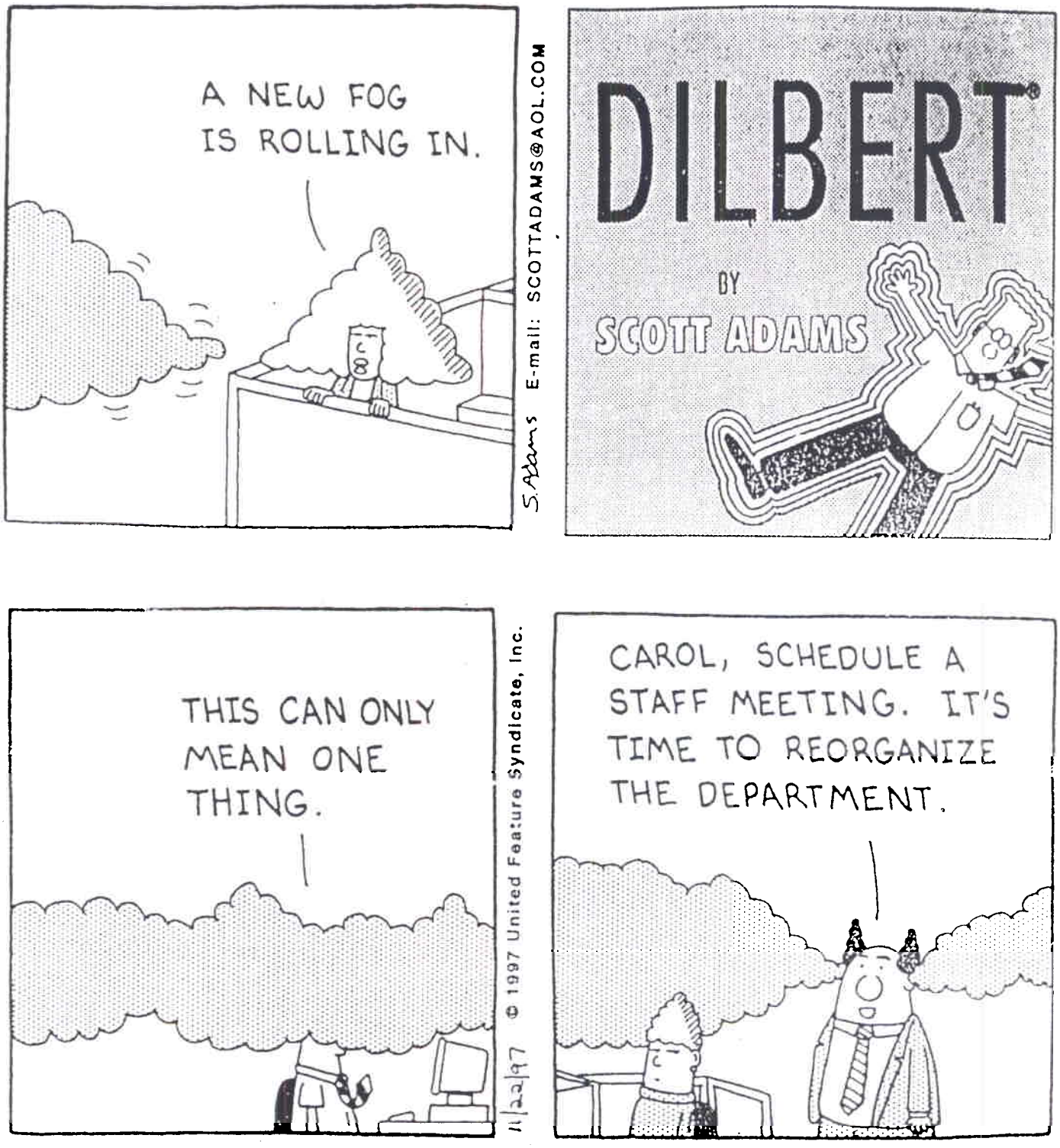

A NEW FOG IS ROLLING IN.
S. Adams E-mail: SCOTTADAMS@AOL.COM
DILBERT®
BY
SCOTT ADAMS
THIS CAN ONLY MEAN ONE THING.
11/22/97 © 1997 United Feature Syndicate, Inc.
CAROL, SCHEDULE A STAFF MEETING. IT'S TIME TO REORGANIZE THE DEPARTMENT.

BQC 5-1

ORGANIZING

Bqc 5-2

MANAGEMENT FUNCTIONS

	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)
Planning	XX	XX	XX	XX	XX	XX	XX	XX	XX	XX
Organizing	XX	XX	XX	XX	XX	XX	XX	XX	XX	XX
Staffing	.....	XX	XX	.....	XX	XX	.....	XX	.....	.....
Decision Making	.....	.....	XX	.....	.....	.....	.....	.....	.....	.....
Integrating	.....	.....	.....	.....	.....	.....	XX	.....	.....	.....
Activating	.....	.....	.....	.....	.....	.....	.....	.....	.....	.....
Directing	XX	XX	.....	.....	.....	XX	.....	.....	XX	.....
Commanding	.....	.....	.....	XX	.....	.....	.....	.....	.....	.....
Initiating	.....	.....	.....	.....	.....	.....	.....	.....	.....	XX
Leading	.....	.....	XX	.....	XX	.....	.....	.....	.....	.....
Motivating	XX	.....	XX	.....	.....	.....	.....	.....	XX	.....
Coordinating	.....	.....	.....	XX	.....	XX	.....	XX	.....	.....
Measuring	.....	.....	.....	.....	.....	.....	XX	.....	XX	.....
Correcting	.....	.....	.....	.....	.....	.....	.....	.....	XX	.....
Controlling	XX	XX	XX	XX	XX	.....	.....	XX	.....	XX
Reporting	.....	.....	.....	.....	.....	XX	.....	.....	.....	.....
Budgeting	.....	.....	.....	.....	.....	XX	.....	.....	.....	.....

(1) Cleland & Kocaoglu
(2) Carlisle
(3) Babcock
(4) Fayol
(5) Koontz
(6) Dale (Gulick)

(7), (8), (9) ,(10) Configurations from Karger & Murdick

CLARIFICATION OF TERMS

ORGANIZATION

Designated Authority Relationships and Duties

ORGANIZATION(AL) STRUCTURE

System of Relationships Governing Activities

ORGANIZING

A Process Resulting in Organization and Organization(al) Structure

BENEFITS OF ORGANIZATION

Reduces jurisdictional conflicts

Decreases duplication/omission of work

Decreases likelihood of "run-arounds"

Identifies communication channels

Identifies promotional possibilities

Provides basis for performance appraisal and rating

Aids in wage and salary administration

Facilitates expansion of the organization

Increases cooperation

ORGANIZATION FORMS AND DESCRIPTORS

External vs Internal

Formal vs Informal

BJC 5-6

EXTERNAL FORMS

Sole Proprietorship

Partnership (General or Limited)

Corporations

Cooperatives

Bqc 5-7

INTERNAL FORMS

Functional Departmentation

Product Departmentation

Process Departmentation

Geographical Departmentation

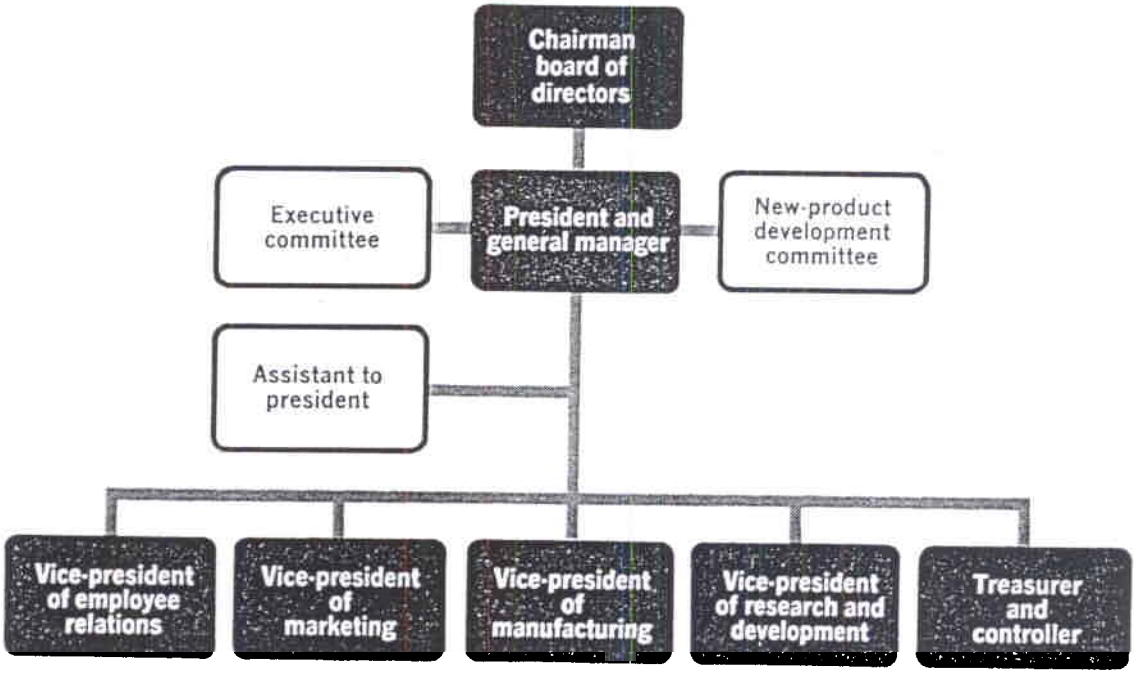
Program Departmentation

Workload Departmentation

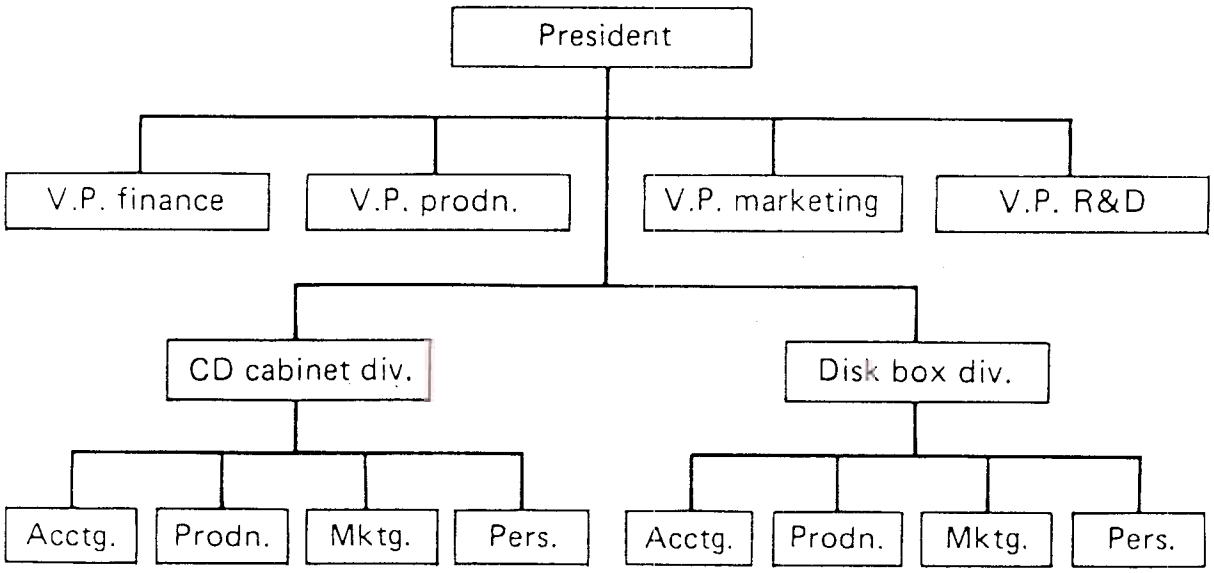
Matrix Departmentation

Mixed Departmentation

FUNCTIONAL DEPARTMENTATION



PRODUCT DEPARTMENTATION



PROCESS DEPARTMENTATION

1. By the limits of a process in a series

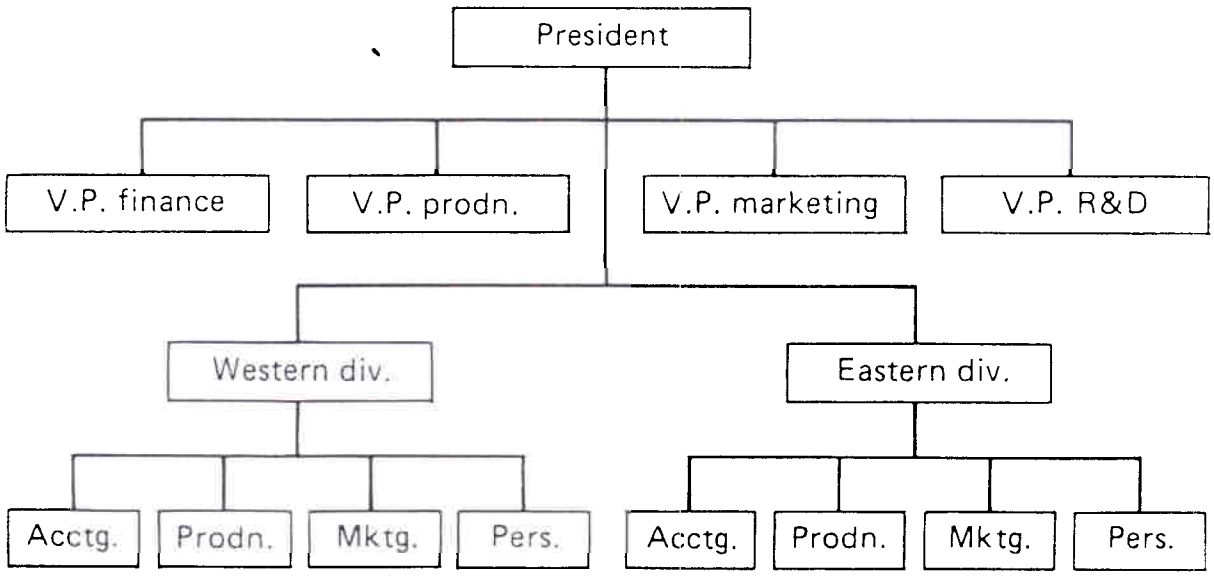
E.g., the old-established method of organizing the production end of an engineering business.

2. By groups of machines doing the same or similar processes in various series

E.g., a large office departmentalized into batteries of machines for various purposes.

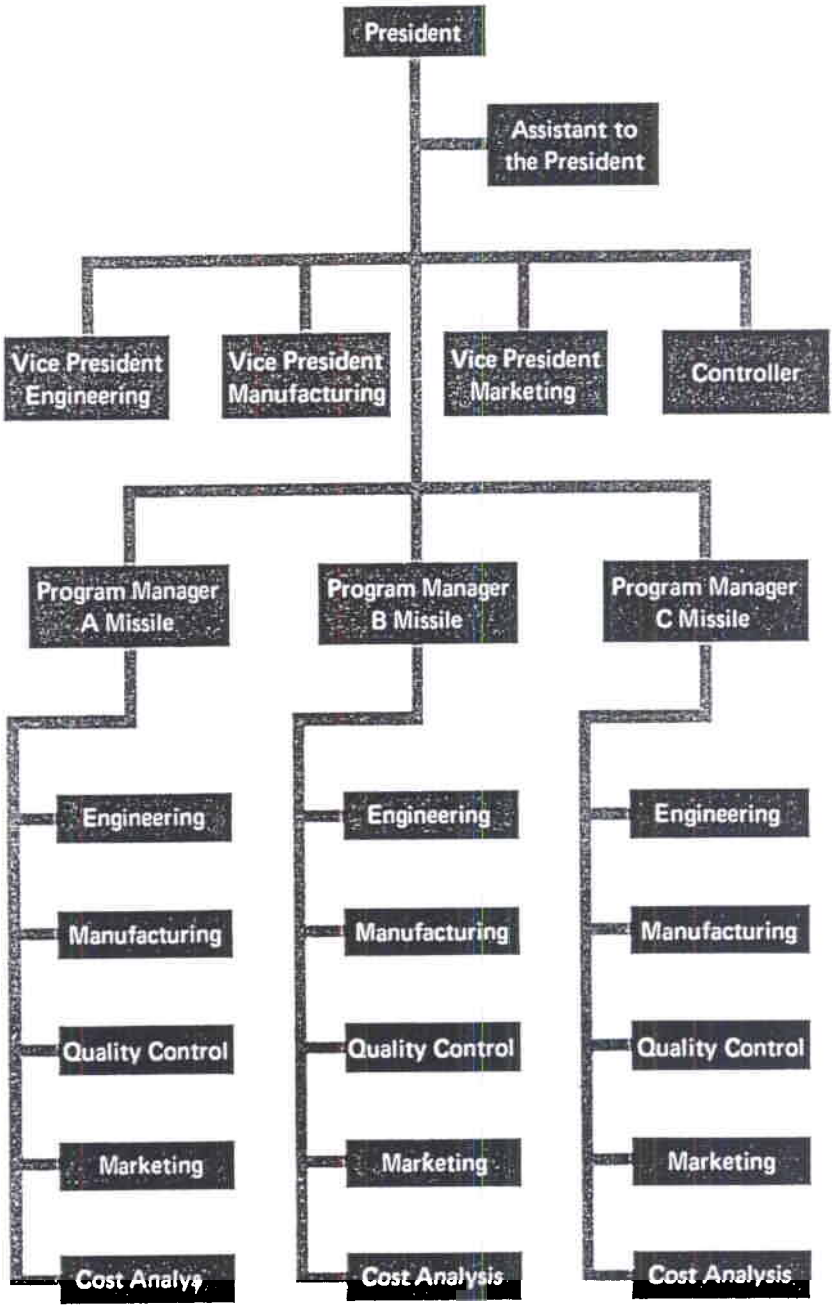
BQC 5-11

GEOGRAPHICAL DEPARTMENTATION



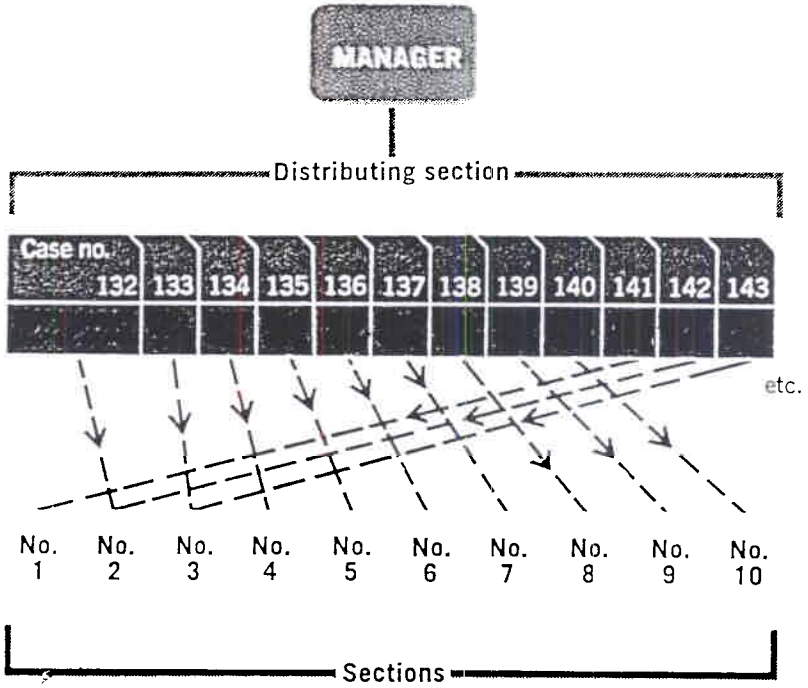
BQC 5-12

PROGRAM DEPARTMENTATION



BQC 5-13

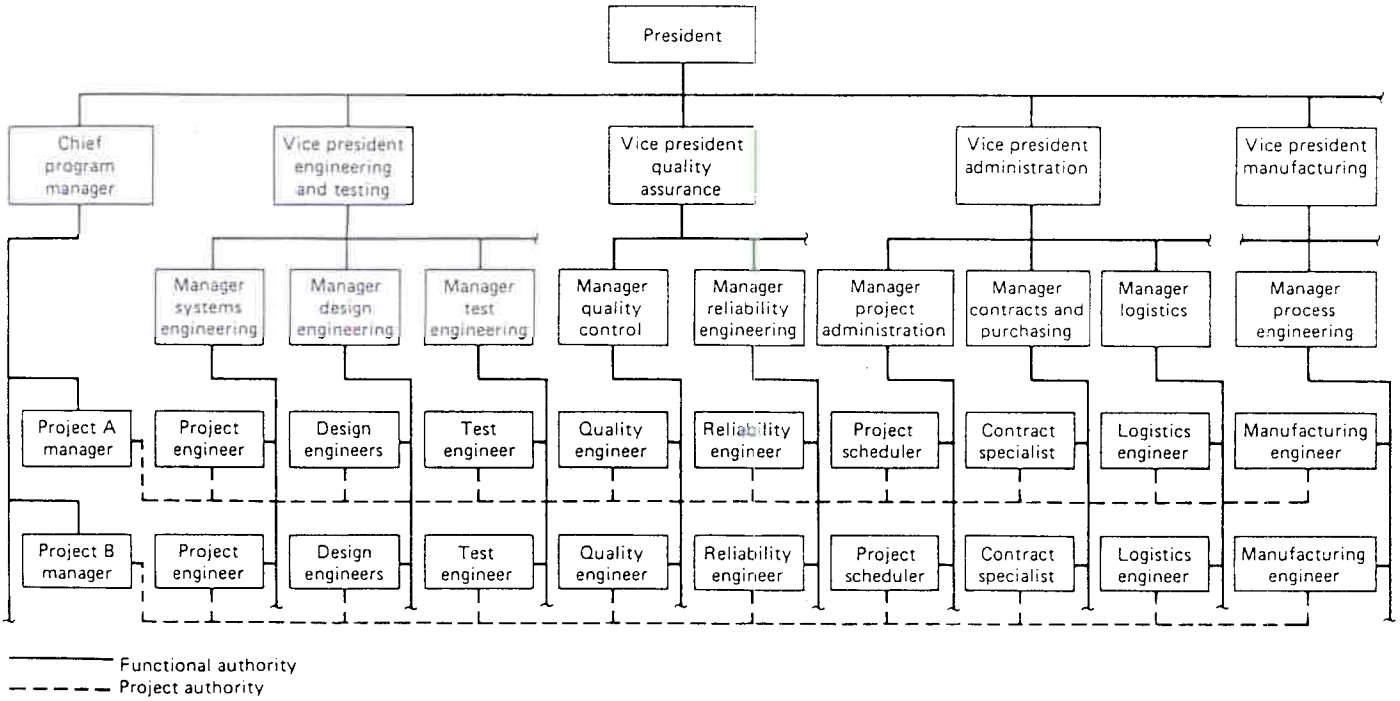
WORKLOAD DEPARTMENTATION



E.g., a department dealing with a large volume of similar "cases" numbers them serially and distributes to sections by final digit.

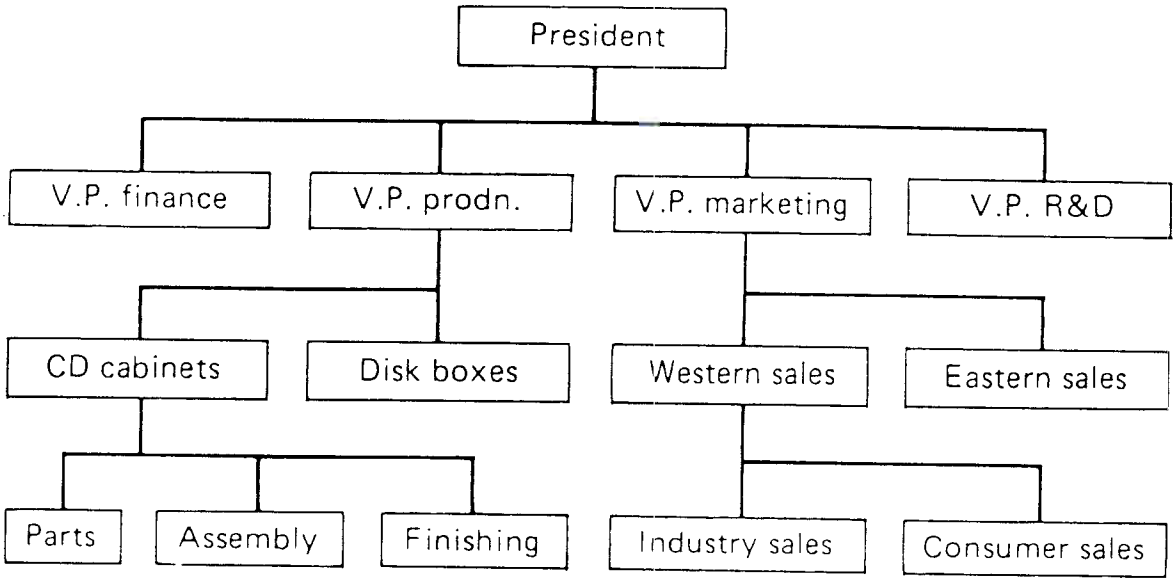
Bgc 5-14

MATRIX DEPARTMENTATION



BgC 5-15

MIXED DEPARTMENTATION



FORMAL ORGANIZATION

The Organization Chart Showing:

Division of work into components

Superior-subordinate relationships

Nature of work performed by component

Grouping of components on some basis

Levels of management

Formal communication lines

INFORMAL ORGANIZATION

Everything the Formal Organization Chart does Not Show:

- **Degrees of responsibility and authority within the same management level**
- **Distinctions between line and staff**
- **Importance and status**
- **Most channels of contact and communication**
- **Most of the key links and relationships**

CLASSICAL ORGANIZATION THEORISTS

FAYOL, TAYLOR, WEBER

High Degree of Structure

BQC 5-19

LIMITATIONS
OF
CLASSICAL ORGANIZATION THEORY

Classical principles are too general

Formal principles are only one of the factors that determine the structure and functioning of an organization

Bureaucracy results in structures that are too rigid and static

Classical principles relate to internal structure only

Bureaucracy tends to be impersonal and not conducive to motivation or organizational commitment

BQC 5-20

MORE RECENT VIEWS

Technological Complexity

Group Relationships

BJC 5-21

TECHNOLOGY AS ORGANIZATIONAL BASIS

WOODWARD

organizational structure causally related to technological complexity

BURNS AND STALKER

mechanistic organizations in stable times; organic ones during periods of change

LAWRENCE AND LORSCH

bureaucratic structures in predictable environments; flexible structures in uncertain environments

PERROW

mechanistic organizations for routine technologies; organic organizations for nonroutine technologies

ASTON

size more important than technology in determining organizational structure

KOONTZ AND O'DONNELL; GALBRAITH; SHANNON

matrix organization combines the best of both worlds

GROUP RELATIONSHIPS AS ORGANIZATIONAL BASIS

DRUCKER
key activities

TOFFLER
disposable organization

CLELAND AND KERZNER
teams as organizational units

WHEATLEY
internal "creative connections"

Note Convergence with Matrix Form

BQC 5-23

TRADITIONAL ORGANIZING PROCESS

Horizontal Differentiation

Vertical Differentiation

Horizontal Integration

Job Definition

BQC 5-24

TRADITIONAL ORGANIZING PROCESS

HORIZONTAL DIFFERENTIATION

subdividing the total organization into subgroups; might be functional, product, process, geographical, customer, or other form of departmentation

VERTICAL DIFFERENTIATION

establishing authority relationships; must address scalar chain, span of control, unity of command, type and scope of authority, line and staff relationships, centralization and decentralization

TRADITIONAL ORGANIZING PROCESS

HORIZONTAL INTEGRATION

interrelating the hierarchy; approaches include development of organizational manuals and procedures, establishment of committees and task forces

JOB DEFINITION

fitting in the individual; must address division of work, position description (duties), position specification (how to perform duties), compensation and appraisal plans, rules and regulations regarding individual behavior

BQC 5-26

FURTHER CONSIDERATIONS

Authority, Power and Influence

Authority, Responsibility and Delegation

Committees, Groups and Teams

AUTHORITY, POWER, INFLUENCE

AUTHORITY

Right to command and direct
Position-based influence

POWER

Control over a person or entity
Various sources of power

INFLUENCE

Ability to modify behavior of person or entity

Politics is the art of obtaining power
(W. S. Humphrey)

BgC 5-28

AUTHORITY, RESPONSIBILITY, DELEGATION

AUTHORITY
Legal right to command

RESPONSIBILITY
Obligation to act in response to authority

DELEGATION
Assignment of authority or responsibility to another

Authority may be delegated; responsibility must be shared

Delegation of responsibility without authority is problem

BQC 5-29

COMMITTEES, GROUPS, TEAMS

Can be very important; rarely appear on organization chart

Can be useful for policy making and administration, representation, sharing knowledge and expertise, securing cooperation, pooling of authority, training of participants

Can be problematic due to tendency to produce compromise solutions, lack of accountability, delay in resolution of a problem

TEAMS

TWO PRIMARY TYPES:

- problem-solving teams
- work teams

COMMON PROBLEMS:

- insufficient authority not delegated
- initiated with little or no guidance
- used for inappropriate purposes
- compensation

POTENTIAL VALUE:

- service company productivity increases of 40%
- high-tech manufacturing productivity increases of 50%