

ORGANIZATIONAL COMMUNICATION

Name (Type inside the box)

Section

Date

Module 2: Structure of an Organization



Start It Right...

Read the **Learning Outcomes** of this Module.

In this learning engagement, you should be able to:

1. Define structure of an organization.
2. Identify and describe the various structures of organizations.
3. Discuss the implications of structure of organization on communication.
4. Participate in activities to develop communicative competence.
5. Appreciate the value of possessing effective communication skills for success in the workplace.



Connect and Share...

A. Rebus Puzzles. Form a triad and work hand in hand with one another. Bend your brain and see if you can guess the hidden words and expressions. Have fun!

1. think think	2. YouJustMe	3. W WALK L K	4. over over over over	5. school	6. W A L K
7. TROUBLE	8. cof fee	9. e l k c u b	10. EVER EVER EVER EVER	11. Injury + Insult	12. Bush
13. PAIN	14. LO HEAD VE HEELS	15. W E R L R	16. Arrest You're	17. NEAFRIENDED	18. NOBODY LAW

Answers:

1.	10.
2.	11.
3.	12.
4.	13.
5.	14.
6.	15.
7.	16.
8.	17.
9.	18.

Quick Response: Explain in 50-75 words the need to solve problems or conflicts (represented by puzzles in the preceding activity) in organizations. Encode your answer in the text box below. (10 points)



Do It Now...

A. Ask Mr. Google. Using relevant online sources, look for the definition of the following concepts. Encode your answers inside the boxes. (3 points each)

1. Organizational Structure

2. Unity of Command

3. Scalar Principle

4. Span of Control

5. Departmentalization

6. Decentralization

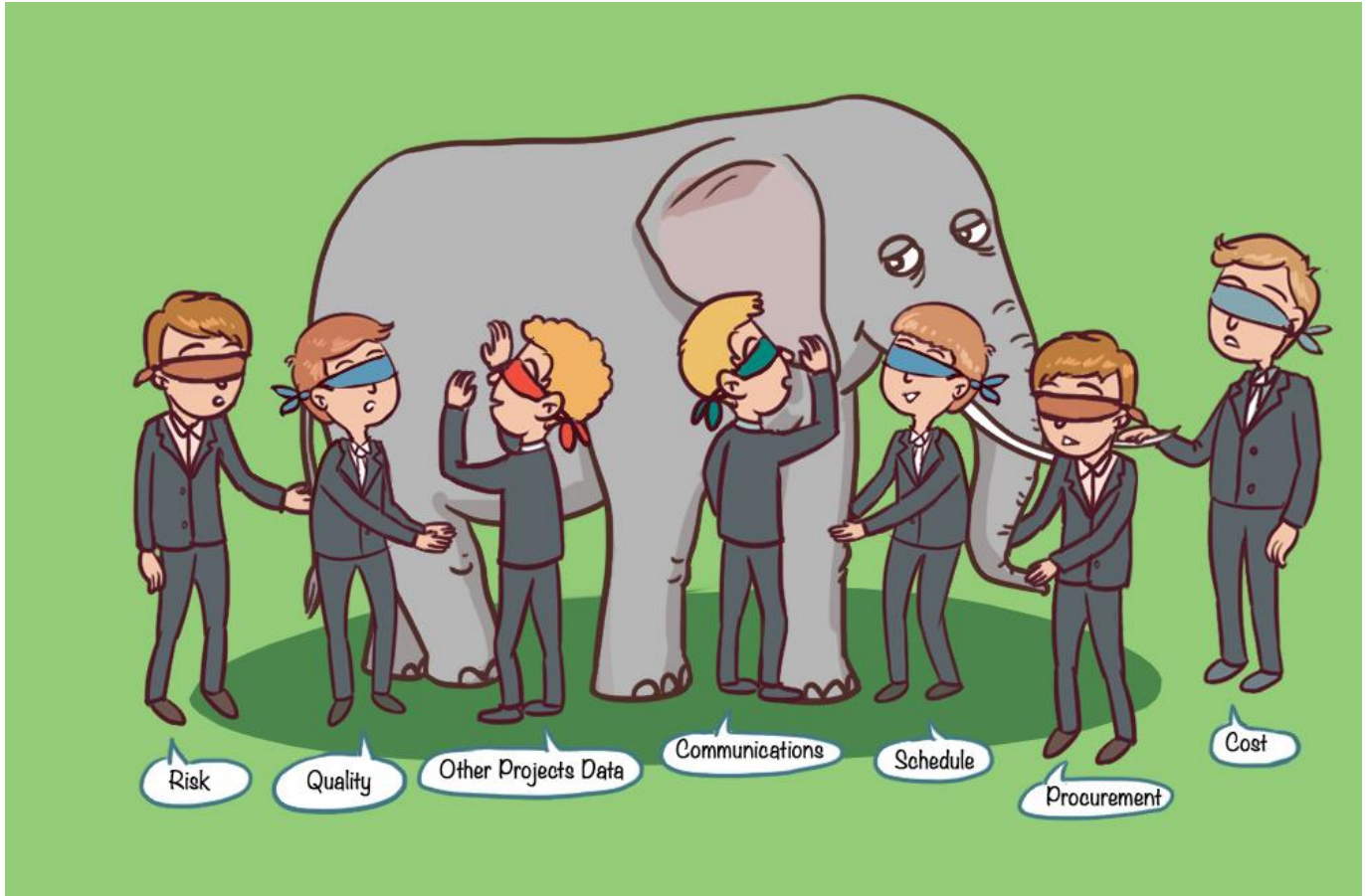
7. Line Authority

8. Hierarchical Structure

9. Matrix Structure

10. Network Structure

B. Responding to Image. Write a reflection essay of 50 – 75 words based on the following picture in relation to communication in organization.



My Reflection – in relation to communication in organization (10 points)

C. Let's Talk about It. Form an online group of 4 – 5 members. Discuss at least three benefits to having an organizational structure. Encode your answer in the text box provided. Share your output in class. (20 points)

Group Members:

Benefits to having organizational structure:

- 1.
- 2.
- 3.

D. Reacting to the Text. Read the following article from The Balance Careers at <https://www.thebalancecareers.com/communication-skills-list-2063779>. Then answer the questions at the end of the text.

COMMUNICATION SKILLS FOR WORKPLACE SUCCESS

By Alison Doyle

August 26, 2020

The ability to communicate effectively with superiors, colleagues, and staff is essential, no matter what industry you work in. Workers in the digital age must know how to effectively convey and receive messages in person as well as via phone, email, and social media.

These communication skills will help you get hired, land promotions, and be a success throughout your career.

Top 10 Communication Skills

Want to stand out from the competition? These are some of the top communication skills that recruiters and hiring managers want to see in your resume and cover letter. Highlight these skills and demonstrate them during job interviews, and you'll make a solid first impression. Continue to develop these skills once you're hired, and you'll impress your boss, teammates, and clients.

1. Listening

Being a good listener is one of the best ways to be a good communicator. No one likes communicating with someone who cares only about putting in her two cents and does not take the time to listen to the other person. If you're not a good listener, it's going to be hard to comprehend what you're being asked to do.

Take the time to practice active listening. Active listening involves paying close attention to what the other person is saying, asking clarifying questions, and rephrasing what the person says to ensure understanding ("So, what you're saying is..."). Through active listening, you can better understand what the other person is trying to say, and can respond appropriately.

2. Nonverbal Communication

Your body language, eye contact, hand gestures, and tone of voice all color the message you are trying to convey.

Tip: A relaxed, open stance (arms open, legs relaxed), and a friendly tone will make you appear approachable and will encourage others to speak openly with you.

Eye contact is also important; you want to look the person in the eye to demonstrate that you are focused on them and the conversation. (However, be sure not to stare at the person, which can make him or her uncomfortable.)

Also, pay attention to other people's nonverbal signals while you are talking. Often, nonverbal cues convey how a person is really feeling. For example, if the person is not looking you in the eye, he or she might be uncomfortable or hiding the truth.

3. Clarity and Concision

Good verbal communication means saying just enough—don't talk too much or too little. Try to convey your message in as few words as possible. Say what you want clearly and directly, whether you're speaking to someone in person, on the phone, or via email. If you ramble on, your listener will either tune you out or will be unsure of exactly what you want.

Tip: Think about what you want to say before you say it. This will help you to avoid talking excessively or confusing your audience.

4. Friendliness

Through a friendly tone, a personal question, or simply a smile, you will encourage your co-workers to engage in open and honest communication with you. It's important to be polite in all your workplace communications.

This is important in both face-to-face and written communication. When you can, personalize your emails to co-workers and/or employees – a quick "I hope you all had a good weekend" at the start of an email can personalize a message and make the recipient feel more appreciated.

5. Confidence

It is important to be confident in your interactions with others. Confidence shows your co-workers that you believe in what you're saying and will follow through.

Exuding confidence can be as simple as making eye contact or using a firm but friendly tone. Avoid making statements sound like questions. Of course, be careful not to sound arrogant or aggressive. Be sure you are always listening to and empathizing with the other person.

6. Empathy

Using phrases as simple as "I understand where you are coming from" demonstrate that you have been listening to the other person and respect their opinions. Active listening can help you tune in to what your conversational partner is thinking and feeling, which will, in turn, make it easier to display empathy.

Important: Even when you disagree with an employer, co-worker, or employee, it is important for you to understand and respect their point of view.

7. Open-Mindedness

A good communicator should enter into any conversation with a flexible, open mind. Be open to listening to and understanding the other person's point of view, rather than simply getting your message across.

By being willing to enter into a dialogue, even with people with whom you disagree, you will be able to have more honest, productive conversations.

8. Respect

People will be more open to communicating with you if you convey respect for them and their ideas. Simple actions like using a person's name, making eye contact, and actively listening when a person speaks will make the person feel appreciated. On the phone, avoid distractions and stay focused on the conversation.

Convey respect through email by taking the time to edit your message. If you send a sloppily written, confusing email, the recipient will think that you do not respect her enough to think through your communication with her.

9. Feedback

Being able to give and receive feedback appropriately is an important communication skill. Managers and supervisors should continuously look for ways to provide employees with constructive feedback, be it through email, phone calls, or weekly status updates.

Note: Giving feedback involves giving praise as well – something as simple as saying "good job" or "thanks for taking care of that" to an employee can greatly increase motivation.

Similarly, you should be able to accept and even encourage feedback from others. Listen to the feedback you are given, ask clarifying questions if you are unsure of the issue, and make efforts to implement the feedback.

10. Picking the Right Medium

An important communication skill is to simply know what form of communication to use. For example, some serious conversations (layoffs, resignation, changes in salary, etc.) are almost always best done in person.

You should also think about the person with whom you wish to speak, if they are a very busy person (such as your boss, perhaps), you might want to convey your message through email. People will appreciate your thoughtful means of communication and will be more likely to respond positively to you.

How to Make Your Skills Stand Out

1. *Match your skills to the job.* Analyze the job listing, paying special attention to the hard and soft skills that are highlighted in the job description. Then, personalize your resume and cover letter to match their requirements.

2. *Familiarize yourself with other in-demand skills.* Soft skills like communication may not get a direct nod in a job description, but they're still highly desired by hiring managers.

3. *Use job interviews to your advantage.* Job interviews provide an opportunity to show the hiring manager that you have the verbal communication skills necessary to succeed in a job, rather than just telling them that you do. Prepare for your interview, practice beforehand, and don't be afraid to pause before answering their questions – or to ask for clarification if you need it.

4. *Don't stop when you get the job.* Want to make a lasting impression on your colleagues after you're hired? Use your communication skills at work. Whether it's participating in a company meeting or talking with a client, you'll have many opportunities to show how well you communicate.

Questions: (Encode your answer inside the text box.)

1. As a future member of the workforce in IT industry, how do you plan to effectively *convey* and *receive* messages in person as well as in digital ways in your organization? (10 points)

2. Among the 10 communication skills discussed by Doyle, which of them should be in the top 3 of your list in the context of IT profession? Explain your reason for each one. (10 points)

3. Explain 3 ways that prove communication skills can help IT professionals improve their other skills in the field of:

a. Organizational Leadership (10 points)

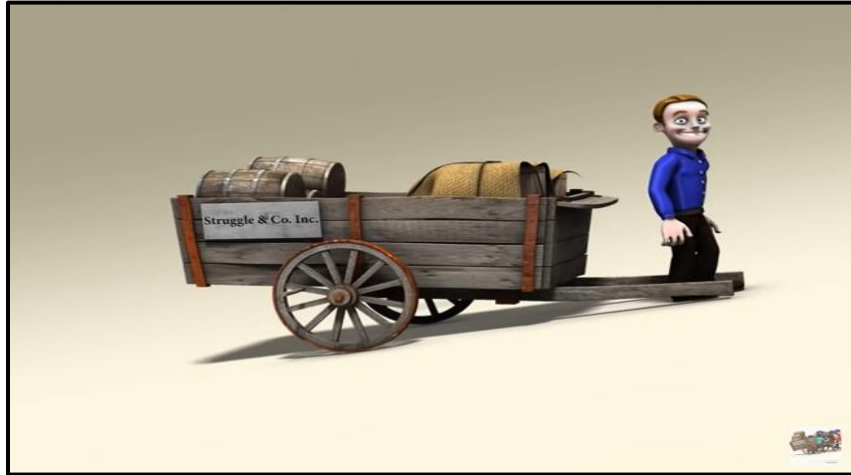
b. Knowledge Networking (10 points)

c. Information and Network Administration (10 points)



Watch and Learn...

Use the Internet to watch the following video titled “**The Cart - The 4 Types of Team Members You Can Hire**” by Performia Australia at https://www.youtube.com/watch?v=O9_EHU5BKkQ. After watching, make a reaction of 50-75 words on the content of the presentation relating it to your own experience in class groupings and/or workplace activities. Encode your answer inside the text box.



My Reaction (10 points)



Think Through...

Interactive Lecture. Read and discuss the following key concepts with your instructor.

ORGANIZATIONAL STRUCTURE

By Will Kenton Updated July 1, 2020

What is an Organizational Structure?

An organizational structure is a system that outlines how certain activities are directed in order to achieve the goals of an organization. These activities can include rules, roles, and responsibilities.

The organizational structure also determines how information flows between levels within the company. For example, in a centralized structure, decisions flow from the top down, while in a decentralized structure, decision-making power is distributed among various levels of the organization.

Having an organizational structure in place allows companies to remain efficient and focused.

Understanding Organizational Structures

Businesses of all shapes and sizes use organizational structures heavily. They define a specific hierarchy within an organization. A successful organizational structure defines each employee's job and how it fits within the overall system. Put simply, the organizational structure lays out who does what so the company can meet its objectives.

This structuring provides a company with a visual representation of how it is shaped and how it can best move forward in achieving its goals. Organizational structures are normally illustrated in some sort of chart or diagram like a pyramid, where the most powerful members of the organization sit at the top, while those with the least amount of power are at the bottom.

STRUCTURE OF AN ORGANIZATION

From Research Development Centre, Research and Technology Development Division, FAO

Structure is an integral component of an organization. Nystrom and Starbuck (1981) have defined **structure** as *the arrangement and interrelationship of component parts and positions in an organization*. It provides guidelines on:

- division of work into activities;
- linkage between different functions;
- hierarchy;
- authority structure;
- authority relationships; and
- coordination with the environment.

Organizational structure may differ within the same organization according to the particular requirements.

Structure in an organization has three components (Robbins, 1989):

- **Complexity** refers to the degree to which activities within the organization are differentiated. This differentiation has three dimensions:
 - horizontal differentiation refers to the degree of differentiation between units based on the orientation of members, the nature of tasks they perform and their education and training,

- vertical differentiation is characterized by the number of hierarchical levels in the organization, and
 - spatial differentiation is the degree to which the location of the organization's offices, facilities and personnel are geographically distributed;
- **Formalization** refers to the extent to which jobs within the organization are specialized. The degree of formalization can vary widely between and within organizations;
 - **Centralization** refers to the degree to which decision making is concentrated at one point in the organization.

Designing organizational structures

Some important considerations in designing an effective organizational structure are:

- **Clarity.** The structure of the organization should be such that there is no confusion about people's goals, tasks, style of functioning, reporting relationship and sources of information.
- **Understanding.** The structure of an organization should provide people with a clear picture of how their work fits into the organization.
- **De-centralization.** The design of an organization should compel discussions and decisions at the lowest possible level.
- **Stability and adaptability.** While the organizational structure should be adaptable to environmental changes, it should remain steady during unfavorable conditions.

Principles of Organization Structure

Modern organizational structures have evolved from several organizational theories, which have identified certain principles as basic to any organization.

A. Specialization

Specialization facilitates division of work into units for efficient performance. According to the classical approach, work can be performed much better if it is divided into components and people are encouraged to specialize by components. Work can be specialized both horizontally and vertically (Anderson, 1988). *Vertical specialization* in an organization refers to different kinds of work at different levels, such as project leader, scientist, researcher, field staff, etc. *Horizontally*, work is divided into departments like genetics, plant pathology, administration, accounts, etc.

Specialization enables application of specialized knowledge which betters the quality of work and improves organizational efficiency. At the same time, it can also influence fundamental work attitudes, relationships and communication. This may make coordination difficult and obstruct the functioning of the organization.

There are four main causal factors which could unfavorably affect attitudes and work styles. These are differences in:

- goal orientation;
- time orientation;
- inter-personal orientation; and
- the formality of structure (Lawrence and Lorsch, 1967).

B. Coordination

Coordination refers to integrating the objectives and activities of specialized departments to realize broad strategic objectives of the organization. It includes two basic decisions pertaining to:

- which units or groups should be placed together; and
- the patterns of relationships, information networks and communication (Anderson, 1988).

Coordination of different activities is important to achieve strategic objectives. Efficient coordination can also help in resolving conflicts and disputes in an organization.

Hierarchy facilitates vertical coordination of various departments and their activities. Organizational theorists have over the years developed several principles relating to the hierarchy of authority for coordinating various activities. Some of the important principles are discussed below.

- **Unity of Command.** Every person in an organization should be responsible to one superior and receive orders from that person only. Fayol (1949) considered this to be the most important principle for efficient working and increased productivity in an organization.
- **The Scalar Principle.** Decision making authority and the chain of command in an organization should flow in a straight line from the highest level to the lowest. The principle evolves from the principle of unity of command. However, this may not always be possible, particularly in large organizations. Therefore Fayol (1949) felt that members in such organizations could also communicate directly at the same level of hierarchy, with prior intimation to their superiors.
- **The Responsibility and Authority Principle.** For successfully performing certain tasks, responsibility must be accompanied by proper authority. Those responsible for performance of tasks should also have the appropriate level of influence on decision making.
- **Span of Control.** This refers to the number of specialized activities or individuals supervised by one person. Deciding the span of control is important for coordinating different types of activities effectively. According to Barkdull (1963), some of the important situational factors which affect the span of control of a manager are:
 - similarity of functions;
 - proximity of the functions to each other and to the supervisor;
 - complexity of functions;
 - direction and control needed by subordinates;
 - coordination required within a unit and between units;
 - extent of planning required; and
 - organizational help available for making decisions.

C. Departmentalization

Departmentalization is a process of horizontal clustering of different types of functions and activities on any one level of the hierarchy. It is closely related to the classical bureaucratic principle of specialization (Luthans, 1986). Departmentalization is conventionally based on purpose, product, process, function, personal things and place (Gullick and Urwick, 1937).

- **Functional Departmentalization** is the basic form of departmentalization. It refers to the grouping of activities or jobs involving common functions. For example, a manufacturing company may create a production department, sales and marketing department, an accounting department, and a human resources department. All important positions are filled with experts that facilitate better integration and coordination.
- **Product Departmentalization** organizes employees based on which product line or set of services they work with. Each product line has a department of its own, and each department has specialists in all of the functions needed to produce and sell that product, such as marketing, manufacturing, accounting and human resources. For example, products are split into areas such as women's wear, men's wear and children's wear in a clothing company. Kimberly Clark manufactures children's products, toiletry and industrial hygiene products.

- **Departmentalization by Customers or Users** is grouping of both activities and positions to make them compatible with the special needs of some specific groups of users. For example, banks may be departmentalized according to customers such as corporate, school, real estate and mortgage loans, agricultural banking.
- **Departmentalization by Territory or Geography** involves grouping of activities and positions at a given location to take advantage of local participation in decision making. The territorial units are under the control of a manager who is responsible for operations of the organization at that location. Multinational firms have their offices all around the world, and they have created departments based on the regions to handle company activities. For example, the regional headquarter for Asia is in Singapore, and the regional headquarter for Europe is in London.
- **Departmentalization by Process or Equipment** refers to jobs and activities which require a specific type of technology, machine or production process. For example, under production, there are spinning, weaving, dyeing, printing and packing departments.

Other common bases for departmentalization can be time of duty, number of employees, market, distribution channel or services.

D. De-centralization and Centralization

De-centralization refers to decision making at lower levels in the hierarchy of authority. In contrast, decision making in a centralized type of organizational structure is at higher levels. The degree of centralization and de-centralization depends on the number of levels of hierarchy, degree of coordination, specialization and span of control. According to Luthens (1986), centralization and de-centralization could be according to:

- geographical or territorial concentration or dispersion of operations;
- functions; or
- extent of concentration or delegation of decision making powers.

Every organizational structure contains both centralization and de-centralization, but to varying degrees. The extent of this can be determined by identifying how much of the decision making is concentrated at the top and how much is delegated to lower levels. Modern organizational structures show a strong tendency towards de-centralization.

E. Line and Staff Relationships

Line authority refers to the scalar chain, or to the superior-subordinate linkages, that extend throughout the hierarchy (Koontz, O'Donnell and Weihrich, 1980). Line employees are responsible for achieving the basic or strategic objectives of the organization, while staff plays a supporting role to line employees and provides services. The relationship between line and staff is crucial in organizational structure, design and efficiency. It is also an important aid to information processing and coordination.

In an agricultural research organization, scientists and researchers form the line. Administrative employees are considered staff, and their main function is to support and provide help to scientists to achieve organizational goals

It is the responsibility of the manager to make proper and effective use of staff through their supportive functions. The staff may be specialized, general or organizational (Anderson, 1988). Specialized staff conducts technical work that is beyond the time or knowledge capacity of top management, such as conducting market research and forecasting. General staff consists of staff assistants to whom managers assign work. Organization staff (such as centralized personnel, accounting and public relations staff) provides services to the organization as a whole. Their role is to integrate different operations across departments.

Line and staff personnel have different functions, goals, cultures and backgrounds. Consequently, they could frequently face conflict situations. A manager has to use his skills in resolving such conflicts.

TYPES OF ORGANIZATIONAL CHARTS FOR DIFFERENT SCENARIOS

By Creately August 20, 2020

1. Hierarchical Structure

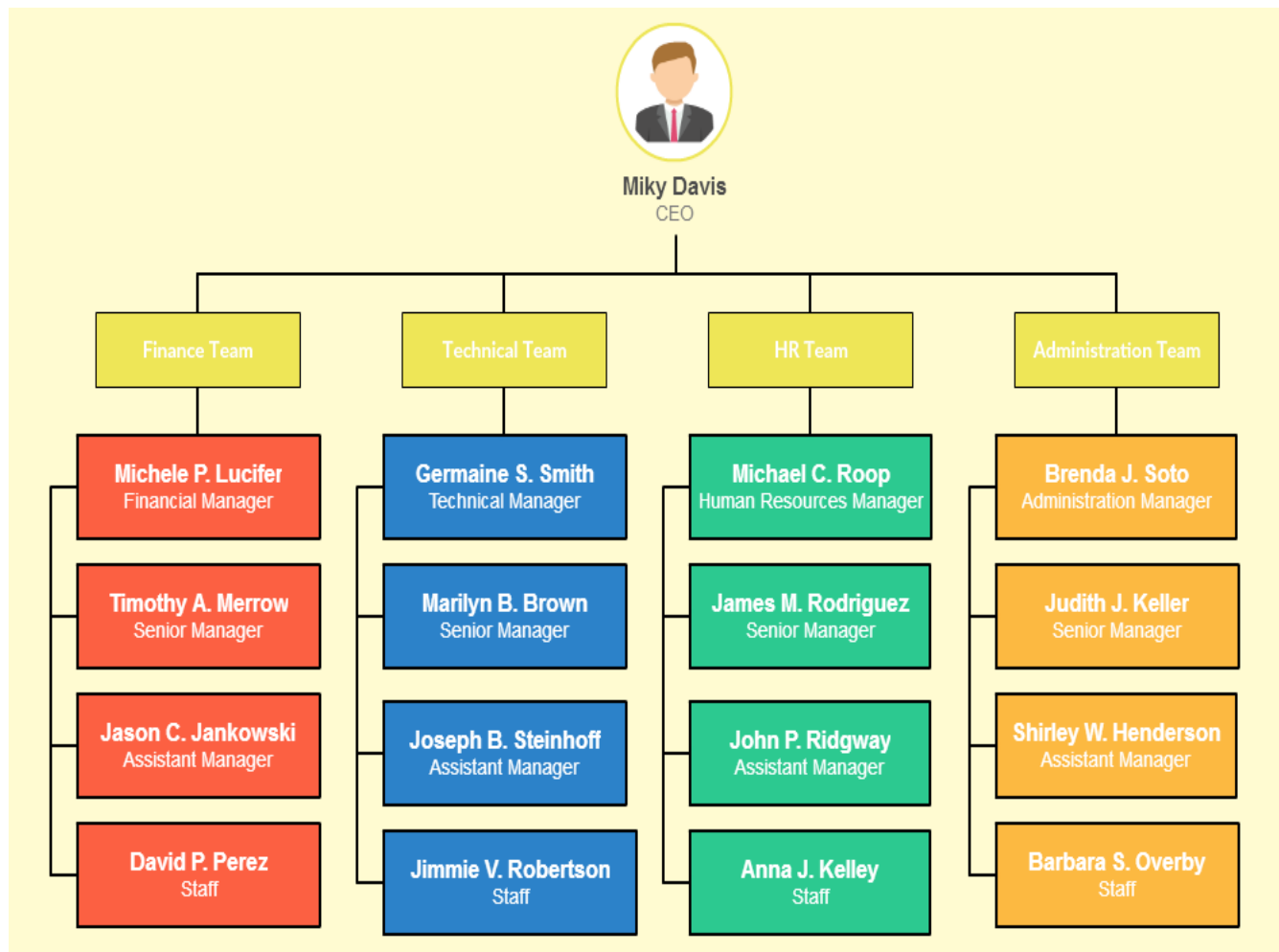
The hierarchical model is the most popular organizational chart type. There are a few models that are derived from this model.

In a hierarchical organization structure, **employees are grouped with every employee having one clear supervisor**. The grouping is done based on a few factors, hence many models derived from this.

Below are few of those factors

- Function – employees are grouped according to the function they provide. The below image shows a functional org chart with finance, technical, HR and admin groups.
- Geography – employees are grouped based on their region. For example in USA employees might be grouped according to the state. If it's a global company the grouping could be done according to countries.
- Product – If a company is producing multiple products or offering different services it can be grouped according to the product or service.

These are some of the most common factors, but there are many more factors. You can find org chart examples for most of these types in our diagramming community.



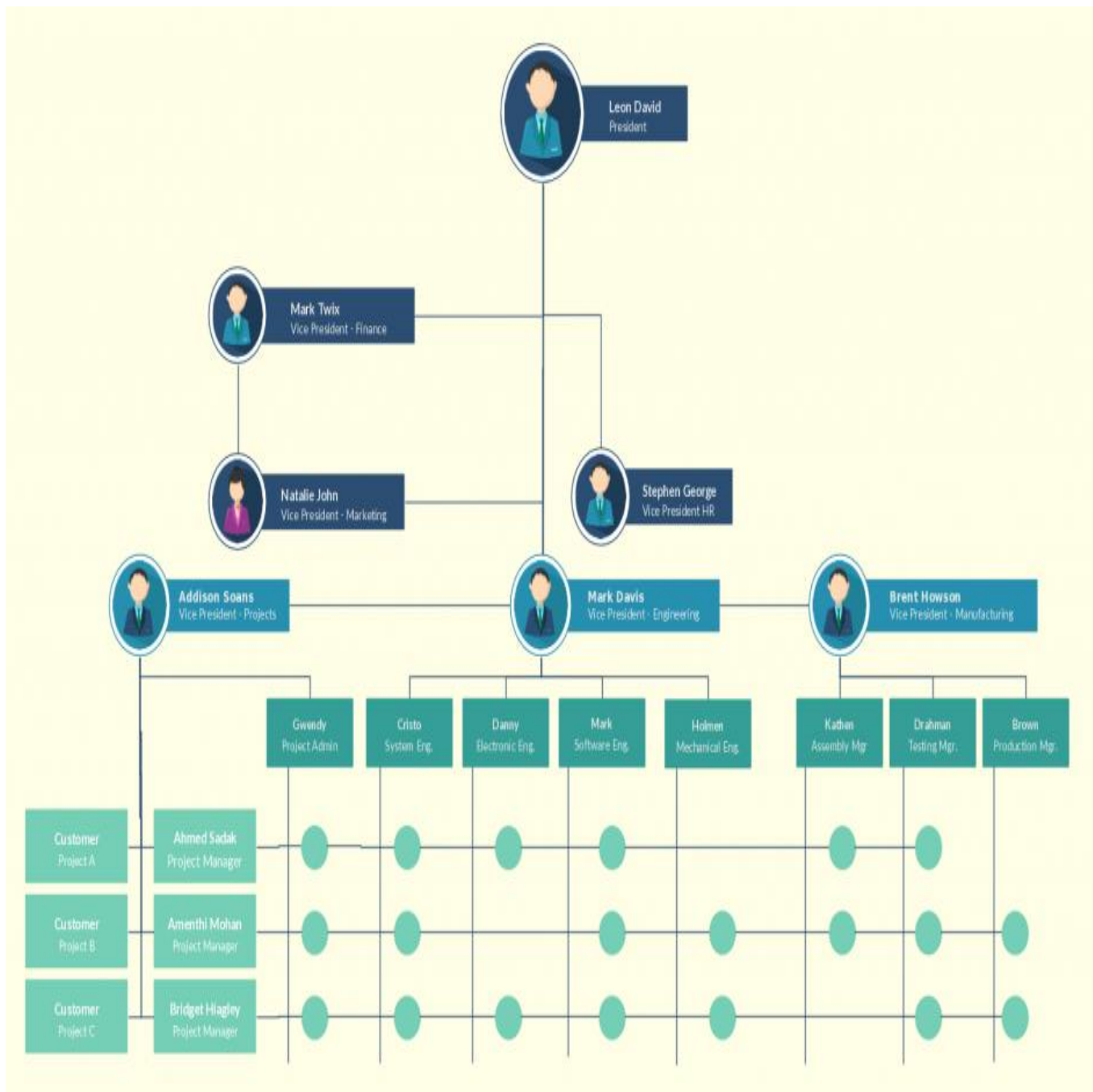
A Functional Organizational Structure chart, a variation of the Hierarchical Model

This is the dominant mode of organization among large organizations. For example Corporations, Governments, and organized religions are hierarchical organizations with different levels of management, power or authority.

2. Matrix Structure

In a Matrix organizational structure, the reporting relationships are set up as a grid, or matrix, rather than in the traditional hierarchy. It is a type of organizational management in which people with similar skills are pooled for work assignments, resulting in more than one manager to report to (sometimes referred to as solid line and dotted line reports, in reference to traditional business organization charts).

For example, all engineers may be in one engineering department and report to an engineering manager. But these same engineers may be assigned to different projects and might be reporting to those project managers as well. Therefore some engineers might have to work with multiple managers in their job role.



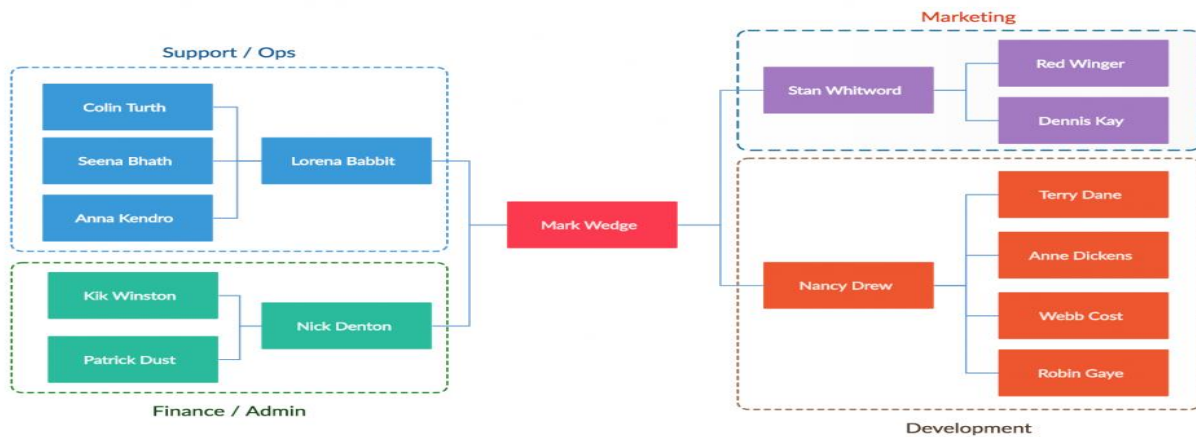
Matrix Organizational Structure

3. Horizontal/Flat Structure

This is an organizational chart type mostly adopted by small companies and start-ups in their early stage. It's almost impossible to use this model for larger companies with many projects and employees.

The most important thing about this structure is that **many levels of middle management are eliminated**. This enables employees to make decisions quickly and independently. Thus a well-trained workforce can be more productive by directly getting involved in the decision-making process.

This works well for small companies because work and effort in a small company are relatively transparent. This does not mean that employees don't have superiors and people to report. Just that decision making power is shared and employees are held accountable for their decisions.



Flat Organizational Structure

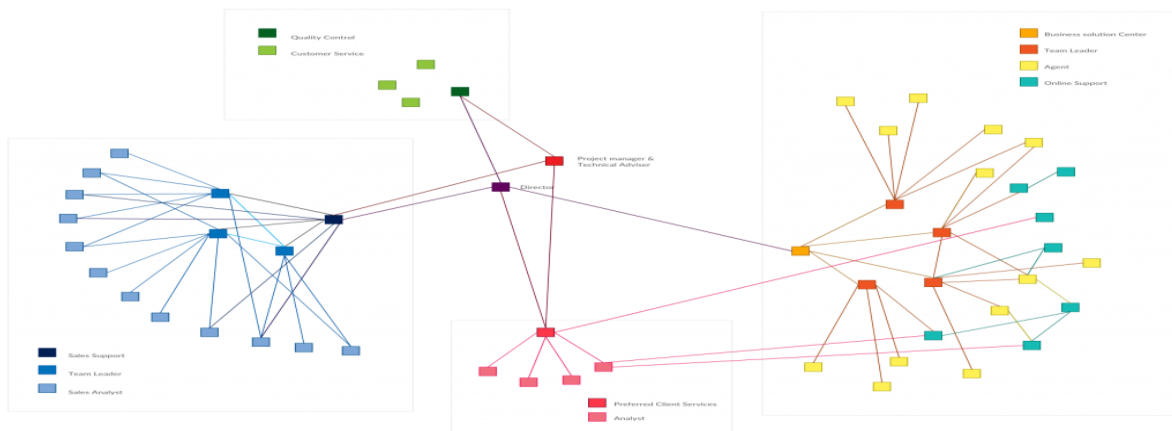
So in summary, when deciding on a suitable organizational chart, it is important to have an understanding of the current organizational structure of your company.

4. Network Structure

Network organizational structure helps visualize both internal and external relationships between managers and top-level management. They are not only less hierarchical but are also more decentralized and more flexible than other structures.

The idea behind the network structure is based on social networks. Its structure relies on open communication and reliable partners; both internal and external. The network structure is viewed as agiler than other structures because it has few tiers, more control and bottom flow of decision making.

Using a Network organizational structure is sometimes a disadvantage because of its complexity. The below example of network org chart shows the rapid communication between entities.



Network Organizational Structure

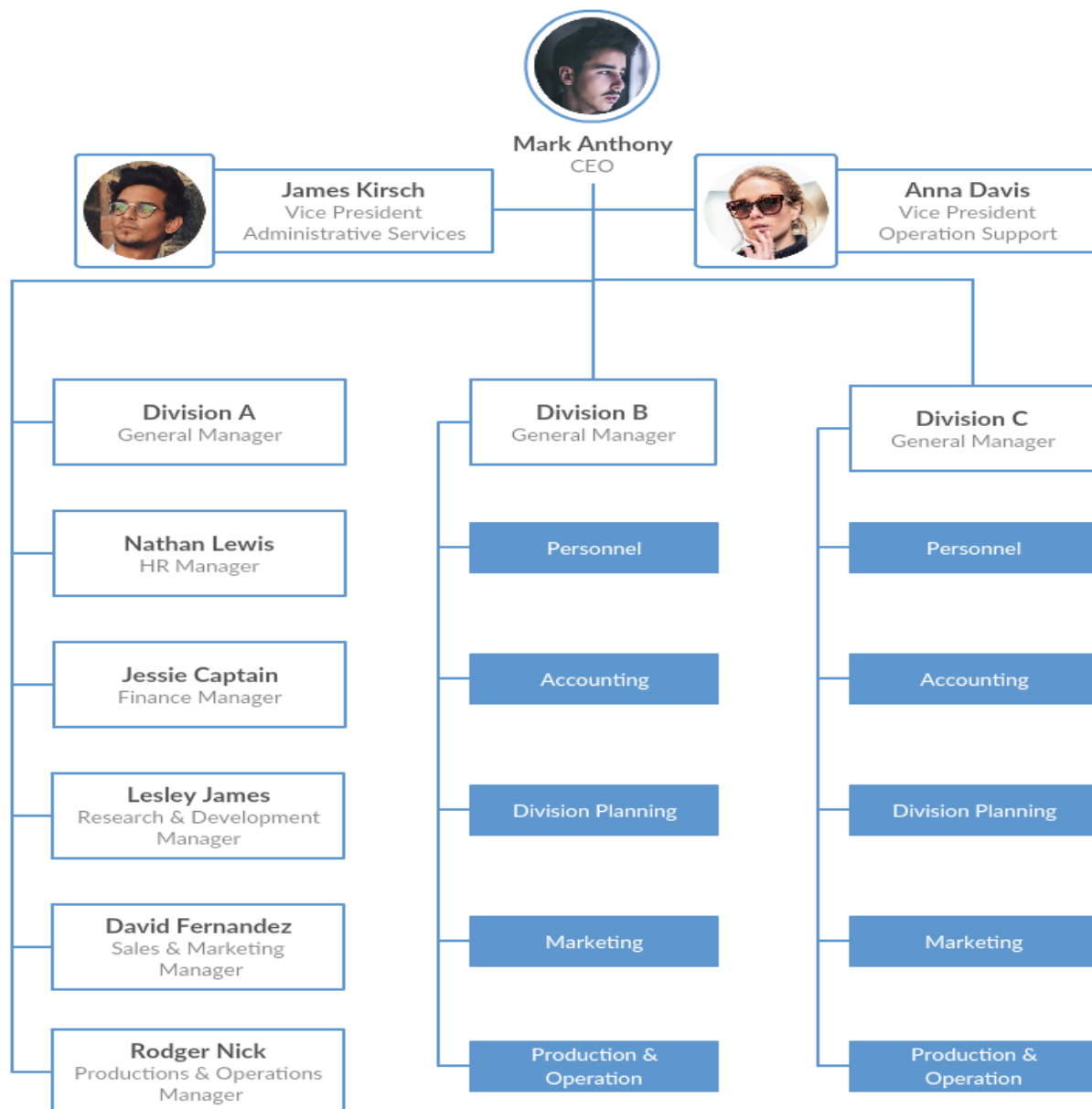
5. Divisional Structure

Within a divisional structure, each organizational function has its own division which corresponds to either products or geographies. Each division contains the necessary resources and functions needed to support the product line and geography.

Another form of divisional org chart structure is the multi-divisional structure. It's also known as M-form. It's a legit structure in which one parent company owns several subsidiary companies, each of which uses the parent company's brand and name.

The main advantage of the divisional structure is the independent operational flow, that failure of one company does not threaten the existence of the others.

It's not perfect either. There can be operational inefficiencies from separating specialized functions. Increase in accounting taxes can be seen as another disadvantage.



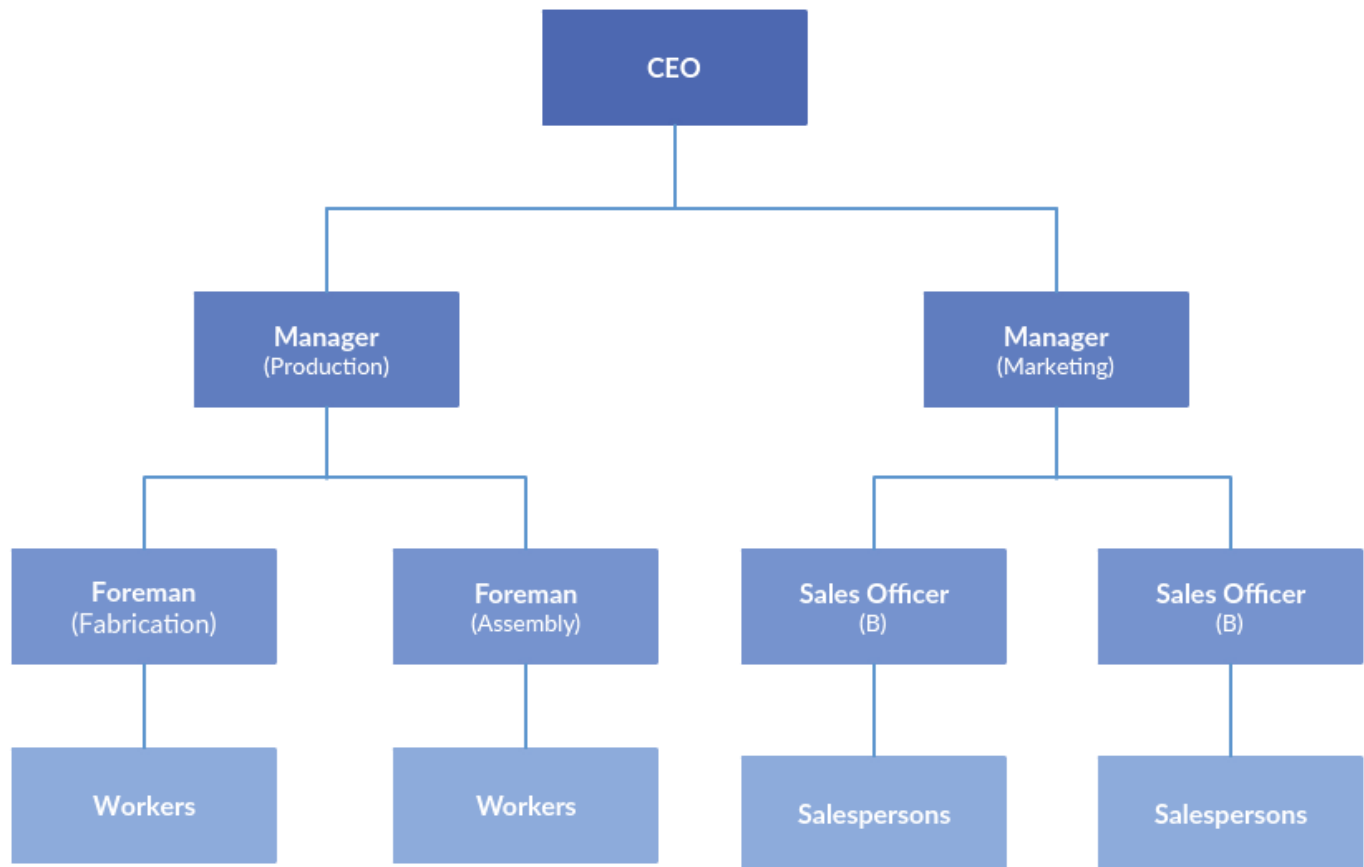
Divisional Organizational Structure

6. Line Organizational Structure

Line organizational structure is one of the simplest types of organizational structures. Its authority flows from top to bottom. Unlike other structures, specialized and supportive services do not take place in these organizations.

The chain of command and each department head has control over their departments. The self-contained department structure can be seen as its main characteristic. Independent decisions can be taken by line officers because of its unified structure.

The main advantage of a line organizational structure can be identified as the effective communication that brings stability to the organization.

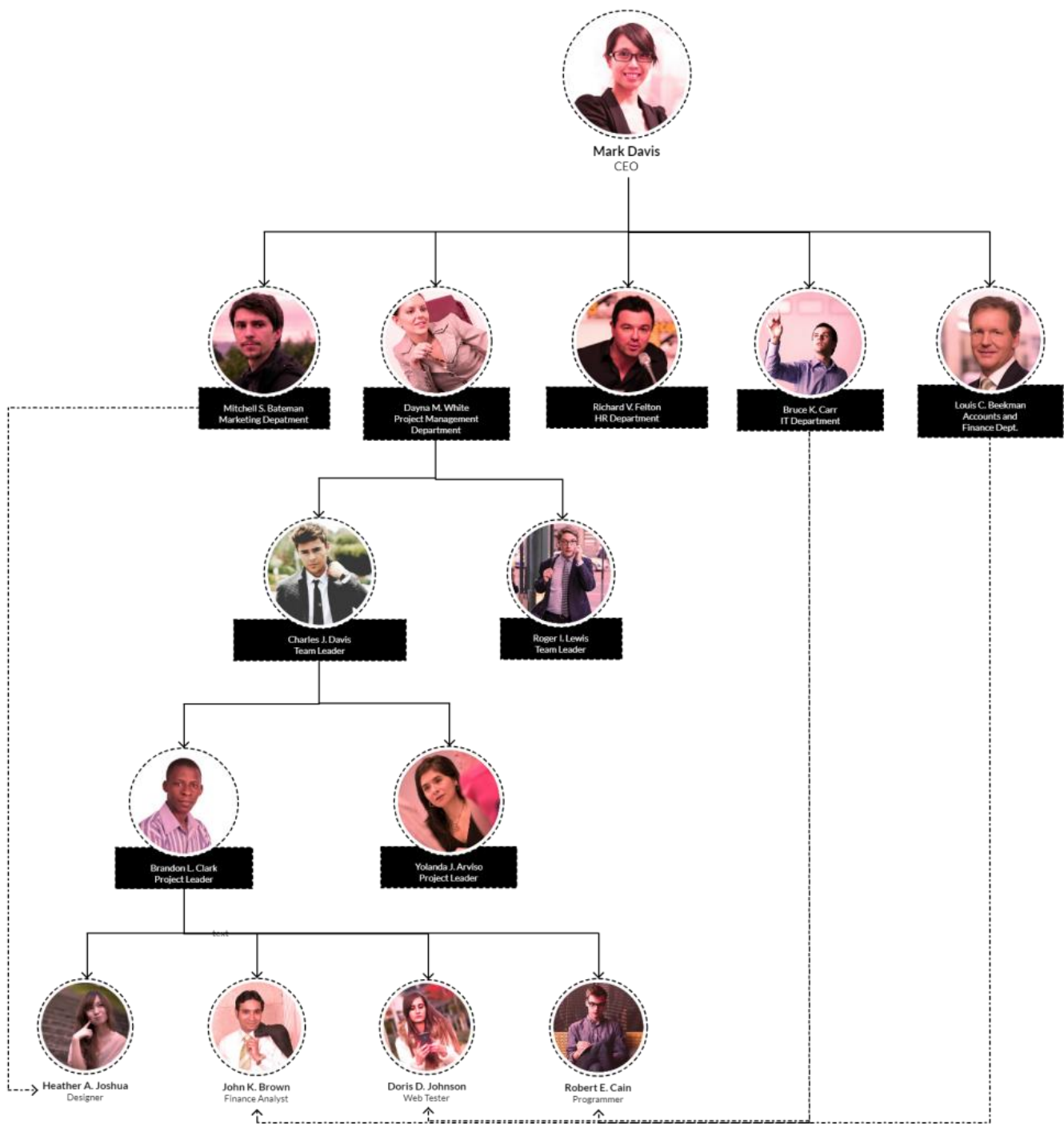


Line organizational structure

7. Team-based Organizational Structure

Team-based organizational structures are made of teams working towards a common goal while working on their individual tasks. They are less hierarchical and they have flexible structures that reinforce problem-solving, decision-making and teamwork.

Team organization structures have changed the way many industries work. Globalization has allowed people in all industries around the world to produce goods and services cooperatively. Especially, manufacturing companies must work together with the suppliers around the globe while keeping the cost to a minimum while producing high-quality products.



Team-based Organizational Structure



Engage and Gauge...

Answer the following as directed. Be ready to submit your accomplished task to your professor for evaluation and grading. Encode your answers inside the text boxes.

Name (Type inside the box)

Thomas Adrian M. Naguit

Section

II-BCSAD

Date

20/10/2023

B. Think of two organizations - one IT and one non-IT. What is the organizational structure of each like? Take a snapshot or screen shot of its organizational chart. Then classify the structure based on the Types of Organizational Charts for Different Scenarios by Creately (see lecture notes) and explain such classification. (25 points each)

Name of Non-IT Organization: Visa Inc.

Type of Organizational Structure/Chart: Matrix Structure

Explanation:

Visa seems to utilize a matrix structure for its organizational layout. This approach is often used by

Snapshot/Screenshot of Organizational Chart:

Name of IT Organization: Accenture Inc.

Type of Organizational Structure/Chart: Flat Organizational Structure

Explanation:

Accenture operates with a relatively flat organizational structure, meaning there are fewer levels betw

Snapshot/Screenshot of Organizational Chart:

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