

Learning Objectives (LO 2)

8.1 Explain the major decisions needed to design an organization structure.

8.2 Define four major types of organization structure.

8.3 Explain how a team differs from a group' and describe the six most common forms of teams.

8.4 Highlight the advantages and disadvantages of working in teams' and list the characteristics of effective teams.

8.5 Review the five stages of team development' and explain why conflict can arise in team settings.

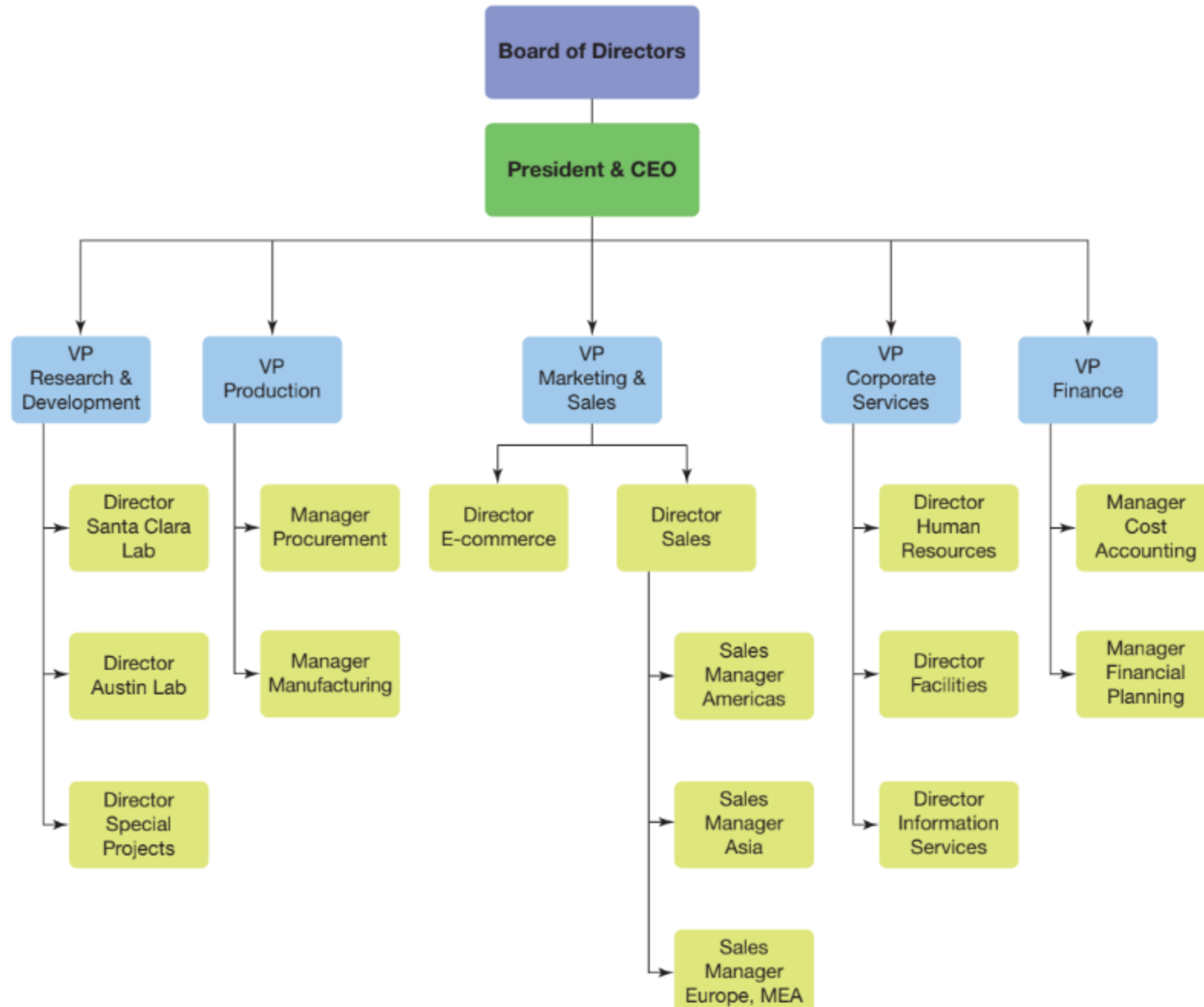
8.6 Explain the concept of an unstructured organization' and identify the major benefits and challenges of taking this approach.

8.7 Describe the use of taskbots and robotic

Designing an Effective Organization Structure

- **Organization structure**
 - A framework that enables managers to divide responsibilities' ensure employee accountability' and distribute the decision.making authority
- **Organization chart**
 - A diagram that shows how employees and tasks are grouped and where the lines of communication and authority flow

Exhibit 8.1 Simplified Organization Chart



Identifying Core Competencies

- **Core competencies**
 - Activities that a company considers central and vital to its business

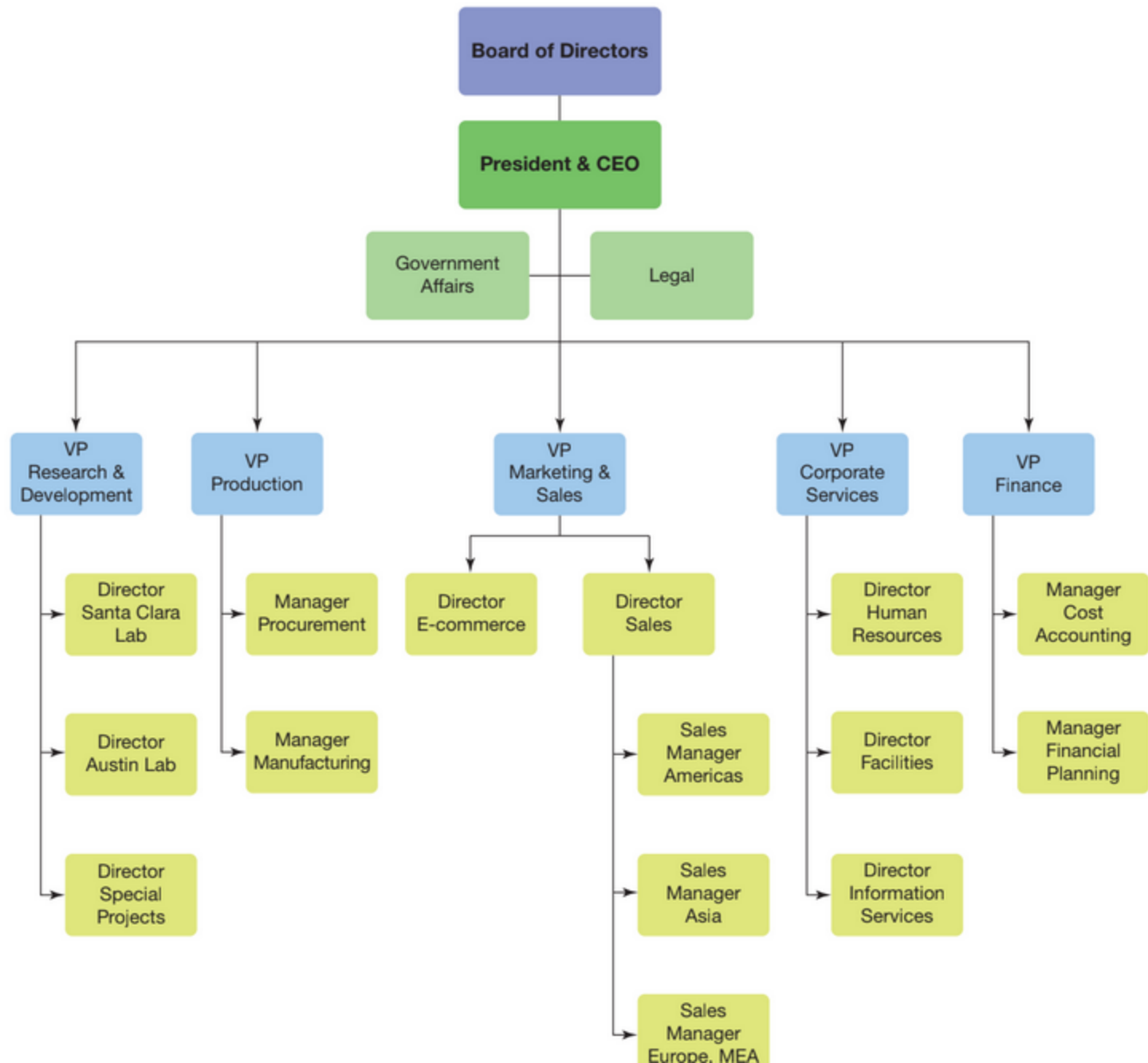
Identifying Job Responsibilities

- **Work specialization**
 - Specialization in or responsibility for some portion of an organization's overall work tasks
 - Also called **division of labor**

Defining the Chain of Command

- **Chain of command**
 - A pathway for the flow of authority from one management level to the next
- **Span of management**
 - The number of people under one manager's control
 - Also known as **span of control**

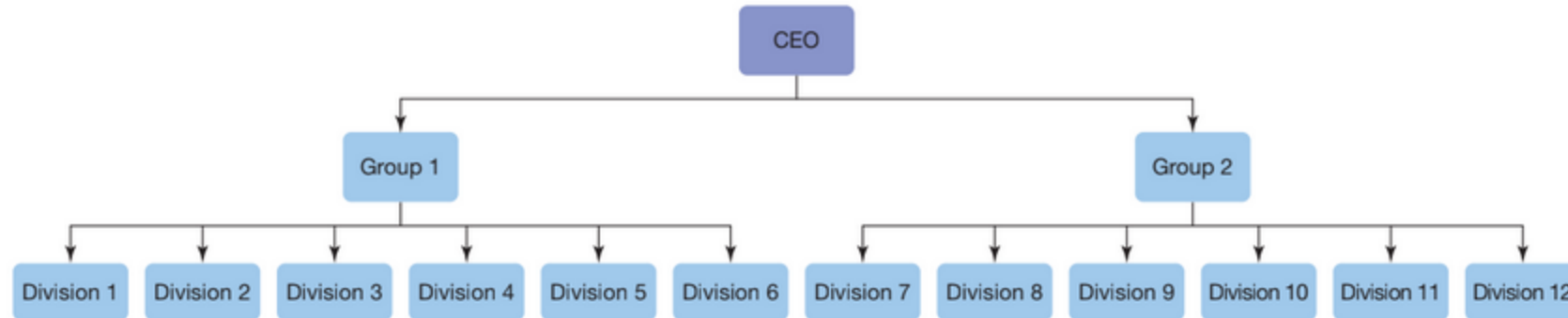
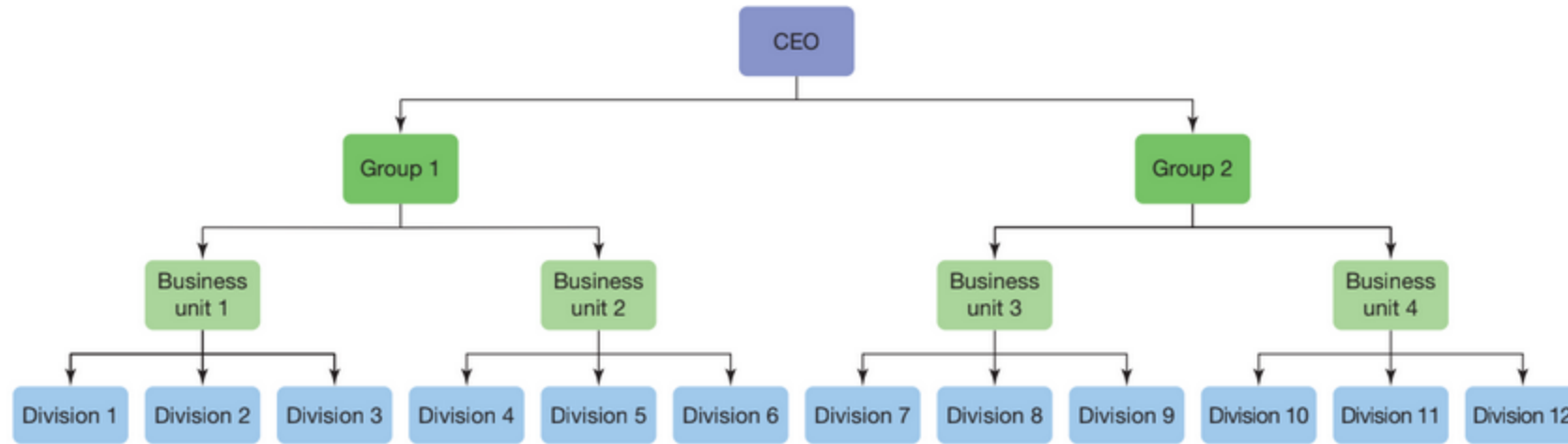
Exhibit 8.2 Simplified Line and Staff Structure



Centralization versus Decentralization

- **Centralization**
 - Concentration of decision.making authority at the top of an organization
- **Decentralization**
 - Delegation of decision.making authority to employees in lower.level positions

Exhibit 8.3 Flattening an Organization



Agile Organization

- **Agile organization**
 - A company whose structure' policies' and capabilities allow employees to respond quickly to customer needs and changes in the business environment

Organizing the Workforce (1 of 2)

- **Departmentalization**

- Grouping people within an organization according to function' division' matrix' or network

- **Functional structure**

- Grouping workers according to the similarity in their skills' resource use' and expertise

- **Divisional structure**

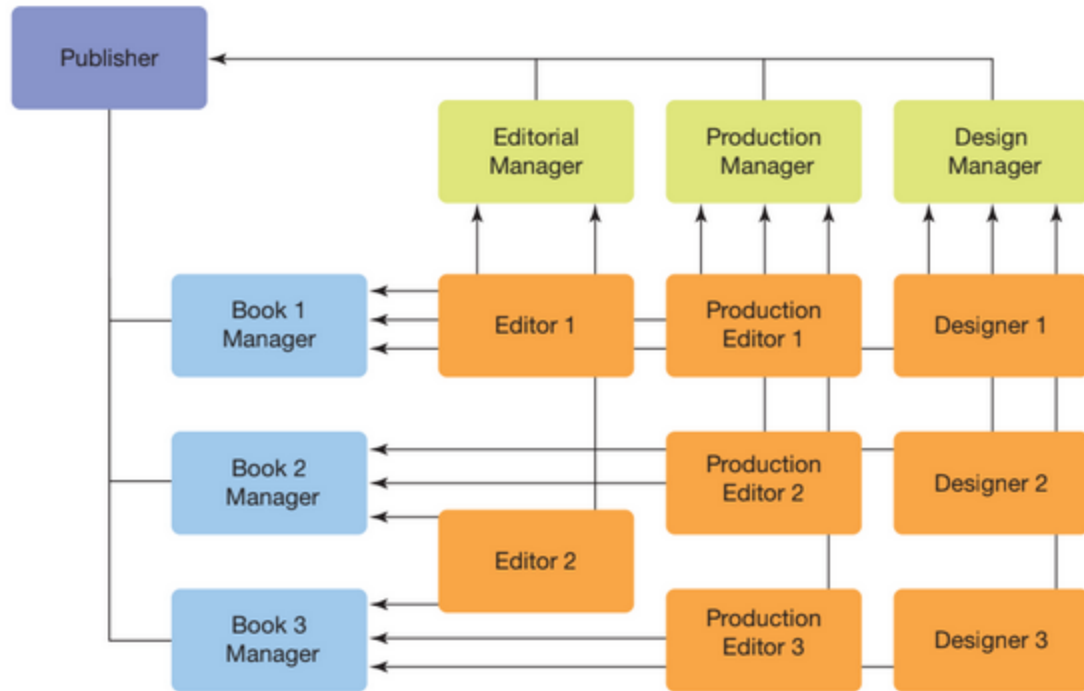
- Grouping departments according to similarities in product' process' customers' or geography

Exhibit 8.4 Customer Division Structure

Matrix Structure

- **Matrix structure**
 - A structure in which employees are assigned to both a functional group and a project team .thus using functional and divisional patterns simultaneously.

Exhibit 8.5 Matrix Structure



Network Structure

- **Network structure**
 - A structure in which individual companies are connected electronically to perform selected tasks for a small headquarters organization
 - Also called **virtual organization**

Organizing in Teams

- **Team**
 - A unit of two or more people who share a mission and collective responsibility as they work together to achieve a goal

Types of Teams (1 of 3)

- **Problem.solving team**

- A team that meets to find ways of improving quality' efficiency' and the work environment

- **Self.managed team**

- A team in which members are responsible for an entire process or operation

- **Functional team**

- A team whose members come from a single functional department which is based on the organization's vertical structure

- **Cross.functional team**

- A team that draws together employees from different functional areas

Cross-Functional Teams

- **Task force**
 - A team of people from several departments who are temporarily brought together to address a specific issue
- **Committee**
 - A team that may become a permanent part of the organization and is designed to deal with regularly recurring tasks

Types of Teams (3 of 3)

- **Virtual team**
 - A team that uses communication technology to bring together geographically distant employees to achieve goals

Exhibit 8.6 Business Uses of Social Networking Technology (1 of 3)

Advantages of Working on Teams

Higher quality decisions

Increased **diversity** of views

Increased commitment to solutions and changes

Lower levels of stress and destructive internal competition

Improved **flexibility** and **responsiveness**

Inefficiency

Groupthink

Diminished individual motivation

Structural disruption

Excessive workloads

Characteristics of Effective Teams

Clear sense of **purpose**

Open and honest communication

Creative thinking

Accountability

Focus

Decision by **consensus**

Build a Sense of Fairness in Decision Making

Encourage debate and disagreement without fear of reprisal

Allow members to communicate openly and honestly

Consider all proposals

Build consensus by allowing team members to examine' compare' and reconcile differences—but don't let a desire for 100 percent consensus bog the team down

Avoid quick votes

Keep everyone informed

Present all the facts

Manage Conflict Constructively

Share leadership

Encourage equal participation

Team Development (1 of 2)

Forming

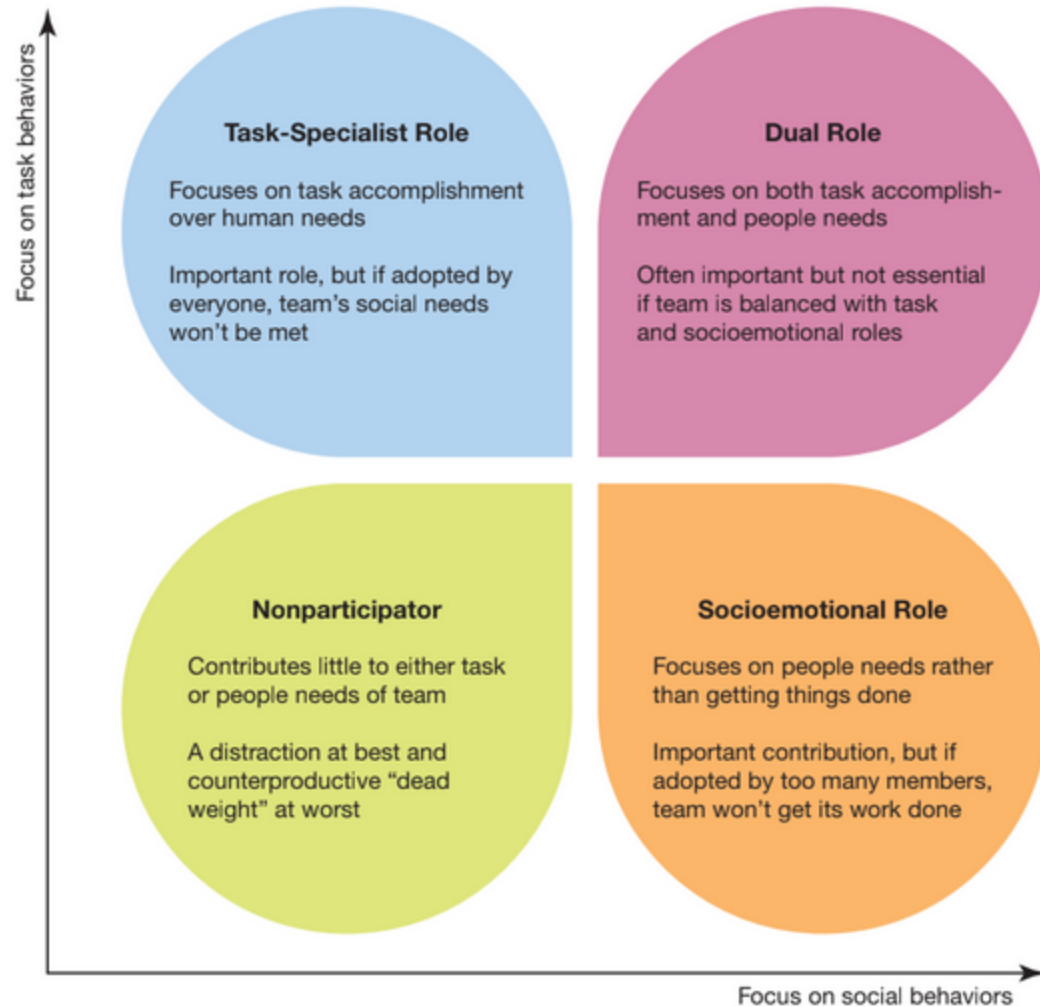
Storming

Norming

Performing

Adjourning

Exhibit 8.8 Team Member Roles



Team Development (2 of 2)

- **Cohesiveness**
 - A measure of how committed team members are to their team's goals
- **Norms**
 - Informal standards of conduct that guide team behavior

Team Conflict

- **Constructive conflict**
 - Brings important issues into the open' increases the involvement of team members' and generates creative ideas for solving a problem
- **Destructive conflict**
 - Diverts energy from more important issues' destroys the morale of teams or individual team members' or polarizes or divides the team

Exhibit 8.9 Sources of Team and Workplace Conflict

Solutions to Team Conflict

Proactive attention

Communication

Openness

Research

Flexibility

Fair play

Alliance

Managing an Unstructured Organization

- **Unstructured organization**
 - An organization that doesn't have a conventional structure but instead assembles talent as needed from the open market; the virtual and networked organizational concepts taken to the extreme

Exhibit 8.10 Benefits and Challenges of Unstructured Organizations (1 of 3)

Potential Benefits

Potential Challenges

Potential Challenges

Potential Challenges of Unstructured Organizations

Complexity and control issues

Uncertainty

Loss of meaning and connection

Diminished loyalty

Career development

Management succession

Accountability and liability

Thriving in the Digital Enterprise: Taskbots and Robotic Process Automation

- **Taskbot**
 - A software agent that can be assigned to complete a variety of tasks within an app or business system

Exhibit 8.11 Taskbots

Bots such as TaskOnBot .show here. are now a common feature of collaboration platforms such as Slack. They function as virtual team members and can be assigned a variety of tasks and assign tasks to their human teammates.

The screenshot displays a Slack workspace interface. On the left sidebar, under 'BusyOn', there is a list of channels including #random, #sales, #saturday-plans, #task-reporting, #test-automation, #test-bots, #trata-botmywork, and #trata-new-version-pla. Below channels are direct messages with slackbot, patrick-charls (you), frankjones, John Snow, and tom-gilbert. The main chat area is titled 'TaskOnBot' and shows a message from the bot at 12:59 PM stating 'Showing all tasks assigned to you.' Three tasks are listed: Task1 (create sales report), Task2 (prepare customer list), and Task3 (create next week work list). Each task includes assignment details, due dates, and creation information. Below the tasks is a 'Filter by:' section with dropdowns for 'Assigned to', 'By DueDate', and 'By task status'. The bottom of the interface features a message input bar with a plus icon, the text 'Message @TaskOnBot', and icons for mentions and emojis.

TaskOnBot Messages About Today

Only visible to you

TaskOnBot APP 12:59 PM
Showing all tasks assigned to you.

👉 **Task1:** create me the sales report of last month Assigned to: @patrick-charls
Due: Jan 25, 2018 (Thu)
Created by: @patrick-charls Channel: #unknown-channel | Today at 12:39 PM

Assign to Actions

👉 **Task2:** prepare a list of all customers Assigned to: @frankjones, @patrick-charls
Due: Jan 25, 2018 (Thu) Priority: Medium
Created by: @tom-gilbert Monitored by: @John Snow Channel: #unknown-channel | Today at 12:42 PM

Assign to Actions

👉 **Task3:** create the list of next week work Assigned to: @John Snow, @patrick-charls Due: Jan 25, 2018 (Thu)
Created by: @patrick-charls Channel: #daily-tasks | Today at 12:47 PM

Assign to Actions

Filter by:

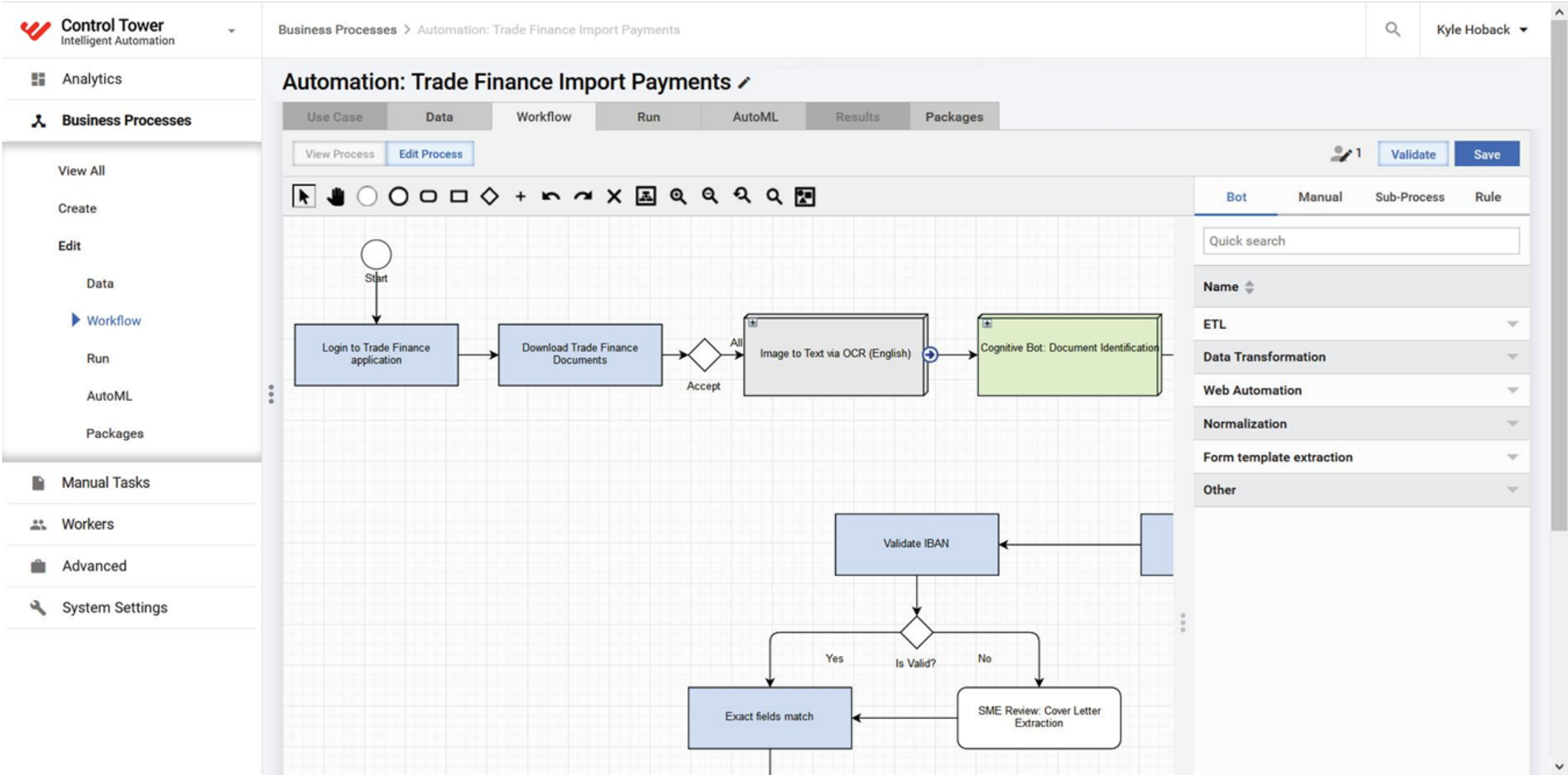
Assigned to By DueDate By task status

+ Message @TaskOnBot @ 😊

Robotic Process Automation

- **Robotic process automation .R P A.**
 - A software capability that does for knowledge work what mechanical robots do for manufacturing and other physical processes

Exhibit 8.12 Robotic Process Automation



Applying What You've Learned (1 of 2)

Explain the major decisions needed to design an organization structure.

Define four major types of organization structure.

Explain how a team differs from a group' and describe the six most common forms of teams.

Highlight the advantages and disadvantages of working in teams' and list the characteristics of effective teams.

Review the five stages of team development' and explain why conflict can arise in team settings.

Explain the concept of an unstructured organization' and identify the major benefits and challenges of taking this approach.

Describe the use of taskbots and robotic procession automation in contemporary business.