Management 515

Quiz 5

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. (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:

Class lecture (2017, July 30th, week 5), Managing Organizational Design and Culture with note pages 0816

2. (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:

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. (Five points). What is span of control?

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

Citation:

Class lecture (2017, July 30th, week 5), Managing Organizational Design and Culture with note pages 0816

4. (Five points). Describe an organization with a tall hierarchy.

Response:

Citation:

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

Response:

Citation:

6. (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:

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. (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

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

Citation:

Class lecture (2017, July 30th, week 5), Effective Groups and Teams with note pages 0816

8. (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:

Citation: