



VERKSAMHETENS ORGANISERING

FÖRELÄSNING 7, MOHAMMAD AKHBARI

KTH ROYAL INSTITUTE
OF TECHNOLOGY



An organization is the rational coordination of the activities of a number of people for the achievement of some **common explicit purpose or goal**, through division of labor or function, and through a hierarchy of authority and responsibility'

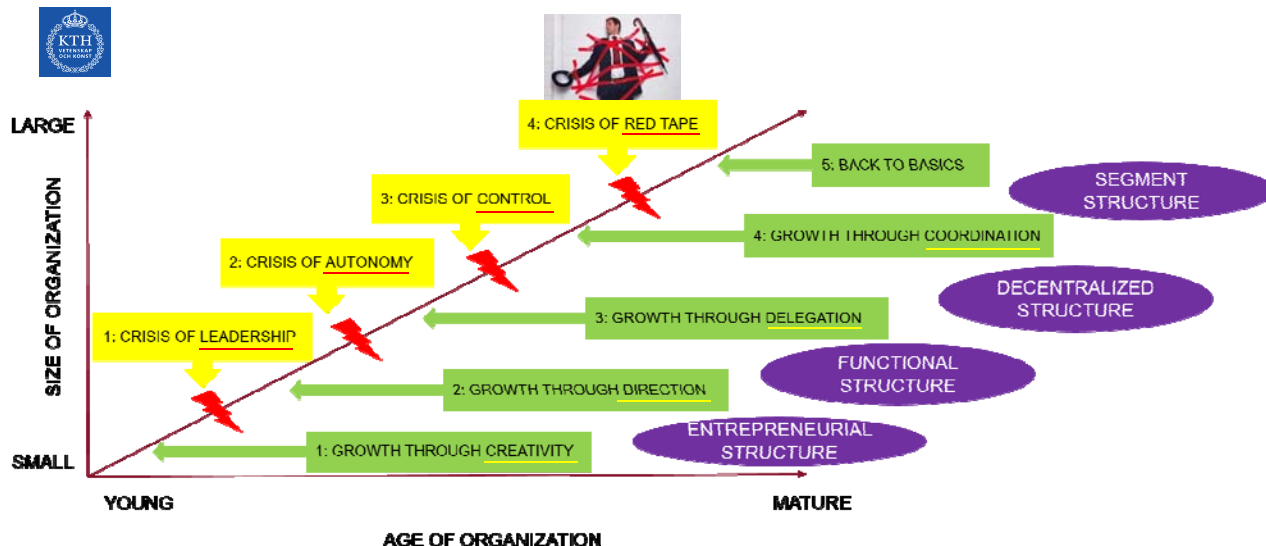
(Schein, 1970)

Definiera organisation



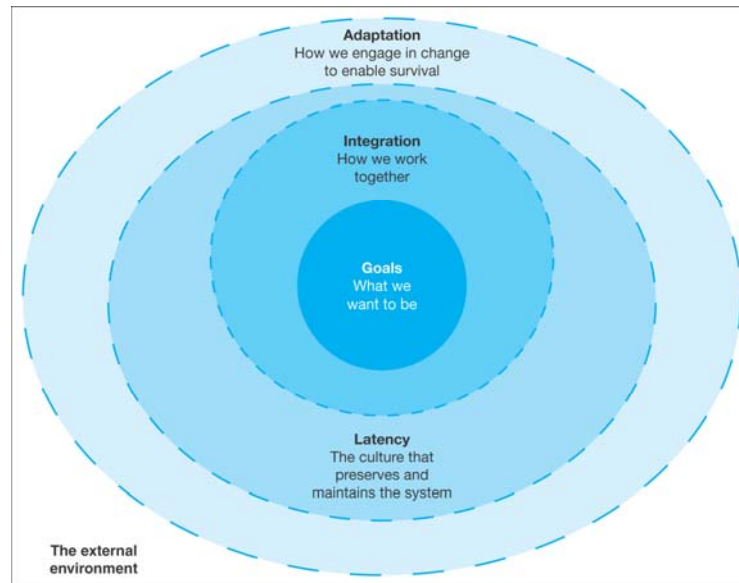
- DE BESTÅR AV **INDIVIDER** OCH **GRUPPER AV INDIVIDER**
- DE ÄR ORIENTERADE FÖR ATT UPPNÅ GEMENSAMMA **MÅL**
- DE BESTÅR AV OLIKA **FUNKTIONER**
- DESSA FUNKTIONER BEHÖVER **KOORDINERAS**
- DE EXISTERAR OBEROENDE AV INDIVIDUELLA MEDLEMMAR, VILKA TROLIGEN **KOMMER & GÅR**

VAD ÄR ORGANISATION?



Greiner, 1998

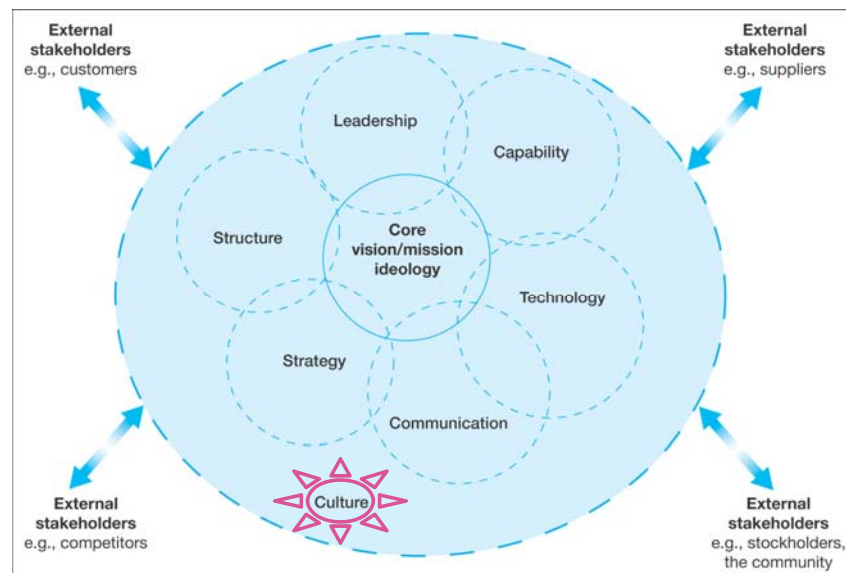
STAGES OF ORGANIZATIONAL GROWTH AND CRISIS



THE FRAMEWORKS – 4 FUNCTIONAL IMPERATIVES

What every organization needs is the functional imperatives

Based on Parsons 1951



Culture permeates the systems

(SWE: genomsyr)



ORGANIZATIONELLA RELATIONSER



Formal organization:

‘Social and technical arrangements in which a number of people come, or are brought, together in a relationship where the actions of some are directed by others towards the achievement of certain tasks’

(Watson, 1980: 194)

Informal organization:

‘...the practices, values, norms beliefs, unofficial rules, as well as the complex network of social relations, membership patterns and centers of influence and communication that developed within and between constituent groups of the organization under the formal arrangements but that were not specified by them’

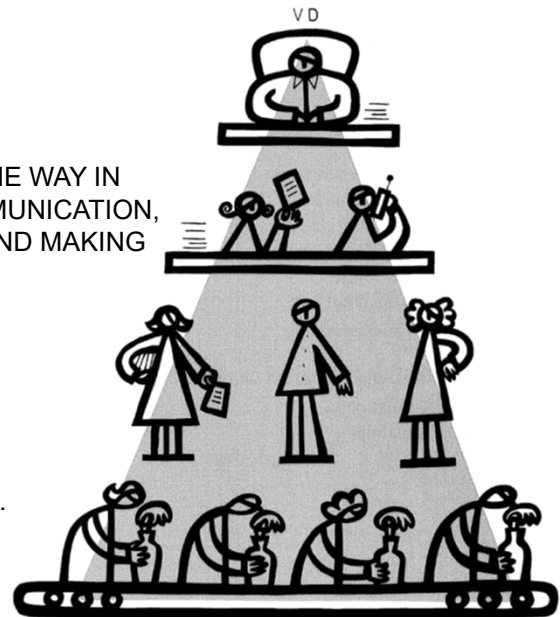
(Roethlisberger, 1968)

ORGANIZATIONAL RELATIONSHIP



ORGANIZATIONAL STRUCTURE REFERS TO THE WAY IN WHICH A GROUP IS FORMED, ITS LINES OF COMMUNICATION, AND ITS MEANS FOR CHANNELING AUTHORITY AND MAKING DECISIONS.

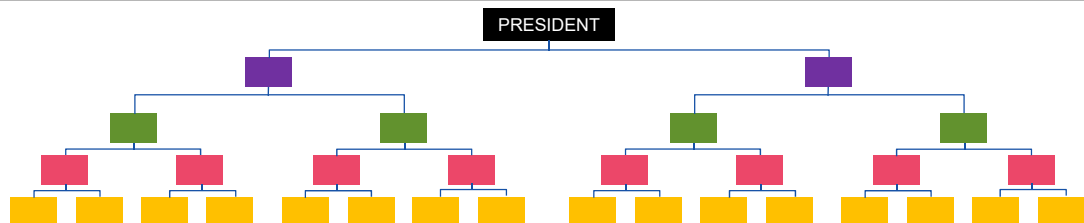
ORGANIZATIONAL STRUCTURE CLARIFIES THE FORMAL RELATIONSHIPS OF INDIVIDUALS IN THE VARIOUS POSITIONS WITHIN THE ORGANIZATION.



ORGANISATIONSTRUKTUR

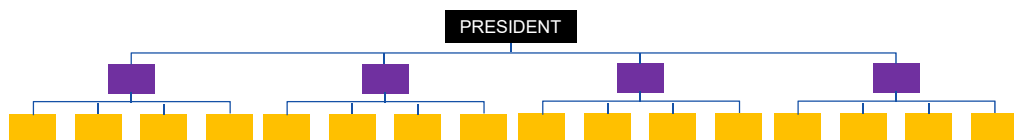


HÖG



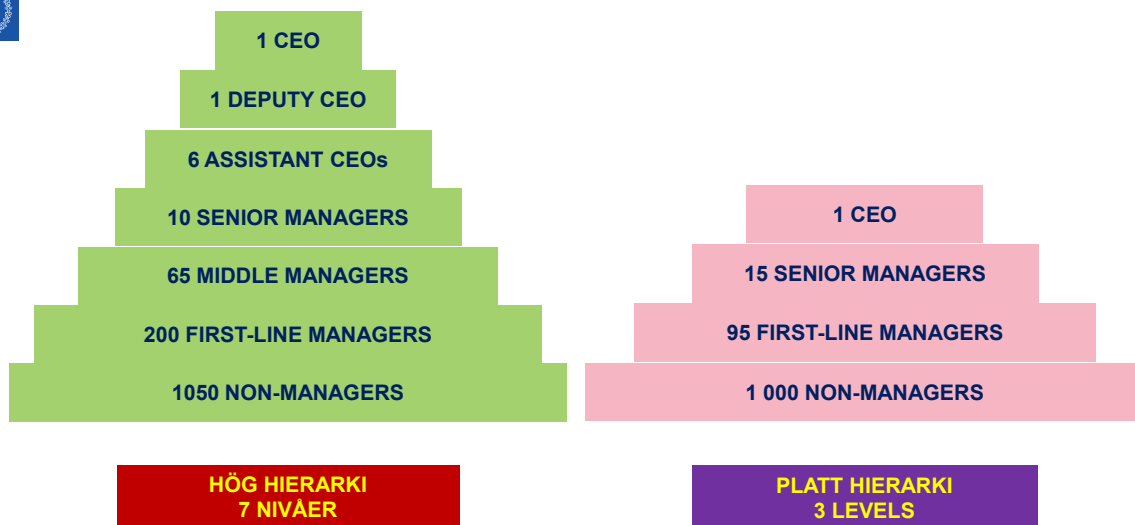
CENTRALISERAD

PLATT



DECENTRALISERAD

HÖGA & PLATTA ORGANISATIONSHIERARKIER



HÖGA & PLATTA ORGANIZATIONSHERARKIER

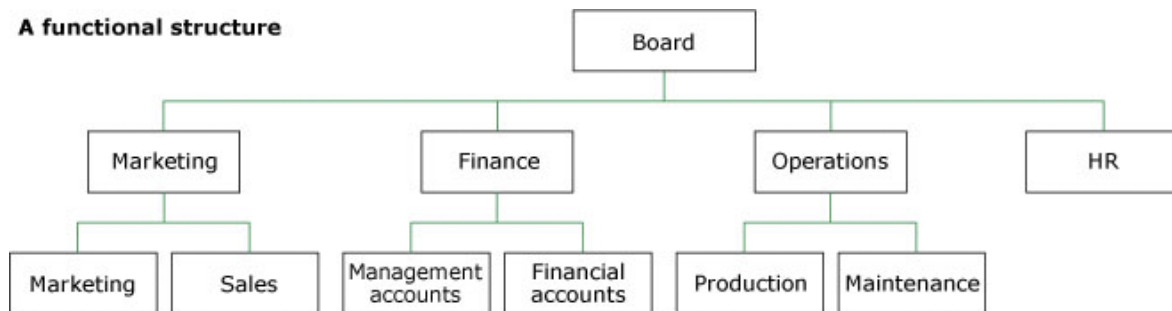


- FUNCTIONELL STRUKTUR
- PRODUKT ELLER SERVICE STRUKTUR
- GEOGRAFISK STRUKTUR
- MATRISSTRUKTUR
- PROJEKTSTRUKTUR
- PROJECT TEAM
- NÄTVERK STRUKTUR

OLIKA ORGANISATIONSFORMER



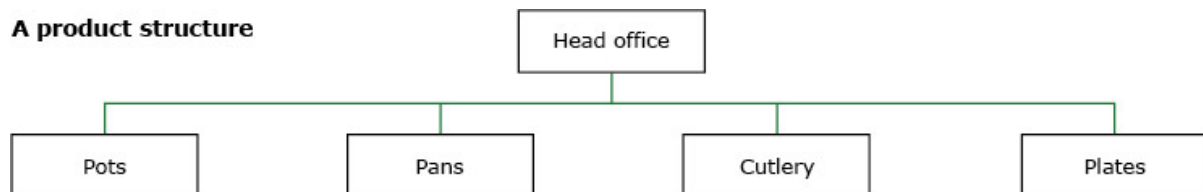
A functional structure



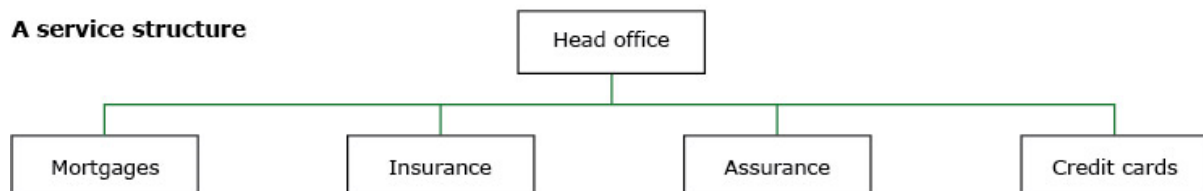
FUNCTIONELL STRUKTUR



A product structure



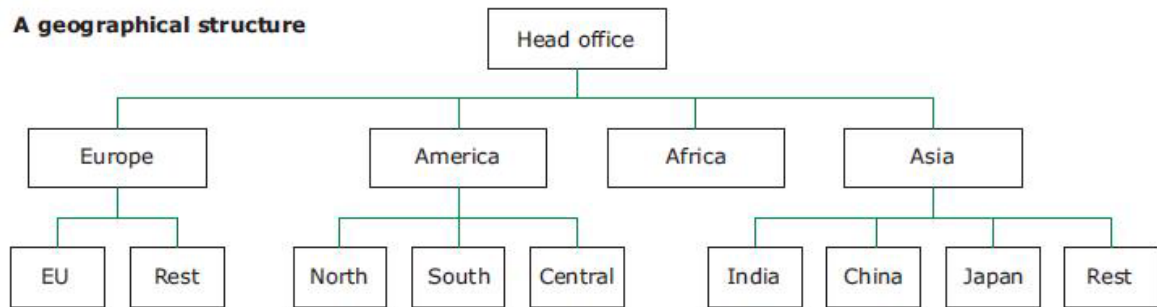
A service structure



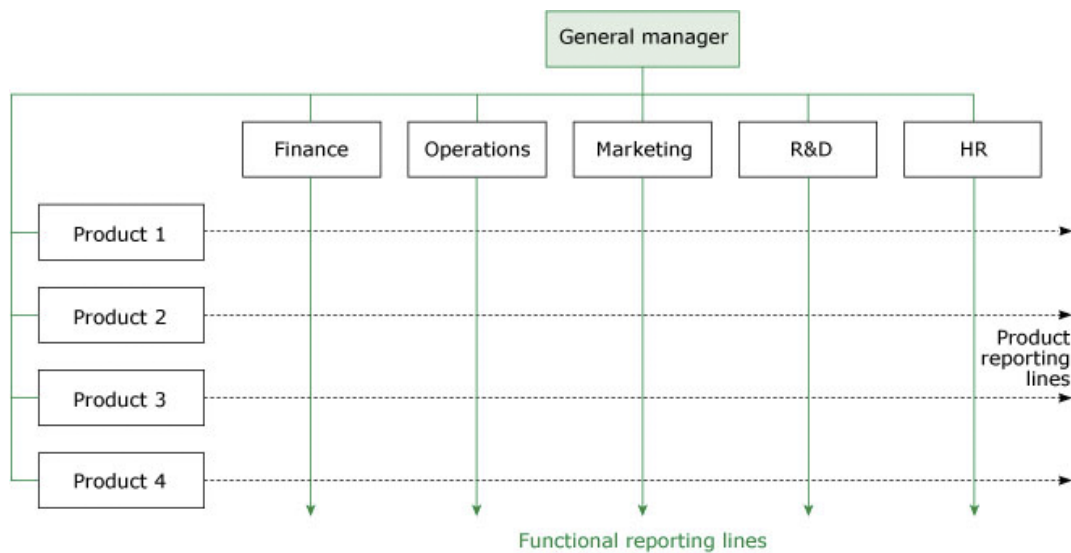
PRODUKT/SERVICE STRUKTUR



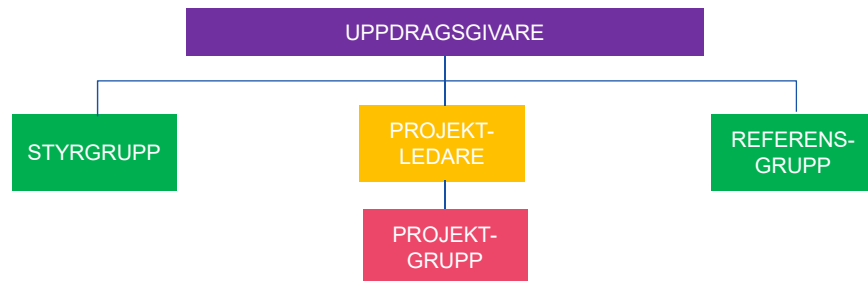
A geographical structure



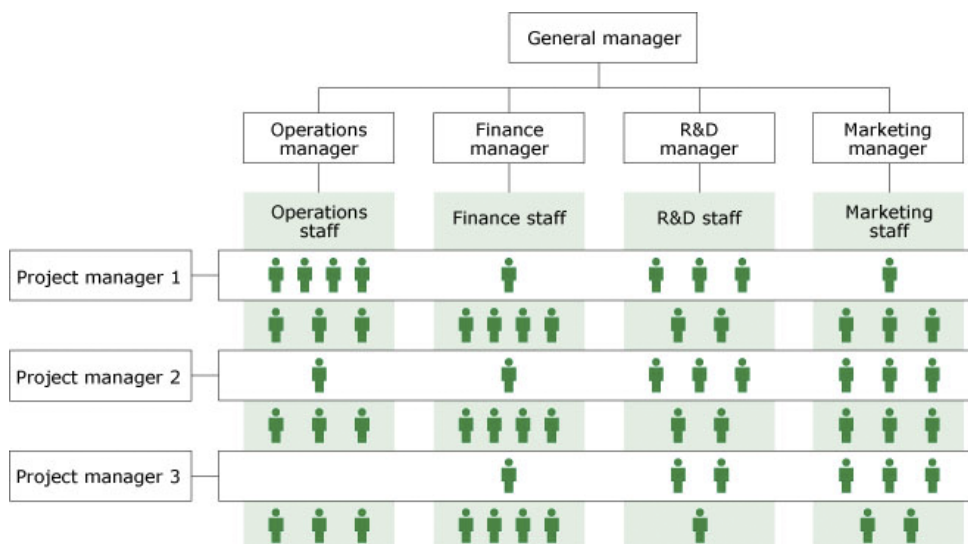
GEOGRAFISK STRUTUR



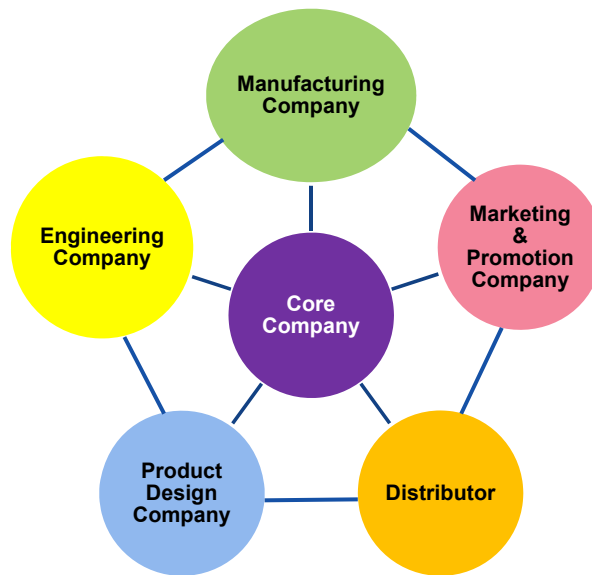
MATRISSTRUKTUR



PROJEKTSTRUKTUR



PROJEKT-TEAM



NÄTVERKSSTRUKTUR



A generic organization is composed of five parts:

1. Operativ Kärna
2. Mellanchefer
3. Strategiskt Kärna
4. Teknik
5. Supportfunktioner

MINTZBERGS FEM SEKTORER

(Adopted from Mintzberg, 1979)



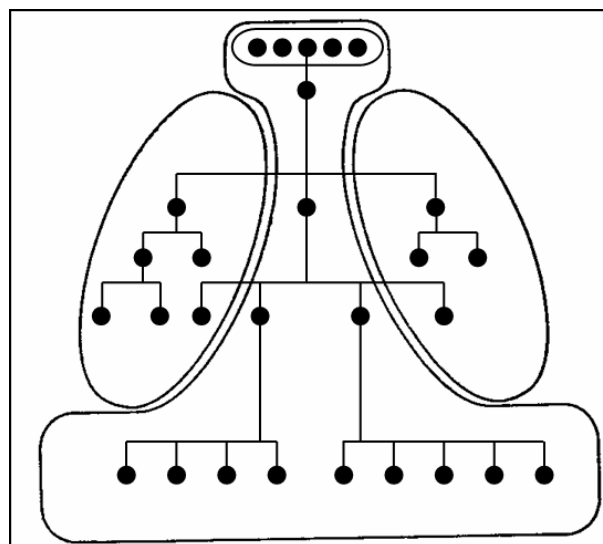
- Att olika organisationer har olika strukturer har över tid förklarats på en rad olika (och könsblinda sätt):
 - ✓ Organisationens mål och strategi
 - ✓ Omgivning
 - ✓ Makt och kontroll
- **Mintzbergs** grundläggande strukturmodell som omfattar följande delar:

Varje verksamhet behöver de fem komponenterna och kan organisera dessa på olika sätt, med olika vikt och med olika relationer mellan varandra.



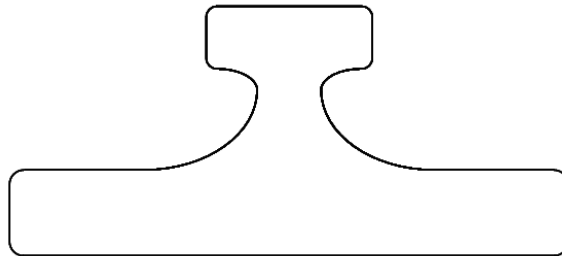
Olika strukturella modeller

(Adopted from Mintzberg, 1979)



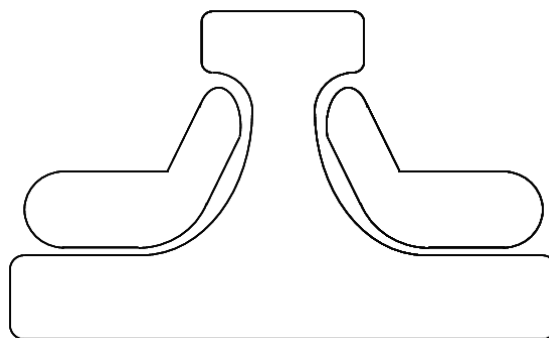
DISTRIBUTION OF INDIVIDUALS ON AN ORGANIZATIONAL CHART

(Adopted from Mintzberg, 1979)



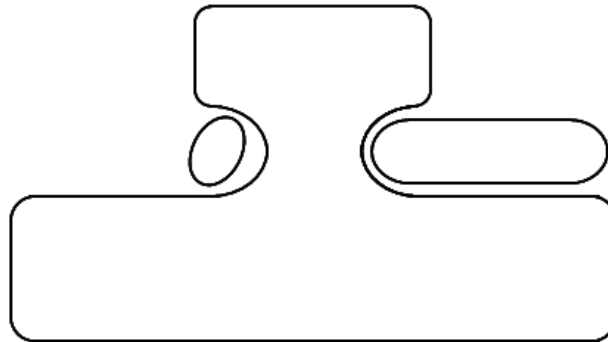
DEN ENKLA STRUKTUREN

(Adopted from Mintzberg, 1979)



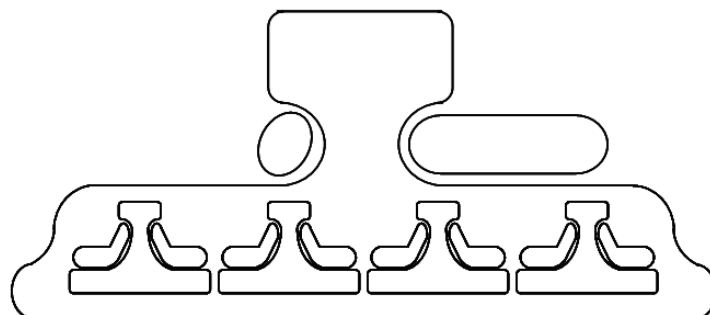
MASKINBYRÅKRATIN

(Adopted from Mintzberg, 1979)



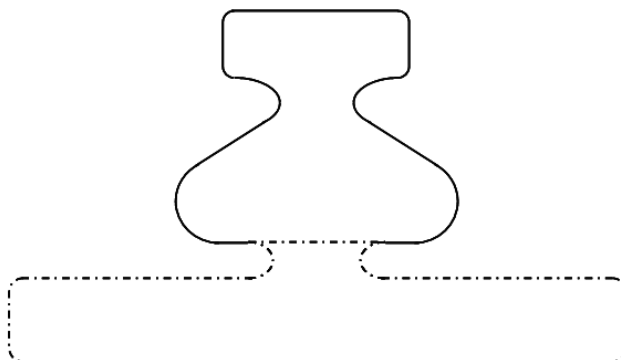
PROFESSIONELL BYRÅKRATI

(Adopted from Mintzberg, 1979)



DIVISIONALISERAD STRUKTUREN

(Adopted from Mintzberg, 1979)



ADHOCKRATISK ORGANISATION

(Adopted from Mintzberg, 1979)