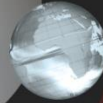


GLOBAL
EDITION

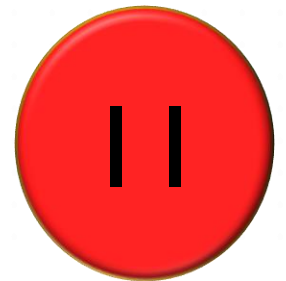


Management

THIRTEENTH EDITION

Stephen P. Robbins • Mary Coulter

DESIGNING ORGANIZATIONAL STRUCTURAL — ADAPTIVE DESIGNS



LEARNING OBJECTIVES

1. **Describe** contemporary organizational designs.
 - **Develop your skill** at acquiring power.
2. **Discuss** how organizations organize for collaboration.
3. **Explain** flexible work arrangements used by organizations.
 - **Know how** to stay connected and “in the loop” when working remotely.
4. **Discuss** organizing issues associated with a contingent workforce.
5. **Describe** today’s organizational design challenges.



CONTEMPORARY ORGANIZATIONAL DESIGNS

Team Structure

- **Team Structure** – an organizational structure in which the entire organization is made up of work teams

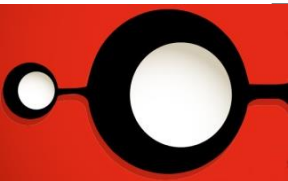
Matrix-Project Structure

- **Matrix Structure** – an organizational structure that assigns specialists from different functional departments to work on one or more projects
- **Project Structure** – an organizational structure in which employees continuously work on projects.

Boundaryless Structure

- **Boundaryless Organization** – an organization whose design is not defined by, or limited to, the horizontal, vertical, or external boundaries imposed by a predefined structure

Learning Structure



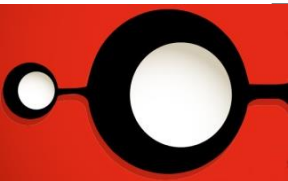
CONTEMPORARY ORGANIZATIONAL DESIGNS

Team
Structure

Matrix-
Project
Structure

Boundaryless
Structure

Learning
Structure



CONTEMPORARY ORGANIZATIONAL DESIGNS

- ▶ **Team Structure** – an organizational structure in which the entire organization is made up of work teams.
 - ▶ Employee **empowerment** is **crucial** because no line of managerial authority flows from top to bottom
 - ▶ In large organizations, the team structure complements the traditional functional structure to allow organization to have the efficiency of a bureaucracy and the flexibility that teams provide.



CONTEMPORARY ORGANIZATIONAL DESIGNS

▶ **Matrix and Project Structures**

- ▶ **Matrix Structure** – an organizational structure that **assigns specialists** from **different functional departments** to work on one or more projects.
 - ▶ This will create dual chain of command
- ▶ **Project Structure** – an organizational structure in which **employees continuously work on projects**.
 - ▶ Unlike the matrix structure, a project structure has no formal departments where employees return at the completion of a project

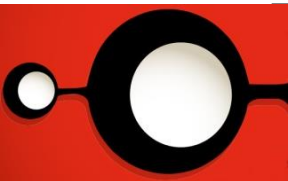
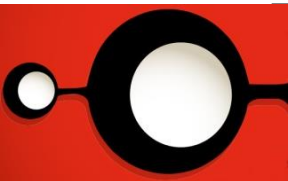
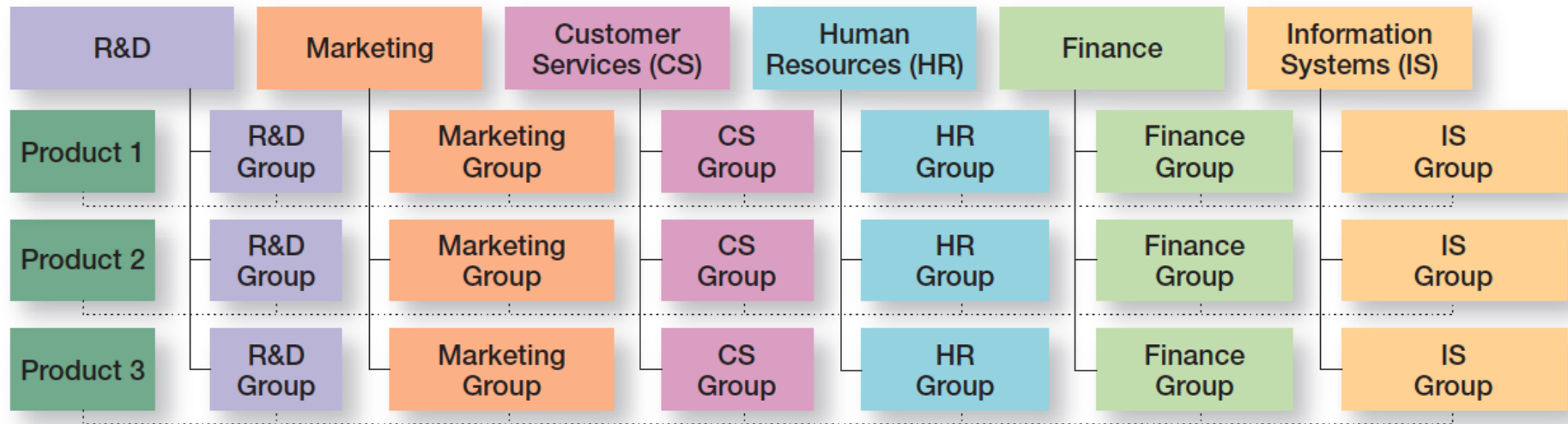


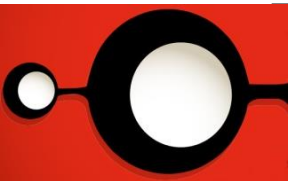
EXHIBIT 11-2

EXAMPLE OF A MATRIX ORGANIZATION



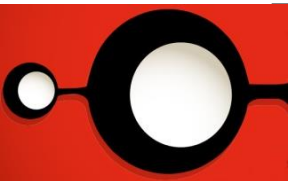
CONTEMPORARY ORGANIZATIONAL DESIGNS (CONT.)

- ▶ **Boundaryless Organization** – an organization whose design is not defined by, or limited to, the horizontal, vertical, or external boundaries imposed by a predefined structure.
- ▶ What do we mean by *boundaries*?
 - ▶ (1) *internal*—the **horizontal** ones imposed by work specialization and departmentalization and the **vertical** ones that separate employees into organizational levels and hierarchies
 - ▶ (2) *external*—the boundaries that separate the organization from its customers, suppliers, and other stakeholders.



CONTEMPORARY ORGANIZATIONAL DESIGNS (CONT.)

- ▶ **Virtual Organization** – an organization that consists of a **small core of full-time employees** and outside specialists temporarily hired as needed to work on projects.
- ▶ **Network Organization** – an organization that uses its own employees to do some work activities and networks of outside suppliers to provide other needed product components or work processes.

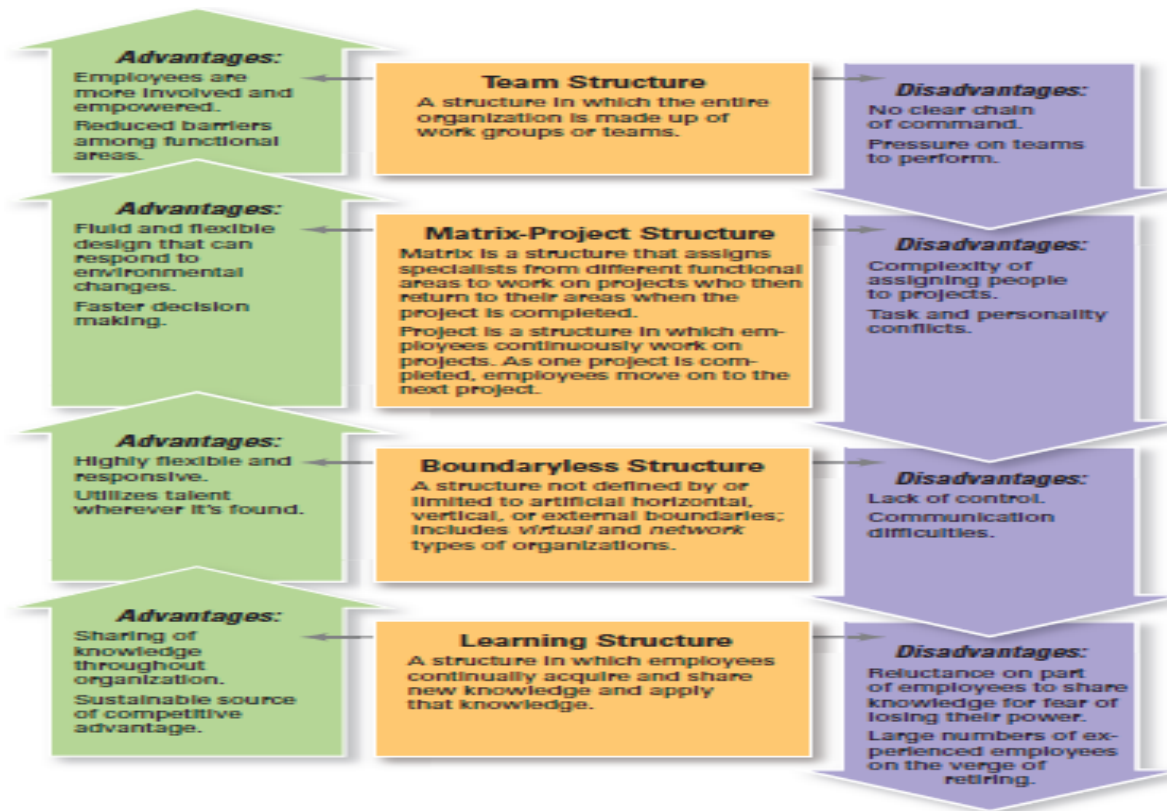


CONTEMPORARY ORGANIZATIONAL DESIGNS (CONT.)

- ▶ **Learning Organization** – an organization that has developed the capacity to continuously learn, adapt, and change.
 - ▶ What structural **characteristics** does a learning organization need?
 - ▶ Employees throughout the entire organization must share information and collaborate on work activities
 - ▶ Such an environment requires minimal structural and physical barriers
 - ▶ Empowering work teams



EXHIBIT 11-1: CONTEMPORARY ORGANIZATIONAL DESIGNS



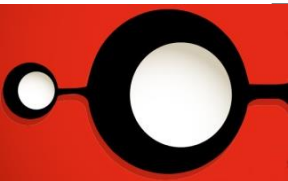
BENEFITS AND DRAWBACKS OF COLLABORATIVE WORK

Benefits

- Increased communication and coordination
 - Greater innovative output
 - Enhanced ability to address complex problems
 - Sharing of information and best practices
-

Drawbacks

- Potential interpersonal conflict
- Different views and competing goals
- Logistics of coordinating



ORGANIZING FOR COLLABORATION

▶ **Internal collaboration**

- ▶ **Cross-functional team** – a work team composed of individuals from various functional specialties.
- ▶ **Task force (or ad hoc committee)** – a temporary committee or team formed to tackle a specific short-term problem affecting several departments.
- ▶ **Communities of Practice** – groups of people who share a concern, a set of problems, or a passion about a topic, and who deepen their knowledge and expertise in that area by interacting on an ongoing basis.

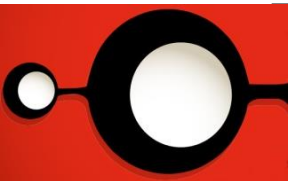
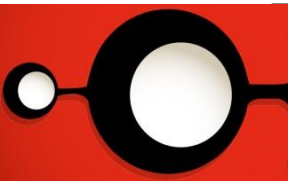


EXHIBIT 11-4

MAKING COMMUNITIES OF PRACTICE WORK

- Have top management support and set clear expectations.
 - Create an environment that will attract people and make them want to return for advice, conversation, and knowledge sharing.
 - Encourage regular meetings of the community, whether in person or online.
 - Establish regular communication among community members.
 - Focus on real problems and issues important to the organization.
 - Have clear accountability and managerial oversight.
-



EXTERNAL COLLABORATION

- ▶ **Open innovation** – opening up the search for new ideas beyond the organization's boundaries and allowing innovations to easily transfer inward and outward.
- ▶ **Strategic partnerships** – collaborative relationships between two or more organizations in which they combine their resources and capabilities for some business purpose.

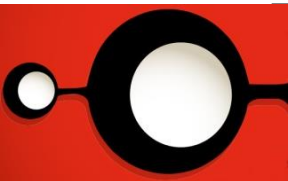
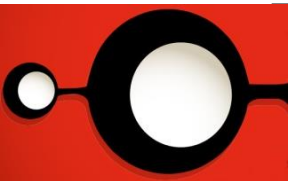
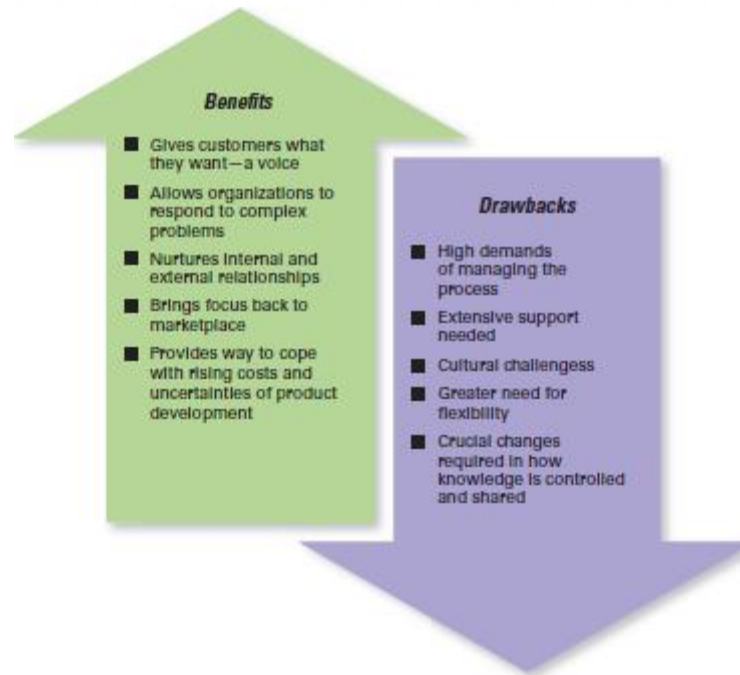


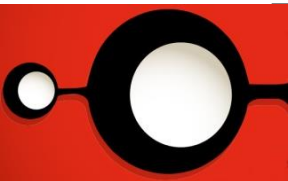
EXHIBIT 11-5

BENEFITS AND DRAWBACKS OF OPEN INNOVATION



FLEXIBLE WORK ARRANGEMENTS

- ▶ **Telecommuting** -
Telecommuting a work arrangement in which employees work at home and are linked to the workplace by computer.
- ▶ **Compressed workweek**
– a workweek where employees work longer hours per day but fewer days per week.



FLEXIBLE WORK ARRANGEMENTS

- ▶ **Flextime (or flexible work hours)** – a scheduling system in which employees are required to work a specific number of hours a week but are free to vary those hours within certain limits.
- ▶ **Job sharing** – the practice of having two or more people split a full-time job.



CONTINGENT WORKFORCE

- ▶ **Contingent workers** – temporary, freelance, or contract workers whose employment is contingent upon demand for their services.
- ▶ **What are the issues?**



TODAY'S ORGANIZATIONAL DESIGN CHALLENGES

- ▶ **Keeping Employees Connected** – mobile computing and communication technology have given organizations and employees ways to stay connected and to be more productive.
 - ▶ e-mail, calendars, wireless networks, corporate databases, video conferences and web cams.



TODAY'S ORGANIZATIONAL DESIGN CHALLENGES (CONT.)

▶ Managing Global Structural Issues

- ▶ When designing or changing structure, managers may need to think about the cultural implications of certain design elements.
- ▶ **Formalization** may be more **important** in **less economically developed countries** and less important in more economically developed countries where employees may have higher levels of professional education and skills.

