Organizational structure and culture – chapter 15

Work Specialization

how work is divided/accomplished

Chain of Command

who/how many supervisors employees report to

Span of Control

the number of employees managers supervise (narrow to wide)

Centralization

he extent to which executives versus employees makes decisions

Formalization

the degree to which rules and policies are written down to be communicated and enforced

Professionalism

the extent of education/training required to complete essential organizational tasks

Mechanistic

a tall, rigid organizational structure that is well-suited for stable environments

Organic

a flat, fluid organizational structure that is well-suited for fast-paced environments

Matrix Structure

an organizational structure that combines two traditional forms (functional, client, geographic, product)

Culture

* The shared social knowledge within an organization regarding the rules, norms, and values that shape the attitudes and behaviors of its employees

Observable artifacts are manifestations of an organization’s culture that employees ca easily see or talk about

* Symbols
* Physical structures
* Rituals and traditions

Subculture

the culture of distinct groups within an organization

Counterculture

a culture of a group within an organization does not share the values of the dominant culture

Strong situation

behavior is a function of the situation/culture - employees behave similarly because they have to or to fit in to the culture

Weak situation

behavior is a function of the individuals - employees behave differently because the context does not dictate their behaviors; instead they do what they want to do

ASA framework

potential employees will be attracted to organizations whose cultures match their own personality

Socialization

the process by which new employees learn about an organization and the general ways of behaving that are embedded within the organization