

This quiz is worth 50 points (5% of your final grade). The value of each question is indicated.

Remember that the materials presented in this course are sufficient to craft cogent responses to these questions. If you chose to use external references, e.g., the Internet, remember that these responses will receive greater scrutiny and any hint of plagiarism will result in a grade of zero.

If your response is based solely on the course content, you may use "Course content" as your citation.

| 1. 4.5/5 (Five points). List five things that could affect the design of an organization:

- a. Firm's objectives
- b. Firm's strategy
- c. Workforce characteristics
- d. Industry standards
- e. Complexity of work

Citation:

| -0.5 citation format wrong Class lecture (2017, July 30th, week 5), Managing Organizational Design and Culture with note pages 0816

| 2. 4.5/5 (Five points). Identify and **describe** three organizational structures.

a. Functional Structure: this organizational structure groups positions into work units based on similar activities, skills, expertise, and resources. Employees within the functional structure are differentiated to perform a specialized set of tasks. This specialization leads to operational efficiencies where employees become specialists within their own realm of expertise.

b. Divisional Structure: this is a structure of autonomous sub-units, each with a specific customer. Each sub-unit possesses all functional elements. This organizational structure allows a team to focus upon a single product or service, with a leadership structure that supports its major strategic objectives. Having its own president or vice president makes it more likely the division will receive the resources it needs from the company. Also, a division's focus allows it to build a common culture and esprit-de-corps that contributes both to higher morale and a better knowledge of the division's portfolio (CliffsNotes).

c. Matrix Structure: this organizational structure simultaneously groups people and resources by function and product. In a matrix organization, employees may report to two bosses, the first boss will be the functional manager and the other can be a project manager, their knowledge, skill, or talent of an employee is shared between the functional department and project management team.

| Citation: -0.5 citation format wrong

Class lecture (2017, July 30th, week 5), Managing Organizational Design and Culture with note pages 0816 CliffsNotes. (n.d.). Five Approaches to Organizational Design. Retrieved from CliffsNotes:

<https://www.cliffsnotes.com/study-guides/principles-of-management/organizational-design-and-structure/five-approaches-to-organizational-design>

| 3. 4.5/5 (Five points). What is span of control?

Response: The span of control is the number of subordinates who report directly to a manager

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| 4. 4.5/5 (Five points). Describe an organization with a tall hierarchy.

Response:

In general, a tall firm has more than three levels. Large organizations often require a taller hierarchy. As firms get taller, communication tends to be less effective. For example, the firm I am currently working at has a tall hierarchy. Most people like me are in the Workers level, we report directly to our Supervisors, who usually supervise a small group of 3-6 people. Above the Supervisors level is the Junior Managers, who are usually in charge of 2-10 teams. Above them are the Middle Managers, who are in charge of the whole department. And the Middle Managers report to the division directors, who are in the Senior Managers level, their titles are usually VPs or SVPs, and they only report to the CEO of the firm.

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| 5. 4.5/5 (Five points). Describe an organization with a flat hierarchy.

Response:

A flat form only has three or fewer management levels, and each manager has a limit on the number of employees that can be effectively managed. Flat forms usually have better communication, but we are limited by "span of control" (defined in Q3). Typical examples of flat hierarchy organization are IT startup companies in the Silicon Valley, which usually has 3-20 people at the very early stage. The one who is good at management is usually the CEO, with probably two or three assistants report to him/her. The one who is good at technology is CTO, with a few developers under him/her. The one who has a financial background is the CFO, probably with no one under him/her.

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| 6. 9/10 (Ten points). Why would a firm implement a lagging pay policy?

Response:

If the work in that firm is non-complex and the labor force exceeds the demand for jobs, a firm might adopt a lagging policy. It could also be that they simply do not have the financial resources to pay higher rates, in this case they may attempt to reward employees in nonmonetary ways to minimize dissatisfaction and turnover (shrm, 2015).

Citation:

| -1 citation format wrong Class lecture (2017, July 30th, week 5), Managing Organizational Design and Culture with note pages 0816
shrm. (2015, 12 2). Planning & Design: Compensation Philosophy: What are the advantages or disadvantages of a lead, match or lag compensation strategy? Retrieved from shrm:
https://www.shrm.org/resourcesandtools/tools-and-samples/hr-qa/pages/cms_024253.aspx

| 7. 4.5/5 (Five points). Describe the difference between a group and a team.

Response:

A Group is usually two or more people who interact with each other to accomplish certain individual or group goals or meet certain individual or common needs. While a Team is usually a group whose members work intensely and interdependently to achieve a specific, common goal or objective where all members have some responsibility for outcomes

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| 8. 9/10 (Ten points). Assume you a project leader and one of the members of the team has developed a reputation for not performing, avoiding work, and for always being late. How would you address the matter?

Response:

There're several ways to address this. If the project leader has enough authorities, the project leader may adopt Theory X managerial style since it emphasizes the importance of strict supervision, external rewards and penalties in order to make sure that the work is done properly, while the fact that the team has a reputation for not performing, avoiding work and always being late clearly indicates that they lack of motivations.

Also, the project leader may apply Tuckman's Model in order for the team to grow, to face up to challenges to tackle problems, to find solutions, to plan work, and to deliver results.

Further, the project leader can try to break the team into smaller groups, thus it's easier to see the effects of personal contributions and there's less opportunity for shirking or social loafing. Provide them specific job responsibilities and due dates and give them opportunities to shine, and provide rewards and incentives.

Citation:

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Comment [1]: No contractions