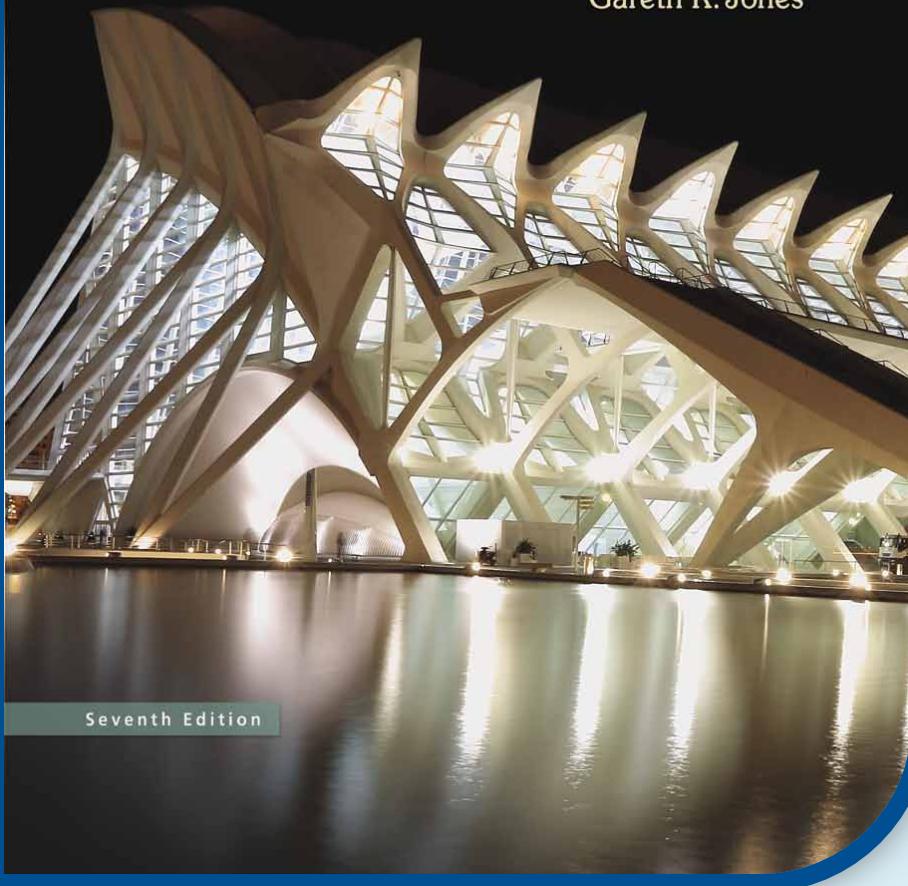


# Organizational Theory, Design, and Change

Gareth R. Jones



## Basic Challenges of Organizational Design

# Differentiation

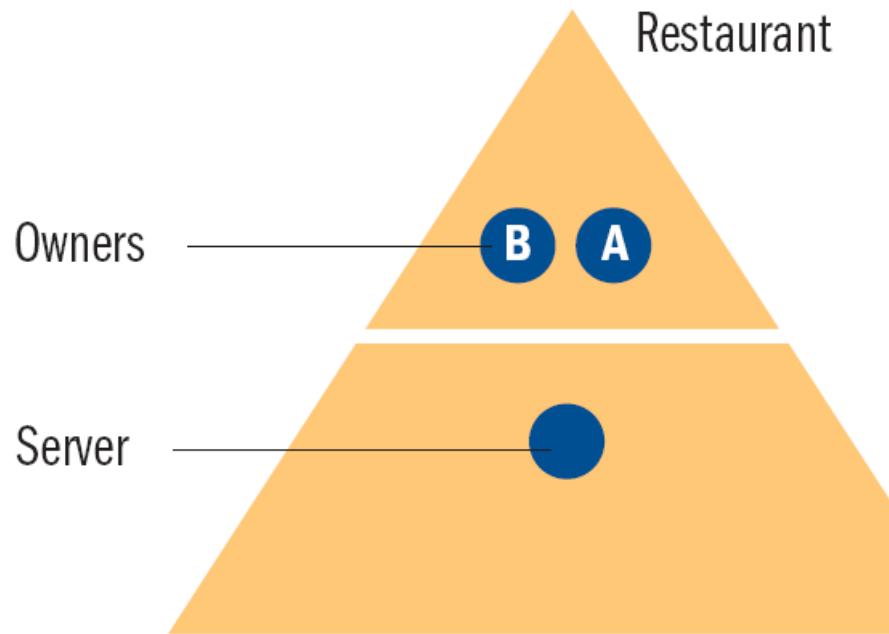
- **Differentiation** is the process of establishing and controlling the division of labor within an organization.
- Establishes the task and authority relationships that allow the organization to achieve its goals
- Division of labor: The process of establishing and controlling the degree of specialization in the organization

# Differentiation (cont.)

- In a simple organization, differentiation is low because the division of labor is low
  - One person or a few people perform all organizational tasks
- In a complex organization, differentiation is high because the division of labor is high

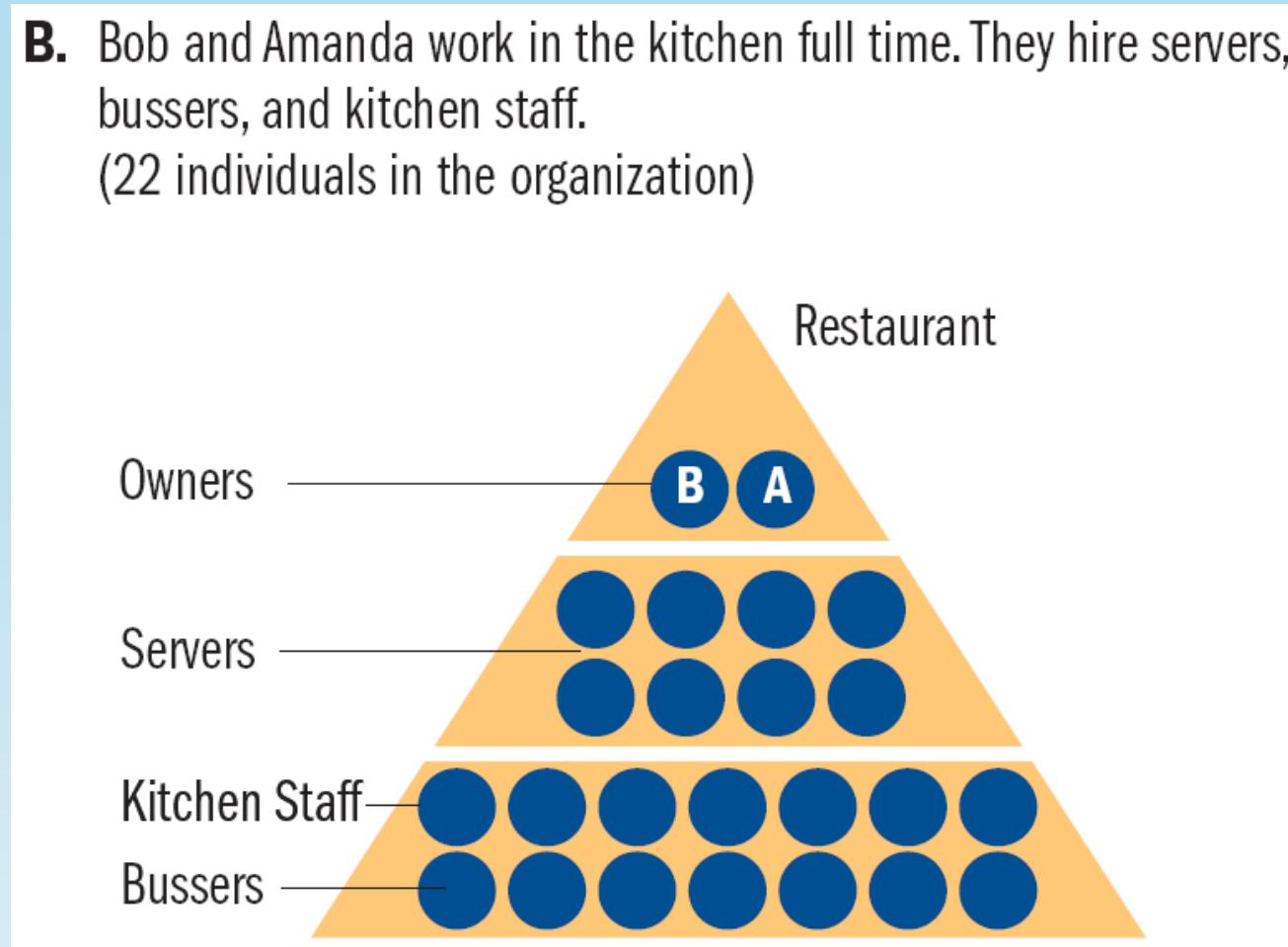
# Figure 4.1 – Design Challenge

- A. Bob and Amanda, the owners, cook and wait tables as needed. They employ one additional server.  
(3 individuals in the organization)



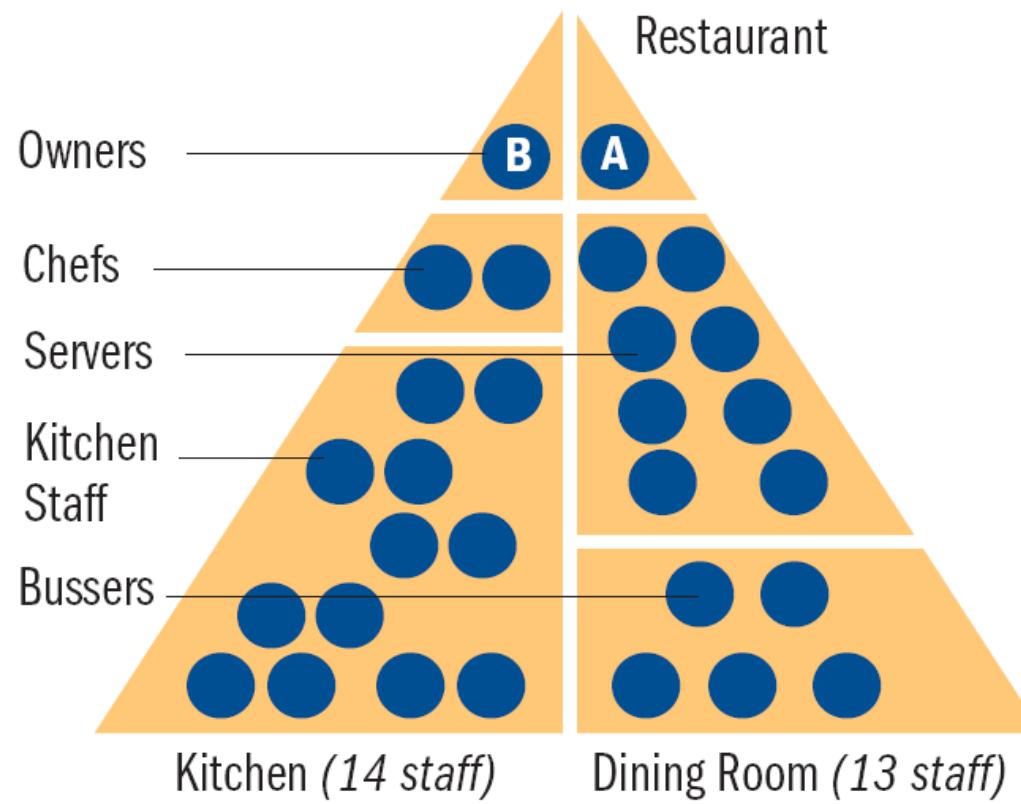
# Figure 4.1 – Design Challenge (cont.)

- B. Bob and Amanda work in the kitchen full time. They hire servers, bussers, and kitchen staff.  
(22 individuals in the organization)



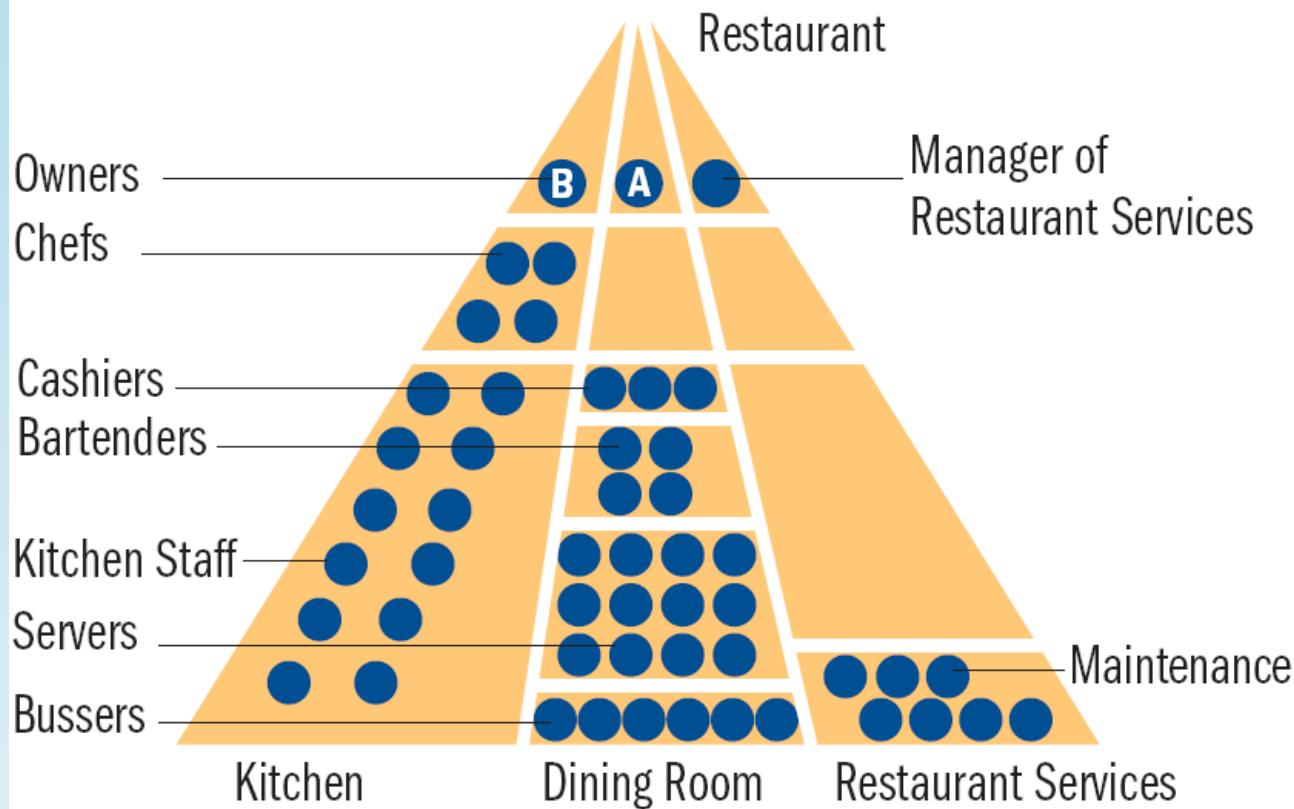
# Figure 4.1: Design Challenge (cont.)

- C. Unable to manage both the kitchen and the dining room, they divide tasks into two functions, kitchen and dining room, and specialize. Bob runs the kitchen, and Amanda runs the dining room. They also add more staff.  
(29 individuals in the organization)



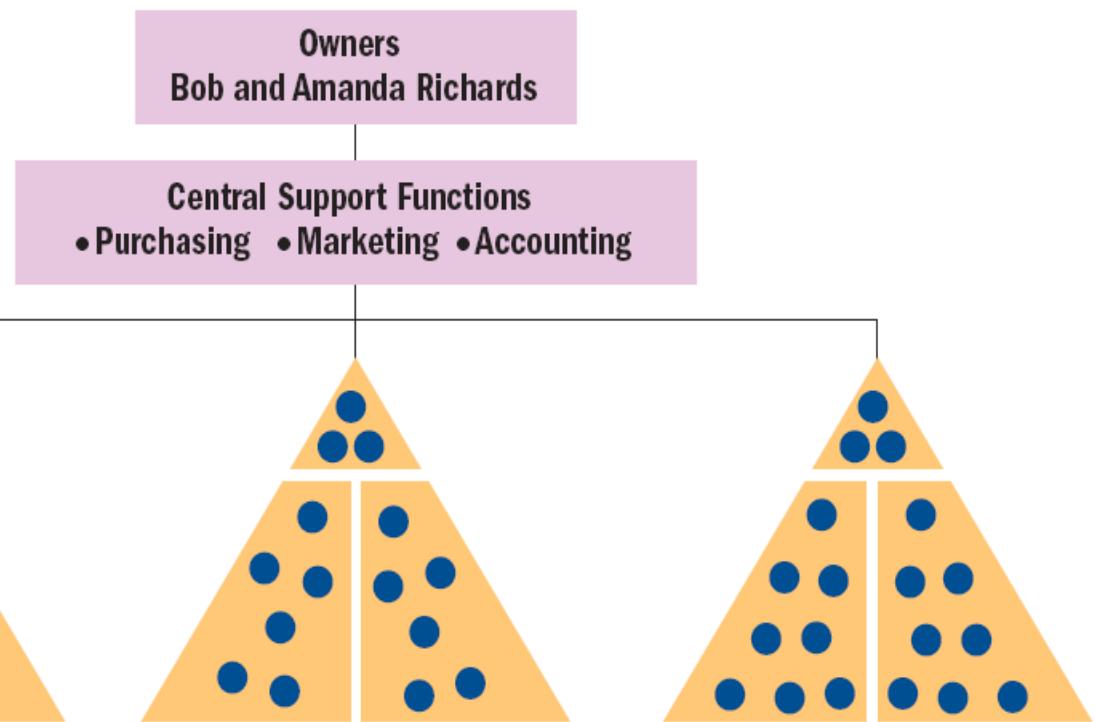
# Figure 4.1 – Design Challenge (cont.)

- D. The business continues to prosper. Bob and Amanda create new tasks and functions and hire people to manage the functions.  
(52 individuals in the organization)



# Figure 4.1 – Design Challenge (cont.)

- E. The Richardses see new opportunities to apply their core competences in new restaurant ventures. They open new restaurants, put support functions like purchasing and marketing under their direct control, and hire shift managers to manage the kitchen and dining room in each restaurant.  
(150 individuals in the organization)



# Organizational Roles

- Set of task-related behaviors required of a person by his or her position in an organization
  - As the division of labor increases, managers specialize in some roles and hire people to specialize in others
  - Specialization allows people to develop their individual abilities and knowledge within their specific role

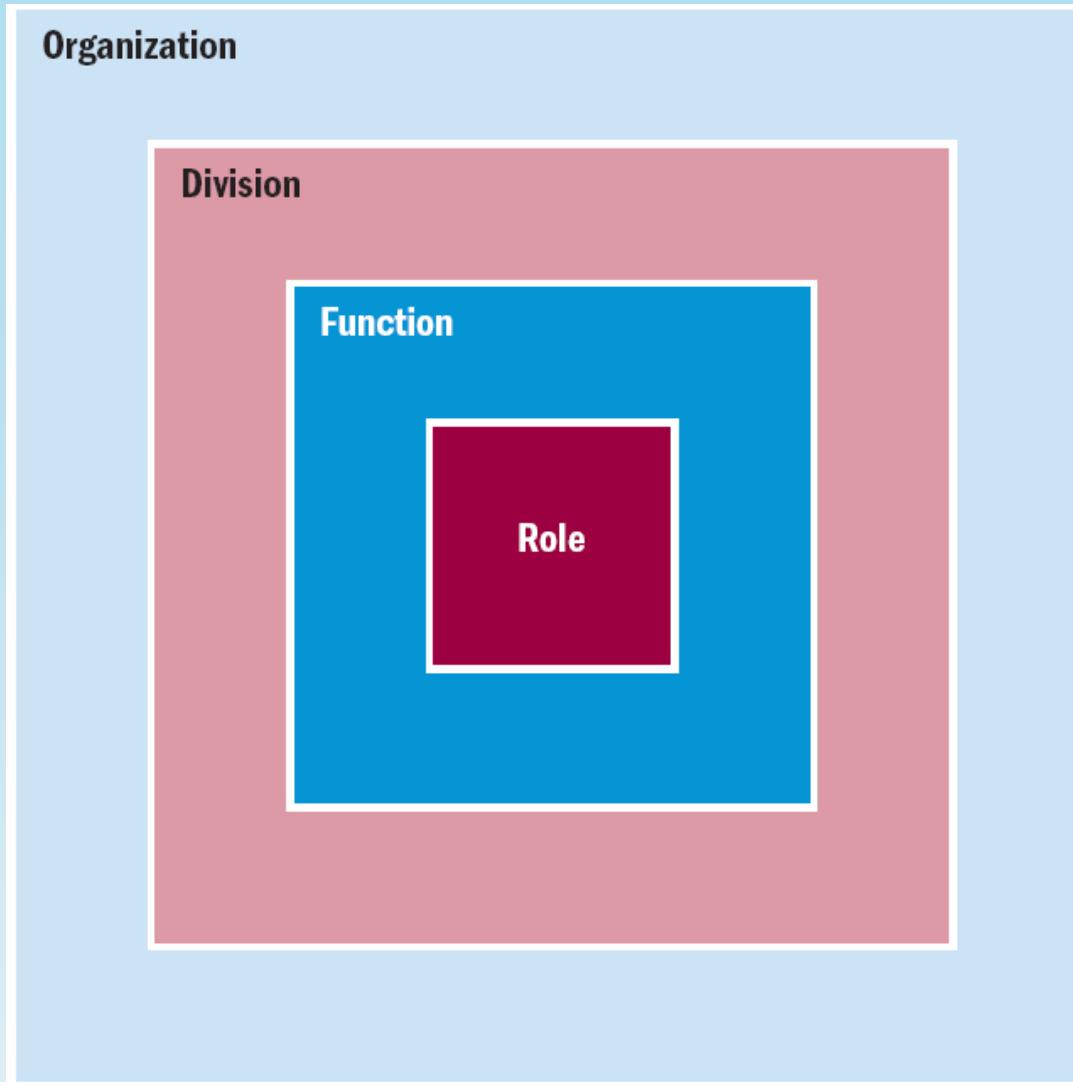
# Organizational Roles (cont.)

- Organizational structure is based on a system of interlocking roles
  - The relationship of one role to another is defined by task-related behaviors

# Organizational Roles (cont.)

- Authority: The power to hold people accountable for their actions and to make decisions concerning the use of organizational resources
- Control: The ability to coordinate and motivate people to work in the organization's interests

# Figure 4.2 – Building Blocks of Differentiation



# Subunits: Functions and Divisions

- Function: A subunit composed of a group of people, working together, who possess similar skills or use the same kind of knowledge, tools, or techniques to perform their jobs
- Division: A subunit that consists of a collection of functions or departments that share responsibility for producing a particular good or service

# Subunits: Functions and Divisions

(cont.)

- Organizational complexity: The number of different functions and divisions possessed by an organization
  - Degree of differentiation
  - Larger organizations have many divisions, and the number of functions and divisions indicates an organization's complexity—the extent of differentiation.

# Subunits: Functions and Divisions

(cont.)

As organizations grow, they differentiate into five functional roles:

Support  
functions

- Facilitate an organization's control of its relations with its environment and its stakeholders

Production  
functions

- Manage and improve the efficiency of an organization's conversion processes so that more value is created

Maintenance  
functions

- Enable an organization to keep its departments in operation

Adaptive  
functions

- Allow an organization to adjust to changes in the environment

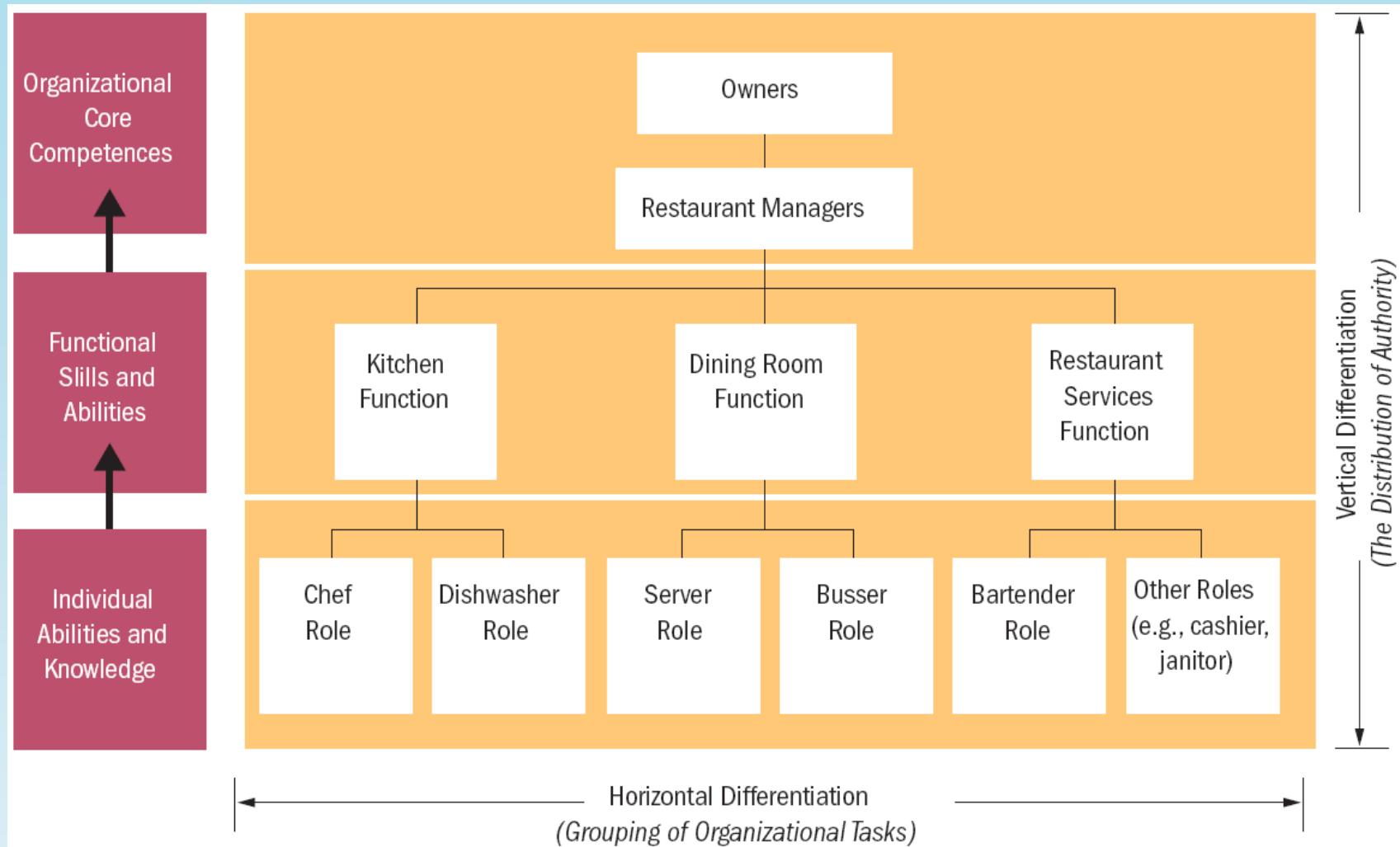
Managerial  
functions

- Facilitate the control and coordination of activities within and among departments

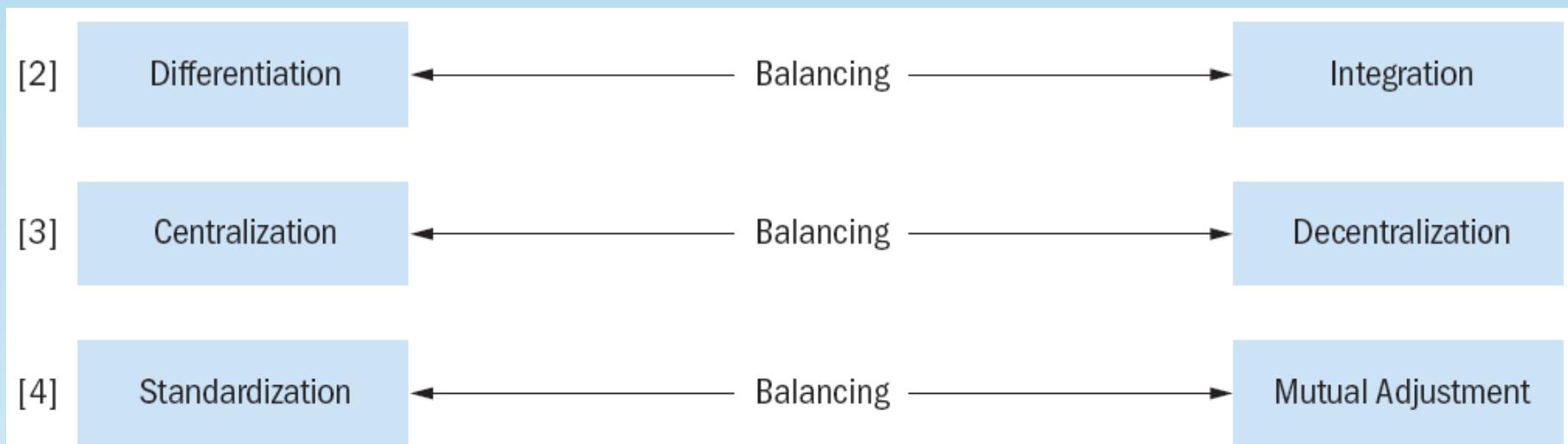
# Vertical and Horizontal Differentiation

- Hierarchy: A classification of people according to their relative authority and rank
- Vertical differentiation: The way an organization designs its hierarchy of authority and creates reporting relationships to link organizational roles and subunits
- Horizontal differentiation: The way an organization groups organizational tasks into roles and roles into subunits (functions and divisions)

# Figure 4.3 – Organizational Chart of the B.A.R. and Grille



# Figure 4.4 – Organizational Design Challenges



# Balancing Differentiation and Integration

- Horizontal differentiation is supposed to enable people to specialize and become more productive
  - Specialization limits communication between subunits and prevents them from learning from one another
  - People develop subunit orientation

# Integration

- The process of coordinating various tasks, functions, and divisions so that they work together and not at cross-purposes

# Types of Integration Mechanisms

- Hierarchy of authority – Dictates “who reports to whom”
- Direct contact – Managers meet face to face to coordinate activities
  - Problematic that a manager in one function has no authority over a manager in another
- Liaison roles: A specific manager is given responsibility for coordinating with managers from other subunits on behalf of their subunits

# Types of Integration Mechanisms

(cont.)

- Task force: A temporary committee set up to handle a specific problem
  - Task force members responsible for taking coordinating solutions back to their respective functions for further input and approval
- Teams – A permanent task force used to deal with ongoing strategic or administrative issues

# Types of Integration Mechanisms

(cont.)

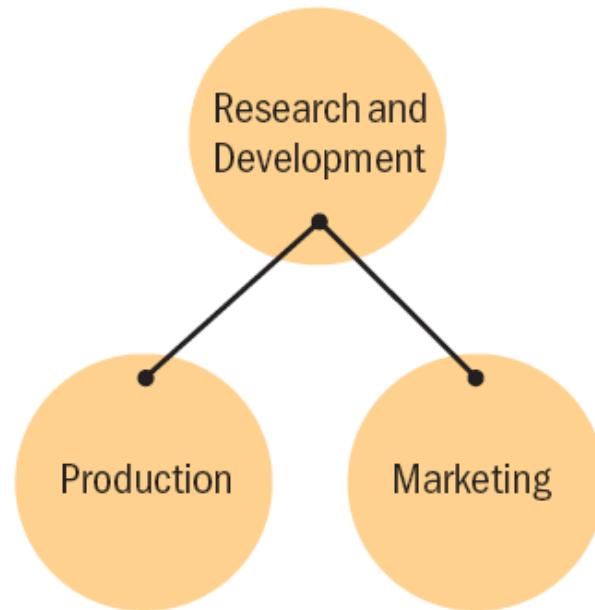
- Integrating role: A full-time position established specifically to improve communication between divisions
  - Focused on company-wide integration
- Integrating department – A new department intended to coordinate the activities of functions or divisions
  - Created when many employees enact integrating roles

# Table 4.1 – Types and Examples of Integrating Mechanisms

Integration Mechanism (In Order of Increasing Complexity)	Description	Example (e.g., in Johnson & Johnson)
Hierarchy of authority	A ranking of employees integrates by specifying who reports to whom.	Salesperson reports to Diaper Division sales manager.
Direct contact	Managers meet face to face to coordinate activities.	Diaper Division sales and manufacturing managers meet to discuss scheduling.
Liaison role	A specific manager is given responsibility for coordinating with managers from other subunits on behalf of his or her subunit.	A person from each of J&J's production, marketing, and research and development departments is given responsibility for coordinating with the other departments.
Task force	Managers meet in temporary committees to coordinate cross-functional activities.	A committee is formed to find new ways to recycle diapers.
Team	Managers meet regularly in permanent committees to coordinate activities.	A permanent J&J committee is established to promote new-product development in the Diaper Division.
Integrating role	A new role is established to coordinate the activities of two or more functions or divisions.	One manager takes responsibility for coordinating Diaper and Baby Soap divisions to enhance their marketing activities.
Integrating department	A new department is created to coordinate the activities of functions or divisions.	A team of managers is created to take responsibility for coordinating J&J's centralization program to allow divisions to share skills and resources.

# Figure 4.5 – Integrating Mechanisms

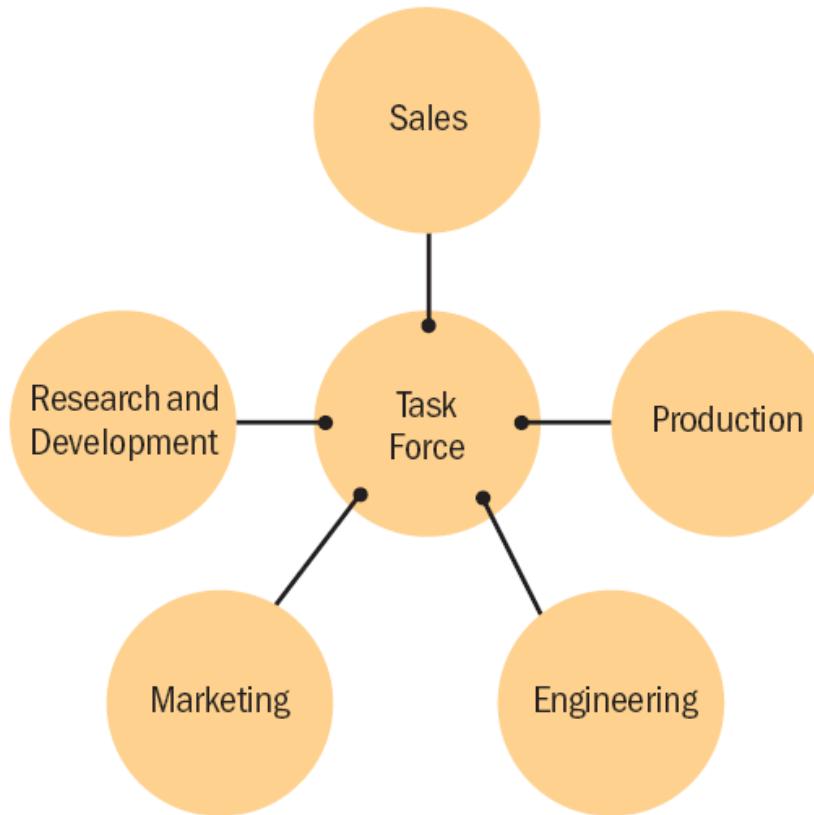
## A. Liaison Roles



- Indicates managers with responsibility for integration between subunits.

# Figure 4.5 – Integrating Mechanisms (cont.)

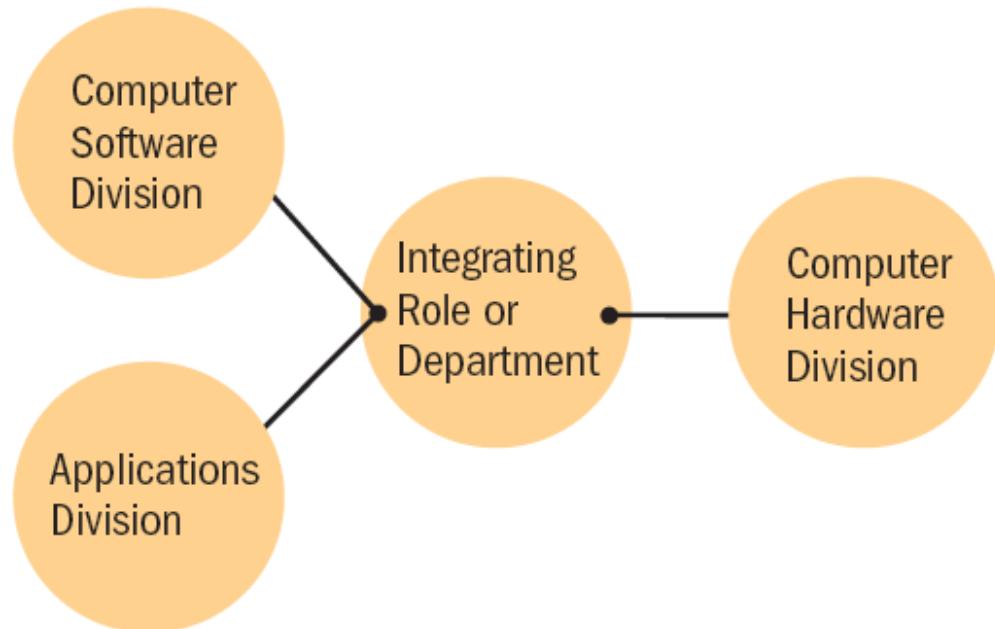
B. Task Force or Team



- Indicates managers with responsibility for integration between subunits.

# Figure 4.5 – Integrating Mechanisms (cont.)

## c. Integrating Role or Department



- Indicates managers with responsibility for integration between subunits.

# Differentiation versus Integration

- Managers facing the challenge of deciding how and how much to differentiate and integrate must:
  - Carefully guide the process of differentiation
  - Carefully integrate the organization by choosing appropriate integrating mechanisms

# Balancing Centralization and Decentralization

- Establishing a hierarchy of authority is supposed to improve the way an organization functions because people can be held accountable for their actions
- As responsibility and risk taking decline so does organizational performance, because its members do not take advantage of new opportunities for using its core competences

# Centralization versus Decentralization of Authority

- Centralized organization: Organizational setup in which the authority to make important decisions is retained by managers at the top of the hierarchy
- Decentralized organization: An organizational setup in which the authority to make important decisions about organizational resources and to initiate new projects is delegated to managers at all levels in the hierarchy

# Centralization versus Decentralization of Authority (cont.)

- Ideal balance entails:
  - Enabling middle and lower managers who are at the scene of the action to make important decisions
  - Allowing top managers to focus on long-term strategy making

# Balancing Standardization and Mutual Adjustment

- Standardization: Conformity to specific models or examples that are considered proper in a given situation
  - Defined by rules and norms
- Mutual adjustment: The compromise that emerges when decision making and coordination are evolutionary processes and people use their judgment rather than standardized rules to address a problem
- Standardization makes actions predictable, whereas mutual adjustment provides flexibility for responding creatively.

# Formalization: Written Rules

- Formalization: The use of written rules and procedures to standardize operations
  - Rules: Formal, written statement that specify the appropriate means for reaching desired goals
  - Norms: Standards or styles of behavior that are considered acceptable or typical for a group of people
  - Socialization: Organizational members learn the norms of an organization and internalize these unwritten rules of conduct

# Standardization versus Mutual Adjustment

- Challenge facing managers is:
  - To find a way of using rules and norms to standardize behavior
  - To allow for mutual adjustment to give managers opportunity to discover new and better ways to achieve goals

# Figure 4.6 – How the Design Challenges Result in Mechanistic and Organic Structures

## Mechanistic structures result when an organization makes these choices.

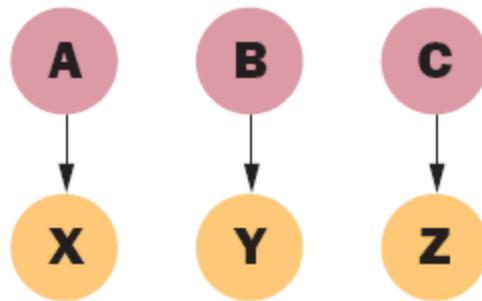
- Individual Specialization  
Employees work separately and specialize in one clearly defined task.
- Simple Integrating Mechanisms  
Hierarchy of authority is clearly defined and is the major integrating mechanism.
- Centralization  
Authority to control tasks is kept at the top of the organization. Most communication is vertical.
- Standardization  
Extensive use is made of rules and SOPs to coordinate tasks, and work process is predictable.

## Organic structures result when an organization makes these choices.

- Joint Specialization  
Employees work together and coordinate their actions to find the best way of performing a task.
- Complex Integrating Mechanisms  
Task forces and teams are the major integrating mechanisms.
- Decentralization  
Authority to control tasks is delegated to people at all levels in the organization. Most communication is lateral.
- Mutual Adjustment  
Extensive use is made of face-to-face contact to coordinate tasks, and work process is relatively unpredictable.

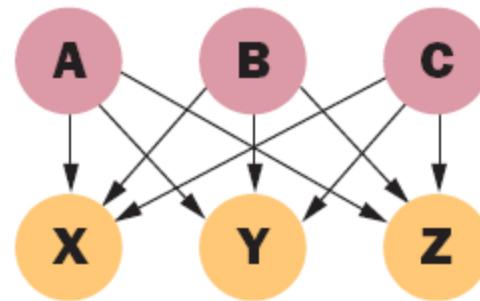
# Figure 4.7 – Task and Role Relationships

**A.** Individual Specialization in a Mechanistic Structure. A person in a role specializes in a specific task or set of tasks.



- Roles
- Tasks

**B.** Joint Specialization in an Organic Structure. A person in a role is assigned to a specific task or set of tasks. However, the person is able to learn new tasks and develop new skills and capabilities.

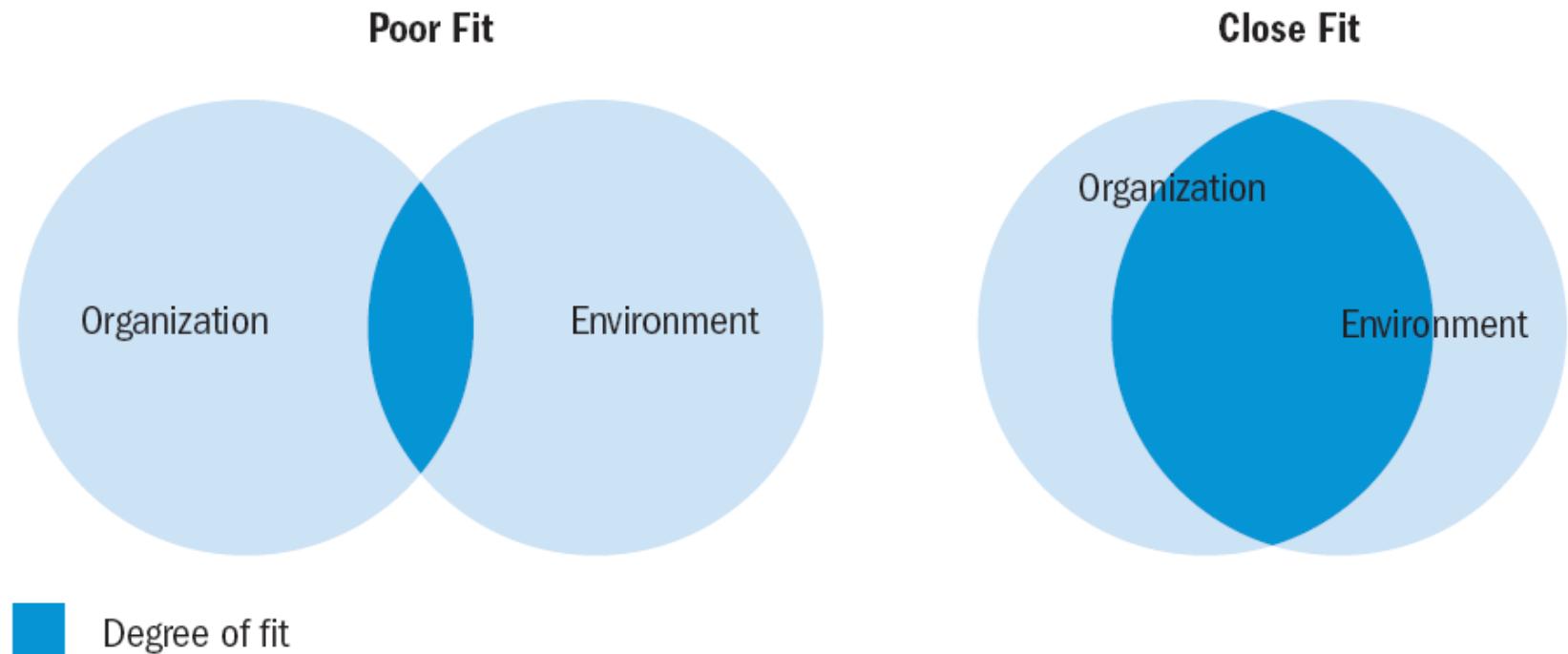


# Contingency Approach to Organizational Design

- A management approach in which the design of an organization's structure is tailored to the sources of uncertainty facing an organization
- Organization should design its structure to fit its environment

# Figure 4.8 – Fit Between the Organization and Its Environment

A poor fit leads to failure; a close fit leads to success.



# Lawrence & Lorsch on Differentiation, Integration, and the Environment

- Investigated how companies in different industries differentiate and integrate their structures to fit the environment
  - Three industries that experienced different levels of uncertainty:
    - The plastics industry
    - The food-processing industry
    - The container or can-manufacturing industry

## Table 4.2 – The Effect of Uncertainty on Differentiation and Integration in Three Industries

Variable	Degree of Uncertainty		
	Plastics Industry	Food-Processing Industry	Container Industry
<b>Environmental Variable</b>			
Uncertainty (complexity dynamism, richness)	High	Moderate	Low
<b>Structural Variables</b>			
Departmental differentiation	High	Moderate	Low
Cross-functional integration	High	Moderate	Low

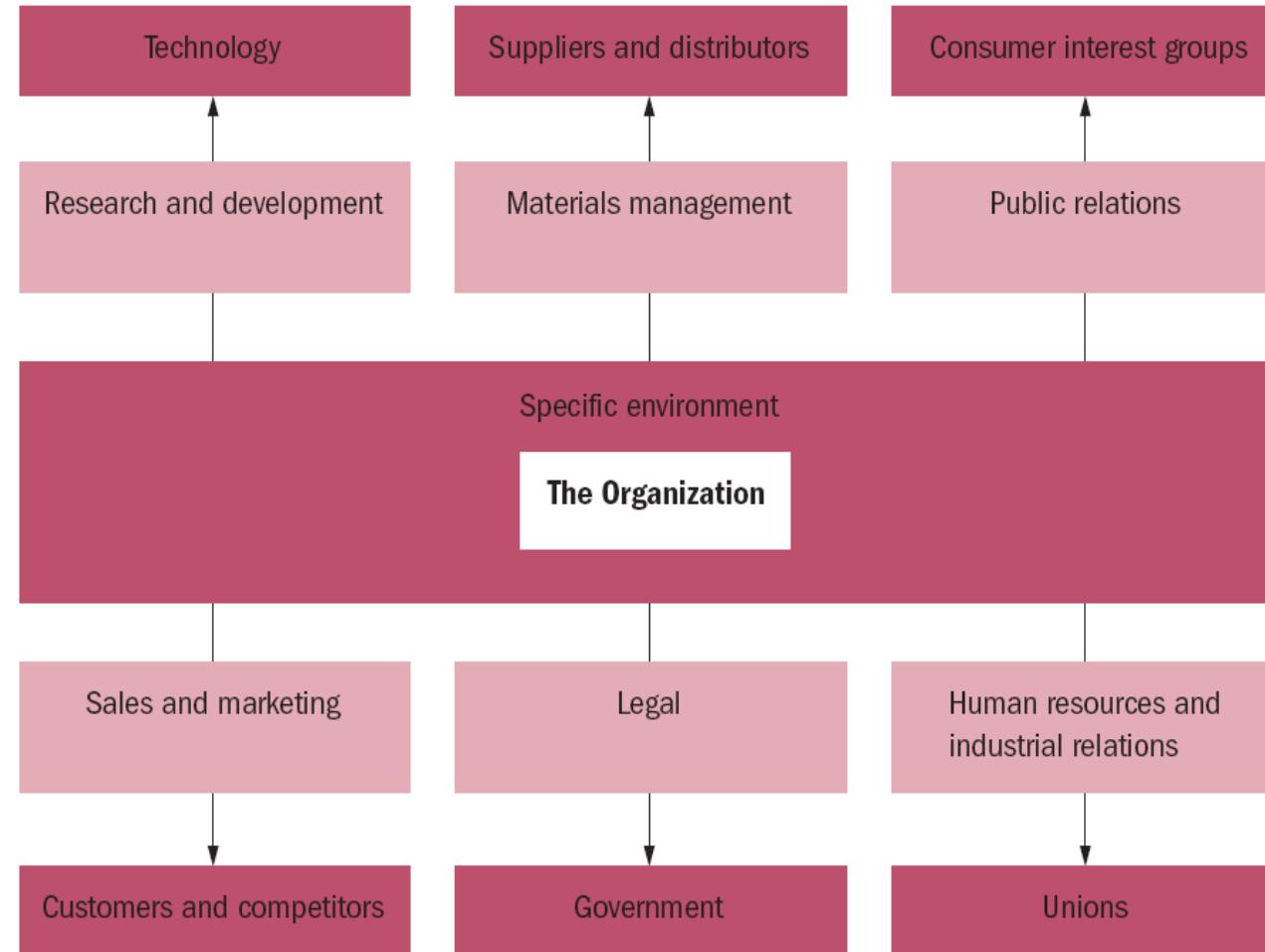
The diagram illustrates the degree of uncertainty for each industry. A horizontal axis at the bottom represents the range of uncertainty, with arrows pointing towards the center of each row. The Plastics Industry is positioned at the high end of the scale, the Food-Processing Industry in the middle, and the Container Industry at the low end.

# Findings: Lawrence and Lorsch

- When environment is perceived as very complex and unstable:
  - The attitudes and orientation of each department diverged significantly
- When environment is perceived as unstable and uncertain:
  - Organizations are more effective if they are less formalized, more decentralized, and more reliant on mutual adjustment

# Figure 4.9 – Functional Differentiation and Environmental Demands

A functional structure emerges in part to deal with the complexity of demands from the environment.



# Burns and Stalker

- Organizations need different kinds of structure to control their activities based on the environment
  - Organic structures are more effective when the environment is unstable and changing
  - Mechanistic structures are more effective in stable environments

# Figure 4.10 – The Relationship Between Environmental Uncertainty and Organizational Structure

