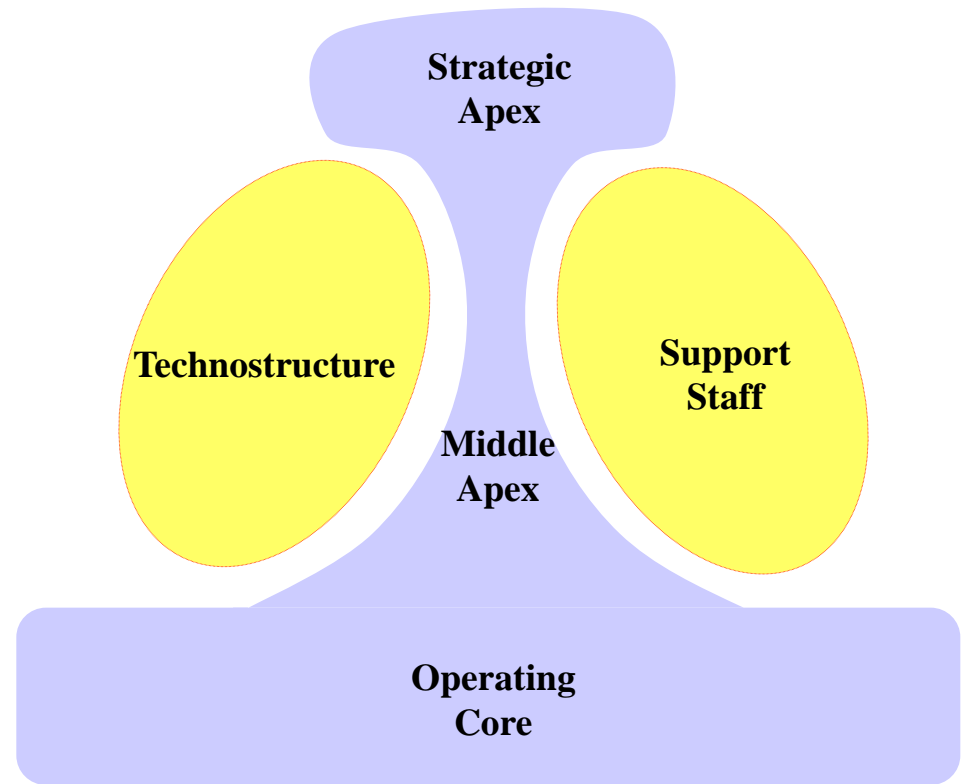


# Organization Management...

---

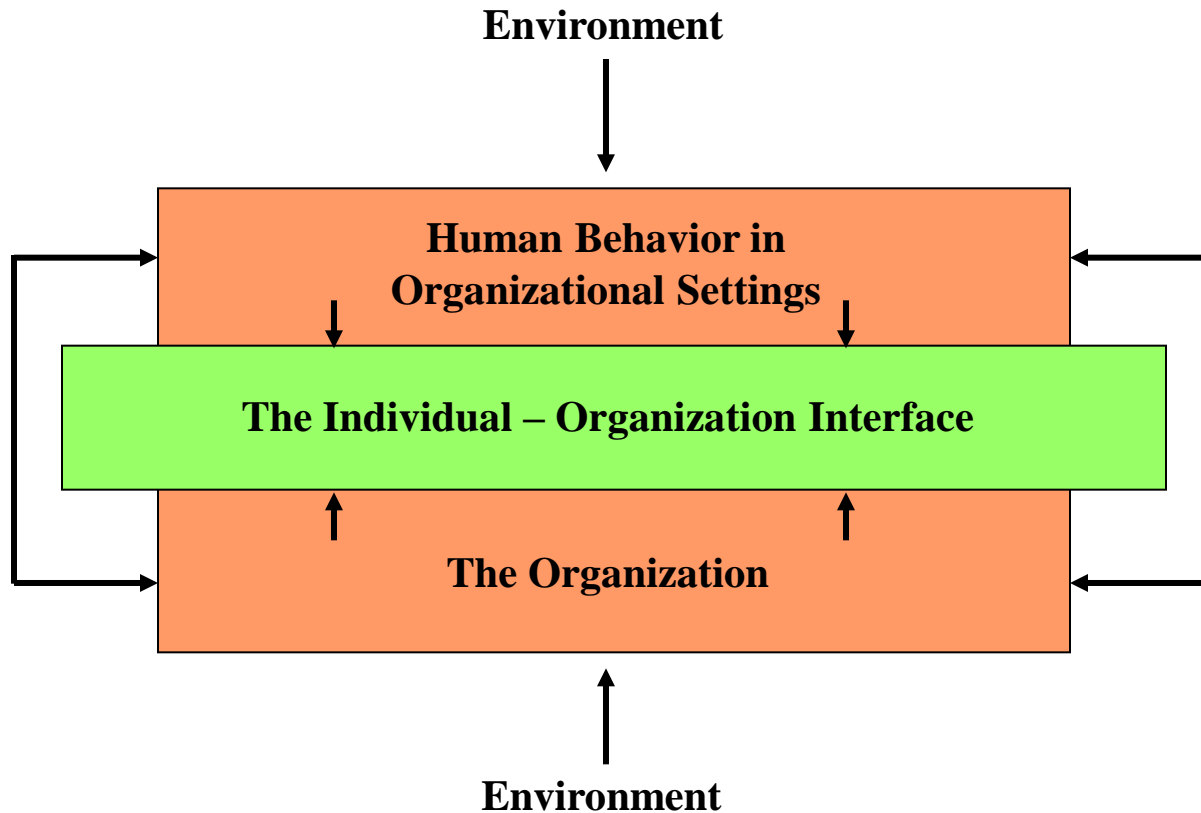
100 Slides



# Key Words...

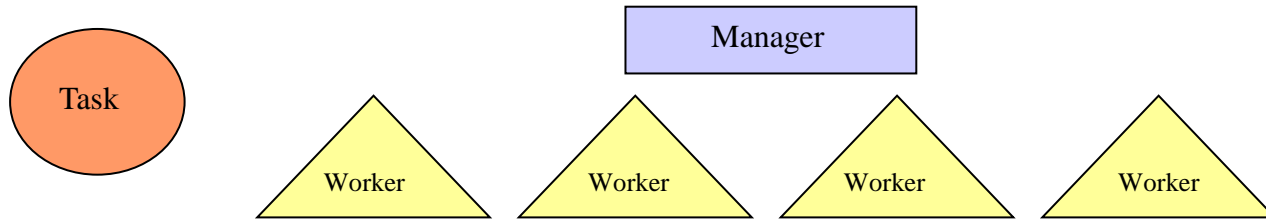
Organization Model – Scientific Management – Motivation Framework – Maslow's Hierarchy – ERG Theory – Intrinsic/Extrinsic Rewards – Compensation Management – Job Enrichment – Group Performance – Linking Pin Organization – Likert's Overlapping – Mintzberg's Coordinating Mechanisms – Matrix Organization – Network Organization – Change Management – Hierarchical Structures – Formal Organization – Role Diagram – Job Description – Divisional Structures – Project Organization – Value Chain Management – Span of Control – Task Force – Organization Development – Growth Management – Learning Organization – Virtual Organization

# A Basic Organization Model

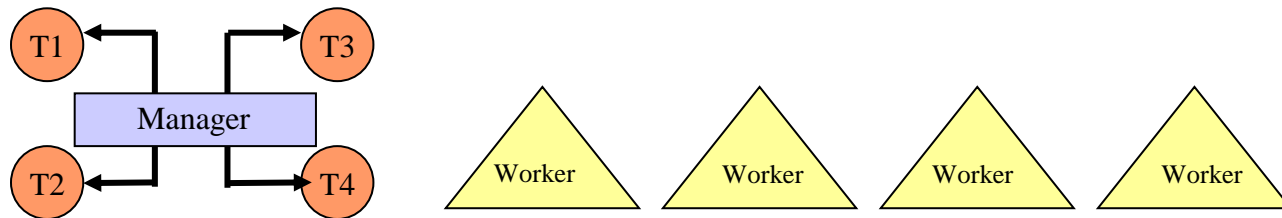


# Phases of Scientific Management I

## Phase 1: A Task, a Manager, and a Pool of Workers

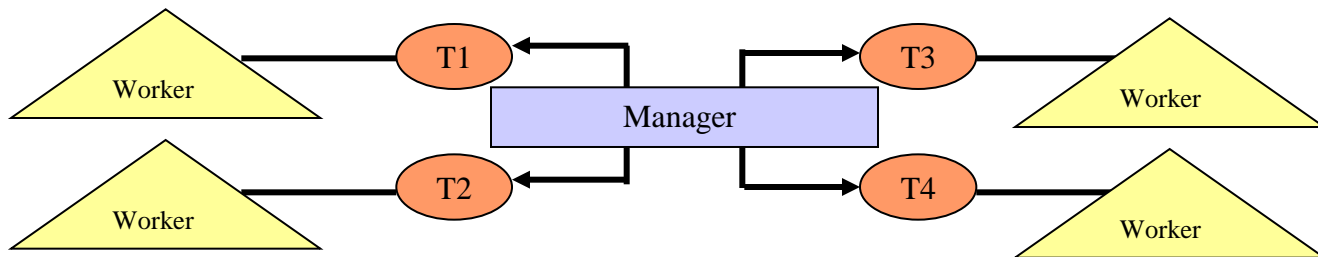


## Phase 2: Task Analysis, Breakdown, and Job Specialization by Manager

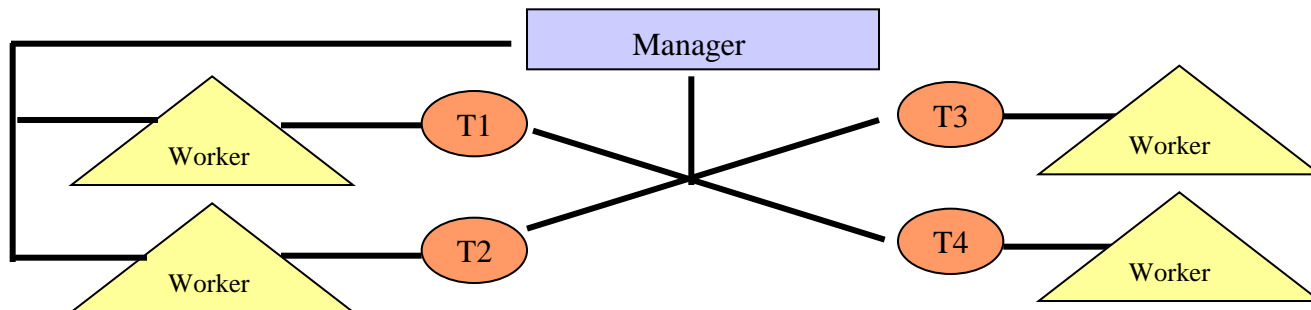


# Phases of Scientific Management II

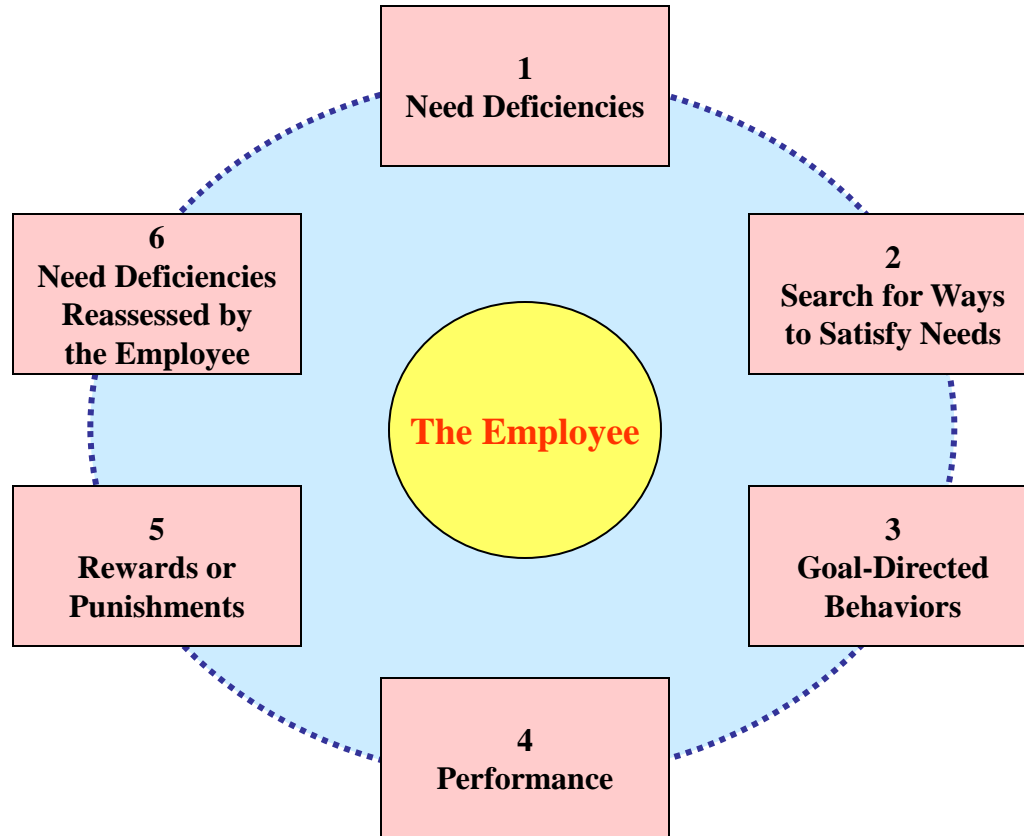
## Phase 3: Task Assignment and Training



## Phase 4: Continued Supervision, Coordination, and Planning by Manager



# The Basic Motivation Framework



# Maslow's Hierarchy of Human Needs

## GENERAL EXAMPLES

Achievement



Status



Friendship



Stability



Shelter

Self-  
Actualization  
Needs

Esteem Needs

Belongness Needs

Security Needs

Physiological Needs

## ORGANIZATIONAL EXAMPLES

Challenging Job



Job Title



Friends in  
Work Group

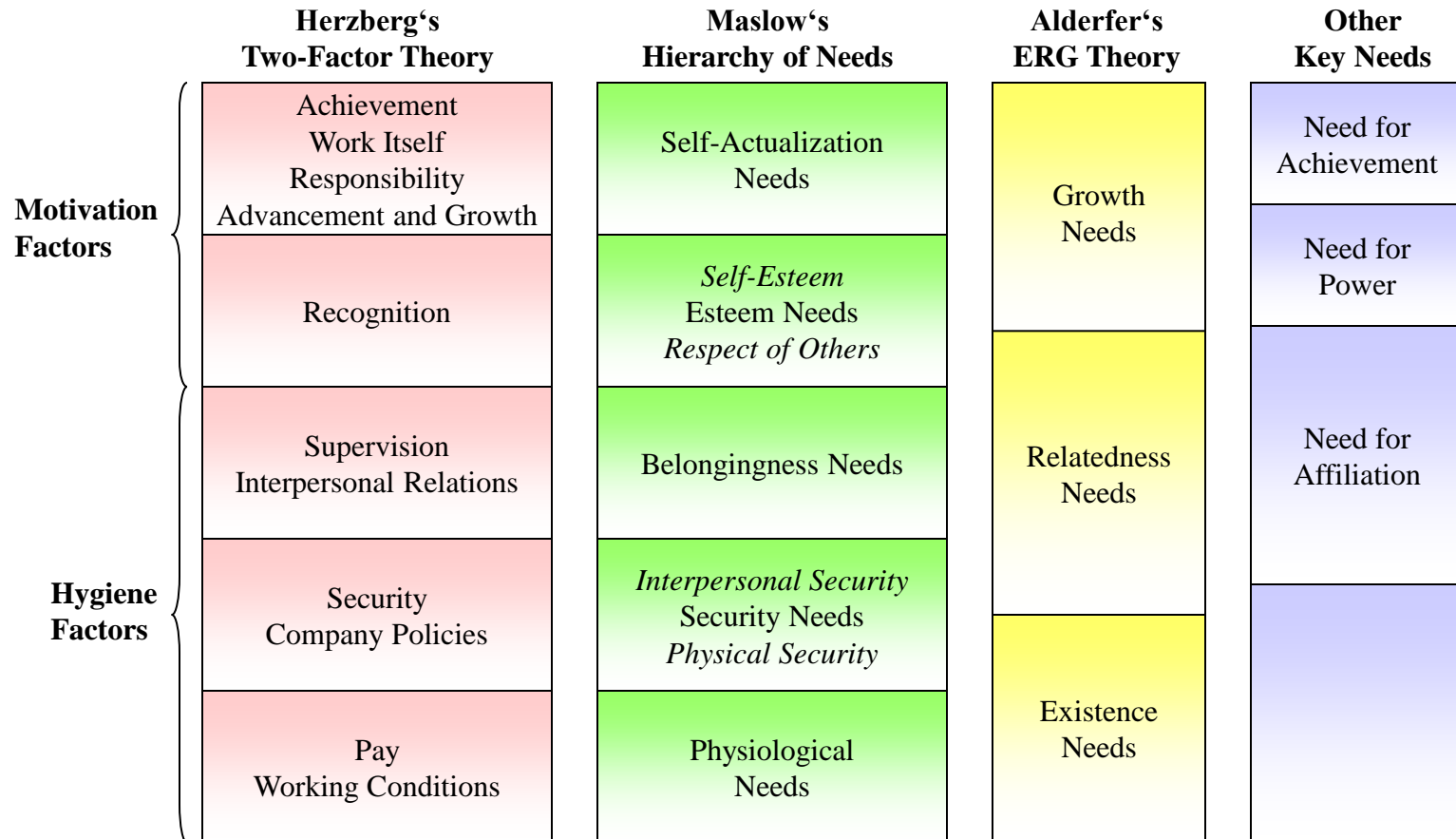


Pension Plan

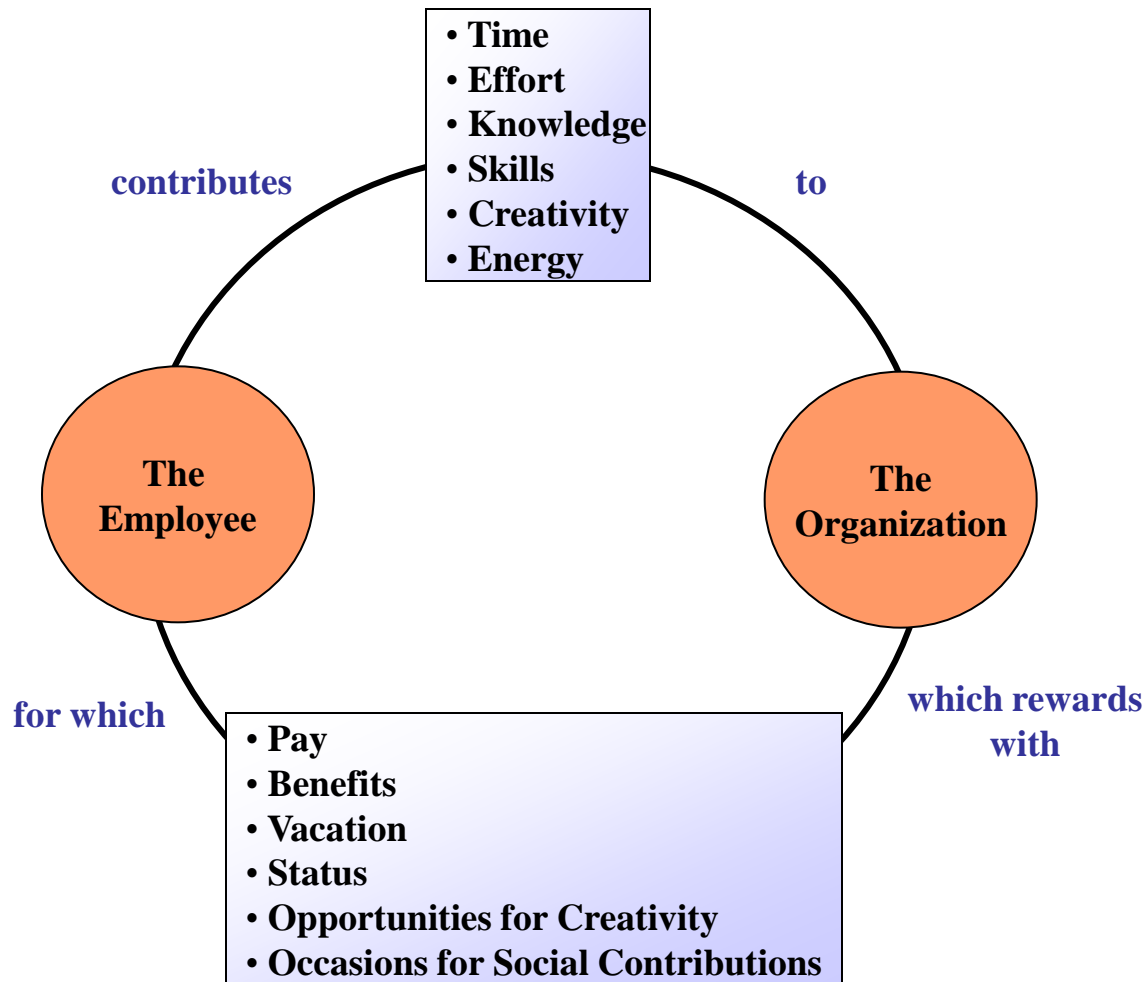


Base Salary

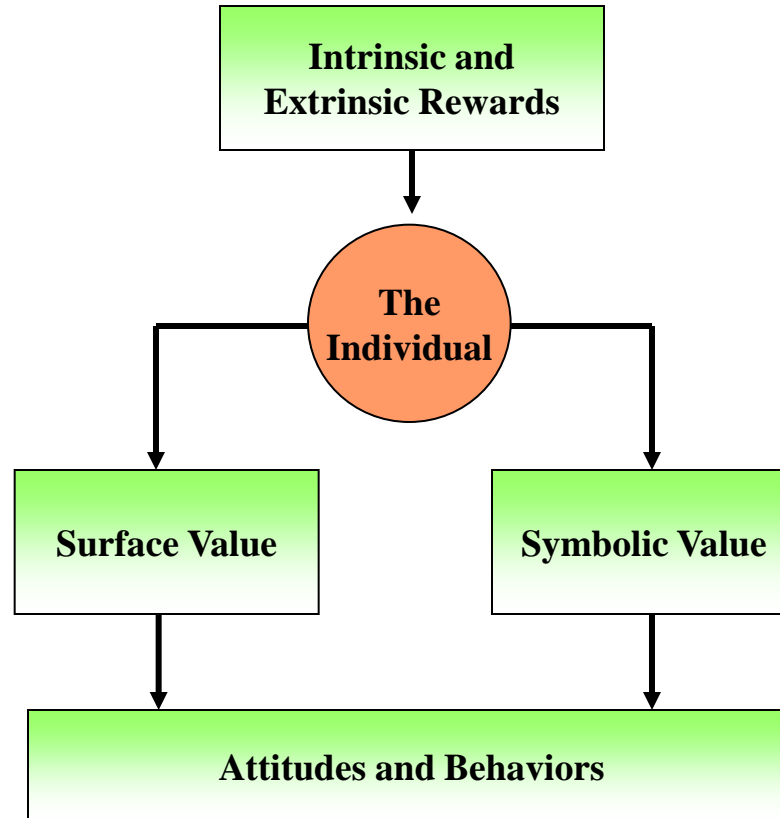
# Parallels Among Need Theories of Motivation



# The Individual-Organization Exchange Process

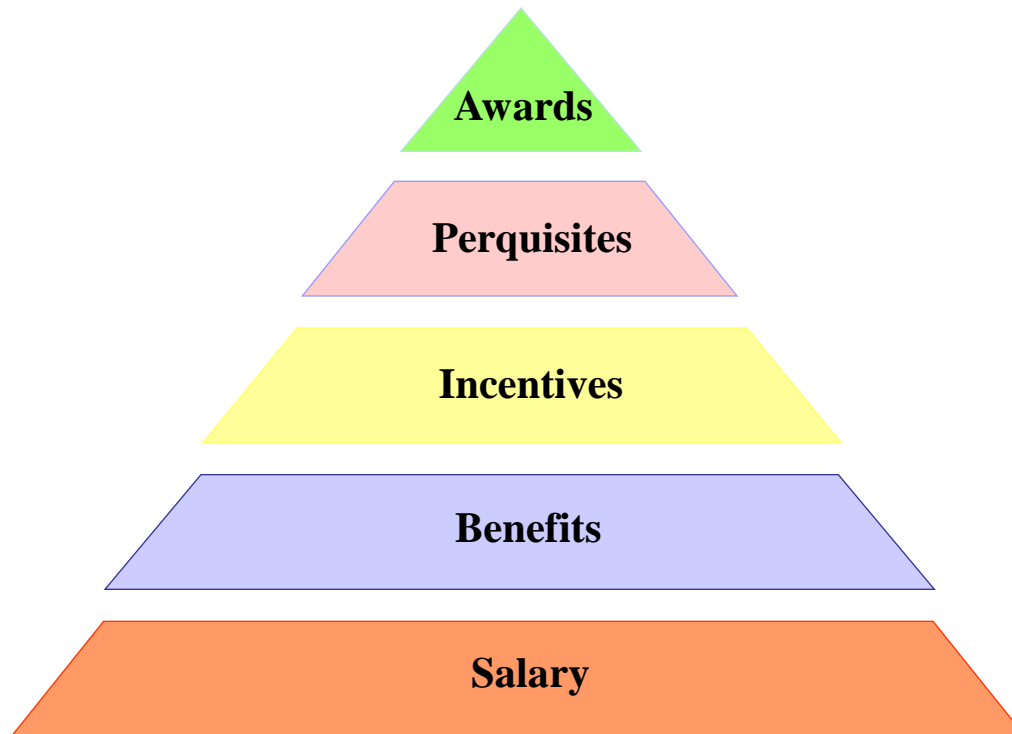


# The Meaning of Organizational Rewards

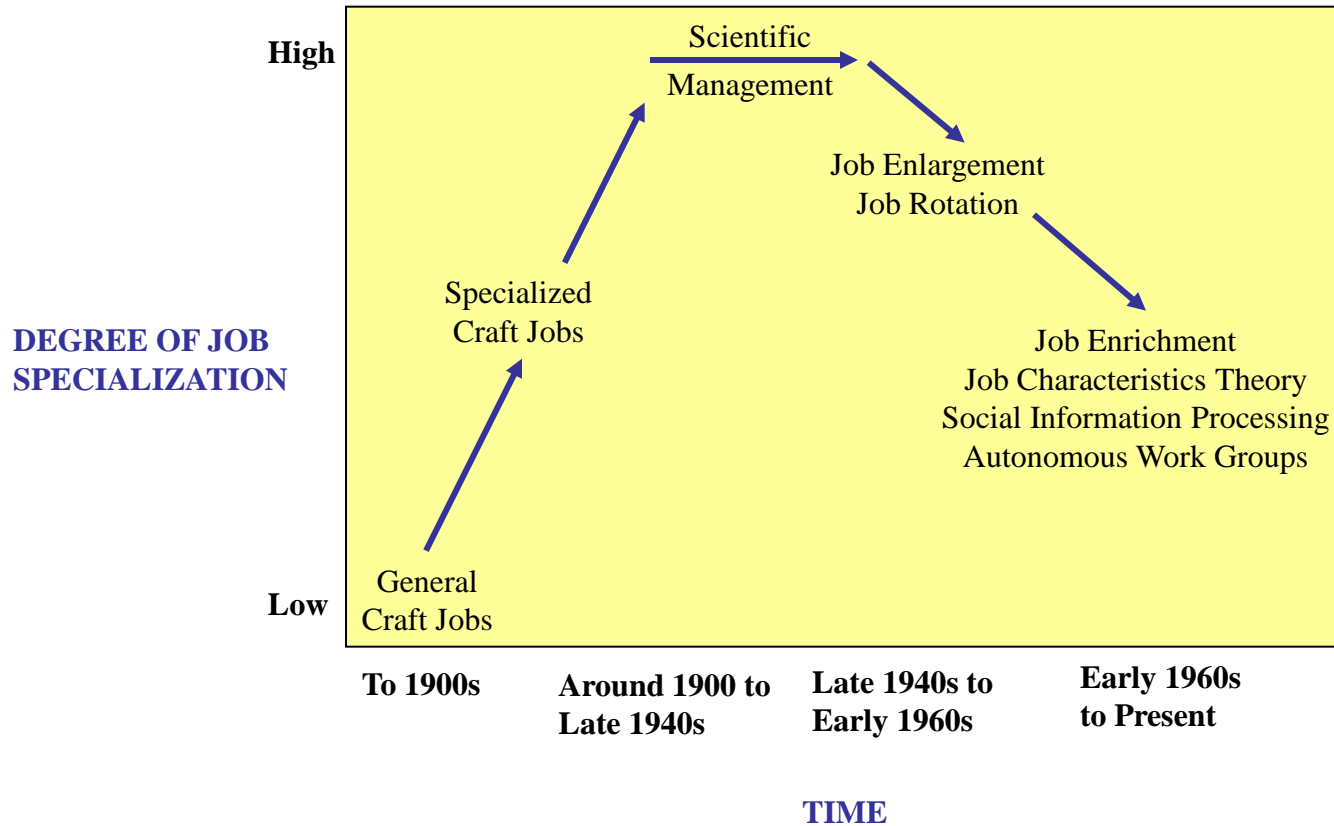


# A Total Compensation Package

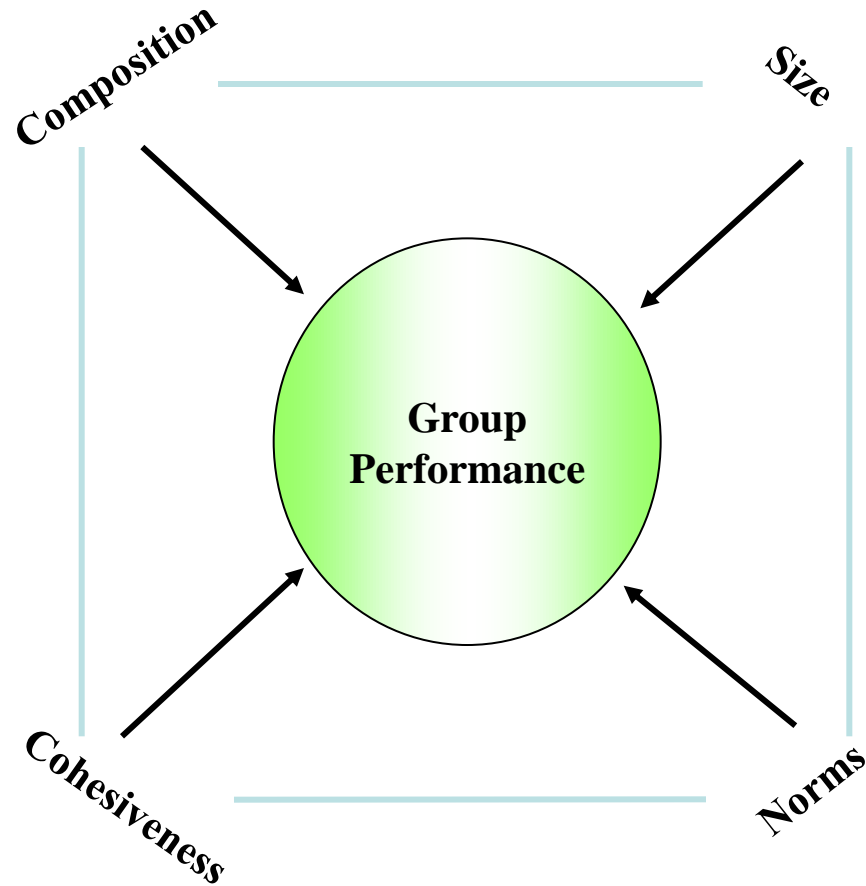
## Annual Compensation for an Employee



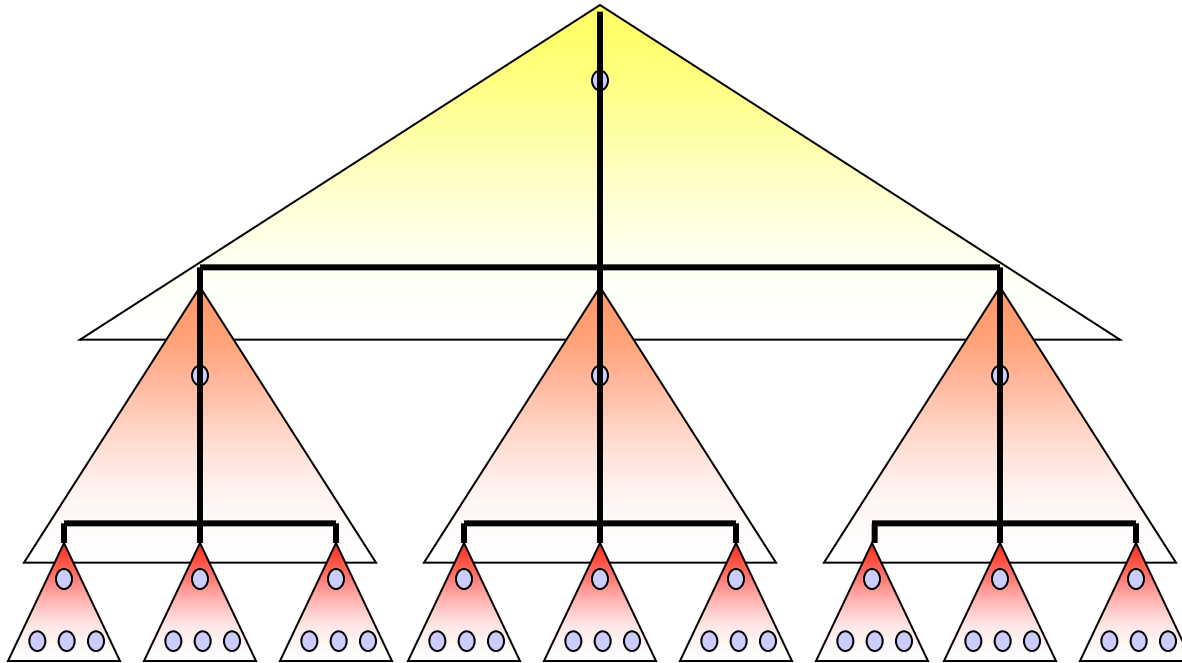
# The Historical Development of Job Design



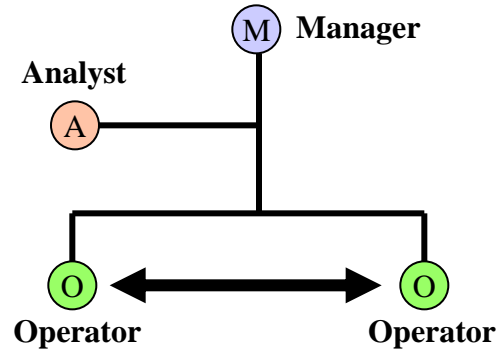
# Four Factors that Affect Group Performance



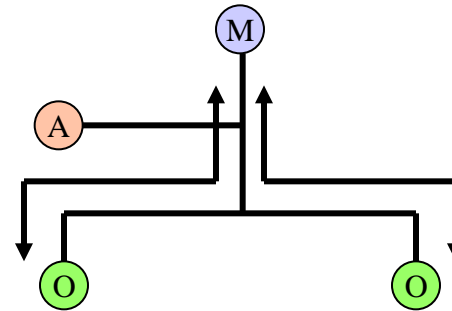
# Likert's Overlapping Work Groups (The Linking Pin Organization)



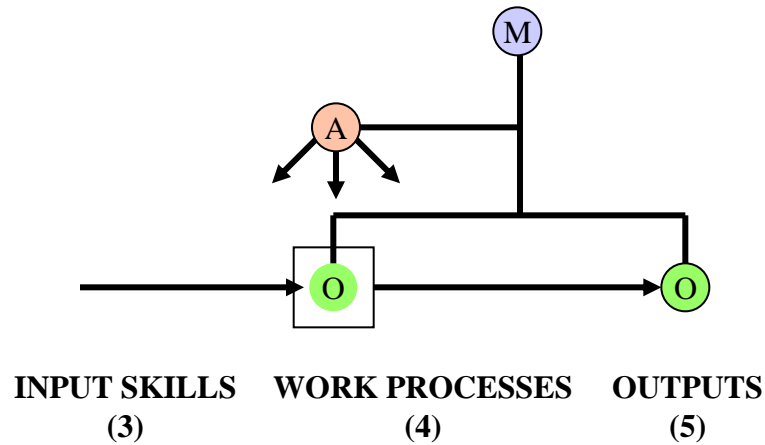
# Mintzberg's Five Coordinating Mechanisms



(1) MUTUAL ADJUSTMENT



(2) DIRECT SUPERVISION



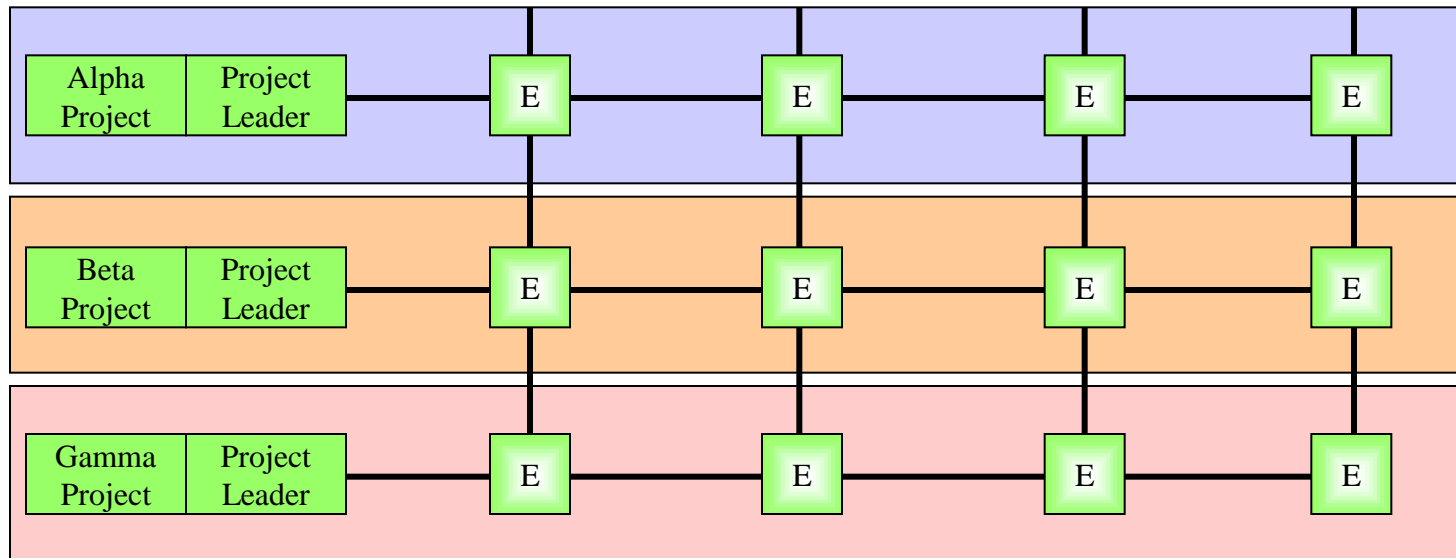
STANDARDIZATION

# A Matrix Design

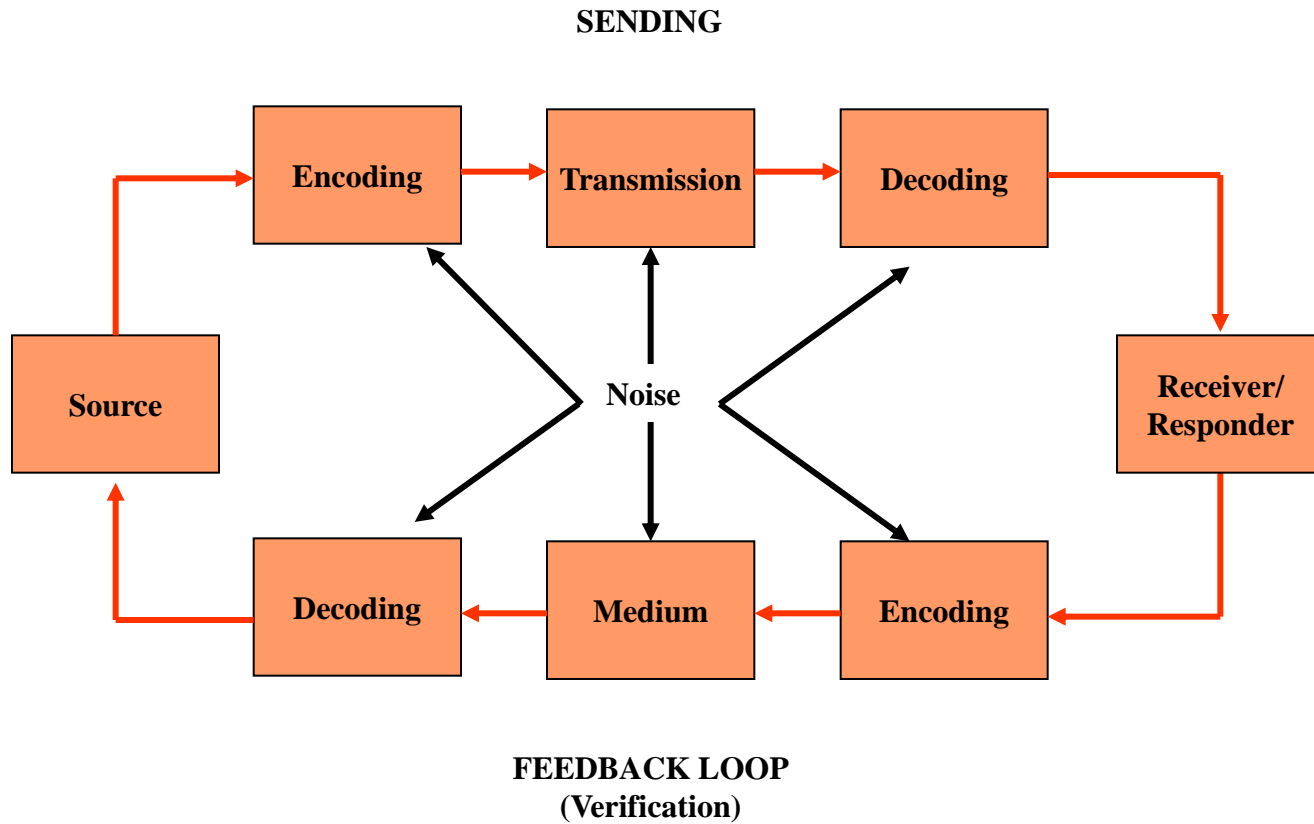
## FUNCTIONAL DEPARTMENTALIZATION



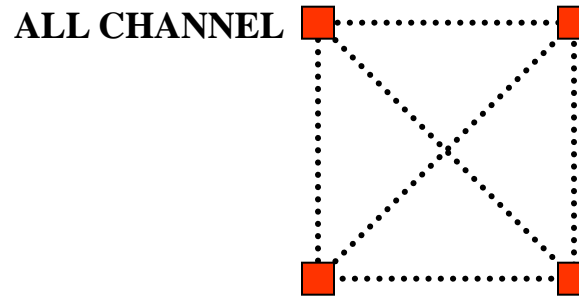
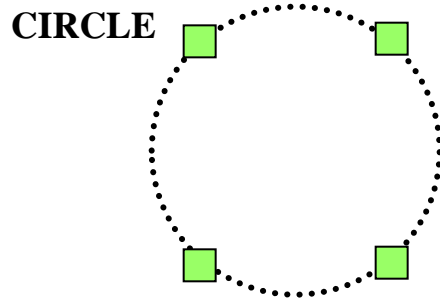
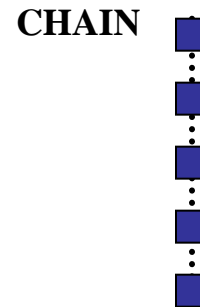
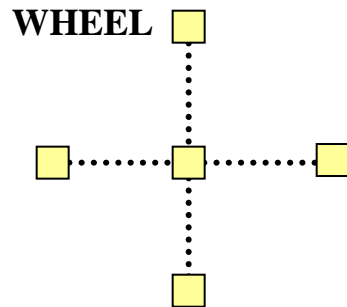
## PROJECT DEPARTMENTALIZATION



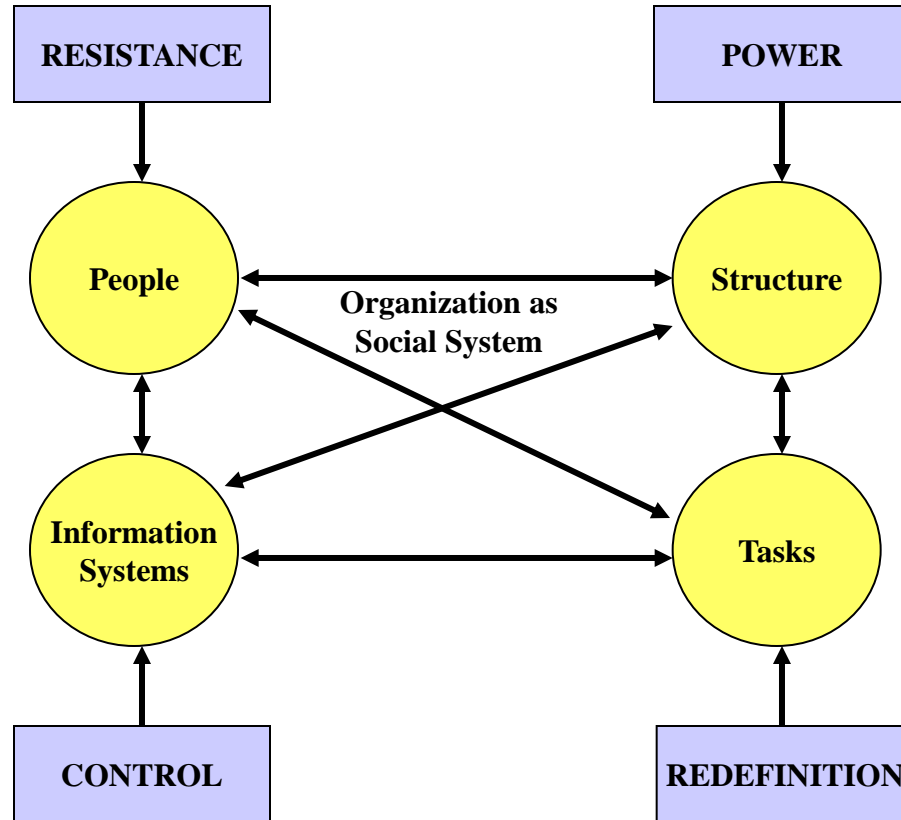
# Basic Communication Process



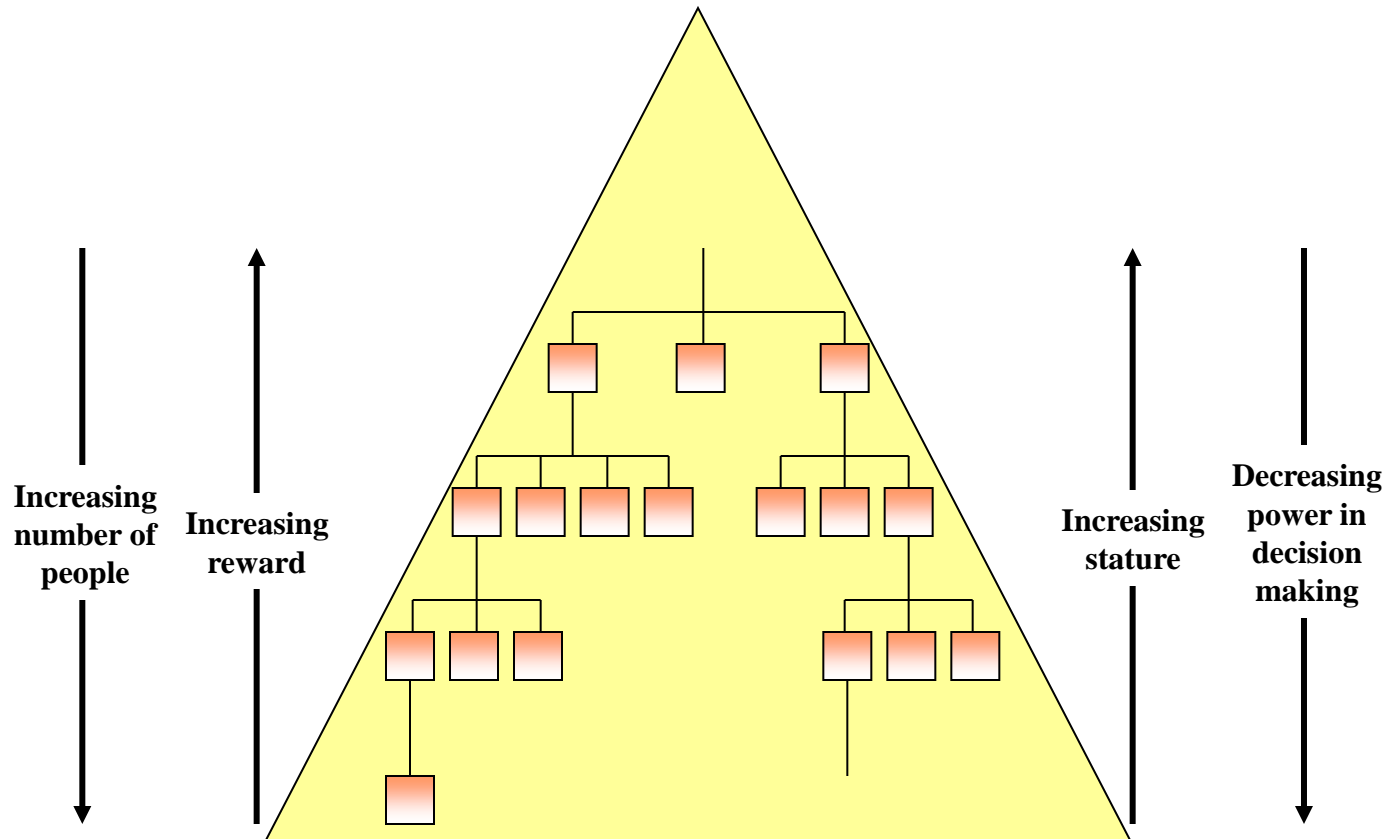
# Small Group Communication Networks



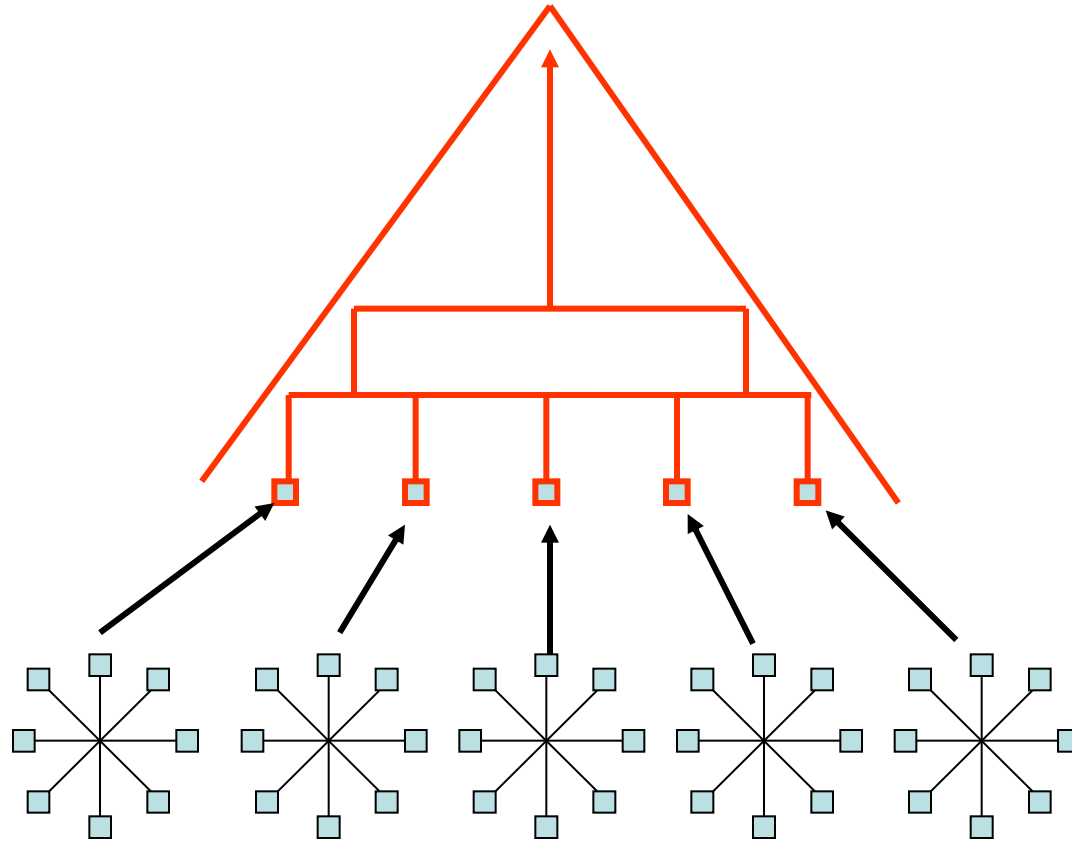
# Four Major Problems in Change Management



# Hierarchy and Decision Making

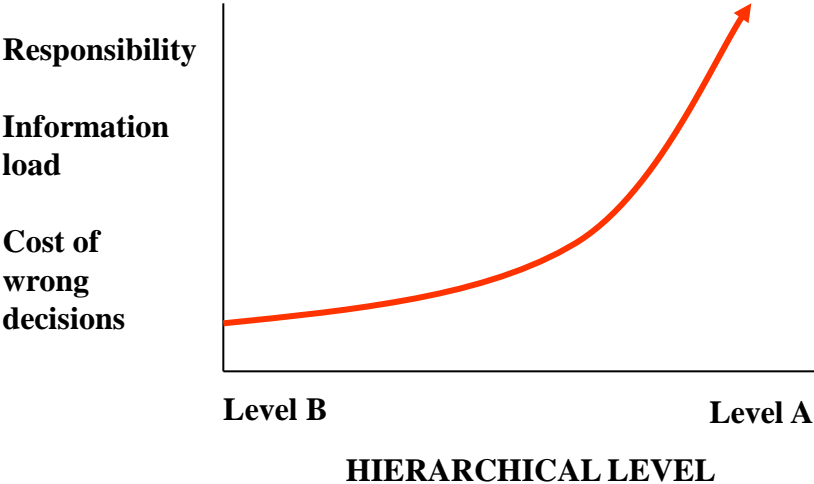
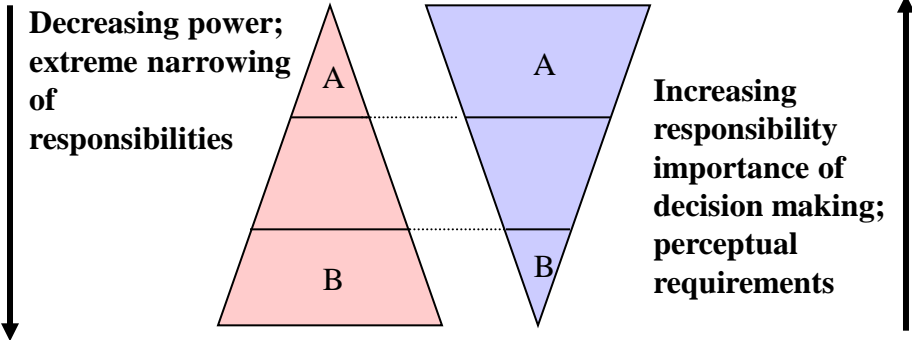


# Cellular Structures Placed into Hierarchical Structures

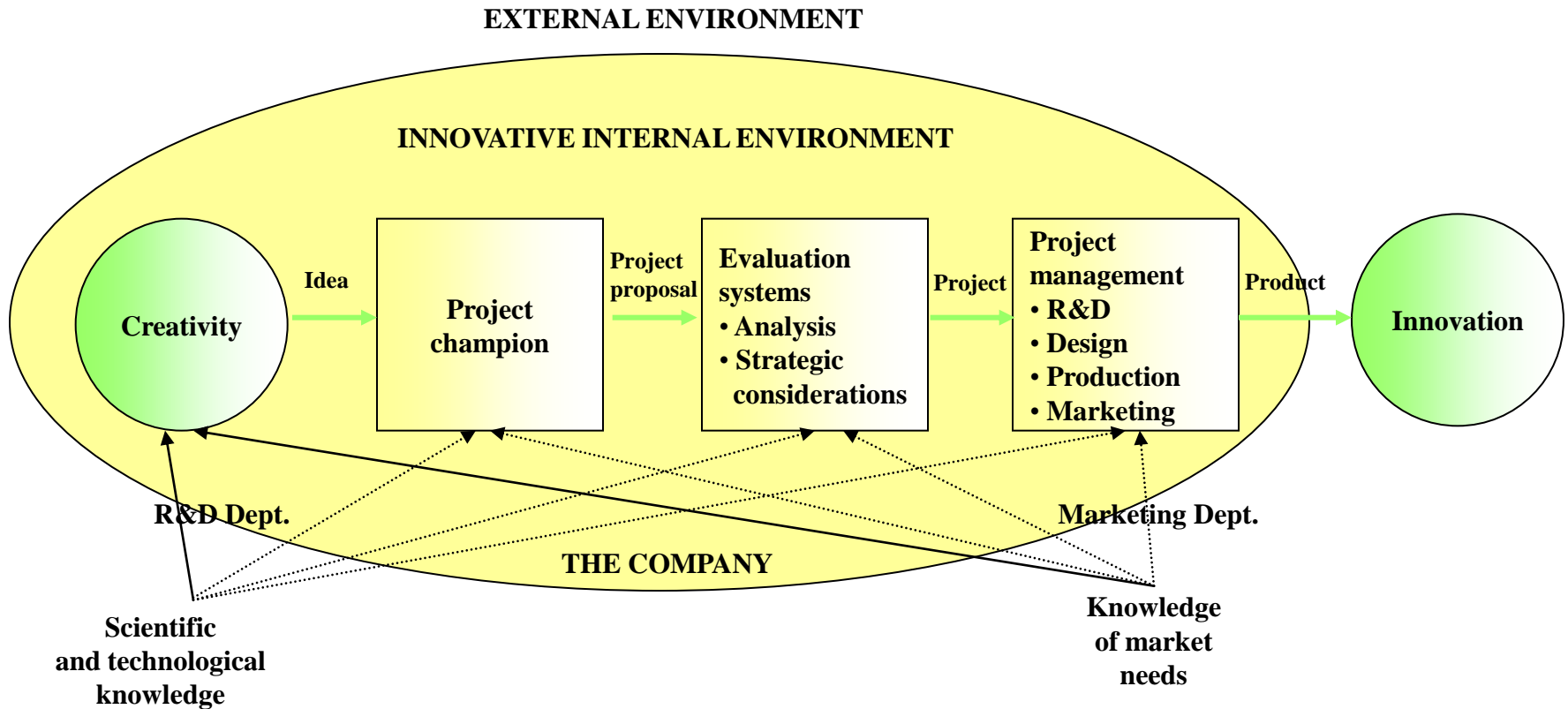


# The Non-Linearity of Power and Decision Load

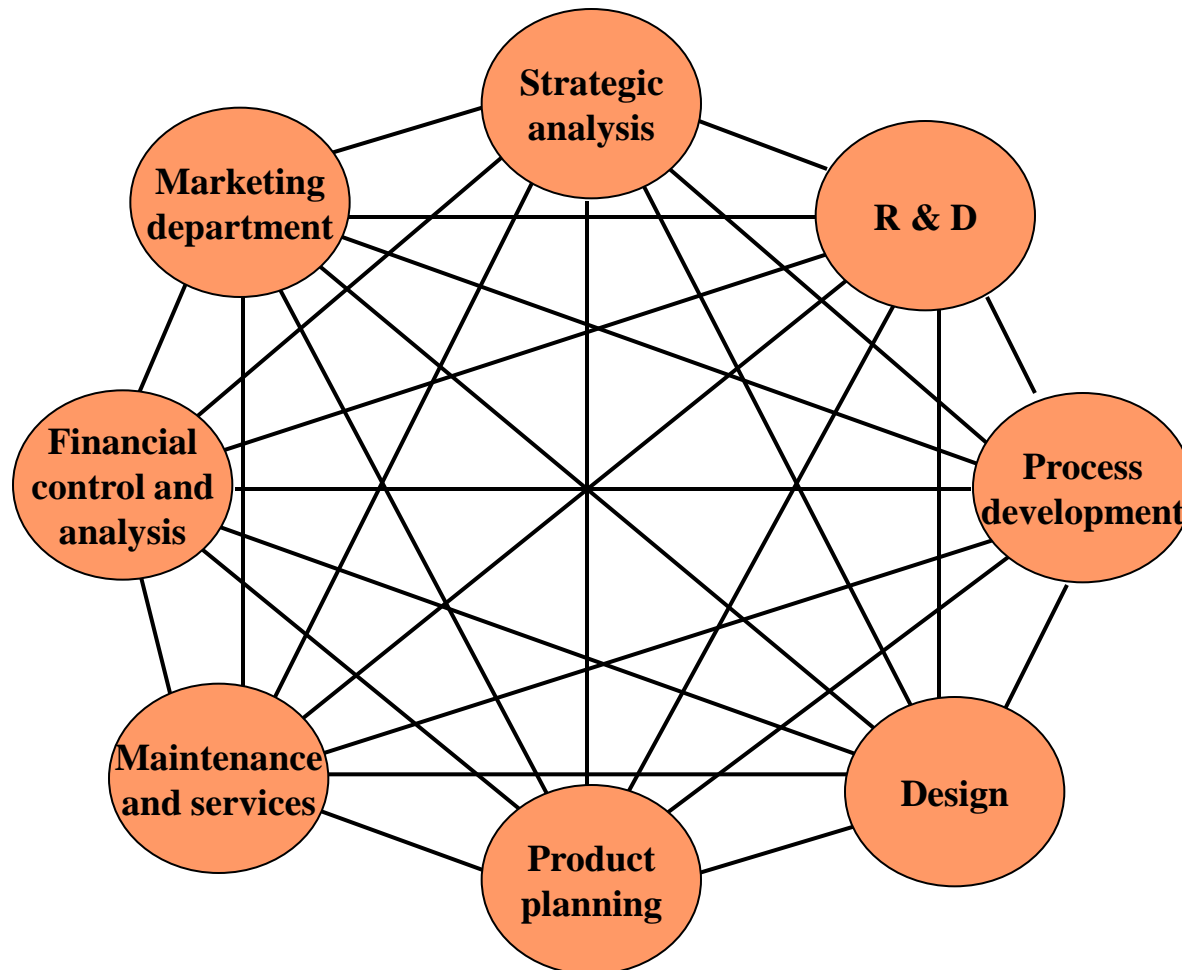
## Managerial and Organizational Integration Within the Organic Enterprise



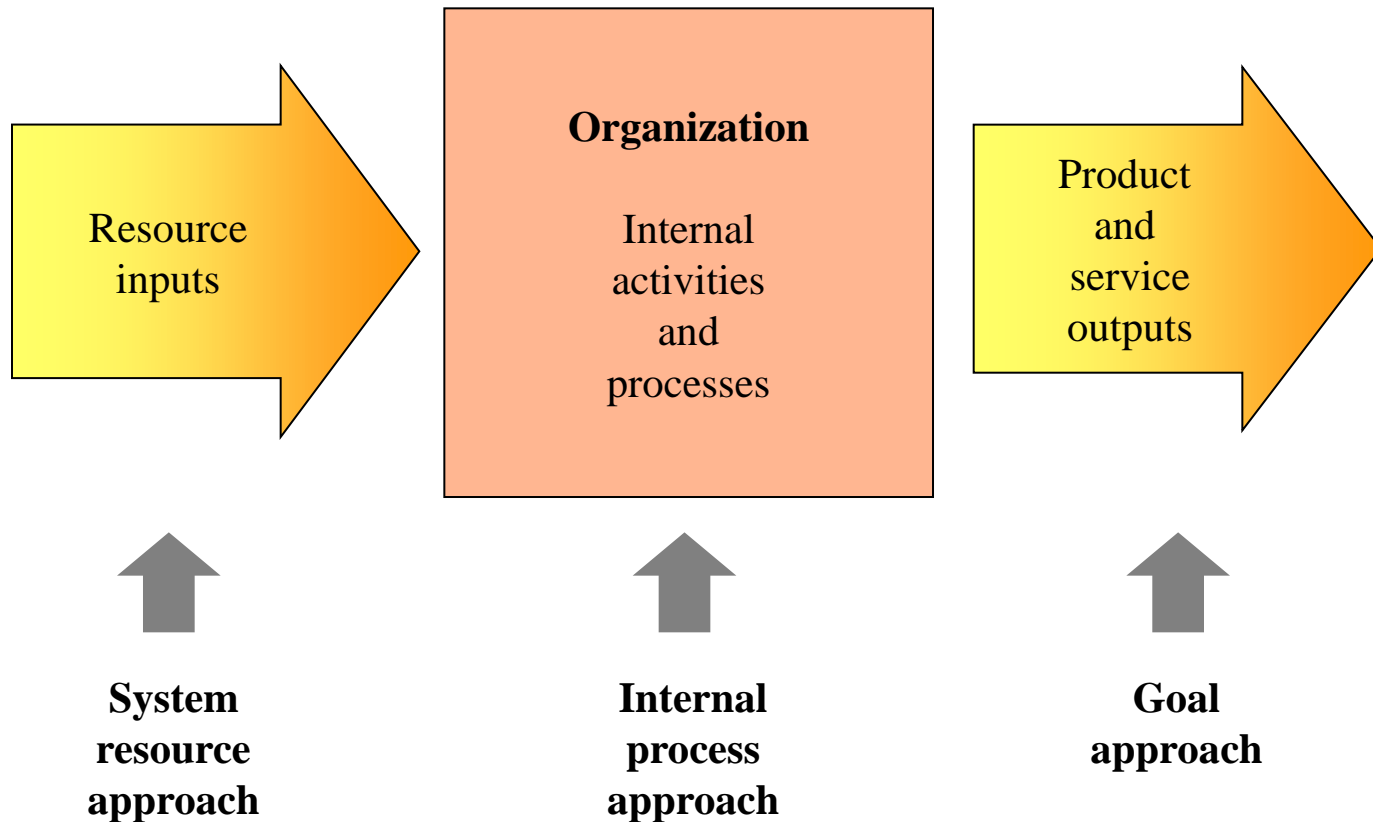
# Technological Innovation as a Result of Complex Interactions



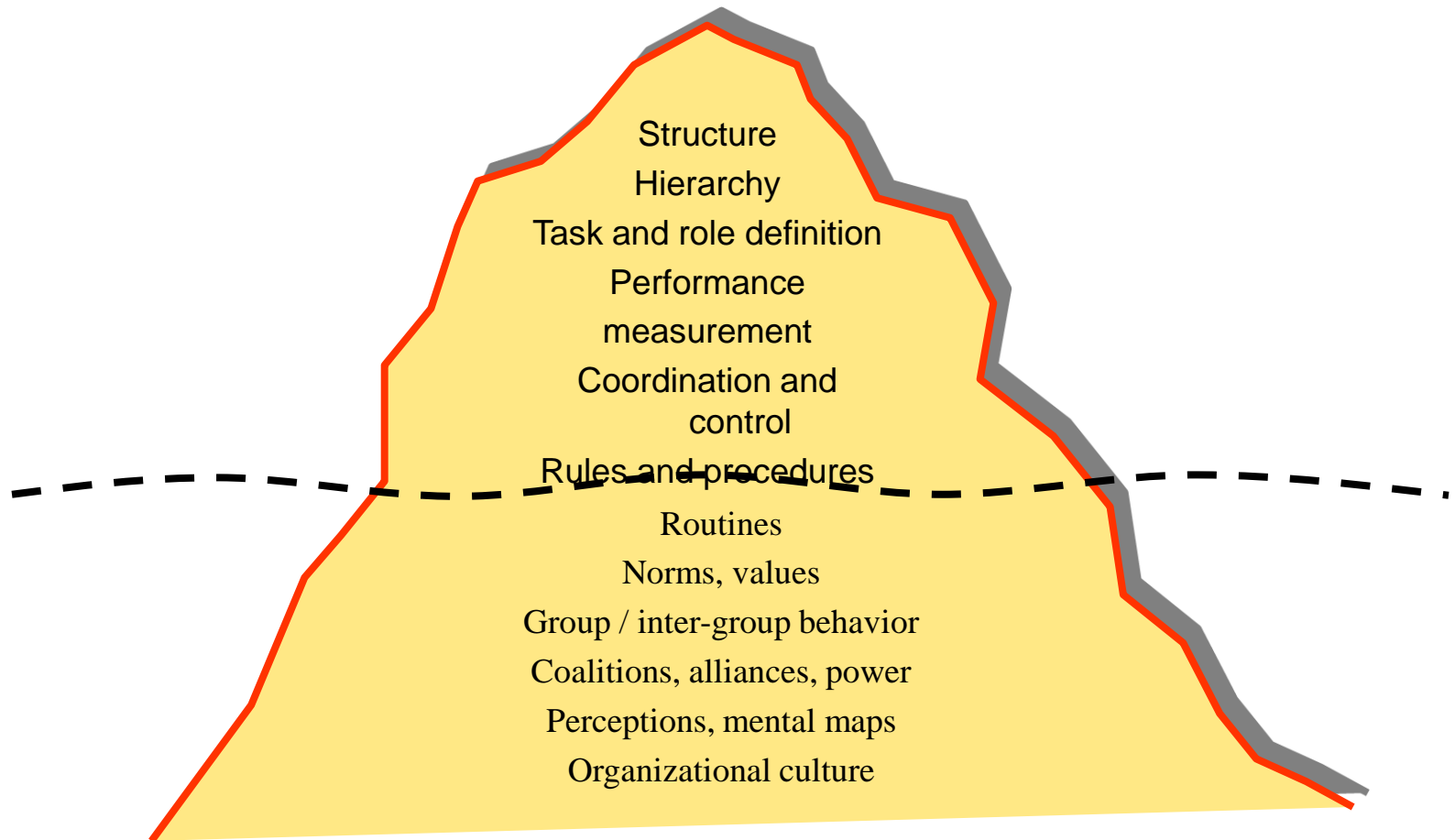
# Further Developments of Multidirectional Communication and Involvement



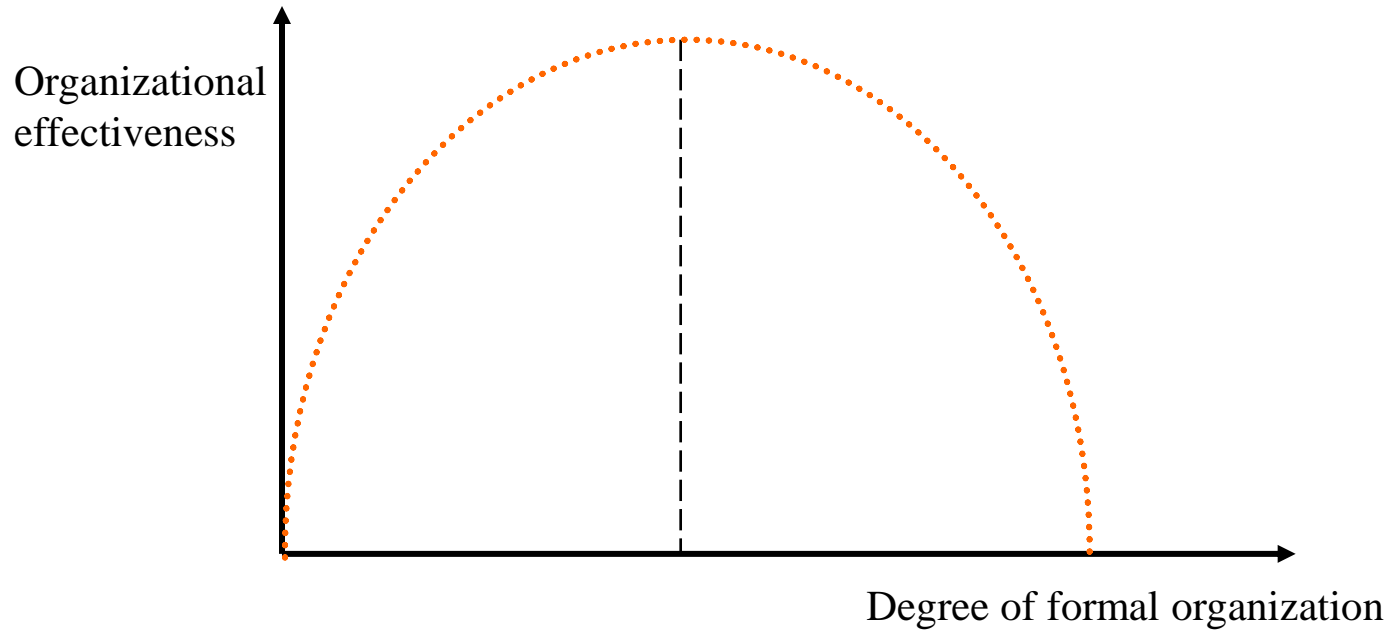
# Organizational Effectiveness



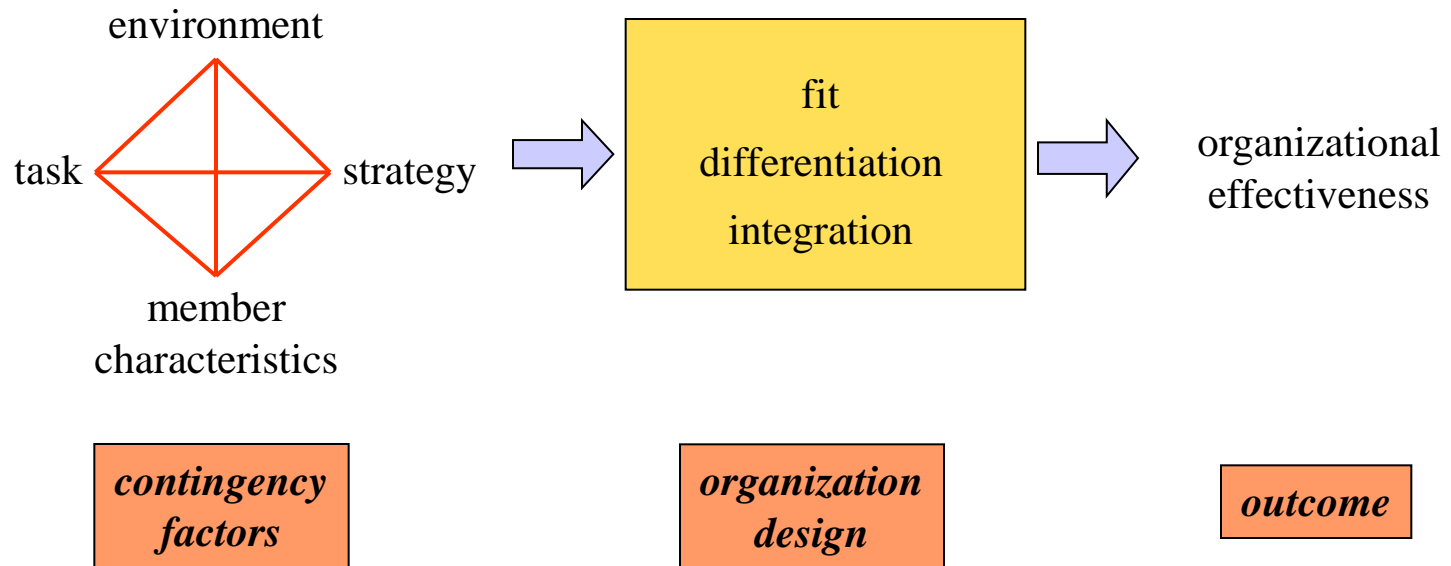
# Formal and Informal Organization



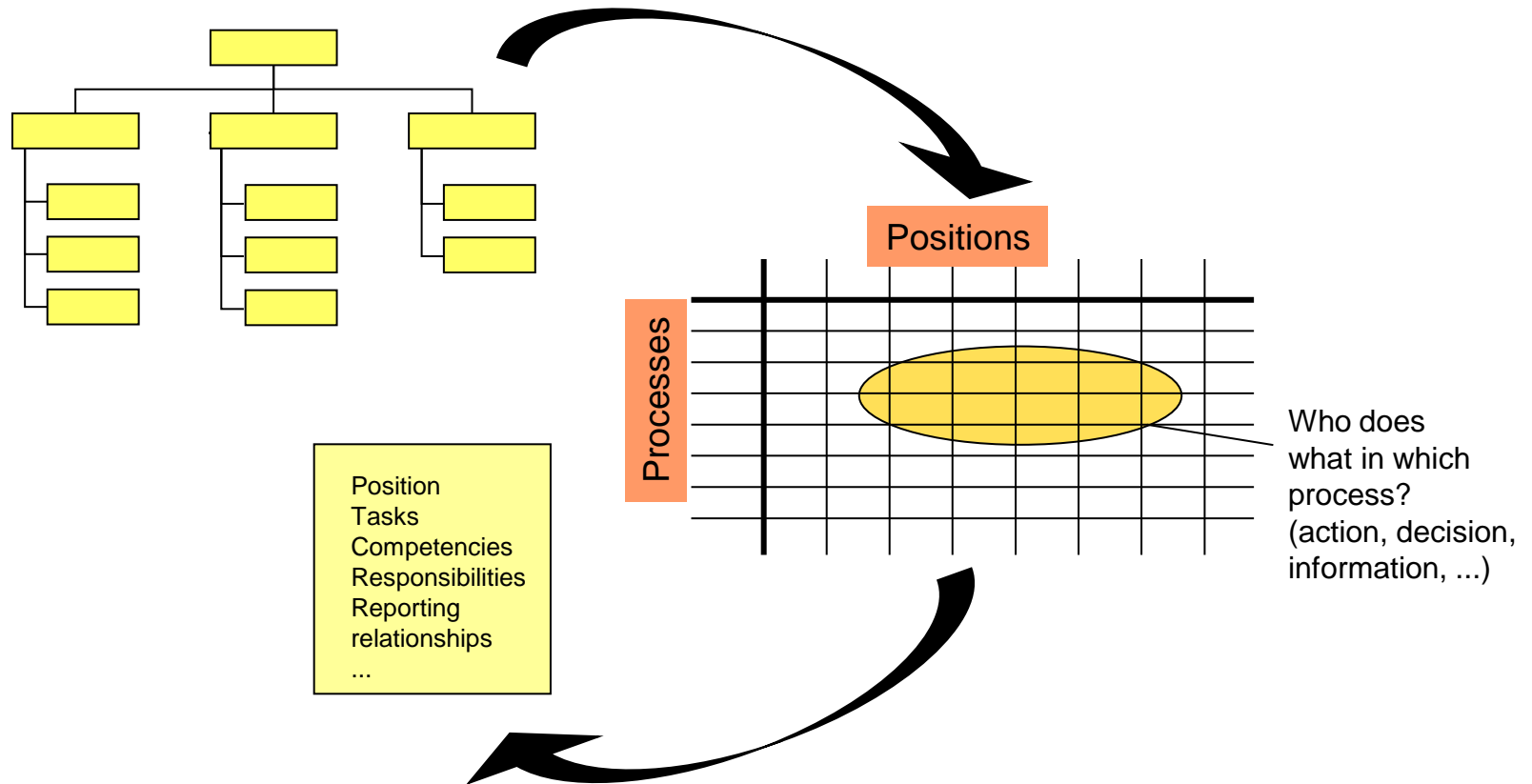
# Optimum Degree of Formal Organization



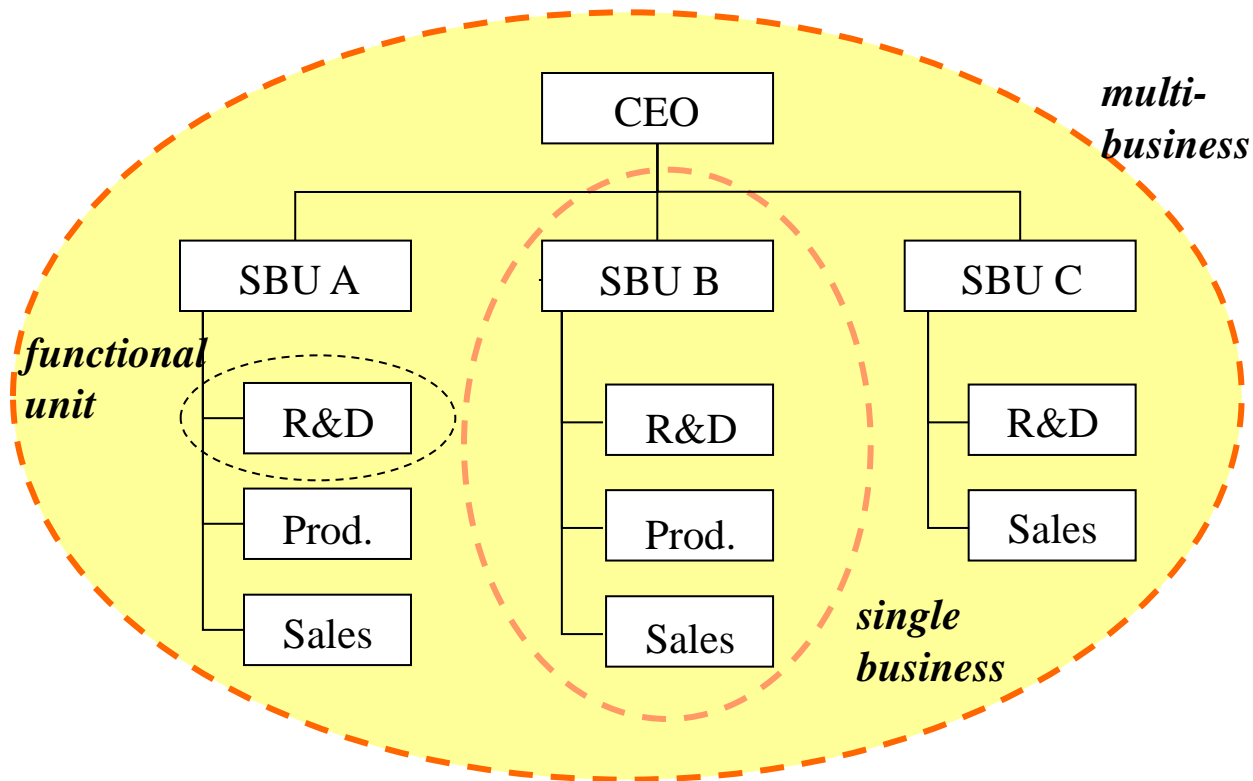
# Contingency Framework for Organization Design



# Organization Chart, Role Diagram, Job Description

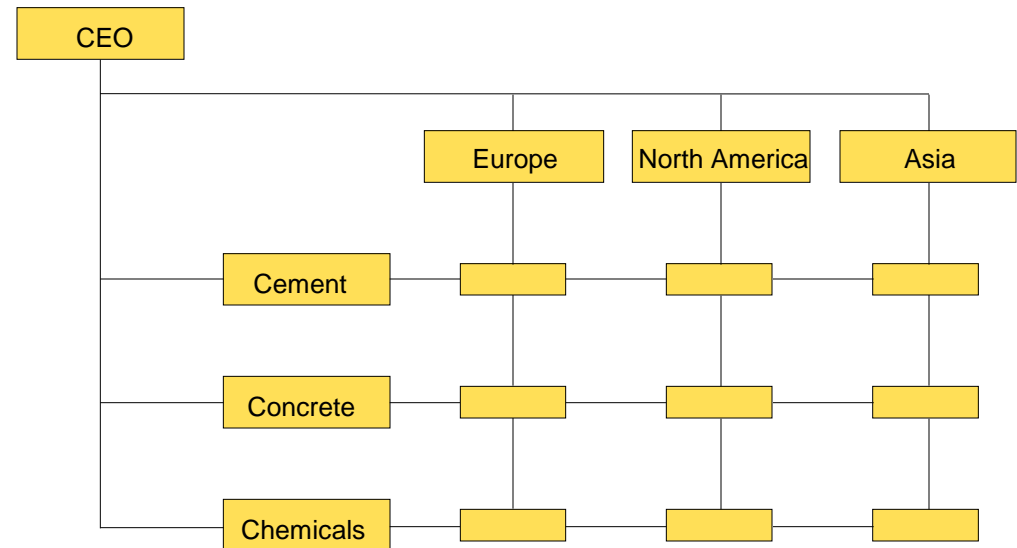
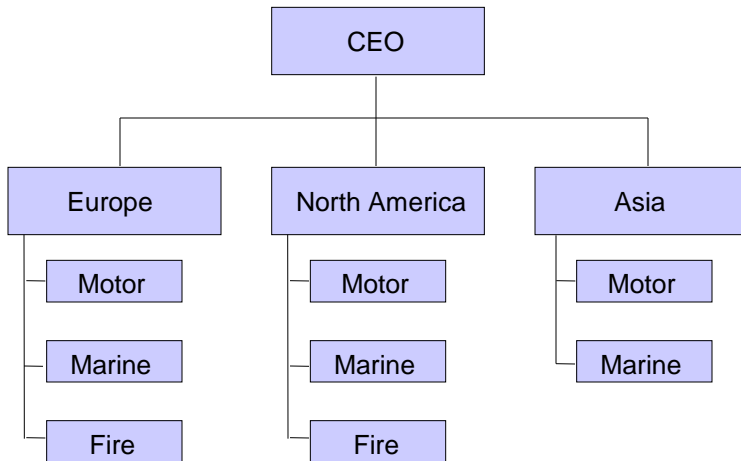
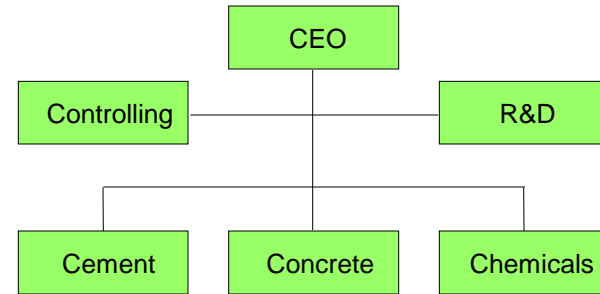
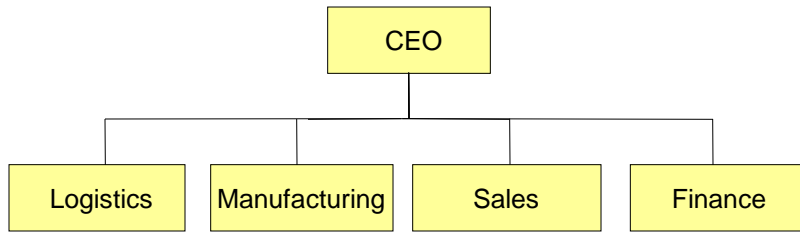


# Levels of Organization Design

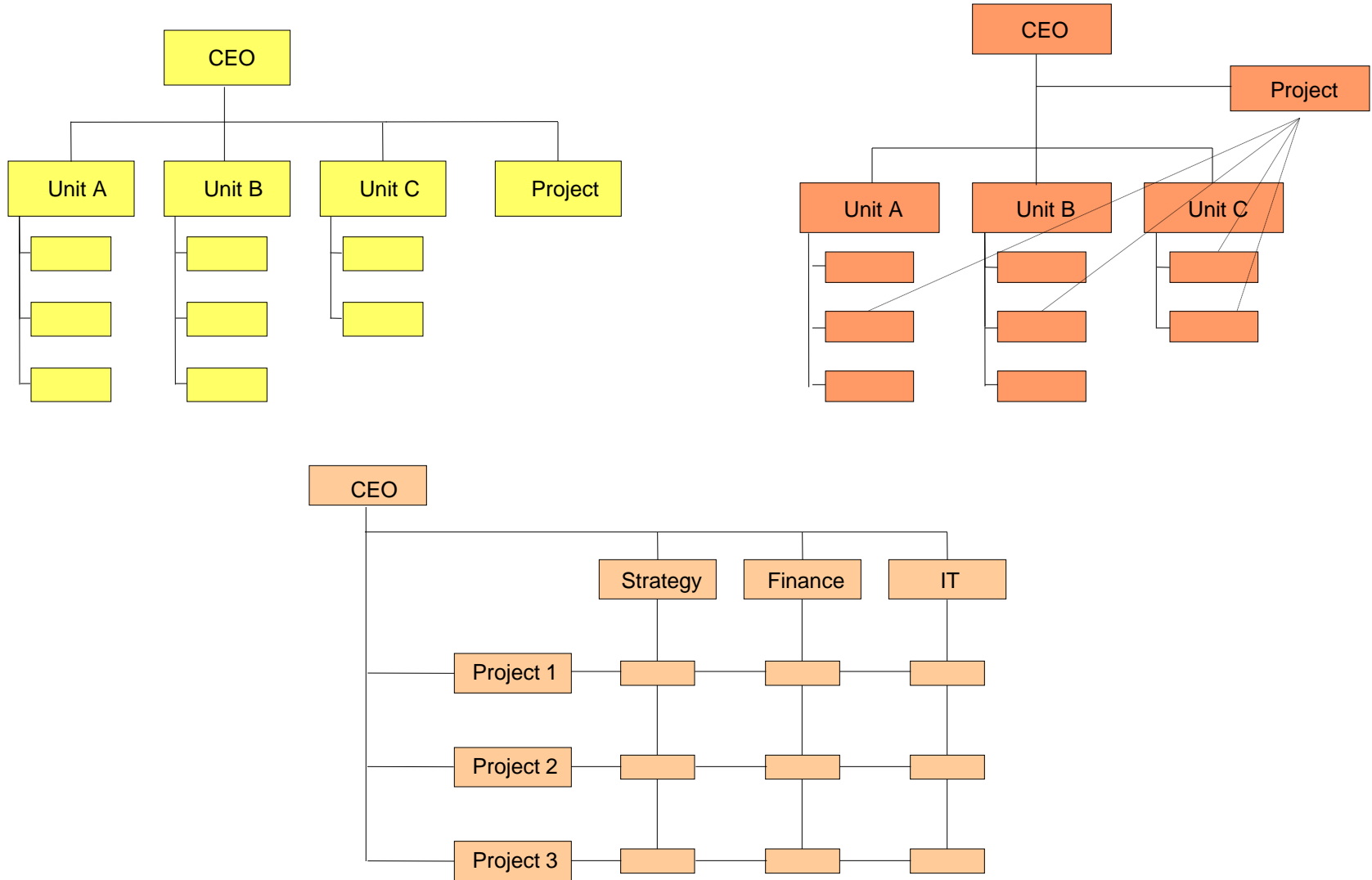


=> different design issues on different levels

# Functional, Divisional, Multidivisional Structures



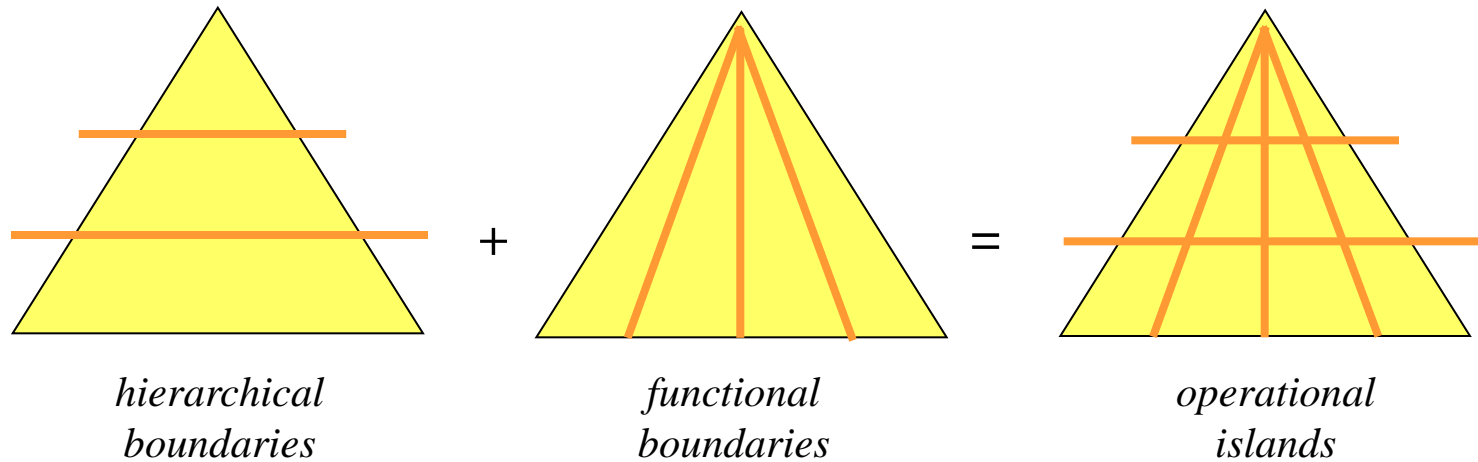
# Project Structures



# Mechanistic vs. Mechanic Designs in Context

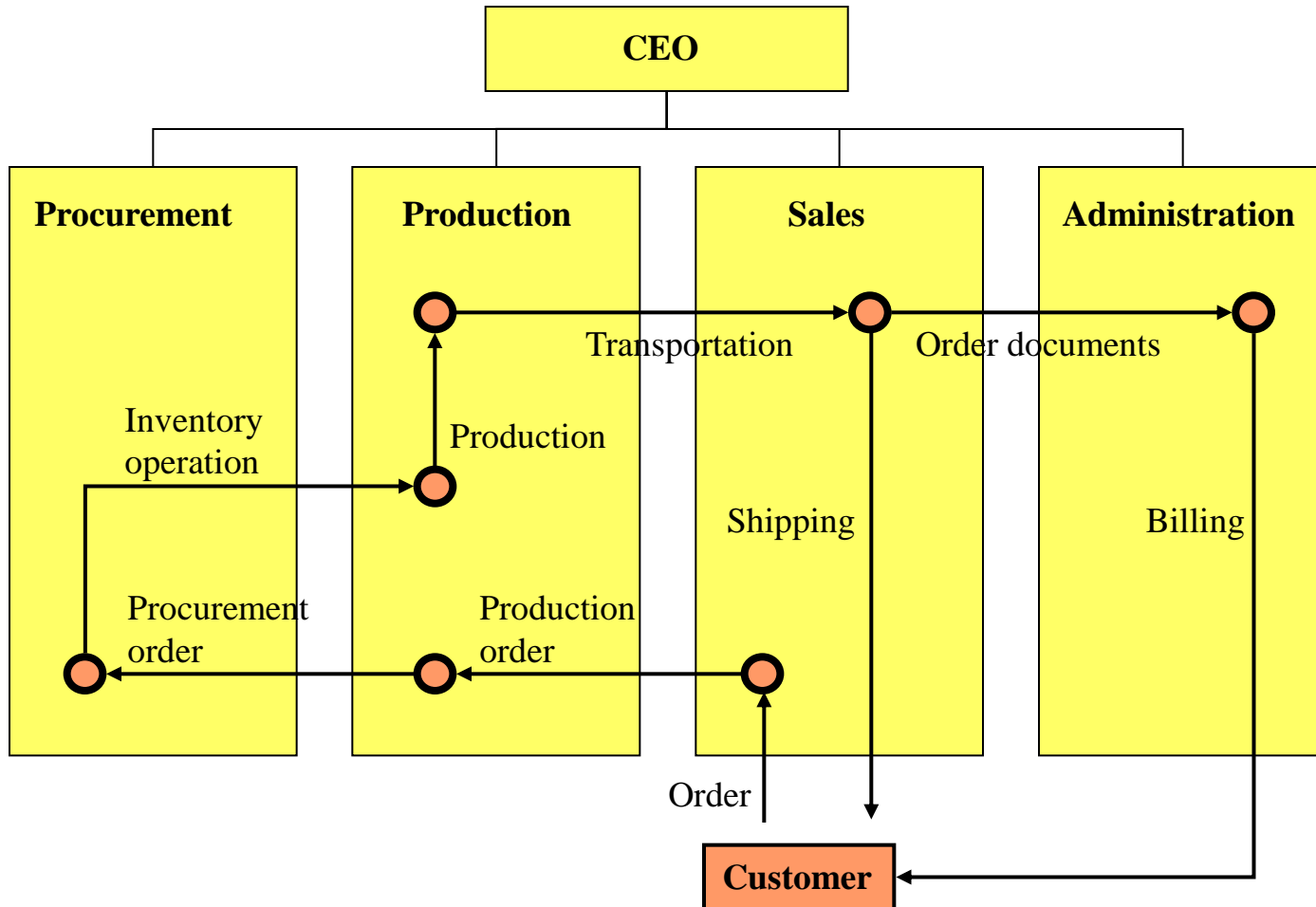
		<b>Low Uncertainty</b>	<b>Low-Moderate Uncertainty</b>
		<ol style="list-style-type: none"> <li>1. Mechanistic structure; formal, centralized</li> <li>2. Few departments</li> <li>3. No integrating roles</li> <li>4. Little imitation</li> <li>5. Current operations orientation</li> </ol>	<ol style="list-style-type: none"> <li>1. Mechanistic structure; formal, centralized</li> <li>2. Many departments, some boundary spanning</li> <li>3. Few integrating roles</li> <li>4. Some imitation</li> <li>5. Some planning</li> </ol>
<b>ENVIRONMENTAL CHANGE</b>	Stable		
	Unstable		
		<b>High-Moderate Uncertainty</b>	<b>High Uncertainty</b>
		<ol style="list-style-type: none"> <li>1. Organic structure, teamwork; participative, decentralized</li> <li>2. Few departments, boundary spanning</li> <li>3. Few integrating roles</li> <li>4. Quick to imitate</li> <li>5. Planning orientation</li> </ol>	<ol style="list-style-type: none"> <li>1. Organic structure, teamwork; participative, decentralized</li> <li>2. Many departments: differentiated, extensive boundary spanning</li> <li>3. Many integrating roles</li> <li>4. Extensive imitation</li> <li>5. Extensive planning, forecasting</li> </ol>
		Simple	Complex
<b>ENVIRONMENTAL COMPLEXITY</b>			

# Problems of Traditional Organization Design

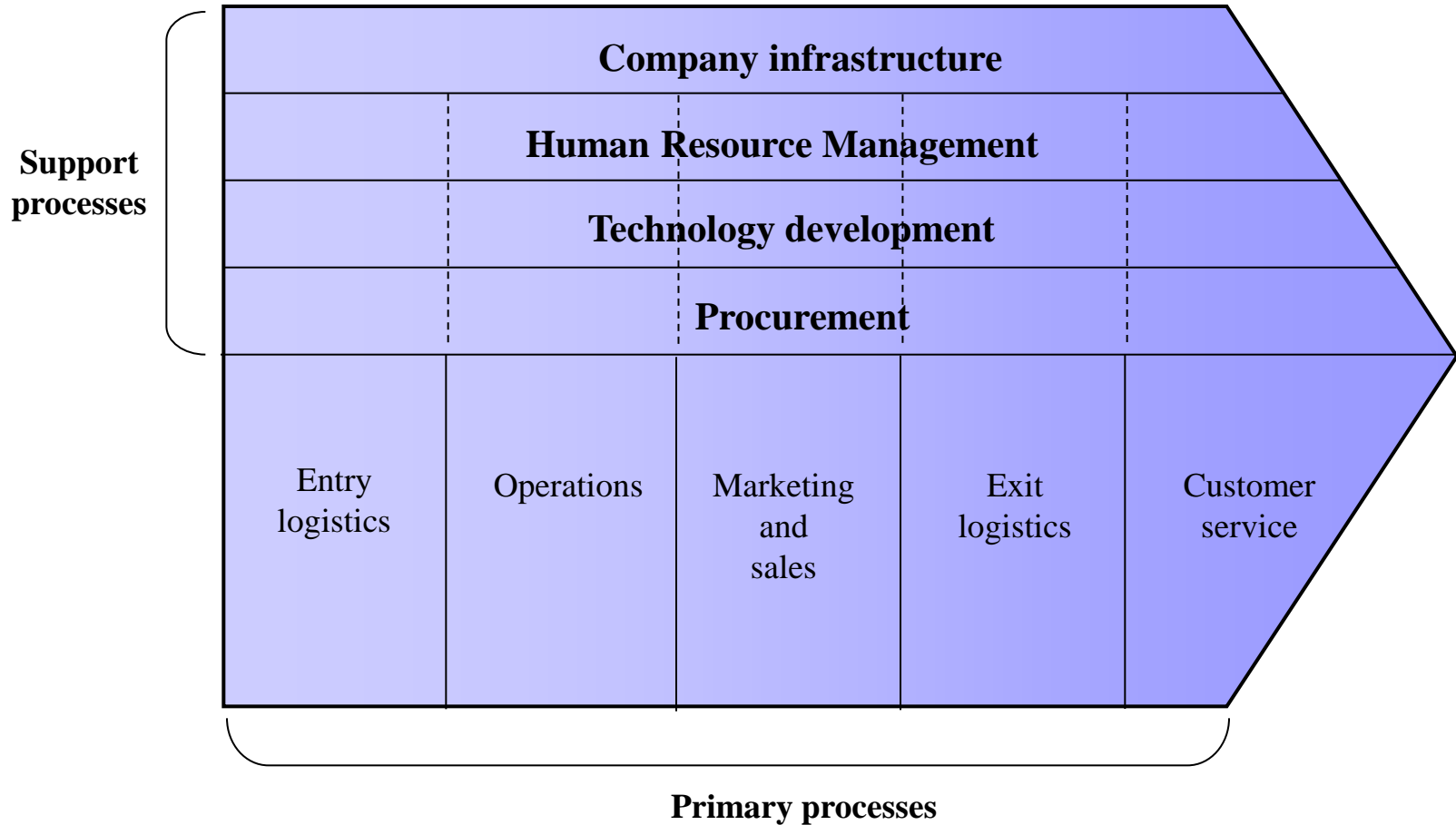


- => filtering of information**
- => functional closure**
- => leadership problems**
- => coordination problems**

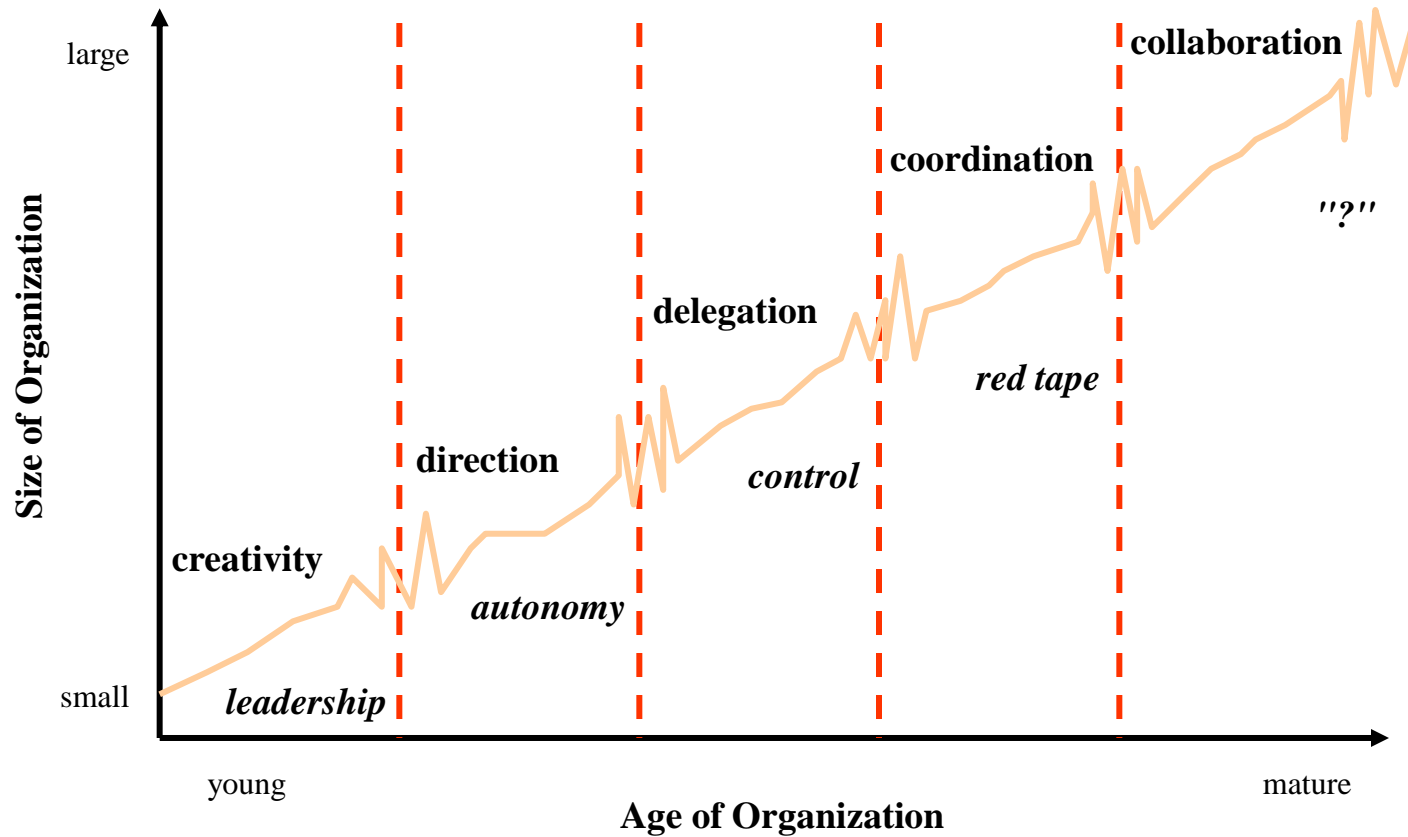
# Link between Structure and Process



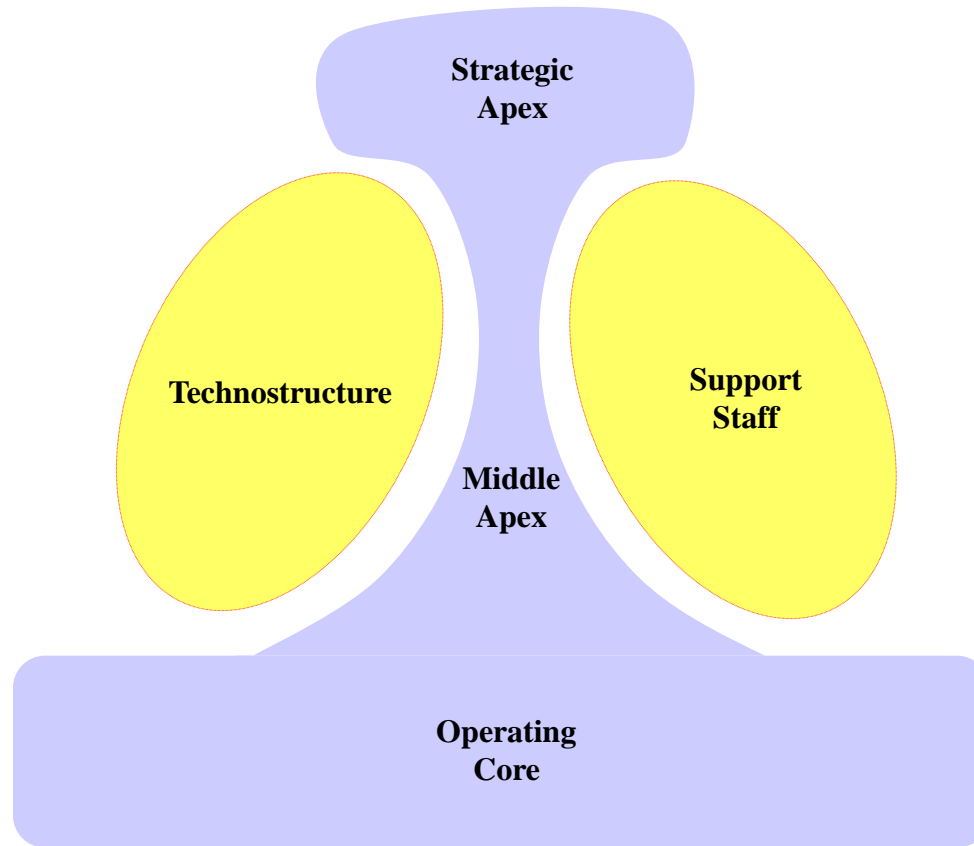
# Organizational Value Chain



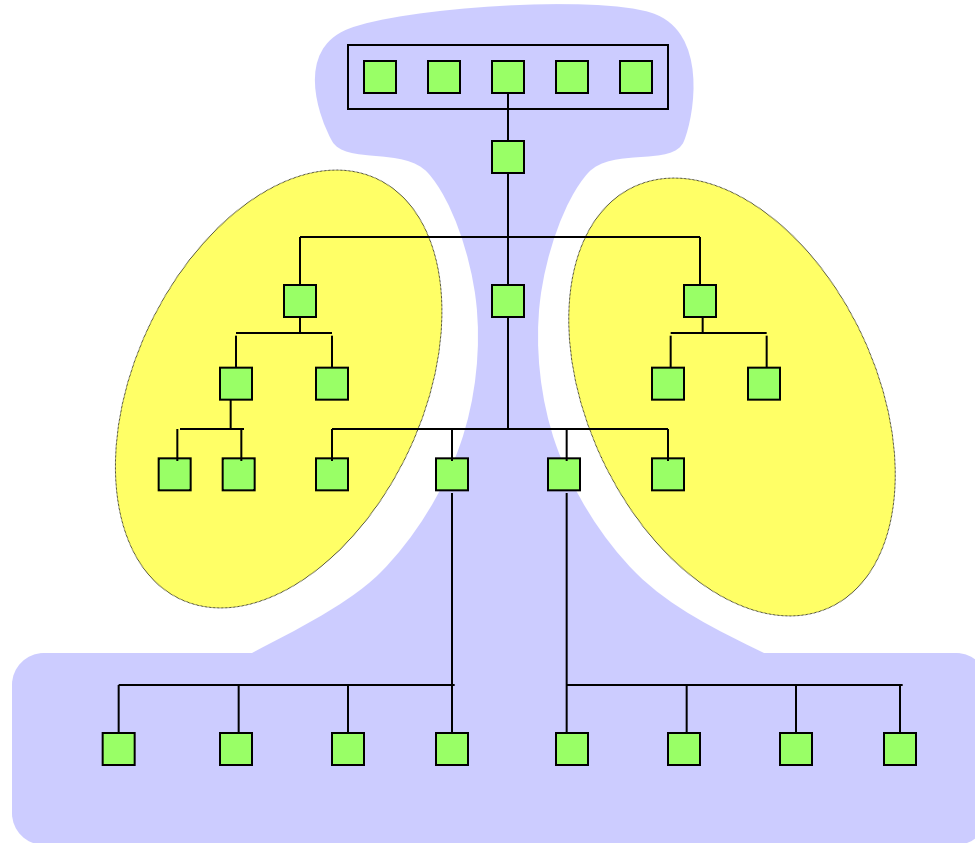
# The Development of Organization Design over Time



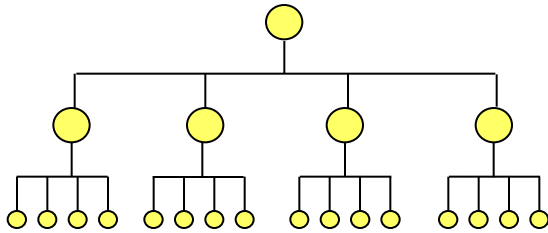
# The Five Basic Parts of Organizations



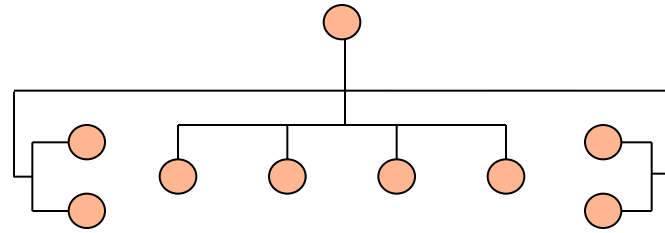
# The Flow of Formal Authority



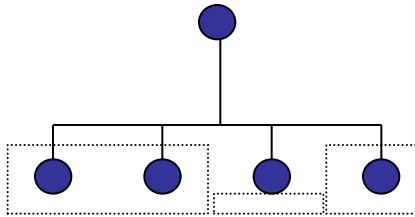
# Structures to Deal with Residual Interdependencies



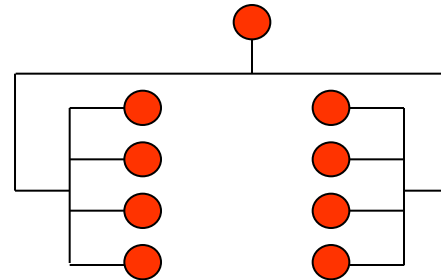
(a) Hierarchical Structure



(b) Line and Staff Structure

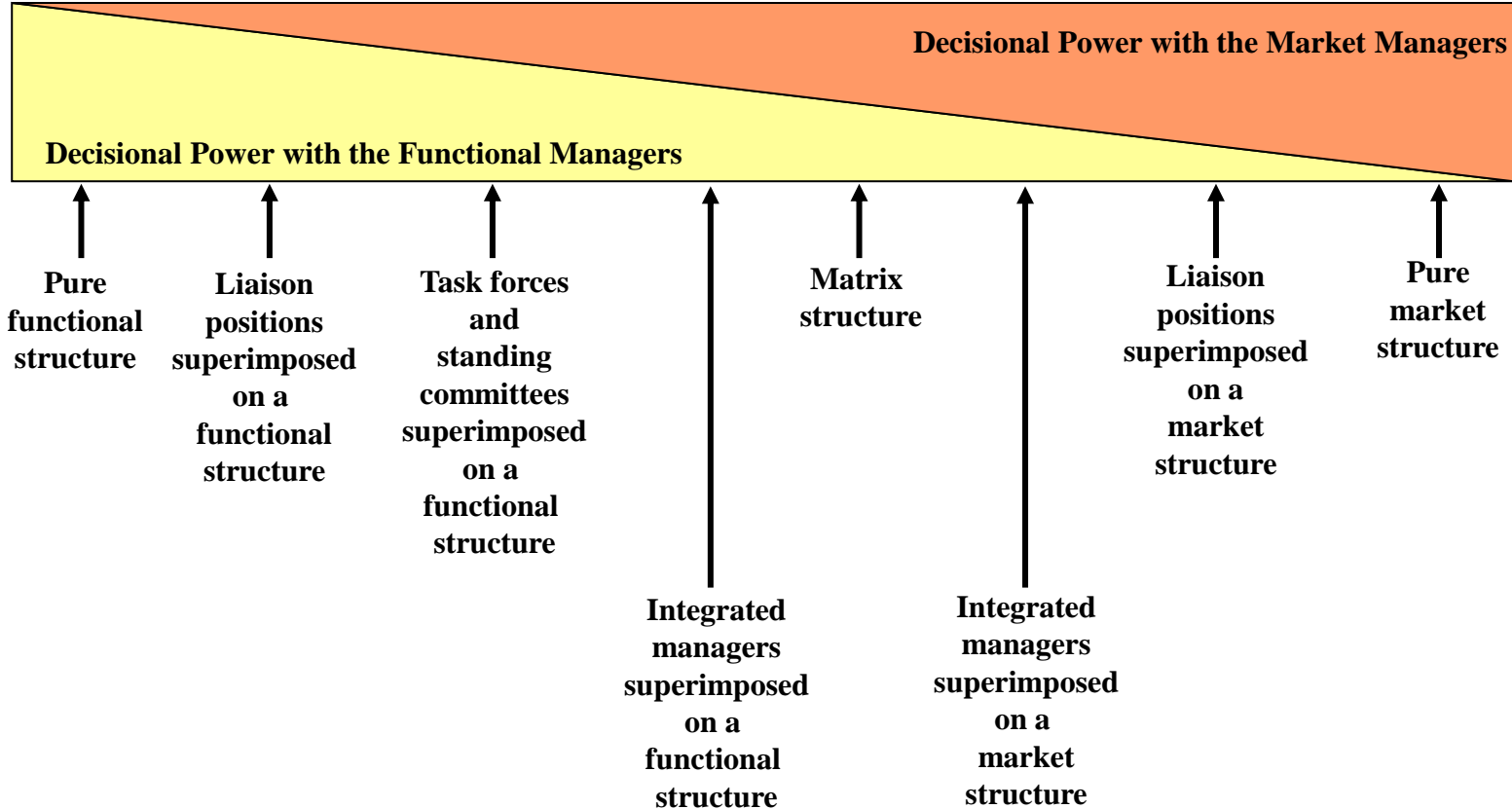


(c) Liaison Overlay Structure  
(e.g., Task Force)

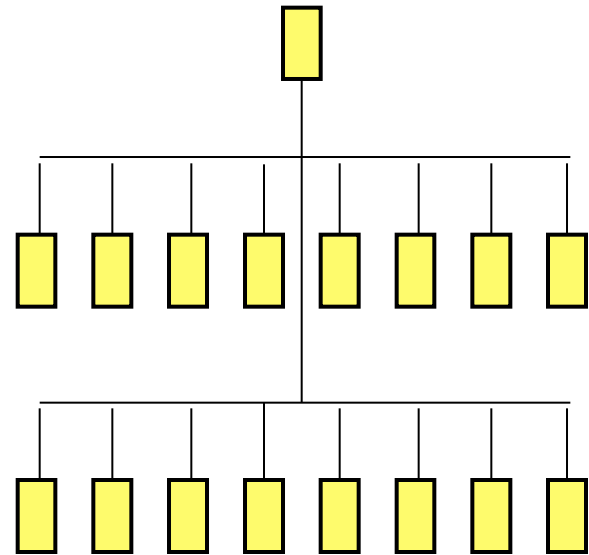
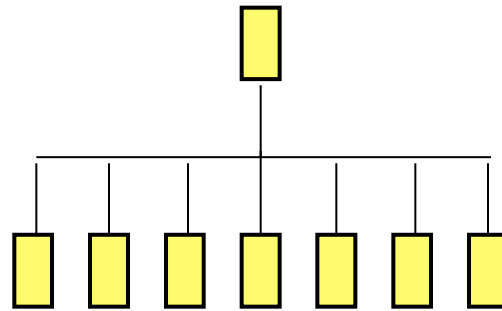
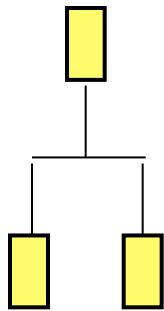


(d) Matrix Structure

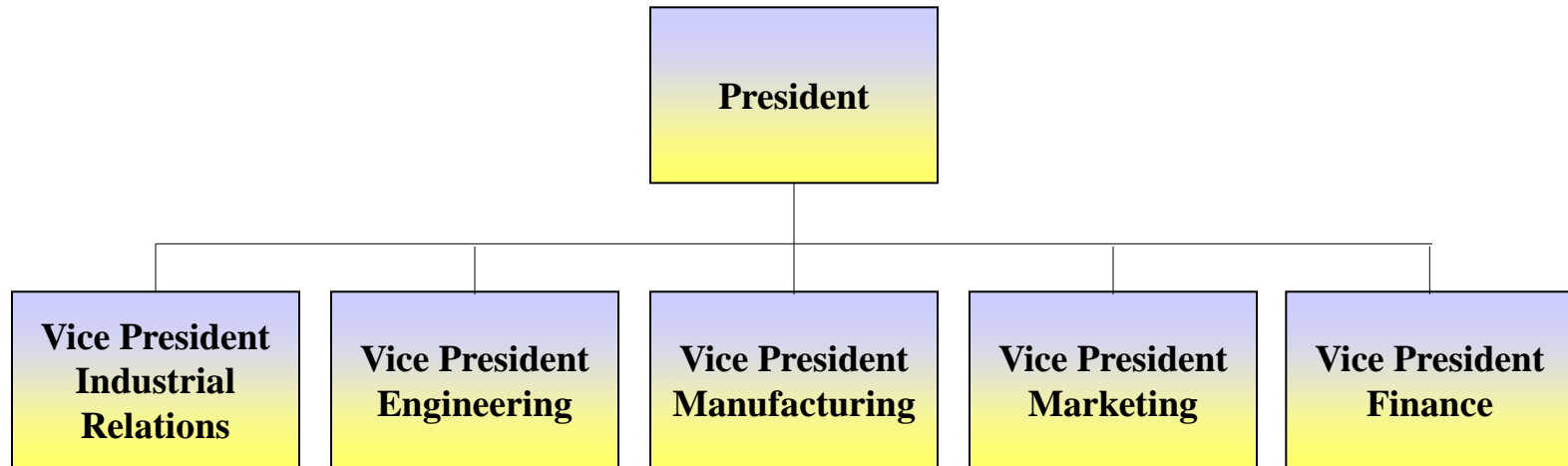
# A Continuum of Liaison Devices



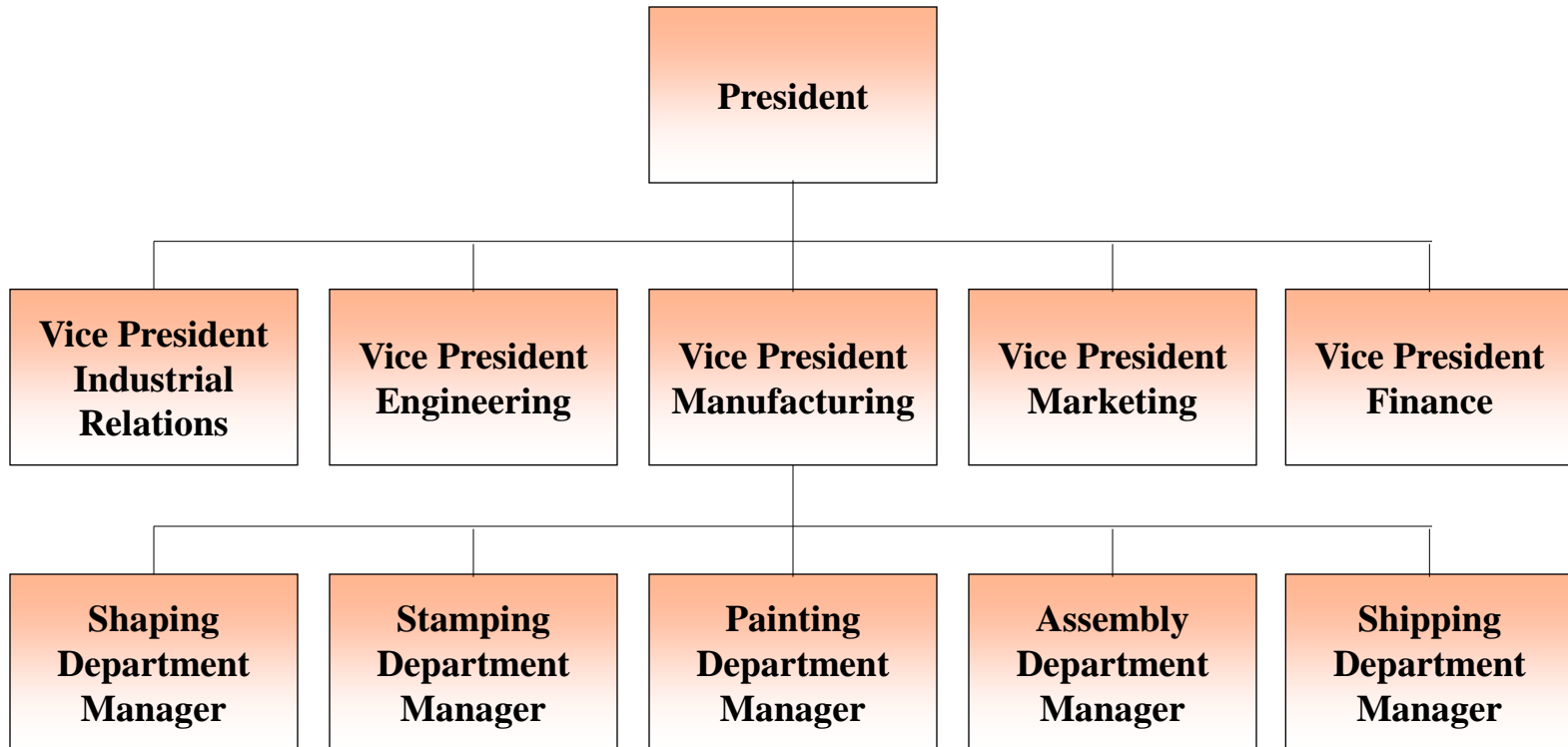
# Span of Control



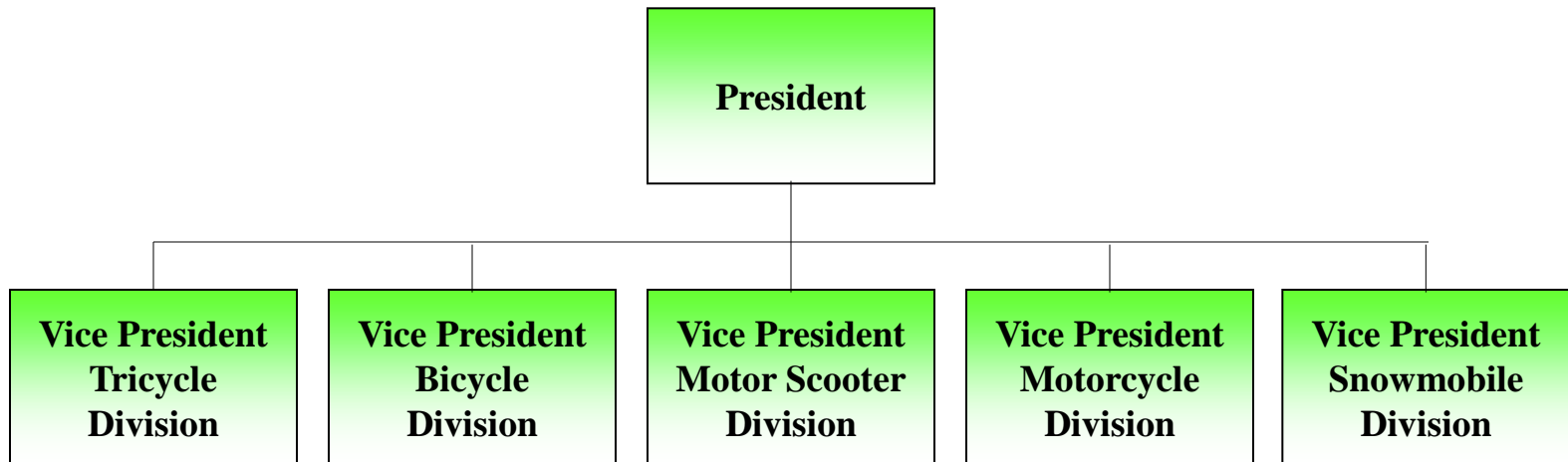
# Functional Specialization



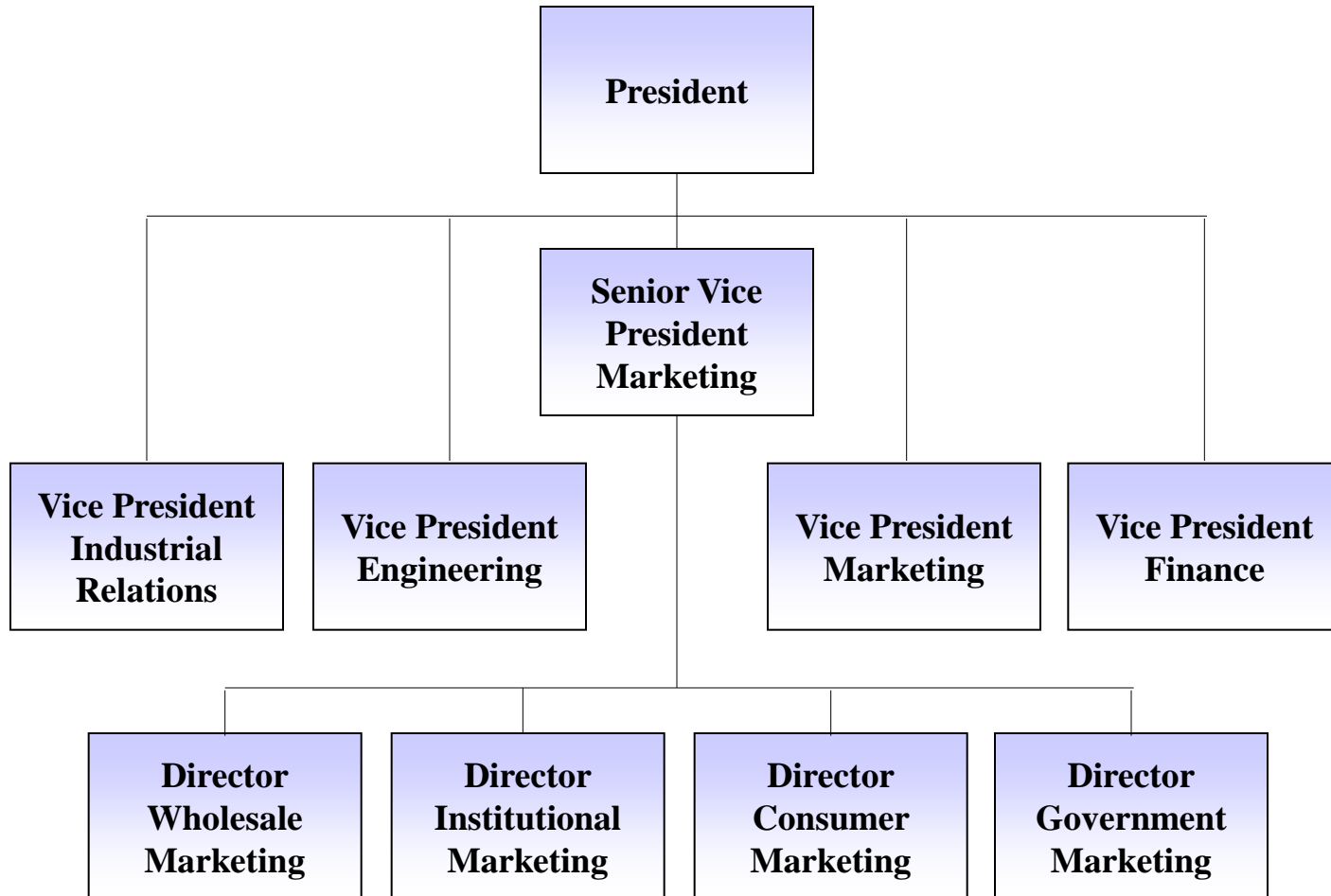
# Process Specialization



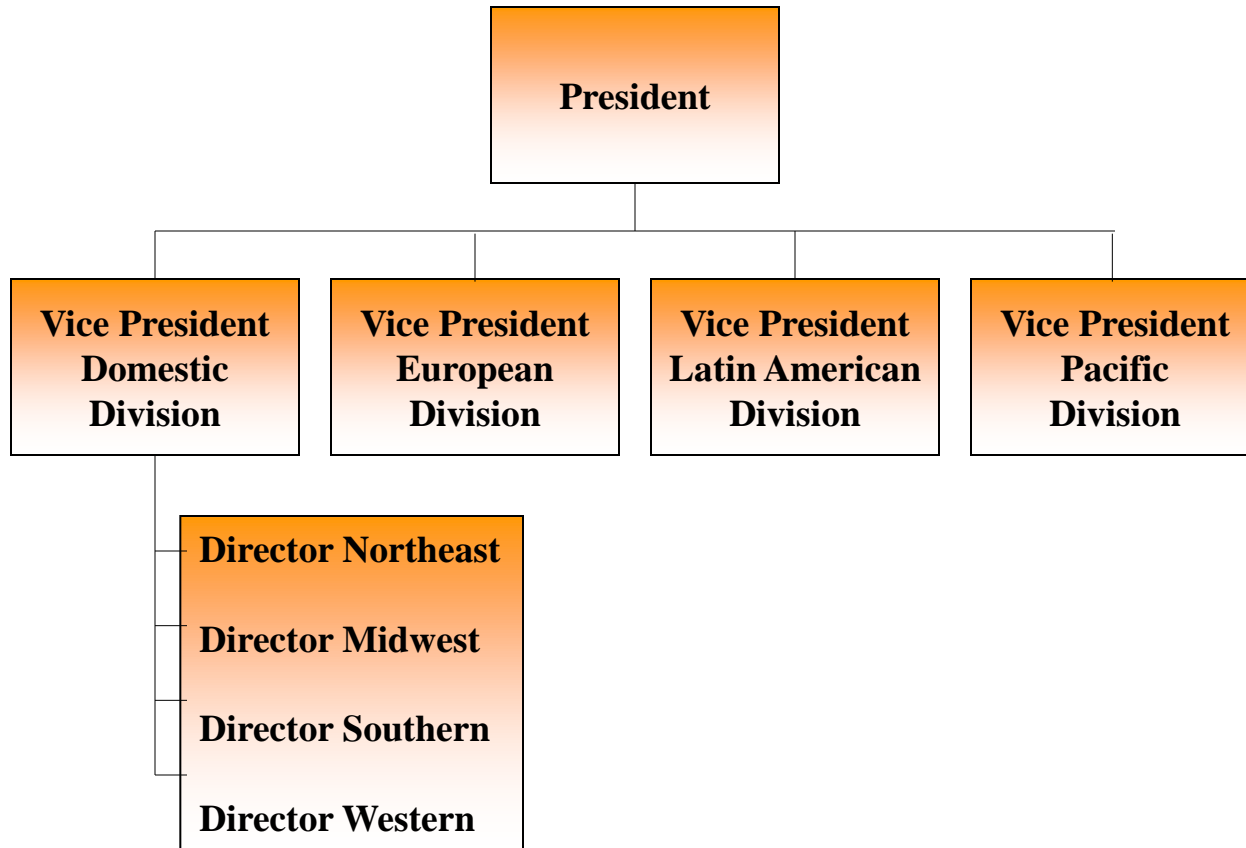
# Product Specialization



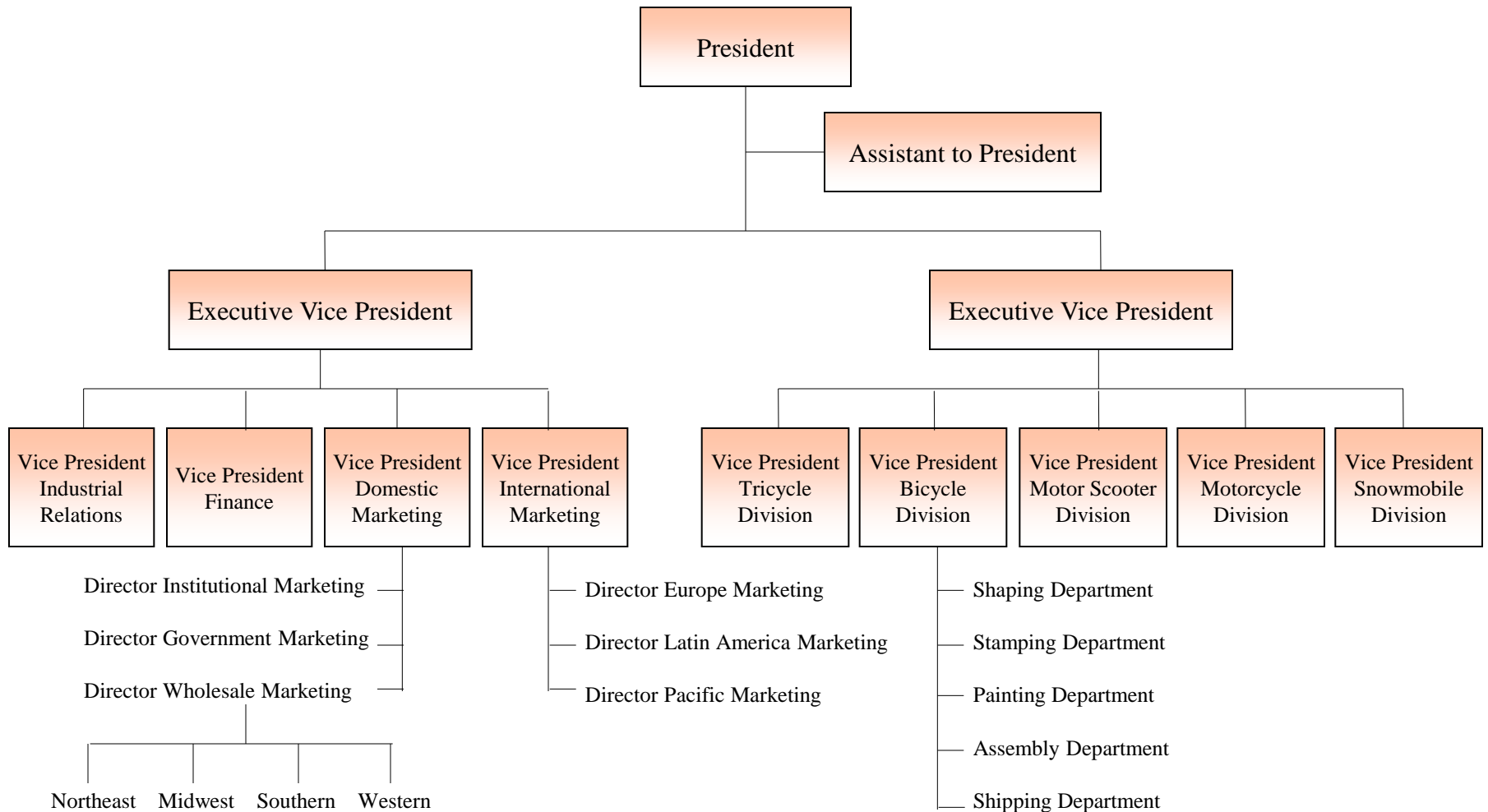
# Customer Specialization



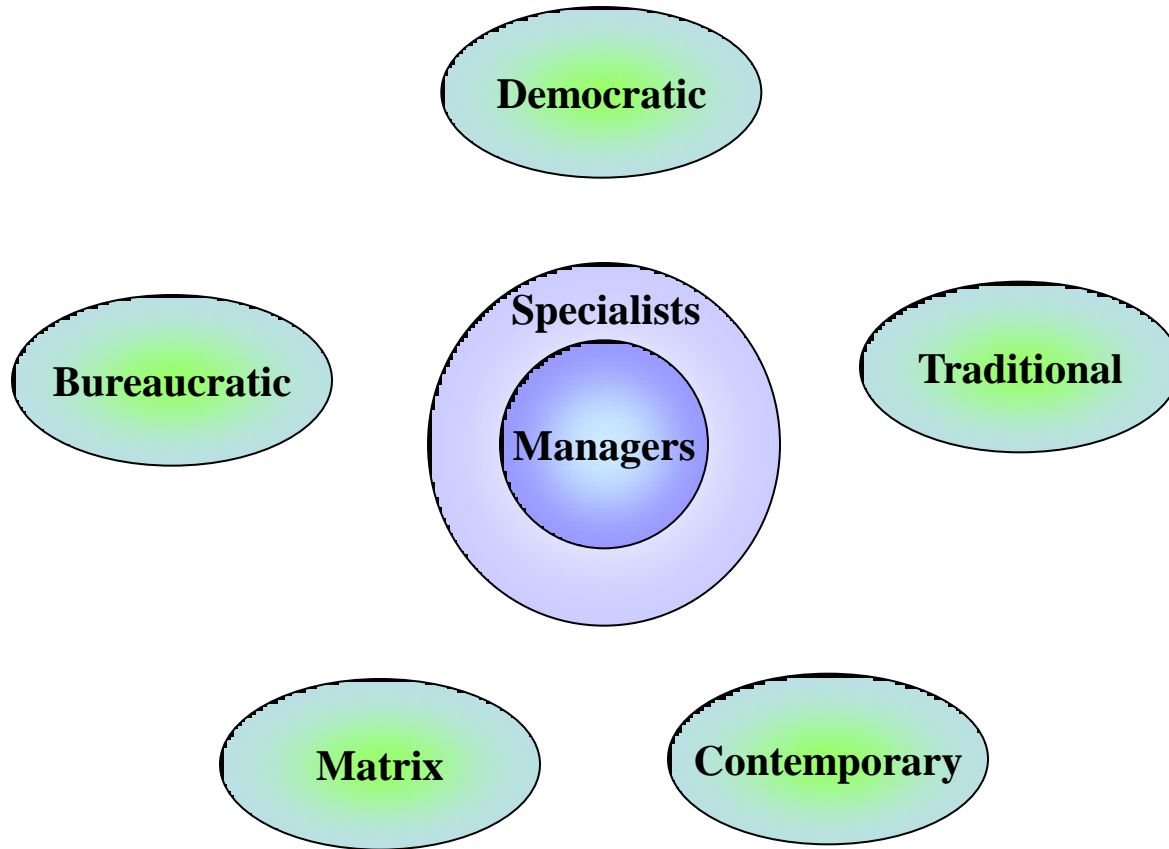
# Geographic Specialization



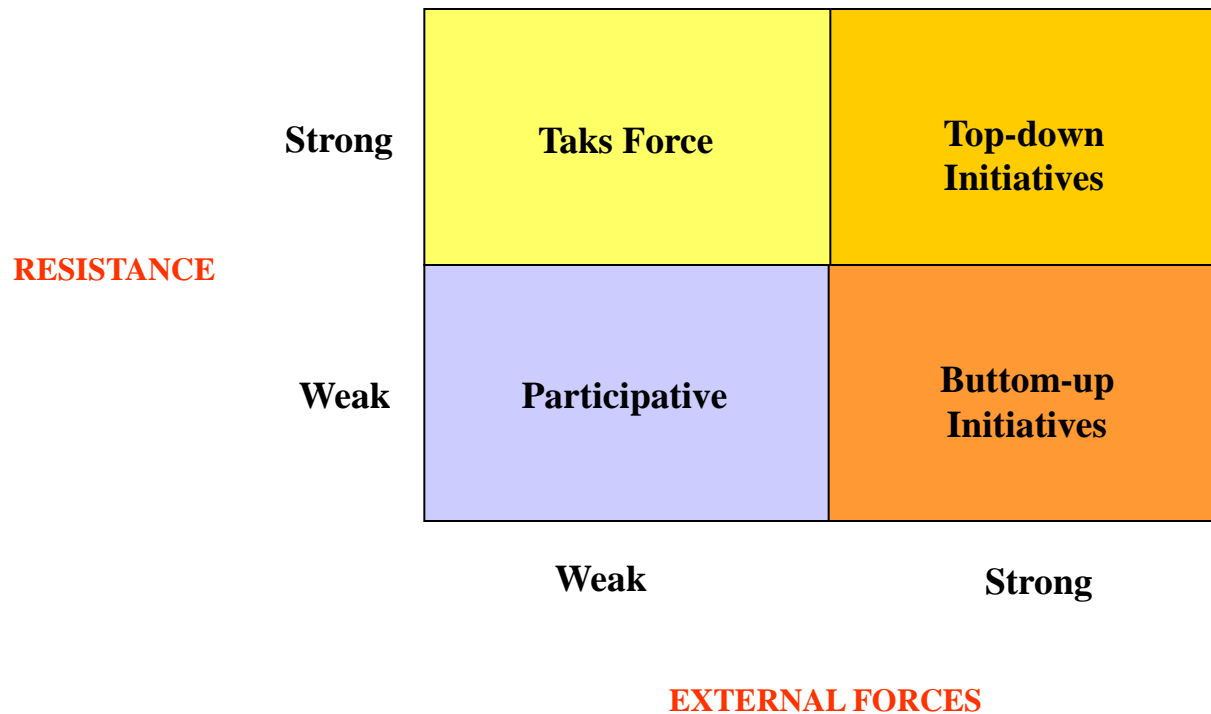
# Various Forms of Specialization in a Single Organization



# Multiform Organization



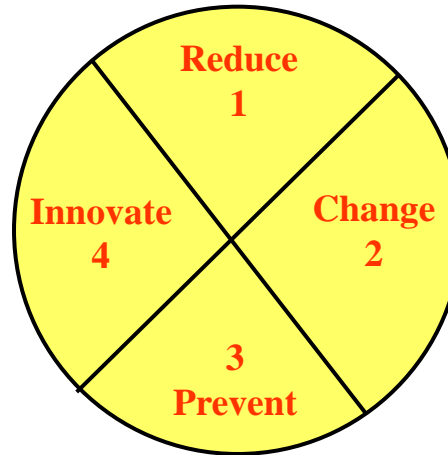
# What Type of Intervention?



# Typical Improvement Actions

- **Bureaucracy Elimination**
- **Duplication Elimination**
- **Value-Added**

- **Automation**
- **Big Picture Improvement**
- **Customer/Supplier Partnership**



- **Simplification**
- **Process Cycle-Time Reduction**

- **Error Proofing**
- **Standardization**
- **Simple Language**
- **Upgrading**

# Improvement Agenda

**PACE OF CHANGE**

	Fast	Measured
<b>DEGREE OF CHANGE</b> Tactical	<b>Focused Improvement</b>	<b>Continuous Improvement (TQM)</b>
Strategic	<b>Focused Restructuring</b>	<b>Business Process Innovation</b>

**MEASUREMENT**

**ORGANIZATIONAL CHANGE MANAGEMENT**

# Assessment Management

		<b>CORPORATE STRATEGY</b>	
		<b>Good</b>	<b>Poor</b>
<b>IMPLEMENTATION SKILLS</b>	<b>Good</b>	<b>What happened?</b>	<b>Change the Top</b>
	<b>Poor</b>	<b>Support the management</b>	<b>Why are they still alive?</b>

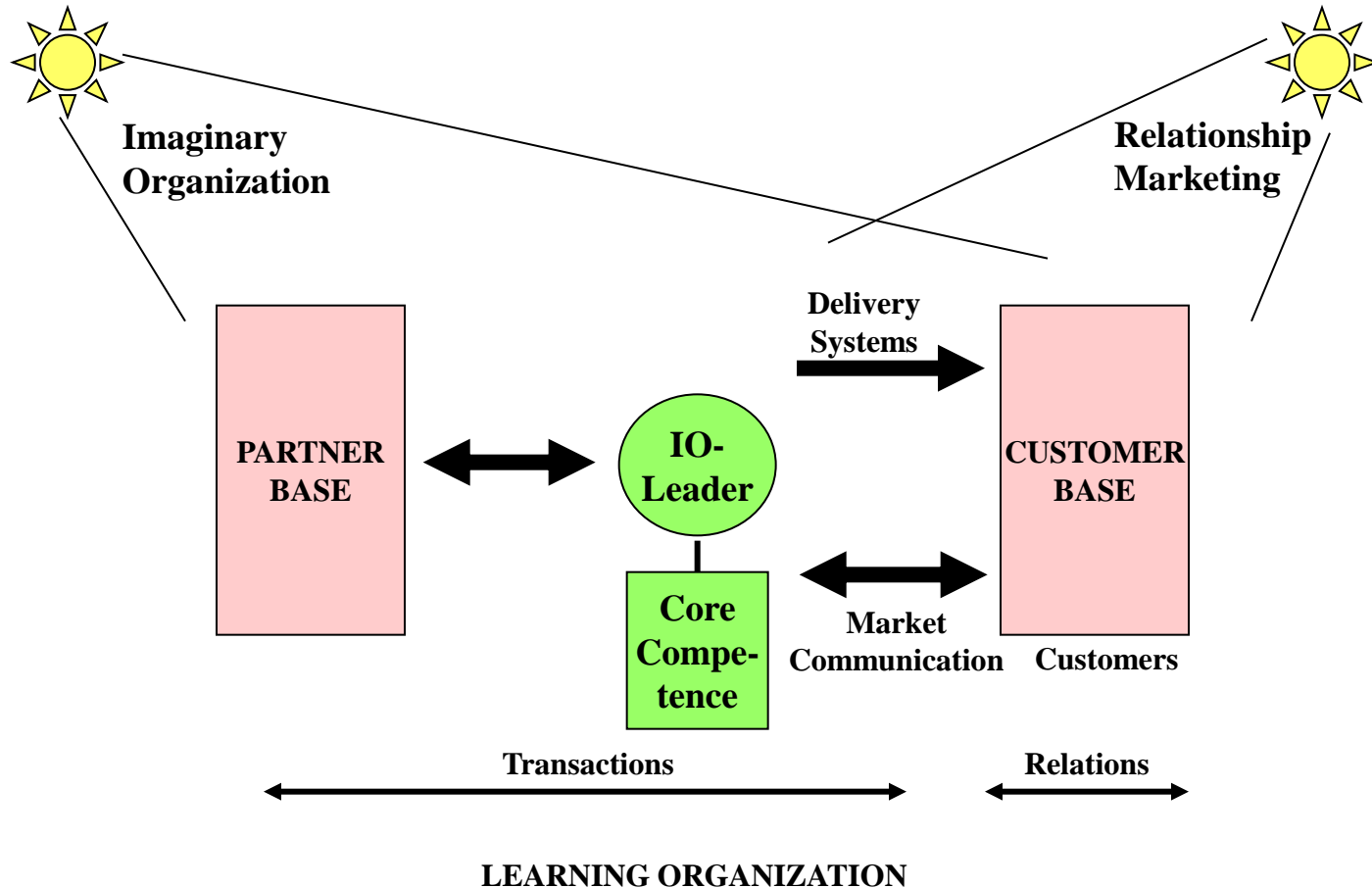
# The Initial Decision Matrix

		<b>STRATEGIC RELEVANCE</b>	
		<b>High</b>	<b>Low</b>
<b>PROFITABILITY</b>	<b>Positive</b>	<b>Keep as is</b>	<b>Sell</b>
	<b>Negative</b>	<b>Restructure</b>	<b>Close Dispose of</b>

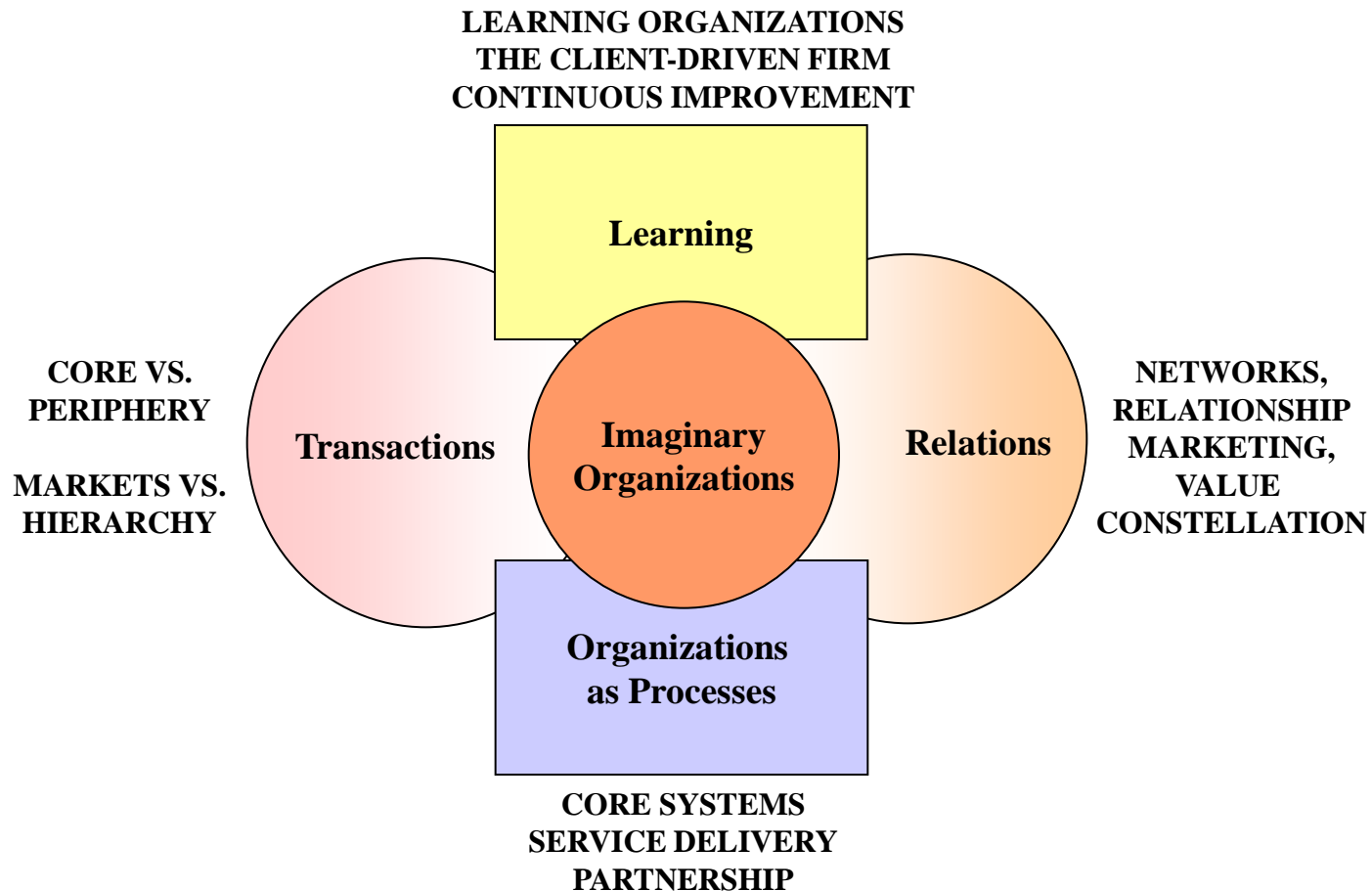
# Organizational Practices in the Five Phases of Growth

CATEGORY	PHASE 1	PHASE 2	PHASE 3	PHASE 4	PHASE 5
<b>Management Focus</b>	Make and sell	Efficiency of operations	Expansion of market	Consolidation of organization	Problem solving and innovation
<b>Organizational Structure</b>	Informal	Centralized and functional	Decentralized and geographical	Line staff and product groups	Matrix of teams
<b>Top-Management Style</b>	Individualistic and entrepreneurial	Directive	Delegative	Watchdog	Participative
<b>Control System</b>	Market results	Standards and cost centers	Reports and profit centers	Plans and investment centers	Mutual goal setting
<b>Management Reward Emphasis</b>	Ownership	Salary and merit increases	Individual bonus	Profit sharing and stock options	Team bonus

# Imaginary Organization and Relationship Marketing - Two Perspectives



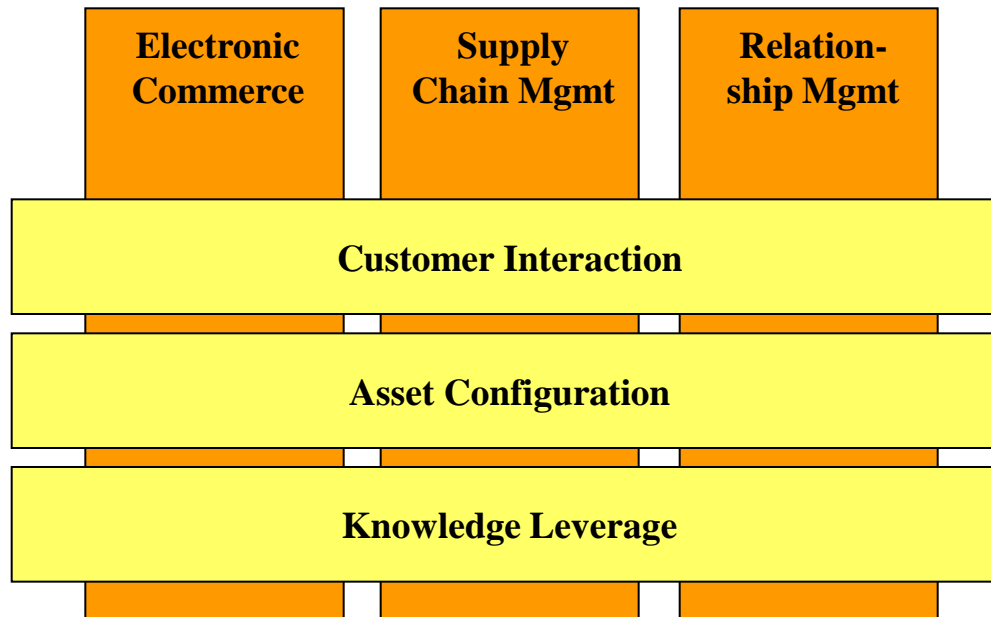
# Imaginary Organizations and Some Related Concepts



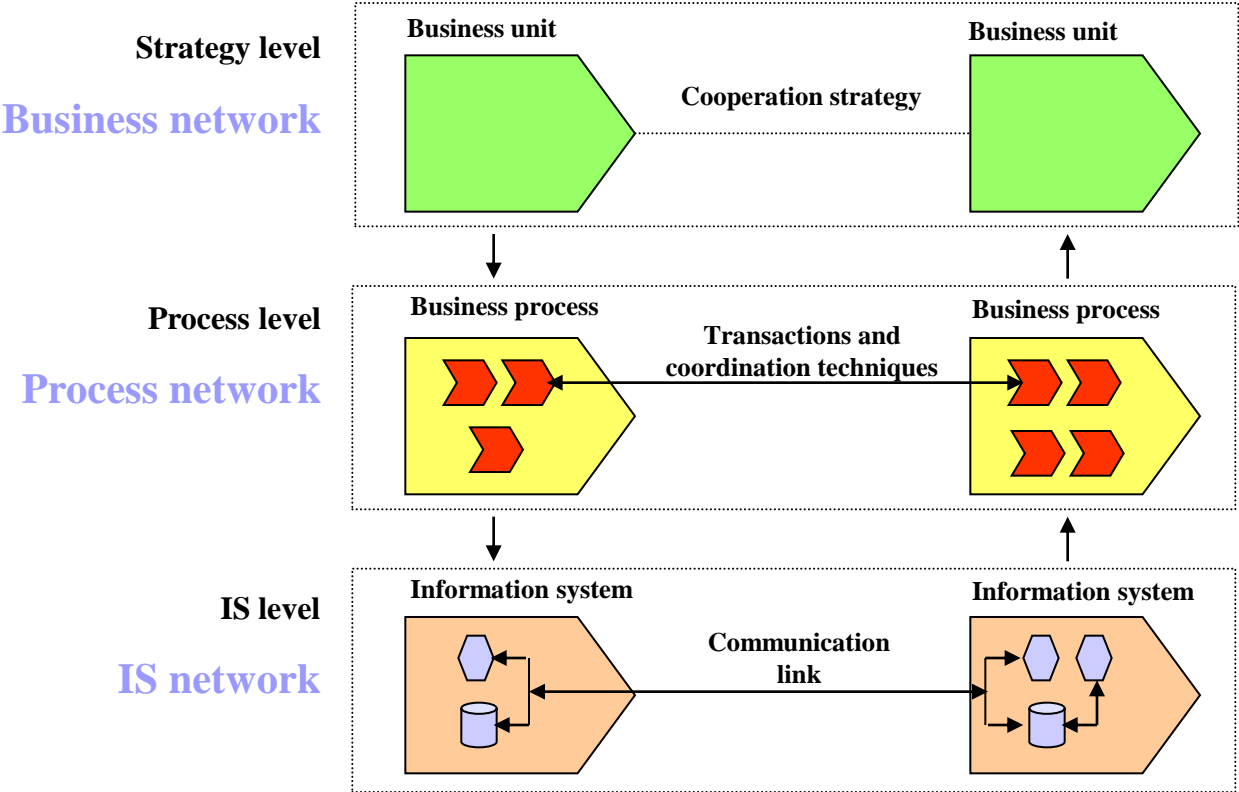
# Role of Virtual Organizing and Knowledge Management in Business Networking

## BUSINESS NETWORKING STRATEGIES

**DIMENSIONS  
OF VIRTUAL  
ORGANIZING**



# Business Engineering Model Applied to Business Networking

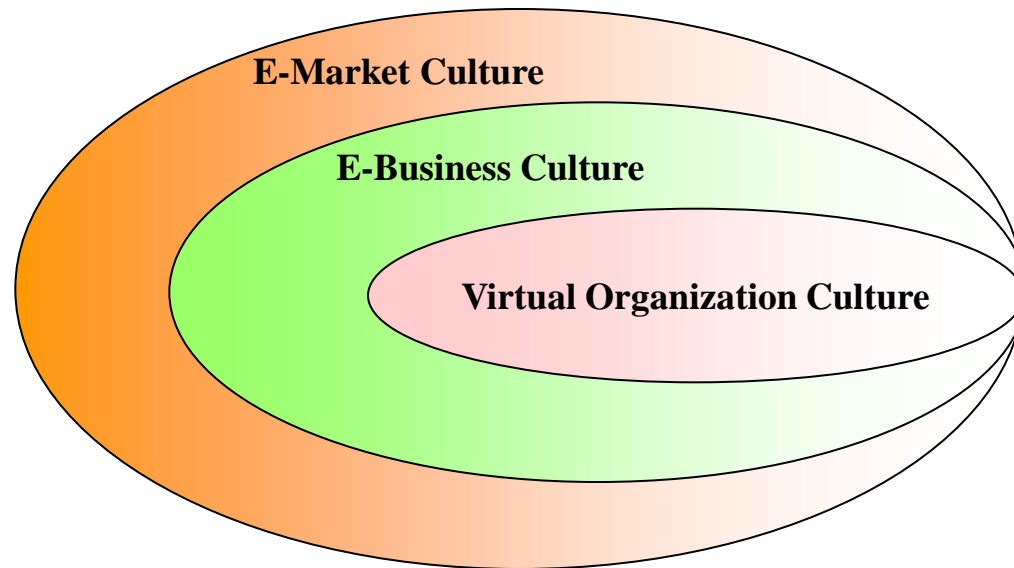


# Major Strategy Decision

## ORGANIZATIONAL RESOURCE DECISION

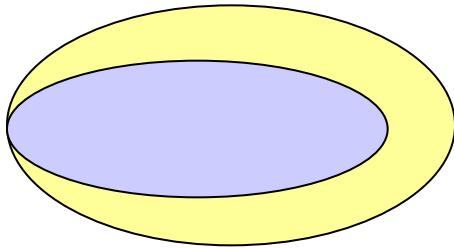
		Outsourcing	Virtual Organization	Insourcing
NETWORKING DECISION	Electronic Commerce		eProcurement for C goods	Content Management for Z catalogs
	Supply Chain Management		SCM for X parts with Y partners	
	Relationship Management			

# Virtual Organizations and Virtual Cultures

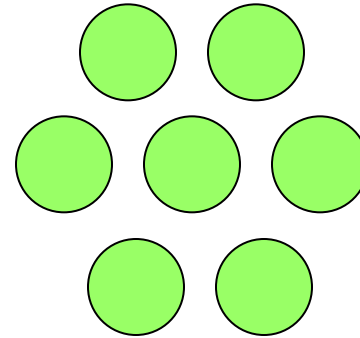


# Models of Virtuality

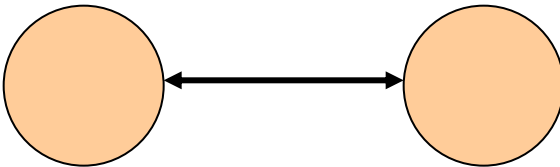
**The Virtual Face**



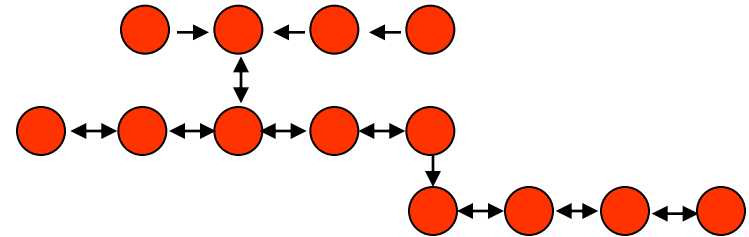
**Star-alliance Model**



**Co-alliance Model**

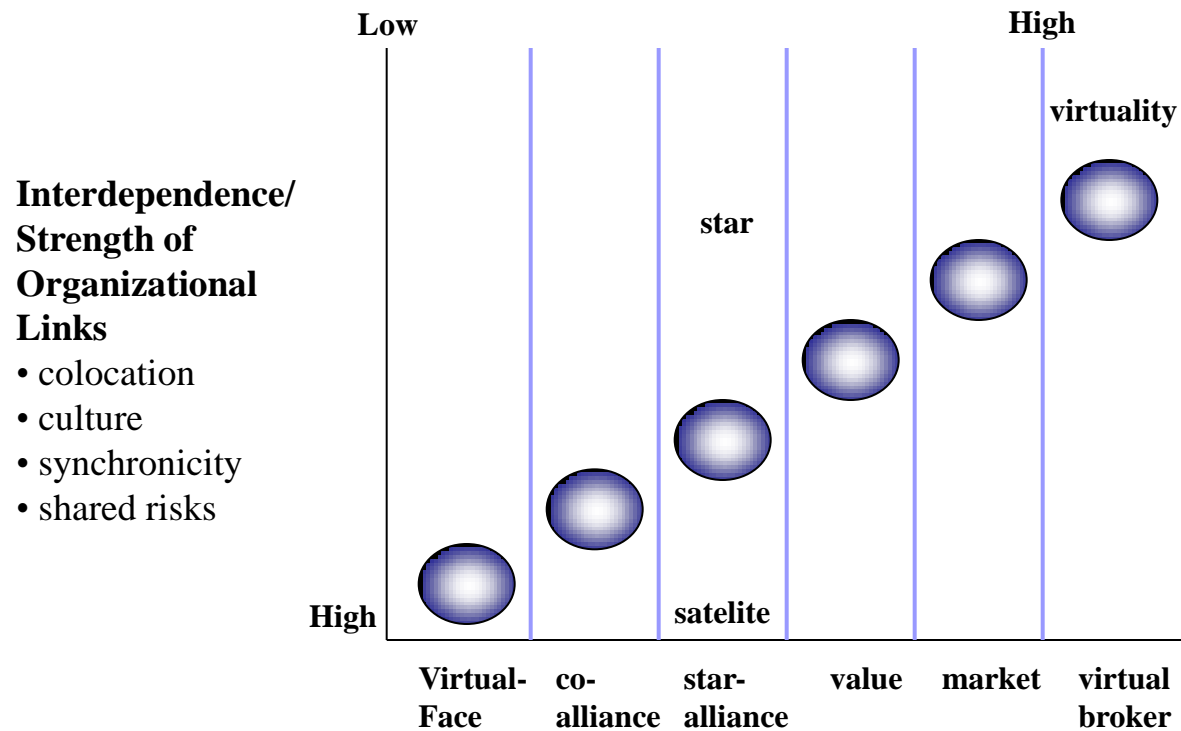


**Value-alliance Model**

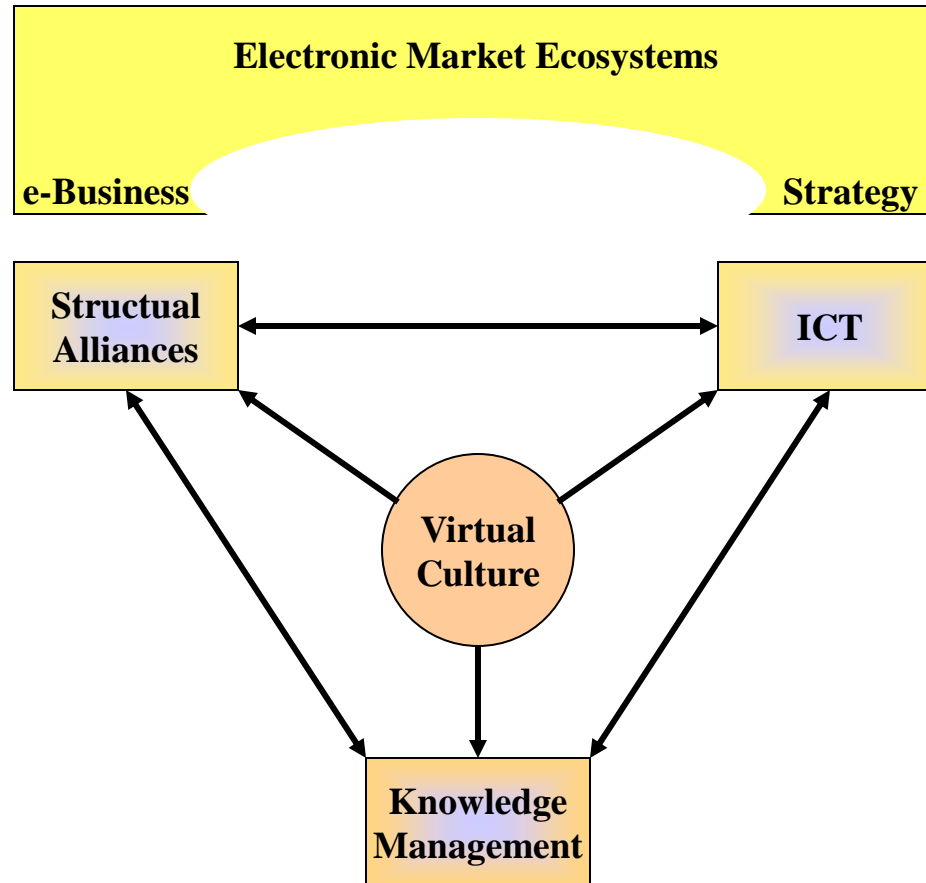


# Virtual Alliance Models

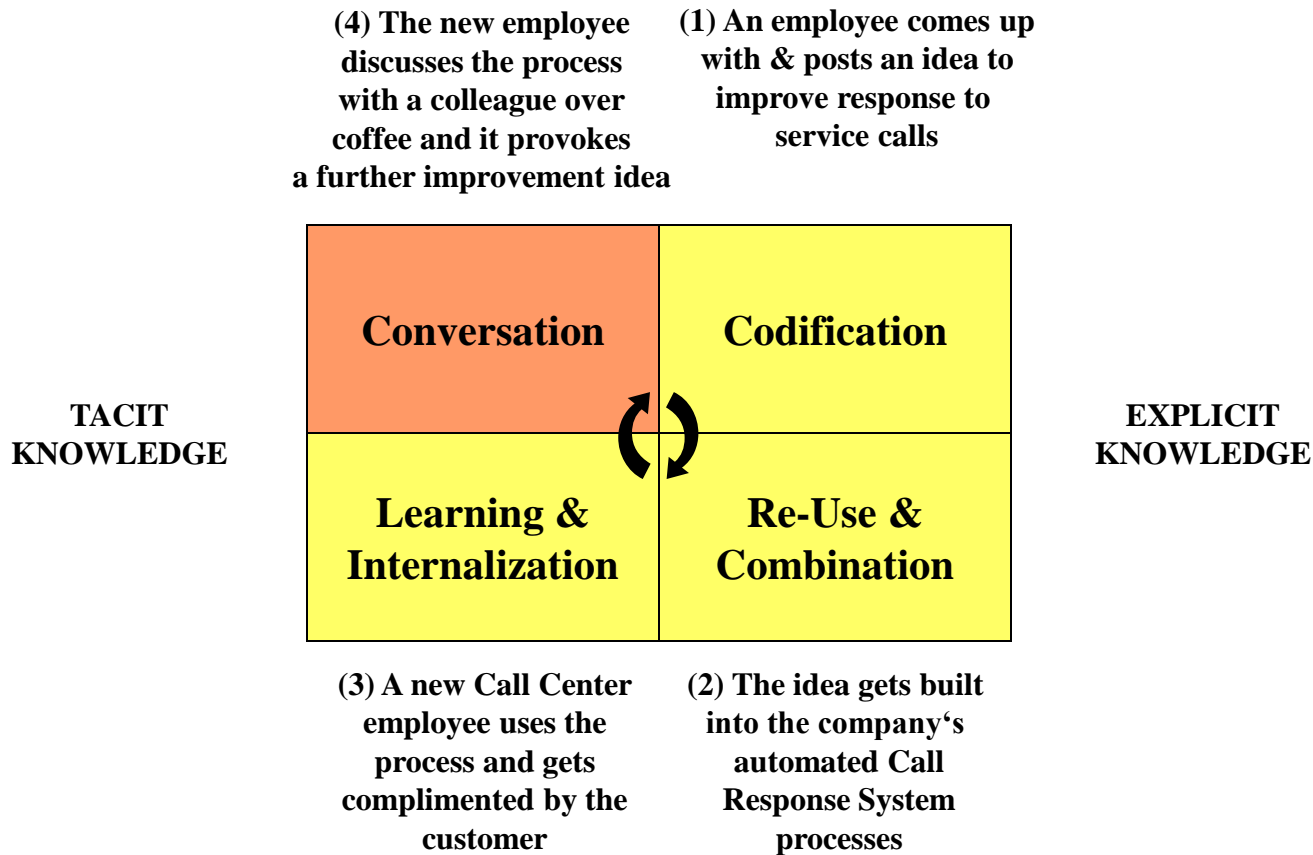
Autonomy/Substitutability or virtual links



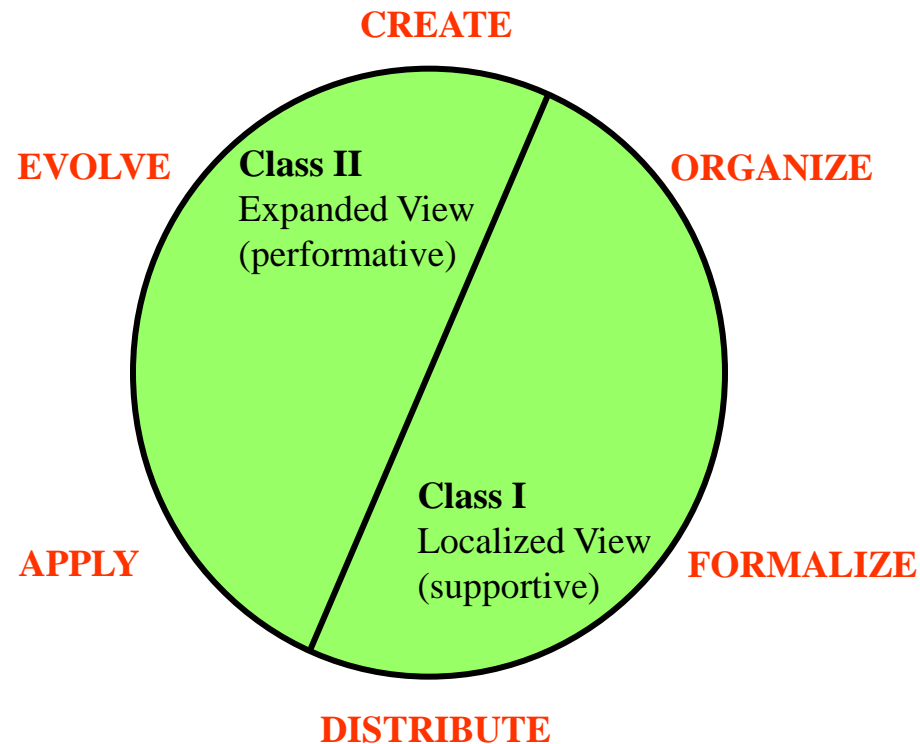
# Virtual Organizational Change Model (VOCM)



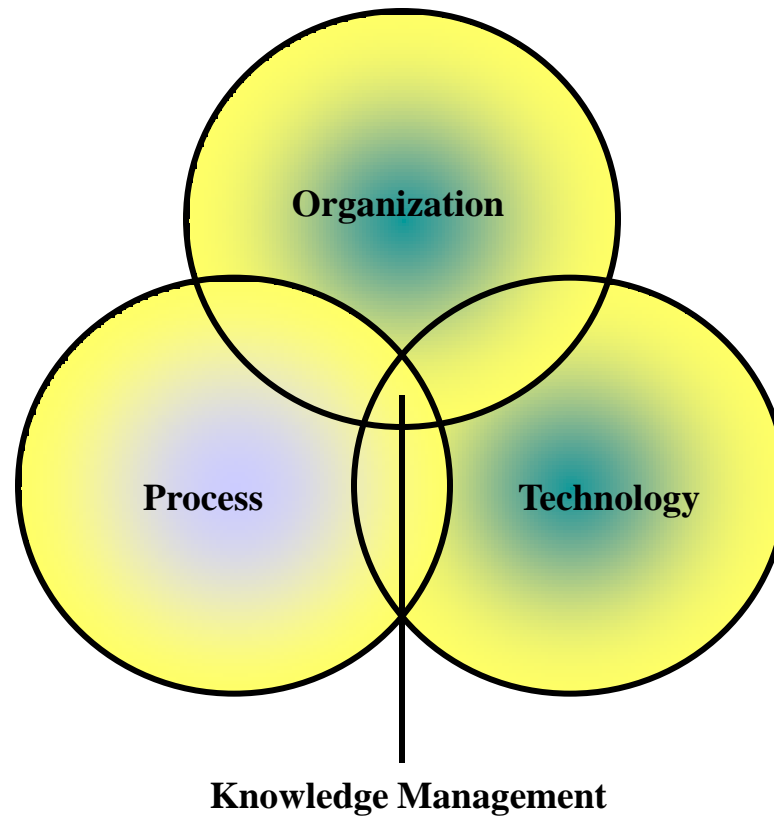
# The Cycle of Knowledge Creation



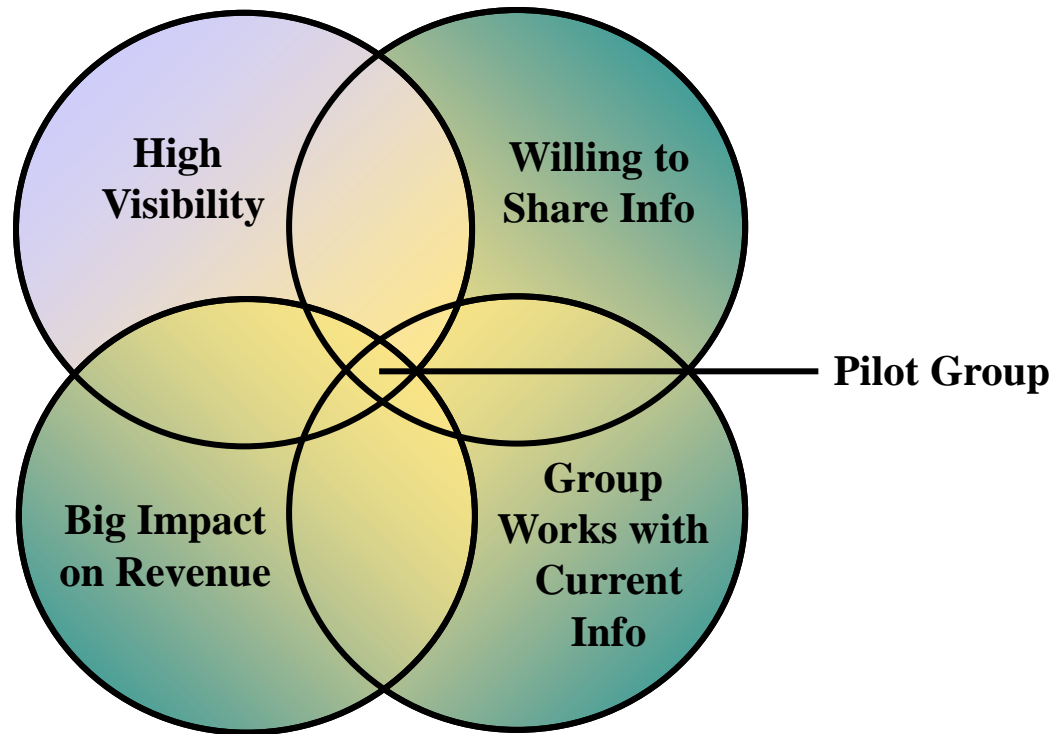
# Knowledge Management Life Cycle



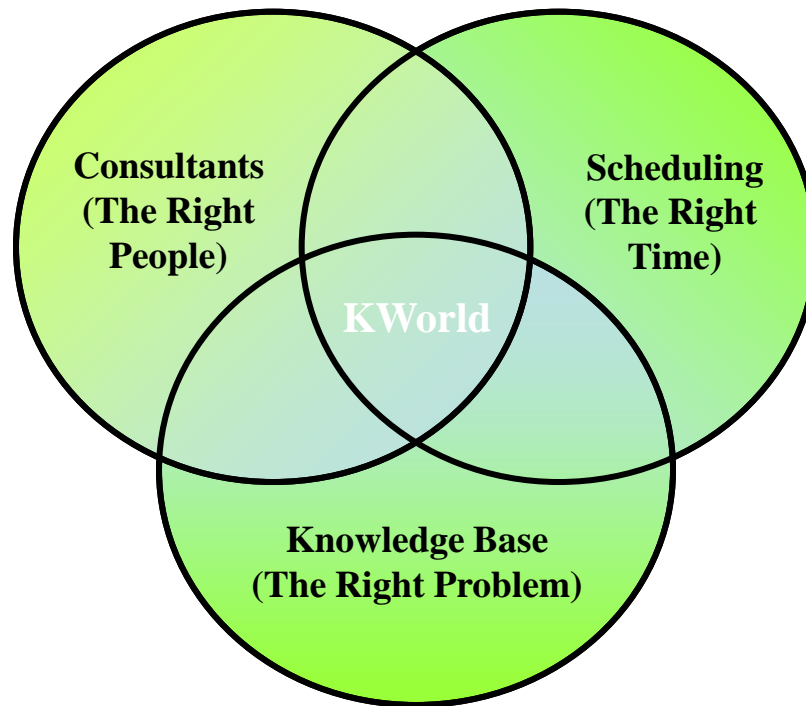
# Knowledge Management



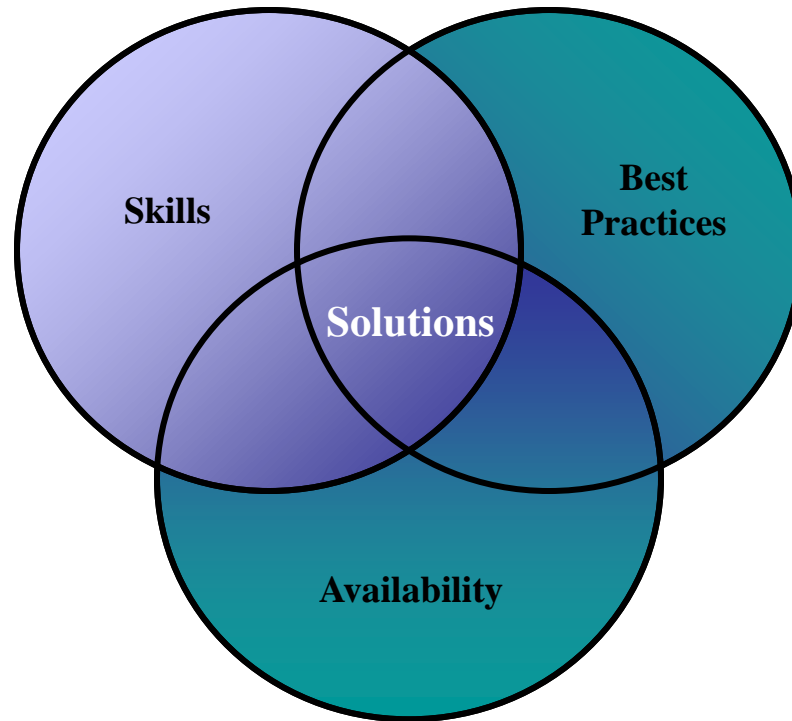
# Choosing Pilot Groups



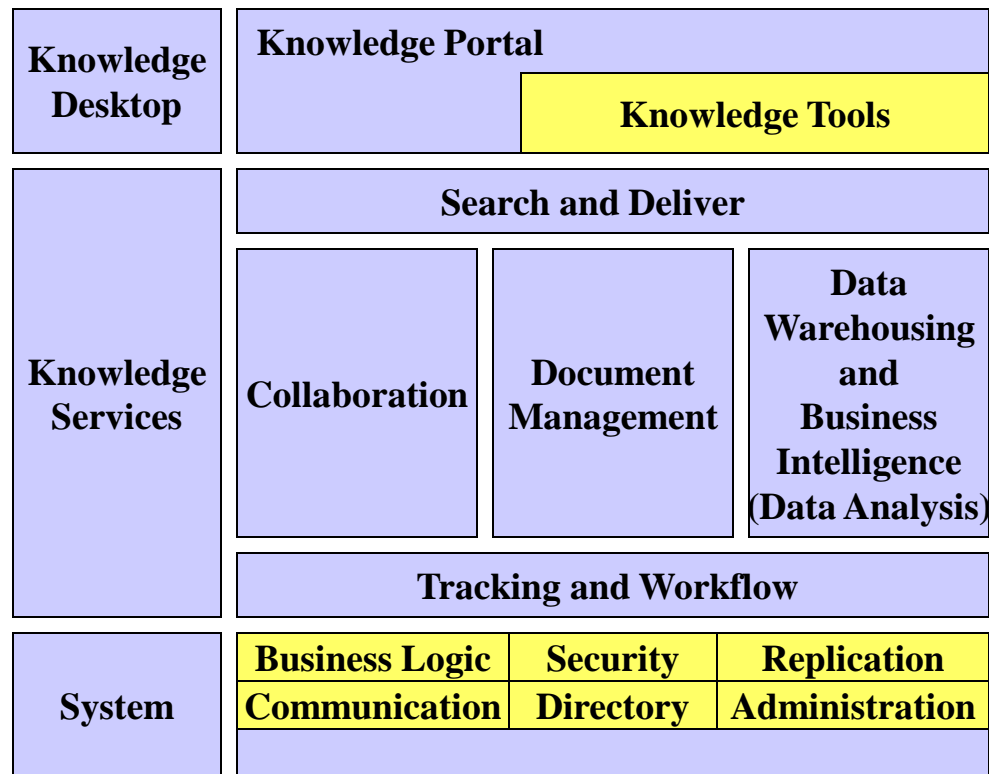
# KWorld



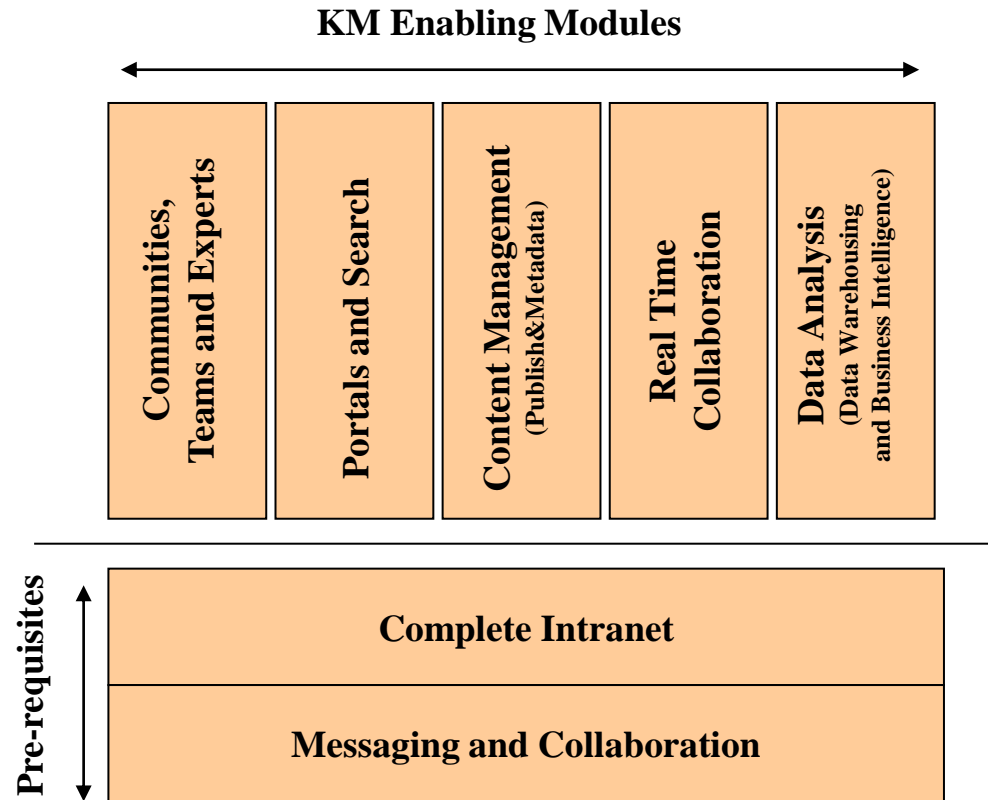
# Consultant Network



# A Typical Knowledge-Management Platform

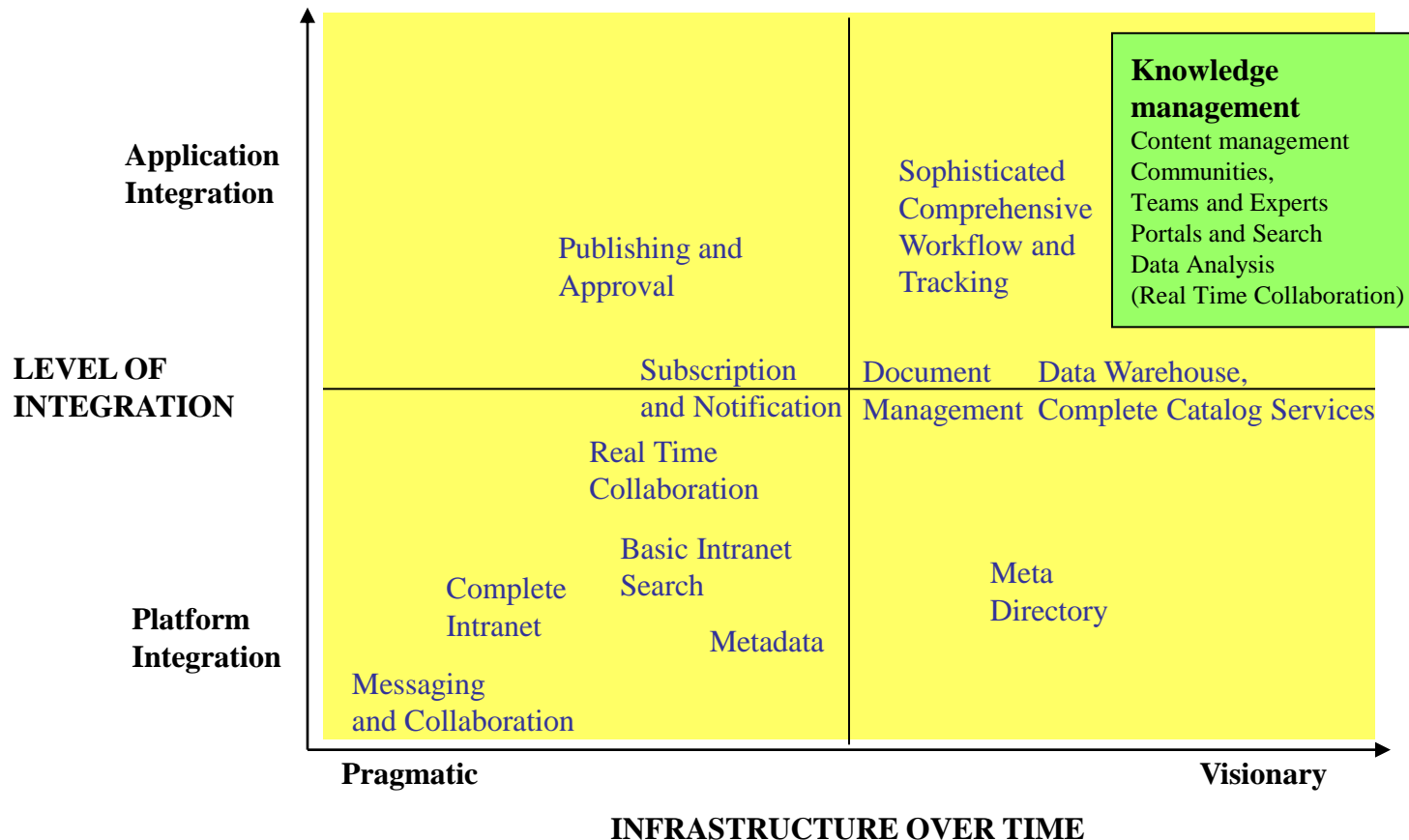


# Knowledge-Management Modules

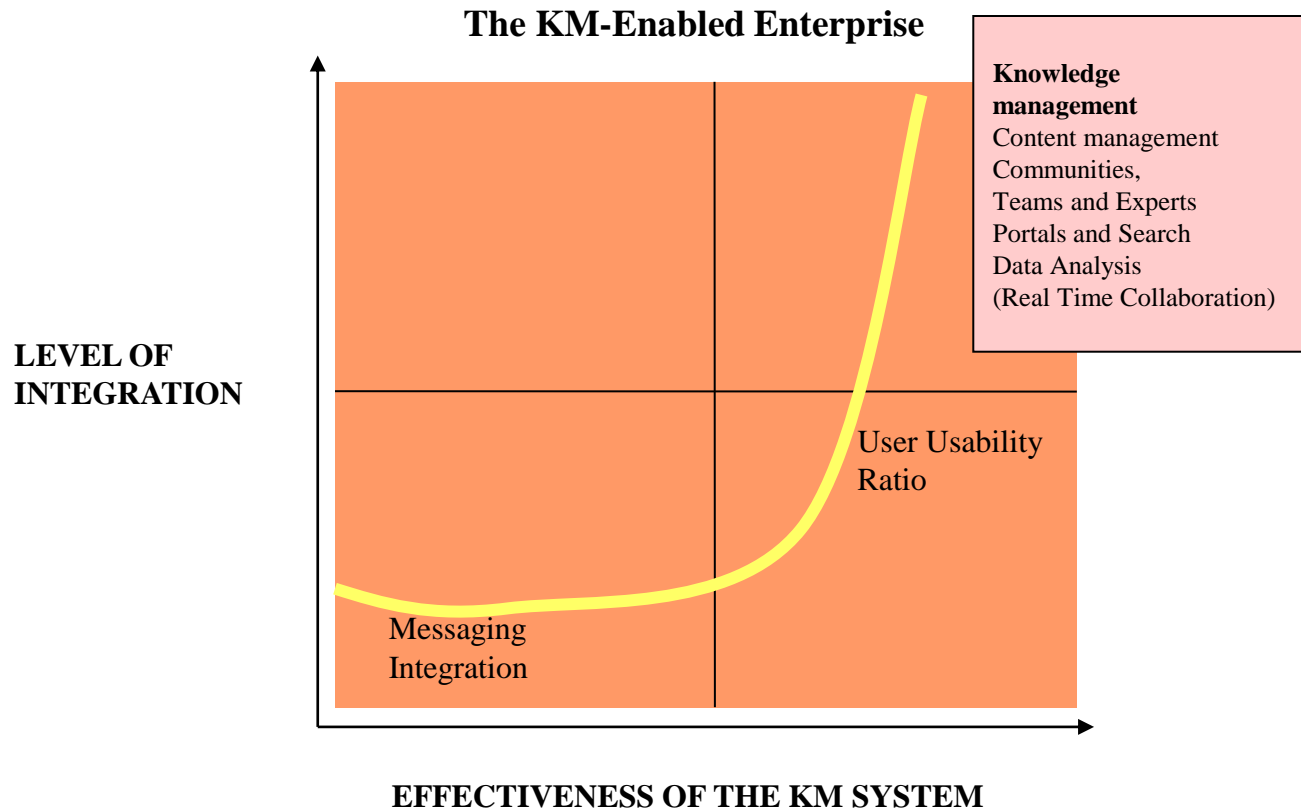


# Graph of Evolving Technology and Knowledge Management Over Time

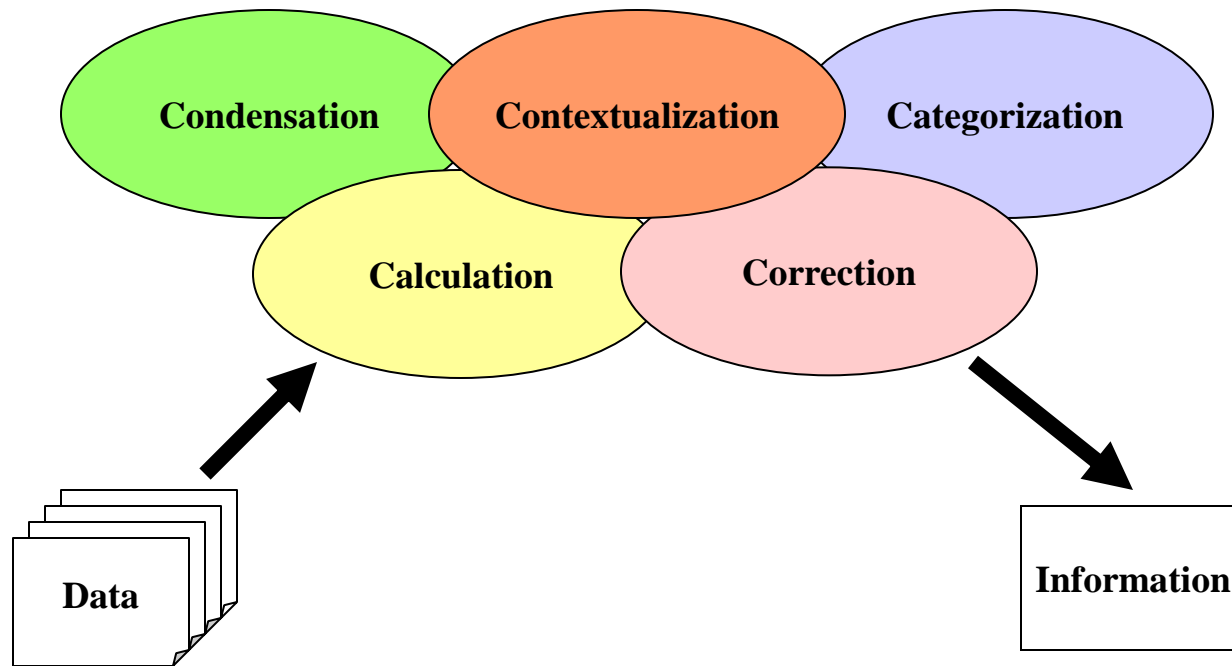
## The KM-Enabled Enterprise



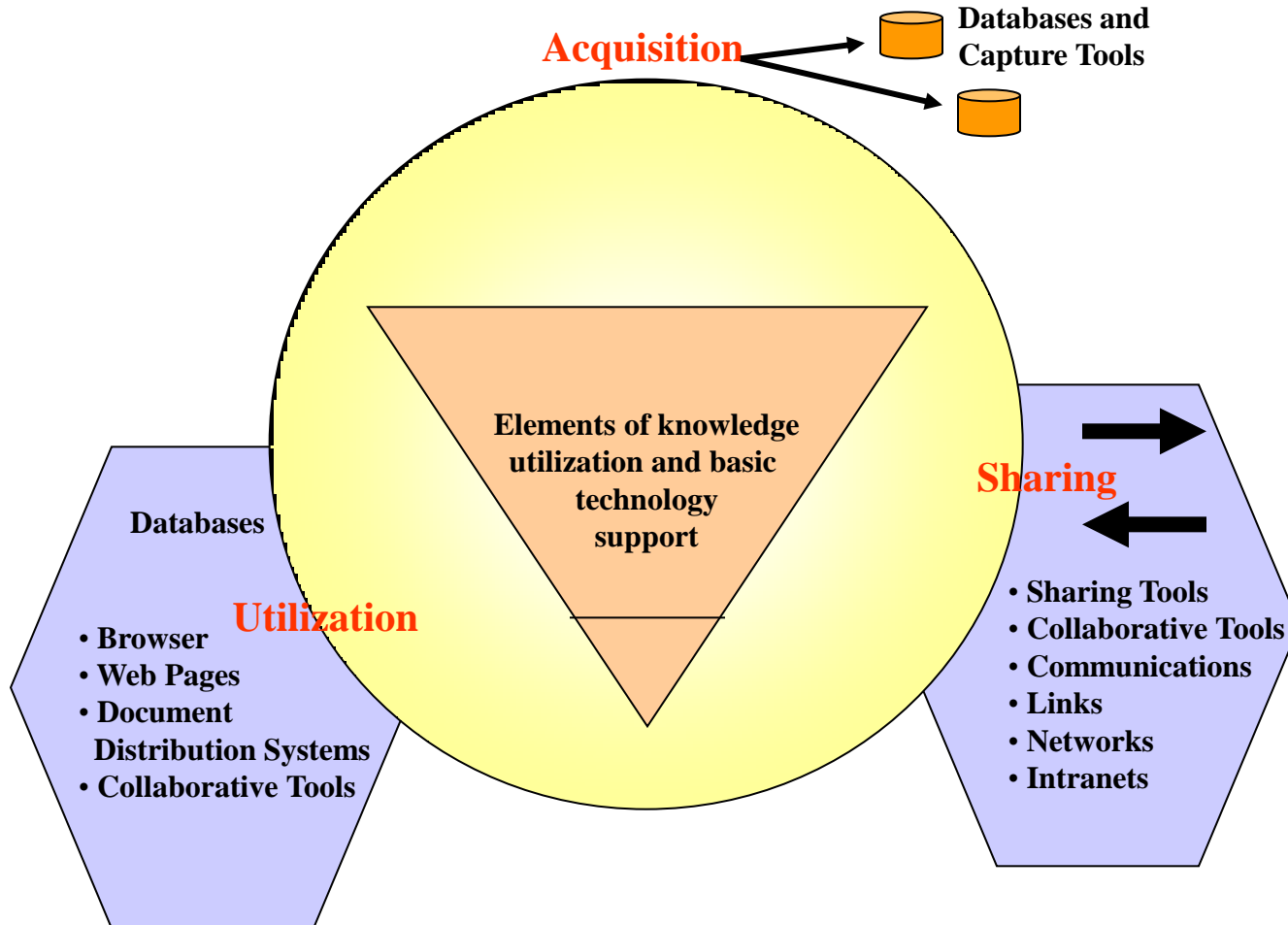
# Graph of Technology and its Effectiveness



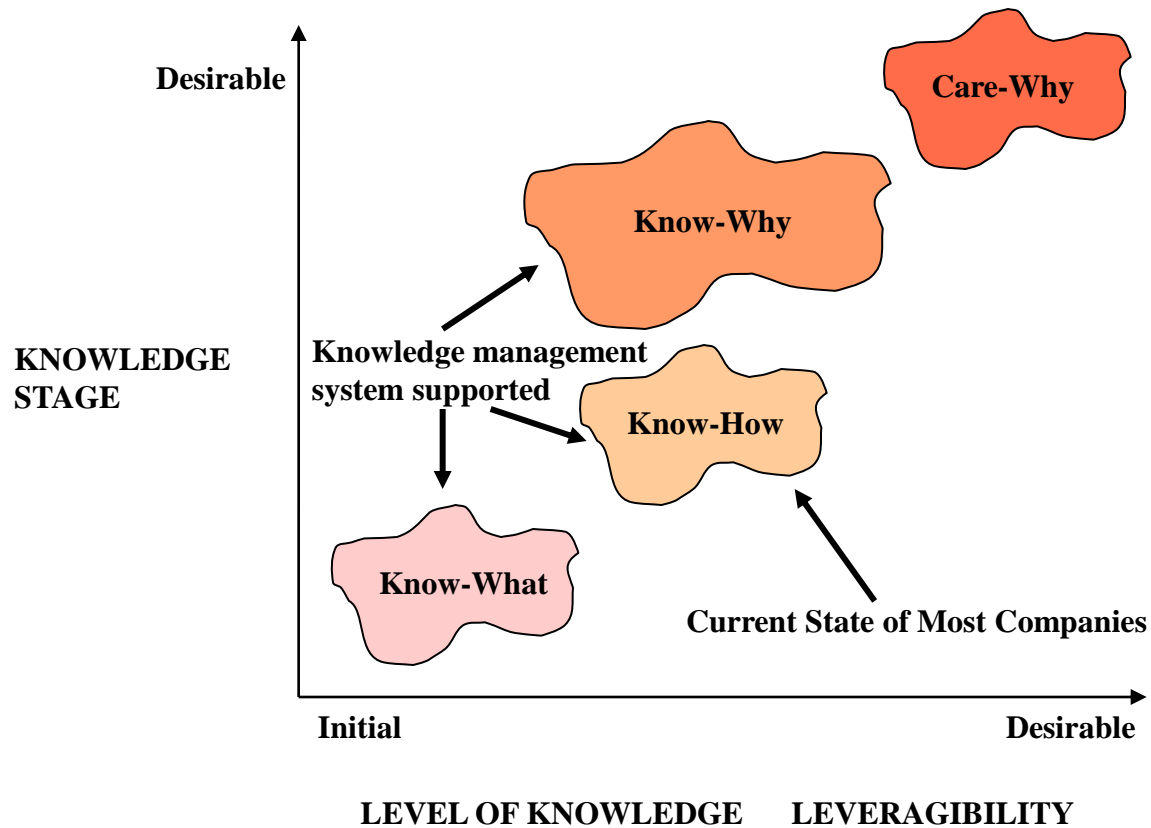
# The Five C's that Differentiate Data from Information



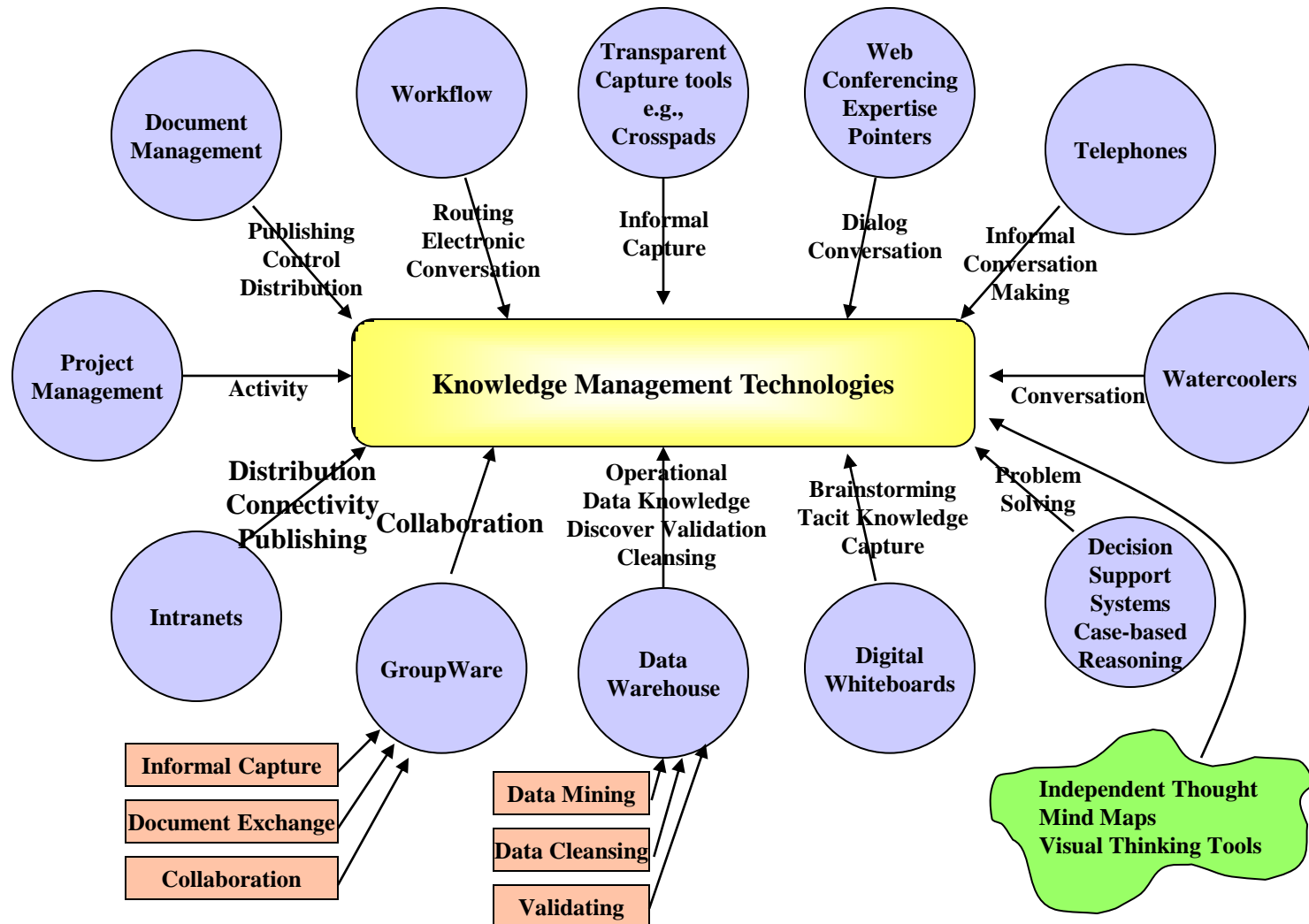
# The Basic Elements of Knowledge Utilization and Typical Technology Tools



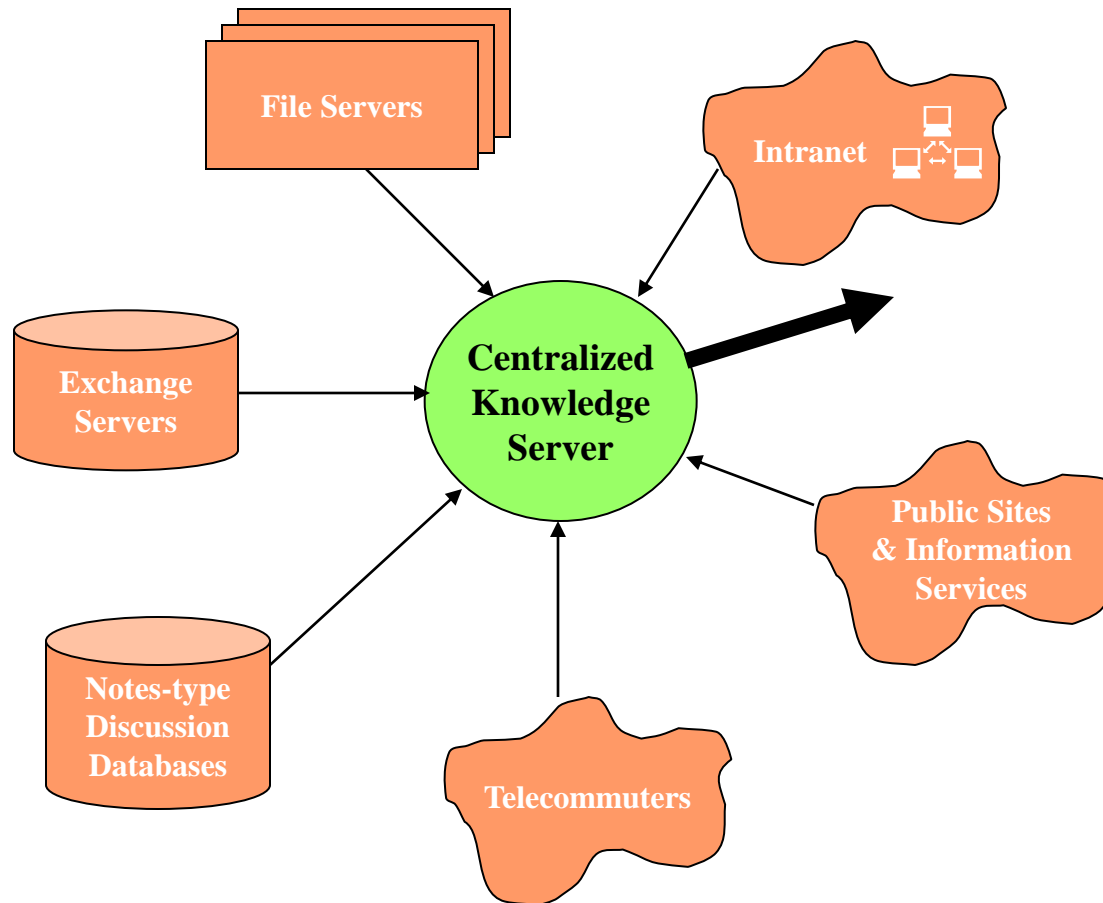
# The Four Levels of Knowledge, Levels of Leverage Derived, and Possibilities of Technology Support



# The Framework of Technologies Required to Support Knowledge Management and their Functionality

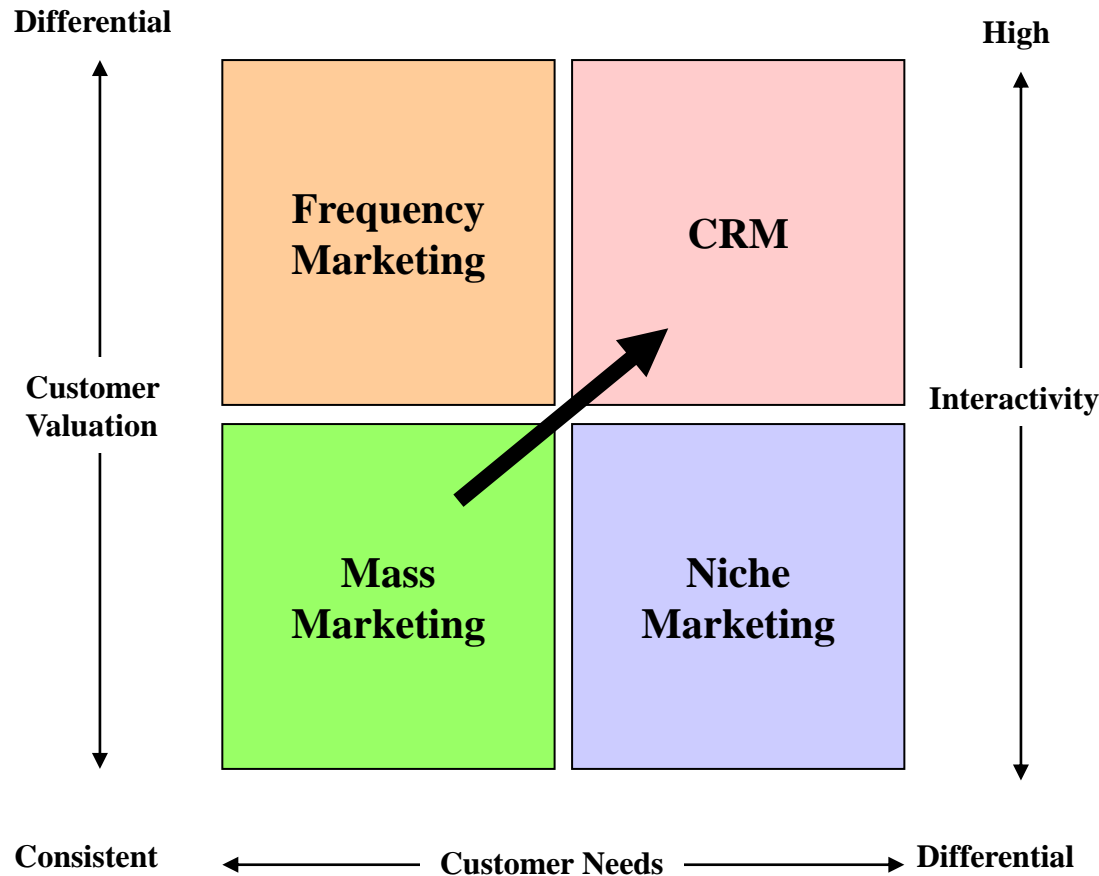


# Connecting Islands of Data with a Knowledge Server

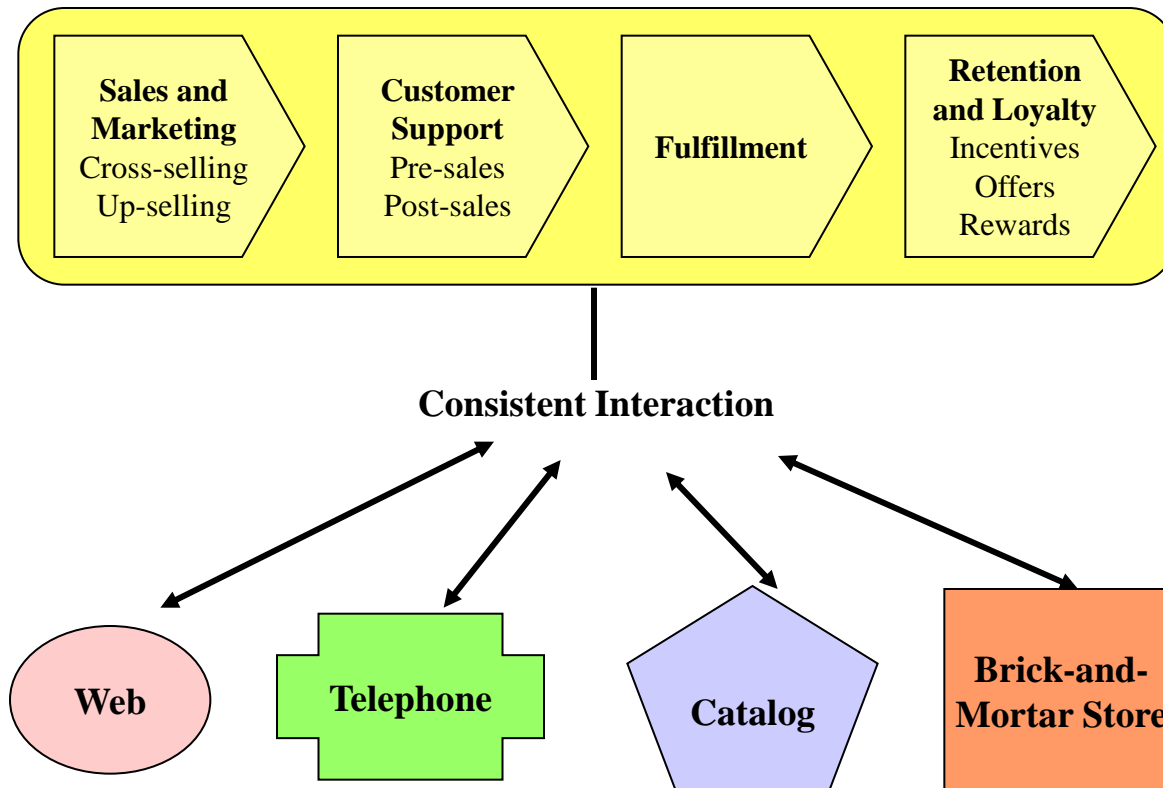




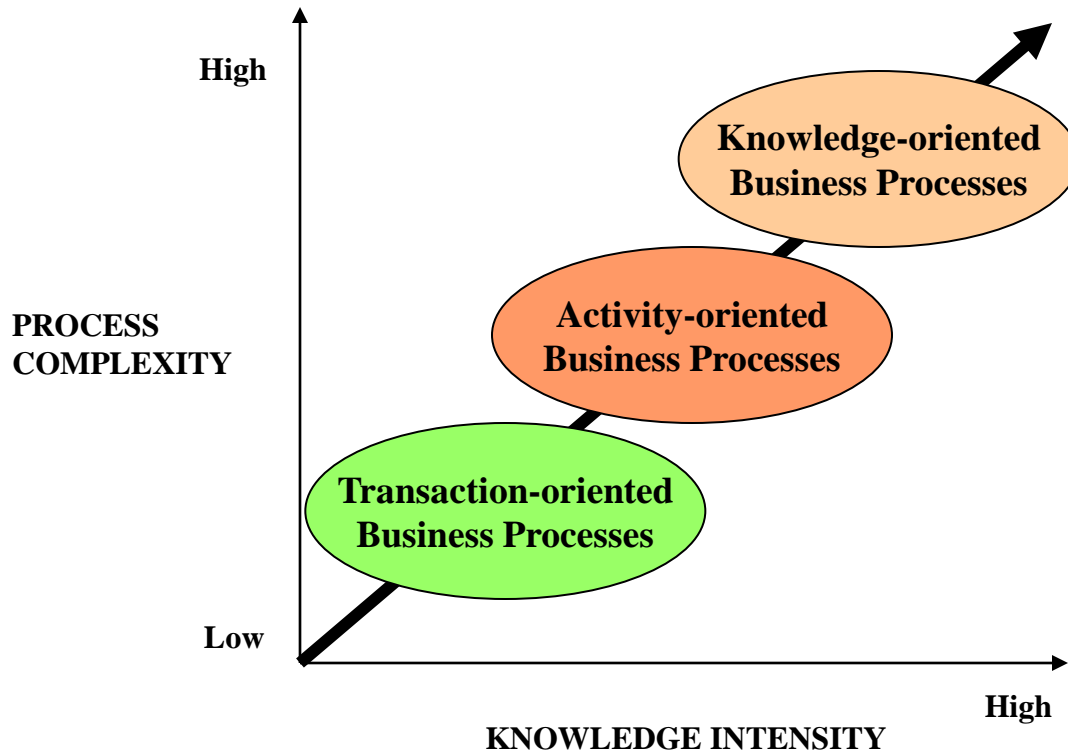
# Customer Valuation, Interactivity, and the Need for Relationship Management



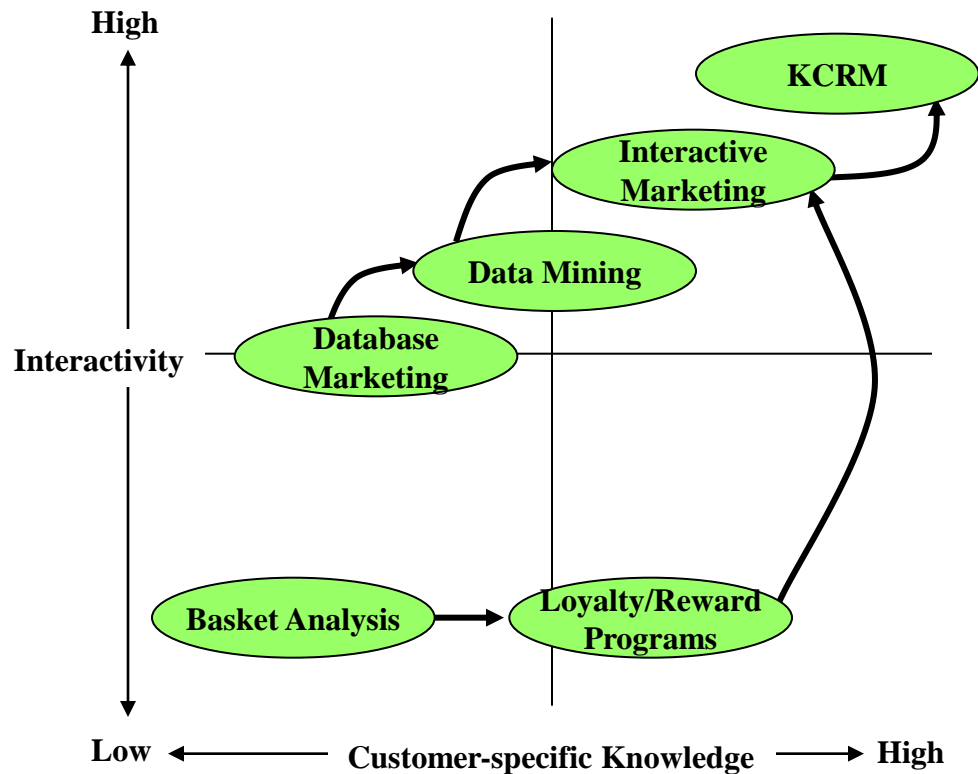
# Consistency of Interaction Across all Channels is Key



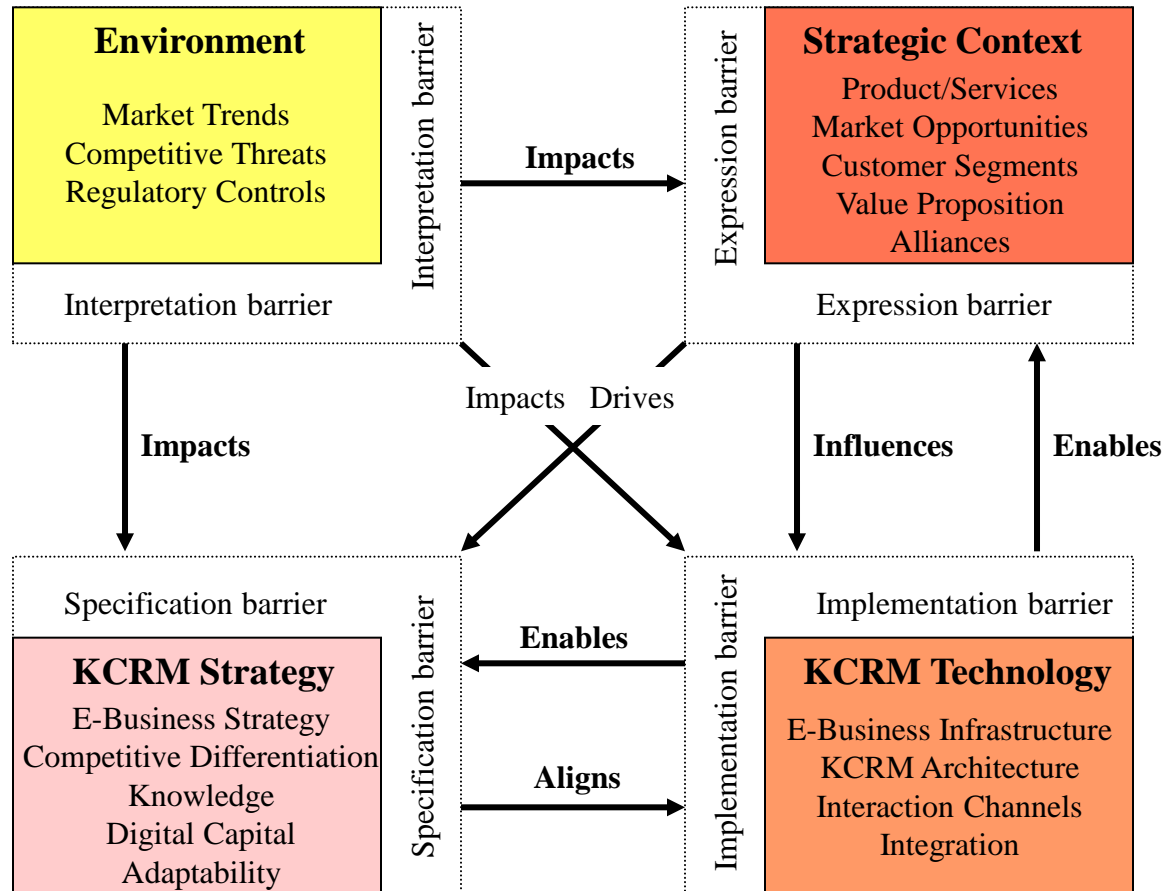
# The Evolution of Knowledge-Oriented Business Processes



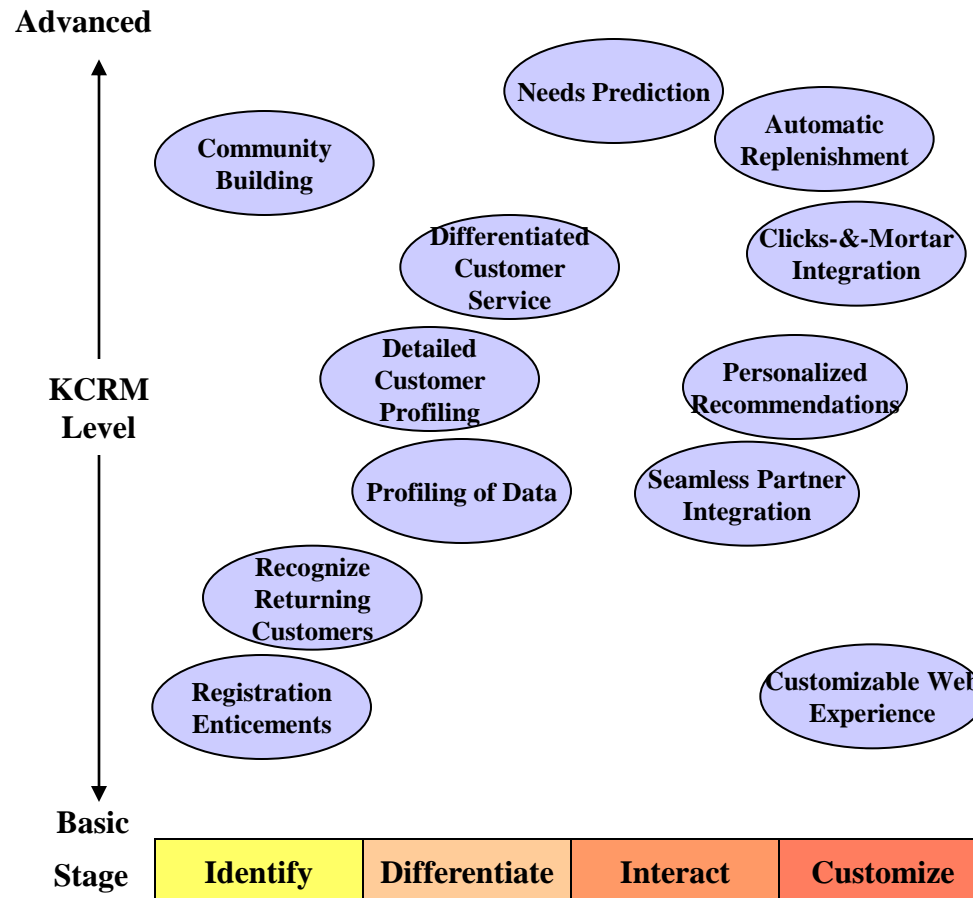
# New Approaches to Customer Knowledge Management



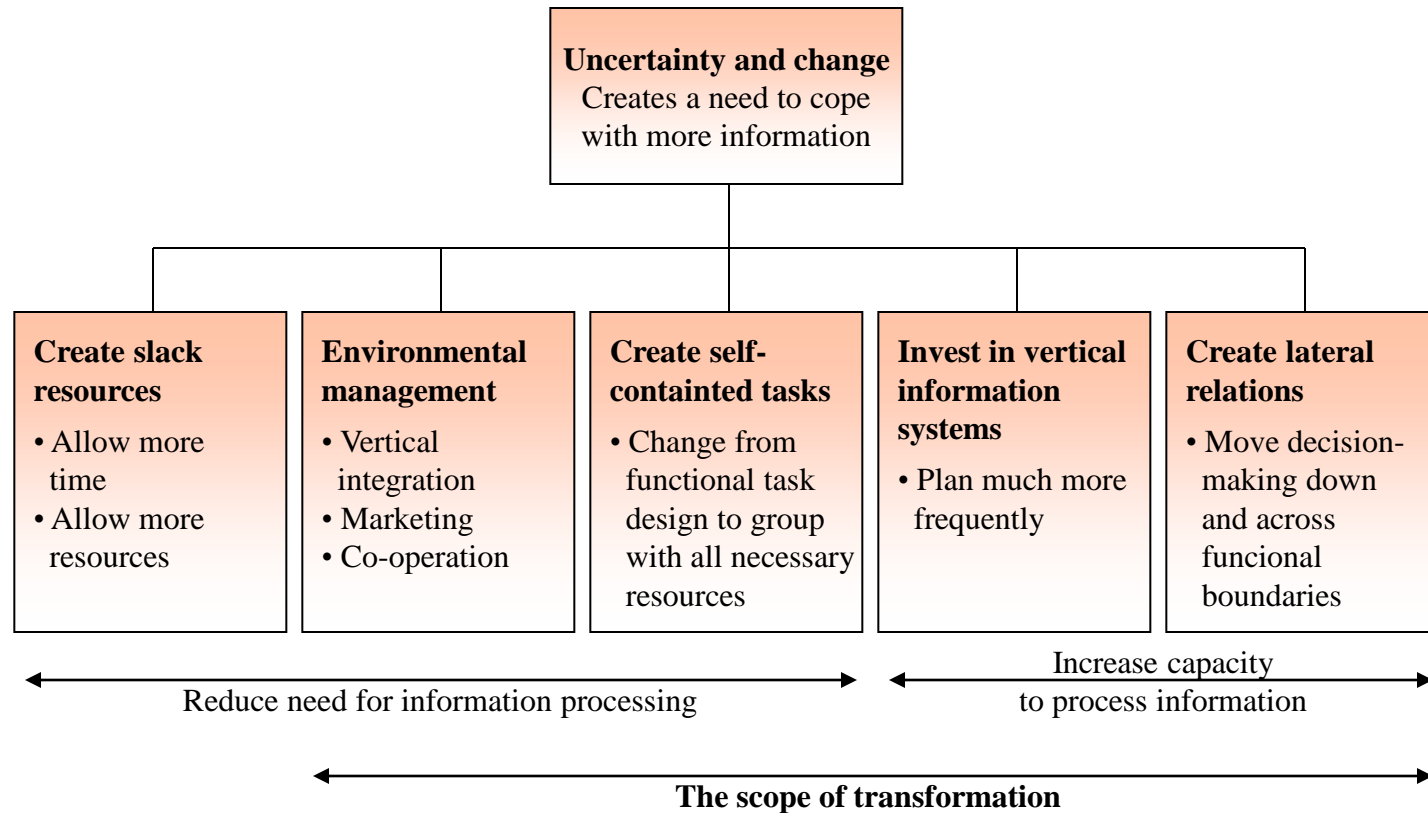
# The KCRM Strategic Framework



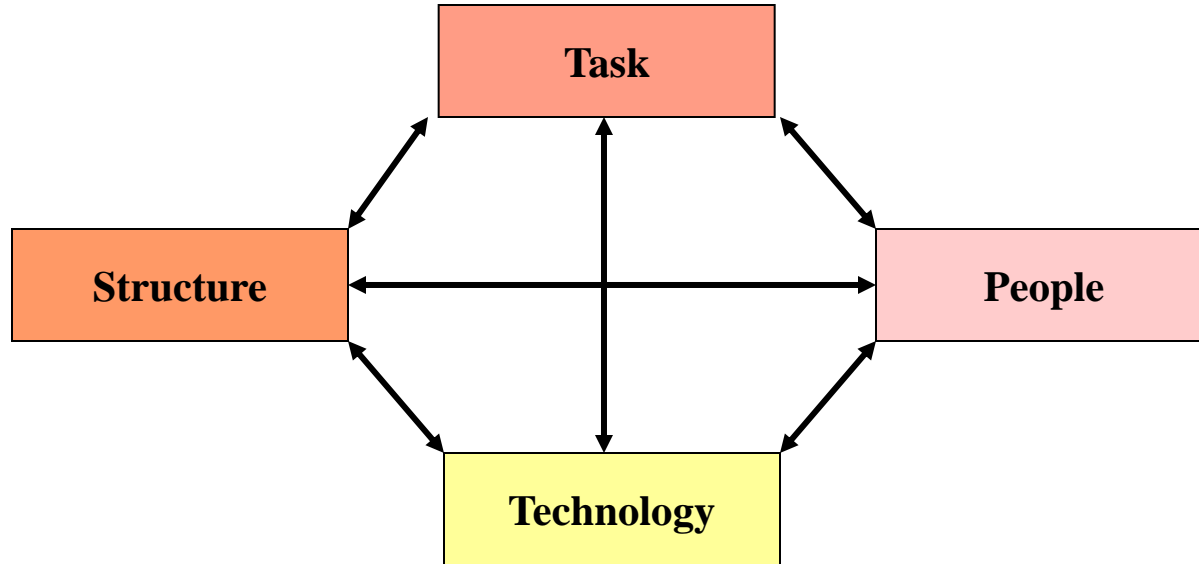
# Stages of the Customer Relationship Management Process and Knowledge Intensity



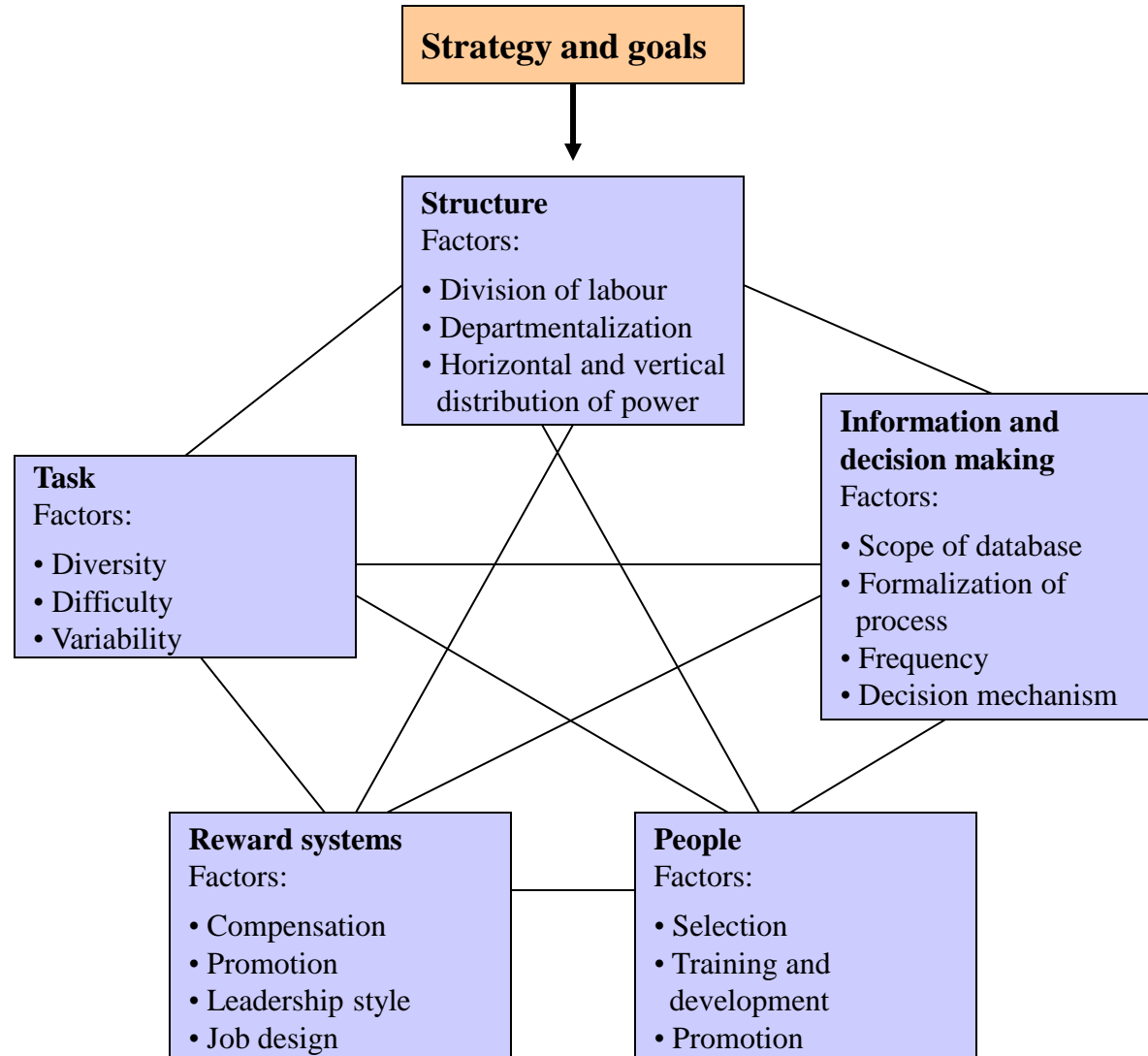
# Responding to Uncertainty – The Organization Design Options



# Levitt's Diamond: The Interaction of Social Forces in an Organization



# Organization Design Parameters

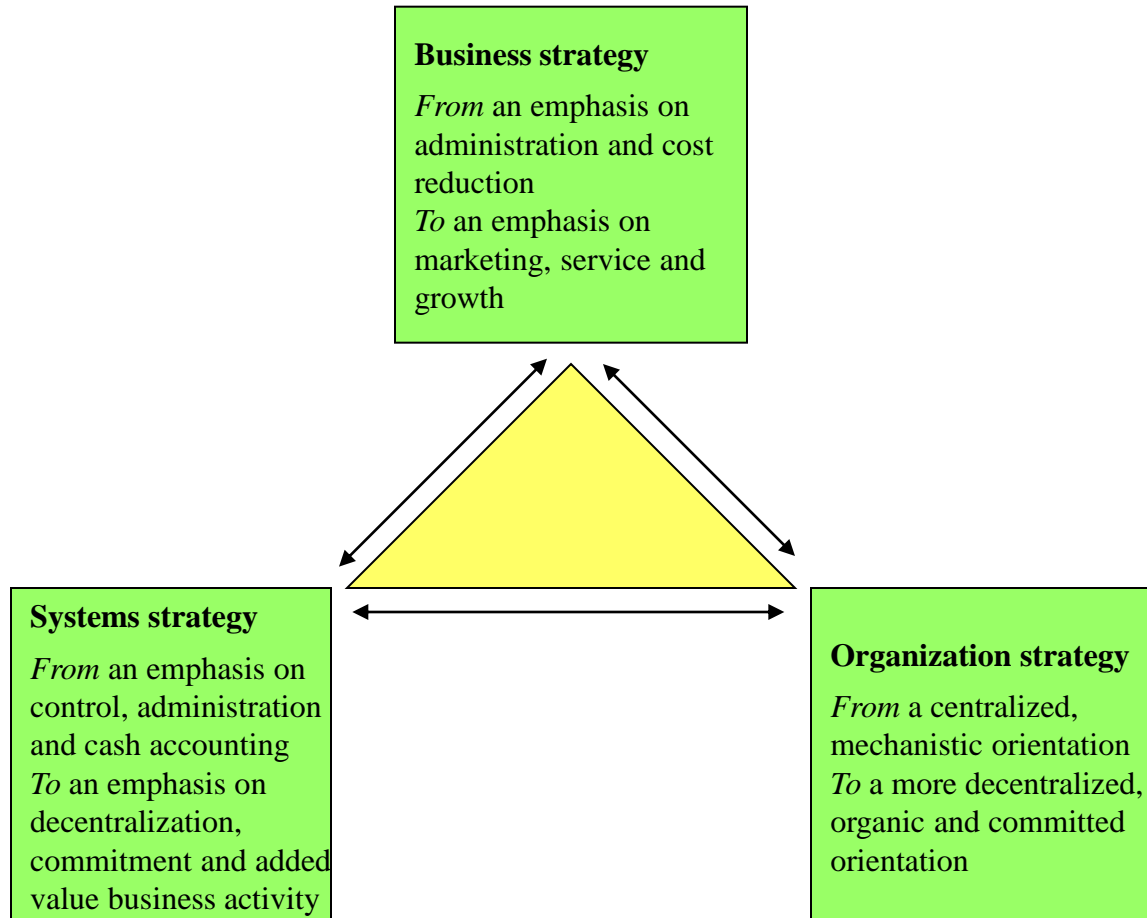


# Matching Management Style and Organizational Model

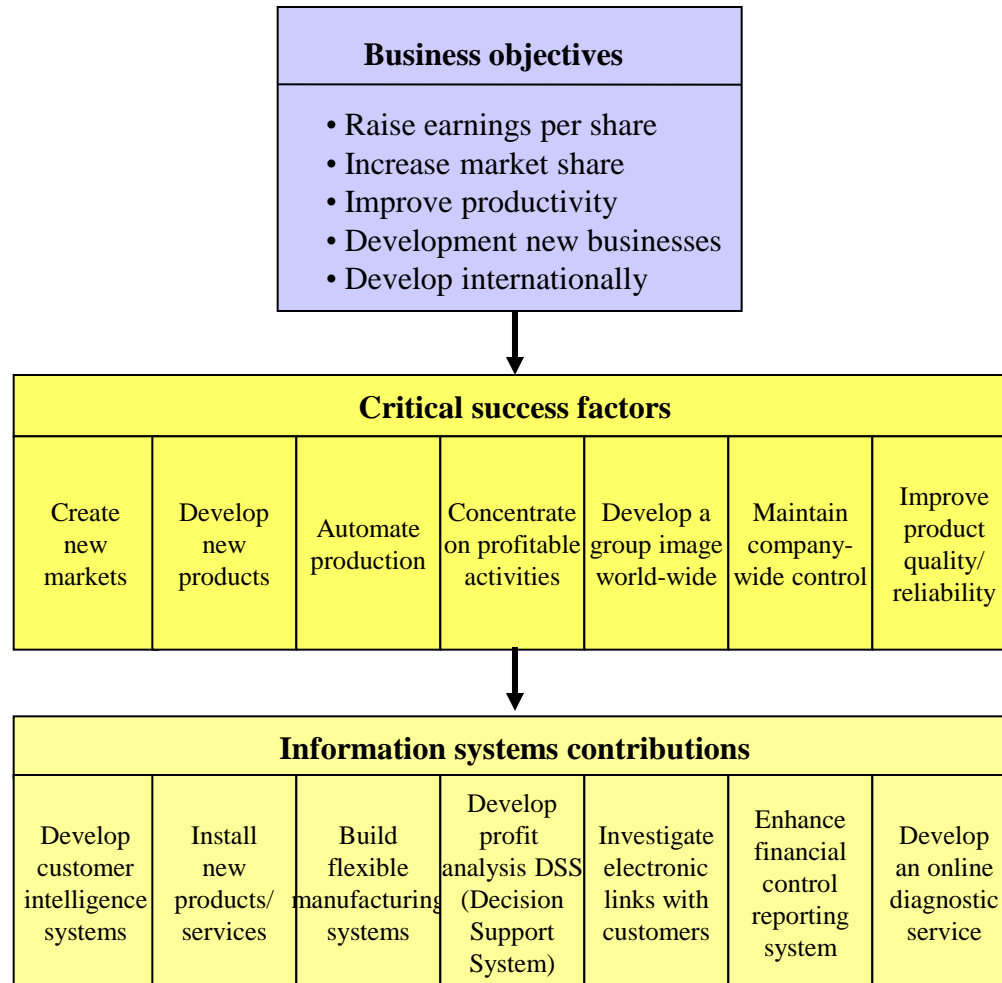
	Entrepreneurial	<b>Pseudo-entrepreneurial</b>	<b>Effective entrepreneurial</b>
<b>MANAGEMENT STYLE</b>	Conservative	<b>Efficient bureaucratic</b>	<b>Unstructured unadventurous</b>
		Mechanistic	Organic

**ORGANIZATIONAL MODEL**

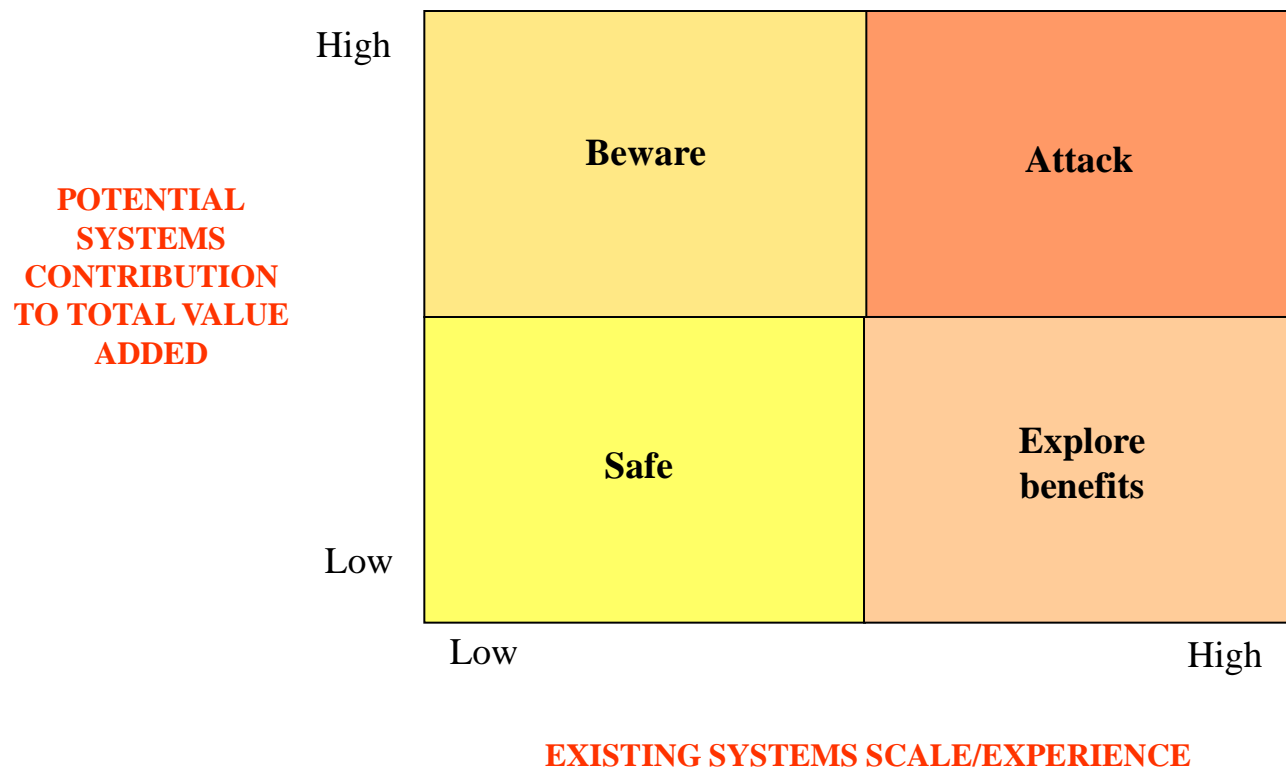
# Thorn – A Realigned Strategy



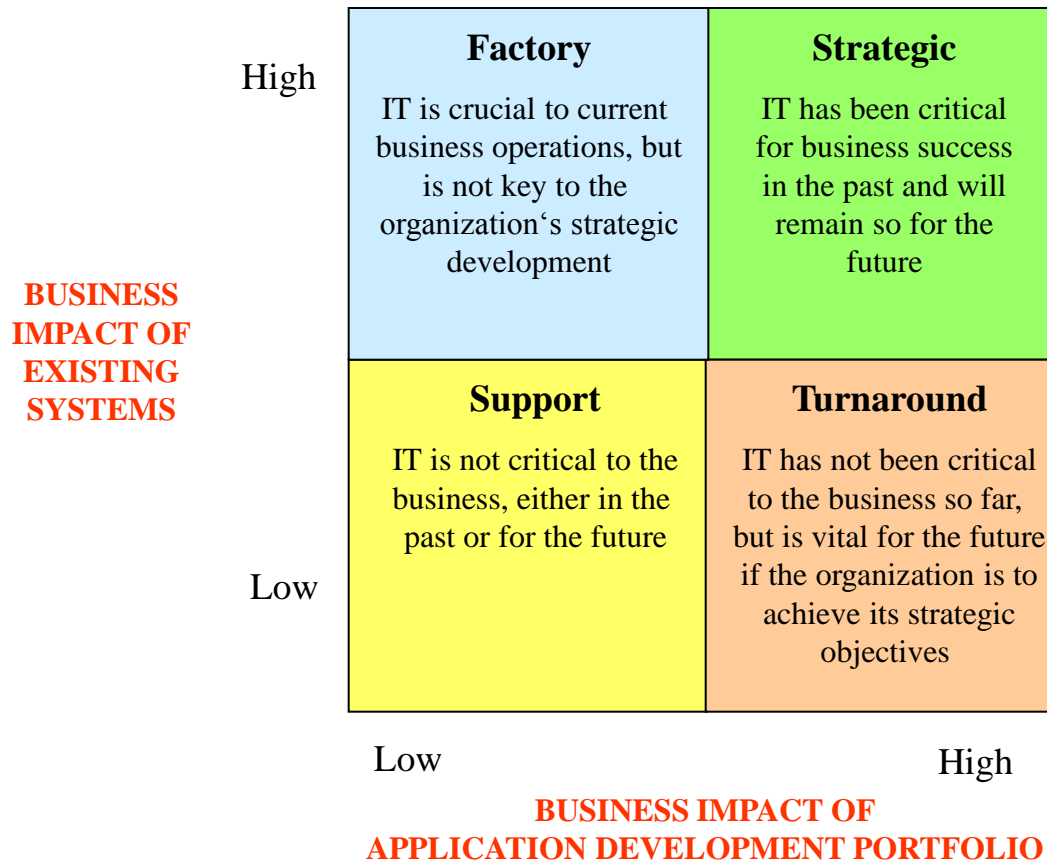
# Using CSFs to Generate the Business Vision



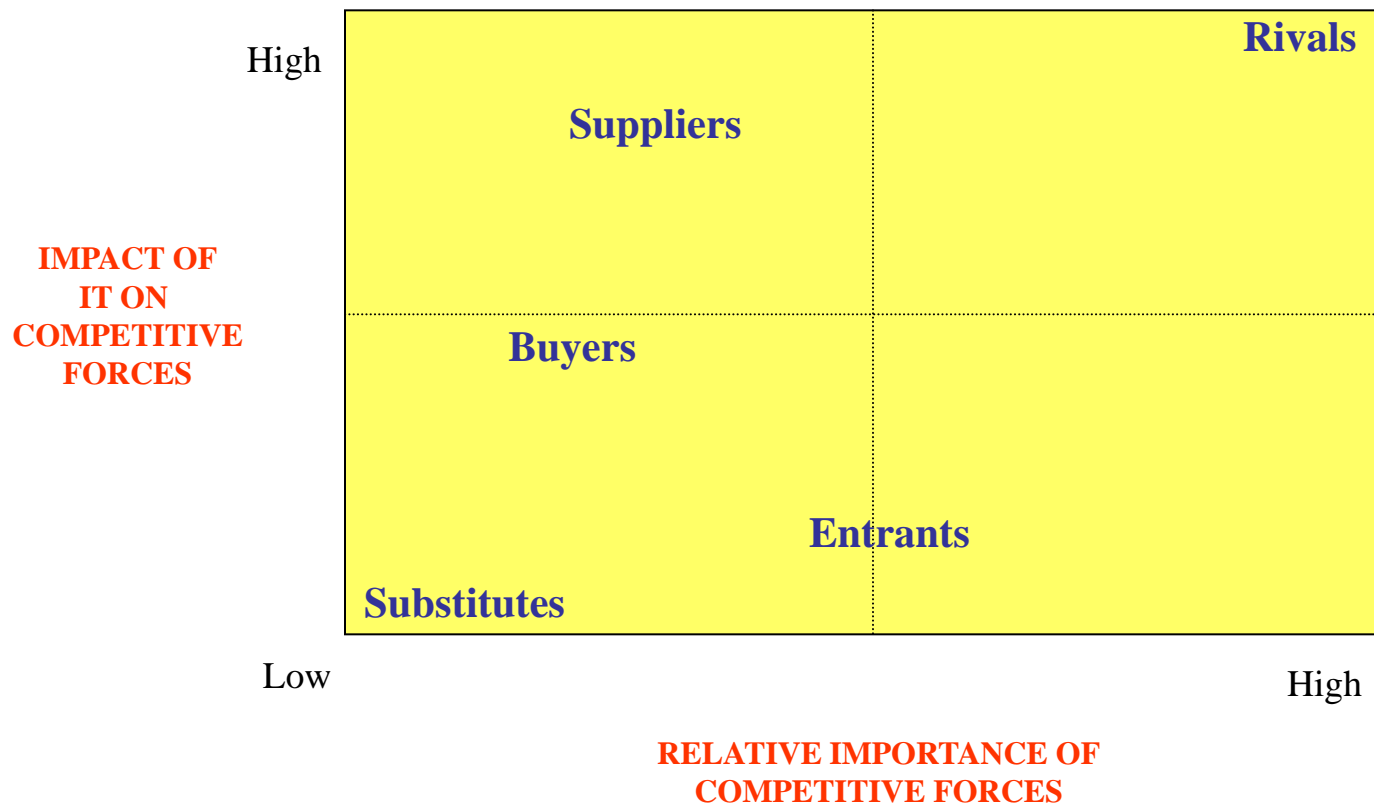
# Positioning an Organization's Approach to Strategic Systems Planning



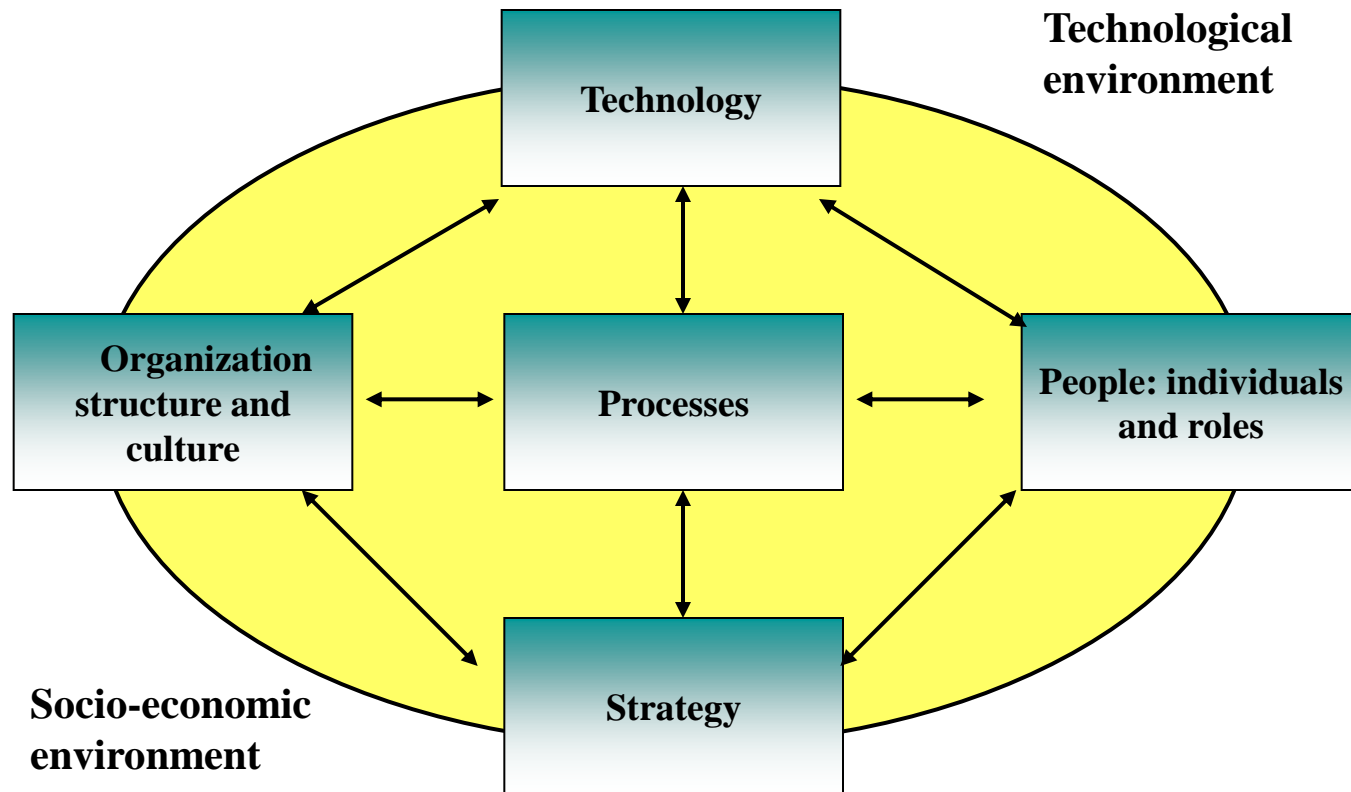
# The IT Strategic Grid Distinguishes Levels of System Criticality



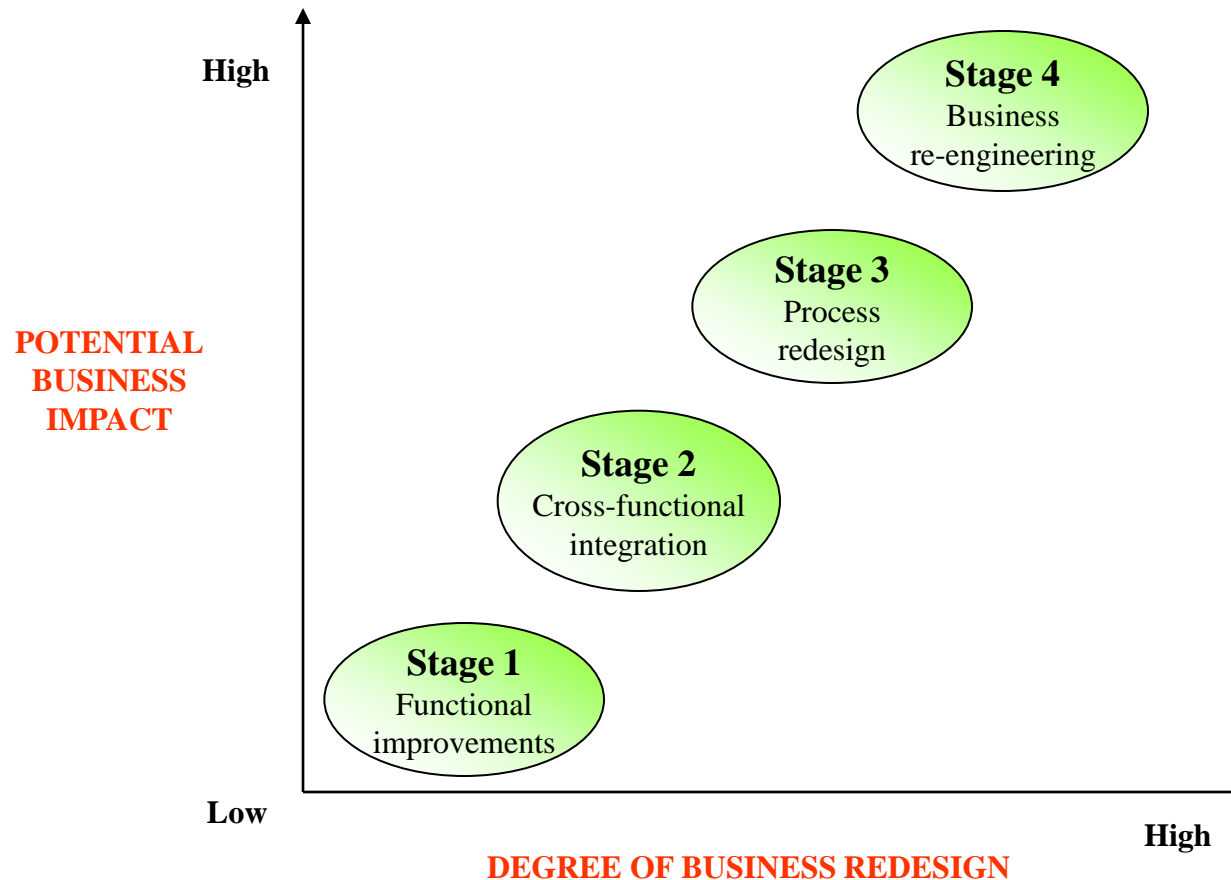
# Technology Impact on Competitive Forces



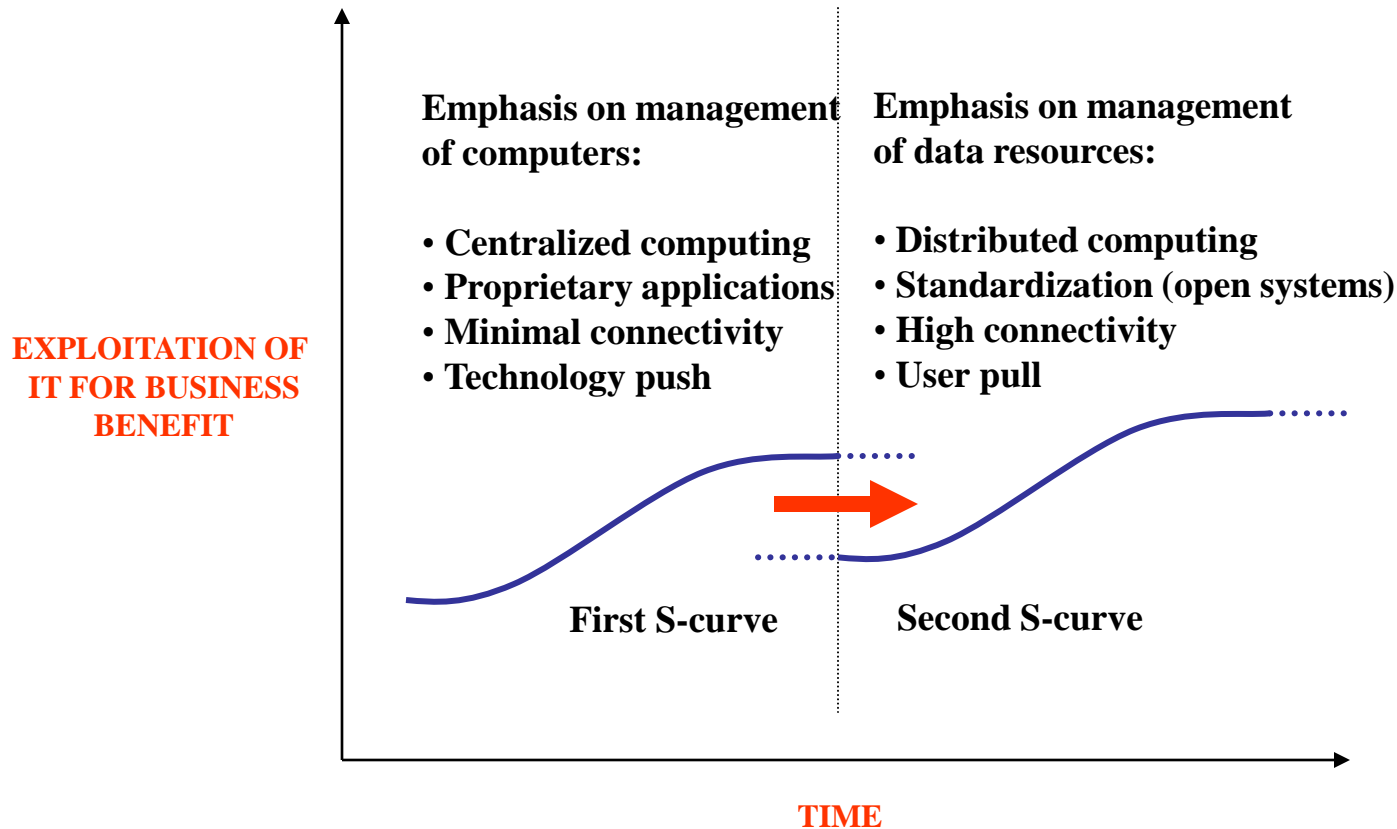
# The Interaction of Strategic Elements in an Organization



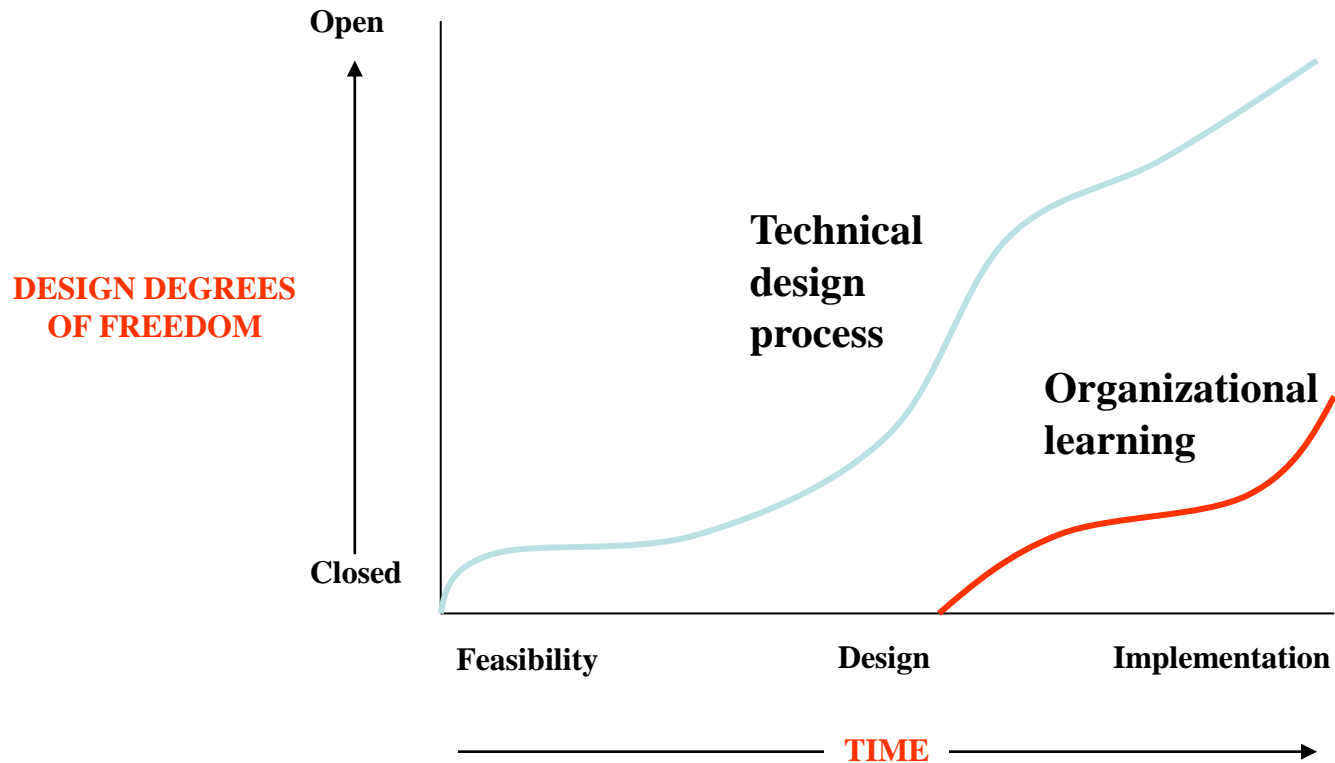
# The Potential Impact of IT on Transformation



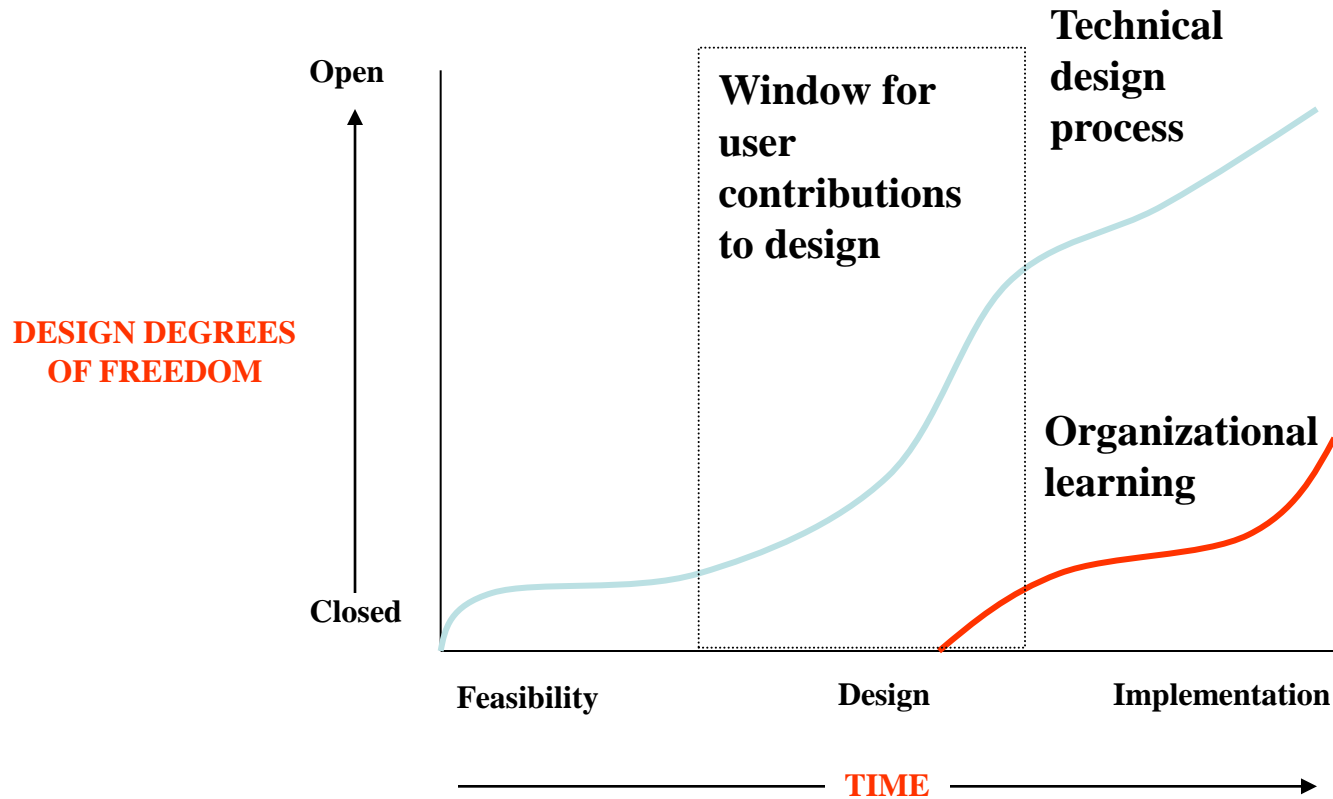
# The Emphasis of IT Management Has to Change



# Traditional Approaches to System Design are Technically Focused



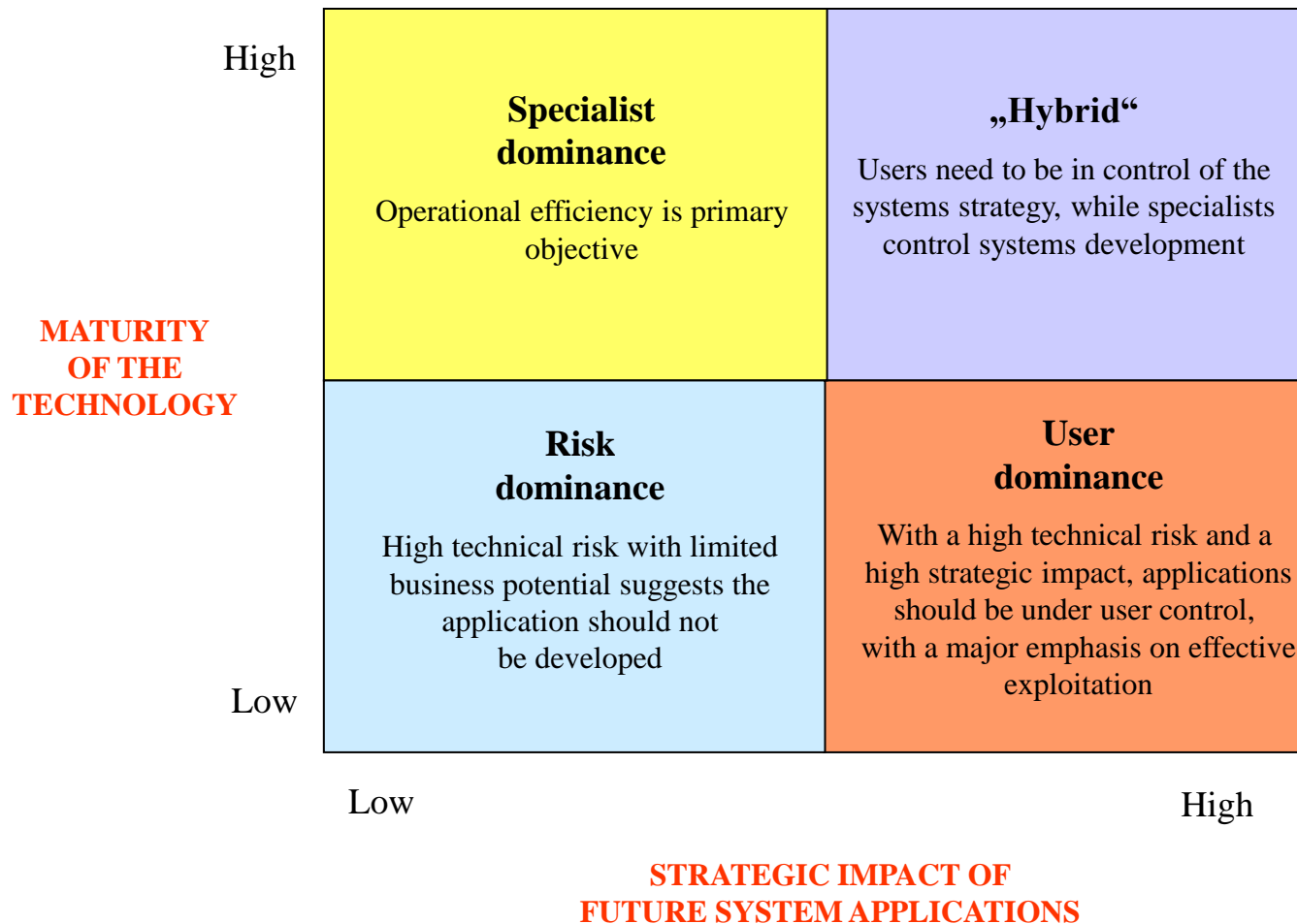
# Traditional Approaches to System Design Allow Little Scope for User Input



# Assessing the Business and Technical Contribution of Applications

High	<p><b>Renew</b></p> <p>Systems in this category may have suffered from a lack of maintenance and the organization might suffer if it were to fail</p>	<p><b>Maintain and enhance</b></p> <p>These systems are critical to the business and are technically successful – they must be maintained and enhanced to ensure their continued success</p>	
<b>BUSINESS VALUE (USERS)</b>	<p><b>Divest</b></p> <p>Systems may be outdated or not necessary – but consumers scarce resources</p>	<p><b>Reassess</b></p> <p>Such systems might be outmoded in business terms, hence they can be divested, or they may have been developed in advance of the business need or capability, hence a need for user training. Before action is taken on the system, reassessment to determine the business value is necessary</p>	
Low	Low	<b>TECHNICAL QUALITY (PROVIDERS)</b>	High

# The IS Responsibility Matrix



# Drawpack Diagrams

**Drawpack.com** offers premium Business Diagrams for students and professionals around the globe for their personal use.

Please enjoy these Business Diagrams. You can send these slides to your personal contacts who might be interested in Business Diagrams.

For further information about our service please contact us: [info@drawpack.com](mailto:info@drawpack.com)

Please find our membership offer on [www.drawpack.com](http://www.drawpack.com)

# Usage rights

1. Drawpack.com allows the customer an unlimited but not exclusive right to use the provided services, products and diagrams.
2. The services, products and diagrams that the customer has received can be copied, edited, saved and used by the customer for their personal and commercial use.
3. The customer is prohibited from providing the service, products and diagrams on professional download levels in the area of audio, video and software transmission. This includes providing the services, products and diagrams via download against payment or free of charge. The customer is prohibited providing the services, products and diagrams on internet servers or on websites with public access.
4. The customer is prohibited providing identical or similar services to those provided on [www.drawpack.com](http://www.drawpack.com) with the services, products and diagrams.
5. Any infringements against the above usage rights will lead to legal action. All rights are reserved to [www.drawpack.com](http://www.drawpack.com)