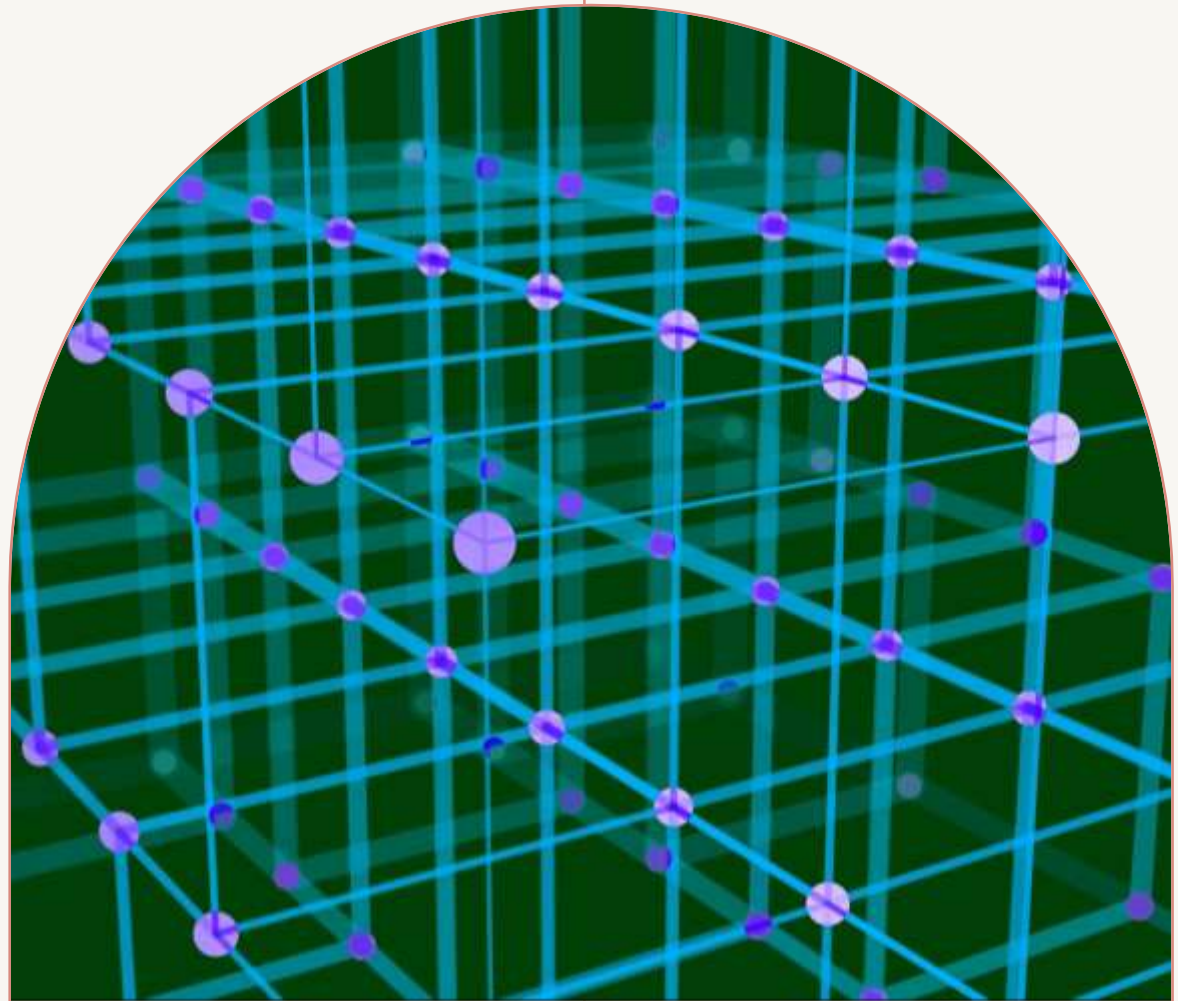


Organisational Structure

- A form or system in which an organisation performs to achieve its goals.



Organisational Structure(Continued)

Centralized vs. Decentralized Organizational Structures

Centralized Organizational Structure:

Traditional organizational structure is;

Centralized leadership with a defined chain of command

Having a long and specific hierarchy of superiors and subordinates

For example, military and some religious organizations

Organisational Structure(Continued)

Decentralized Organisational Structure:

Due to the rise of Technology,

There is more space for employees to be adaptable

According to the nature of their work and

technology involvement (e.g. Johnson and Johnson)

Types of Organizational Structures

Four Types of Organizational Structure:

(1) Functional Structure;

According to their work specialization, employees are grouped into different departments.

- Bureaucratic organizational structure
- small and medium business

Types of Organizational Structure(Continued)

- (2) Divisional and Multidivisional Structure
 - large companies and business units
 - Based on products, projects and subsidiaries
 - , each leadership team and they operate themselves

For example, Johnson and Johnson

(which has every unit operates itself with its own company and its own president)

Types of Organizational Structure(Continued)

- For instance, global companies has a South Asian Division and a European Division

Types of Organizational Structure(Continued)

(3) Flat(Flatarchy) Structure

- Horizontal Structure
- Less Hierarchy and chain of command
- Employees have more autonomy
- A high speed of implementation

Types of Organizational Structure(Continued)

(4) Matrix Structure

- Most confusing and least used
- Employees may have different roles across different superiors, divisions or departments

For example, an employee may be responsible for both sales and customer service

Benefits of Organizational Structure

- Based on the type of organisational structure,
 - organisation can benefit its hierarchy and pay structure
 - more efficient and more effective
 - by separating employees and functions into different departments, the company can perform different operations at once seamlessly.

Benefits of Organizational Structure(Continued)

- Due to a very clear organisational structure, employees can perform best to get their jobs done.
- Based on organisational structure, employees and employers or their superiors can benefit better working environment which can also benefit the mother organization to be more prosperous.

References:

- Kenton, W., “*Organizational Structure for Companies With Examples and Benefits*” Updated March 16, 2023.

Structural Dilemmas

- Finding a satisfactory system of roles and relationships is an ongoing, universal struggle.
- Managers or superiors of an organisation can rarely face well-defined problems with clear-cut solutions.

Boleman, Lee and Deal, T.(2008)

Restructuring

- Restructuring is a challenging process that consume time and resources with no guarantee of success.

Organizations have to restructure when they face;

- the environment shift(nature's strike like Covid-19 when most went to Online business)
- Technology changes(fax machines are replaced by emails and internet)
- Organization grow(consumers and customers demand to a bigger one)

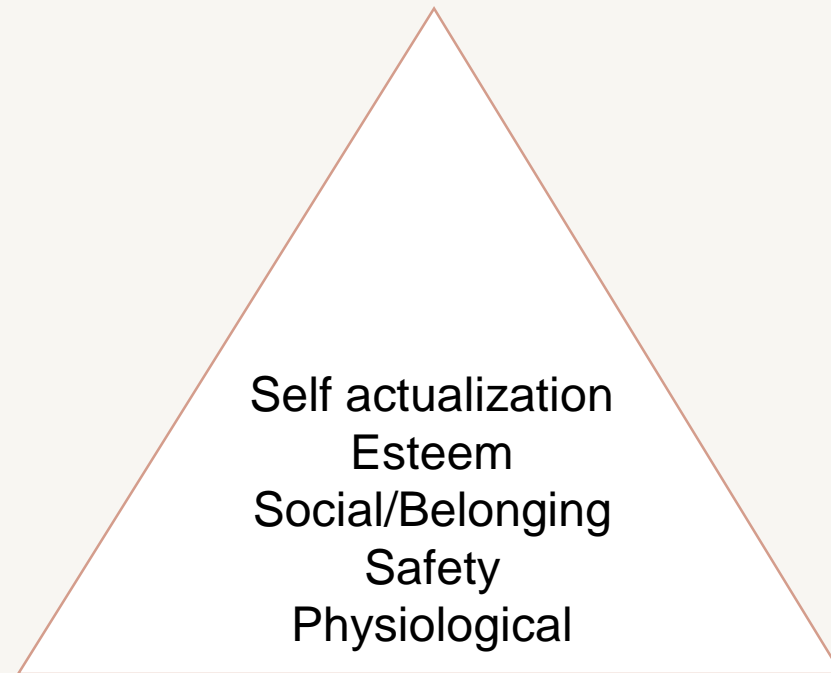
Restructuring(Continued)

- Leadership changes(new CEO has a new strategy)

Ref: Bolman, Lee. And Deal, T. (2008)

Maslow's Hierarchy of Needs

- Source: Conley(2007)



Maslow's Hierarchy of Needs (Continued)

In Maslow's view,

People's basic needs for Physical well-being and safety first.

Then, once lower needs are fulfilled, people are motivated by

Social needs such as belongingness, love and inclusion, etc

And ego needs.

Maslow's Hierarchy of Needs(Continued)

- At the top of the chart,
There's self-actualization which is developing to one's fullest
and actualizing one' ultimate potential.

Boleman, L. and Deal, T.(2008)

Power, Conflict and Coalition

- Differences and scarce resources make power a key resource.
- Power in organizations is basically the capacity to make things happen.

Power, Conflict and Coalition(Continued)

Sources of Power:

- Position power(authority)- Positions confer certain levels of legitimate authority.
- Control of rewards- The ability to deliver jobs, money, political support, or other rewards brings power.
- Coercive power- Coercive power rests on the ability to constrain, block, interfere, or punish.

Power, Conflict and Coalition(Continued)

- Information and expertise- Power flows to those with the information and know-how to solve important problems.
- Reputation- Reputation builds on expertise. Opportunities and influence flow to people with strong reputations.
- Personal power- Individuals who are attractive and socially adept.

Power, Conflict and Coalition(Continued)

- Alliances and networks- Getting things done in an organisation involves working through a complex network of individuals and groups.
- Access and control of agendas- A by-product of networks and alliances is access to decision arenas.
- Framing control of meaning and symbols- Elites and opinion

Power, Conflict and Coalition(Continued)

- Framing control of meaning and symbols- Elites and opinion leaders often have substantial ability to shape meaning and articulate myths that express identity, beliefs, and values.

Boleman, L. and Deal, T.(2008), p. 203.

Authorities and Partisans

By virtue of their position, authorities are entitled to make decisions.

Any member of the coalition who wants “bottom-up” power is a potential partisan.

Boleman, L. and Deal, T.(2008)

Distribution of Power

Overbounded and Underbounded Systems

- Overbounded System:
 - Power is highly concentrated and everything is tightly regulated.
- Underbounded System:
 - Power is vague and the system is loosely controlled(B&D2008)

Conflict In Organisation

- Scarce resources and divergent interests produces conflicts.
- Conflict encourages new ideas and approaches to problems, stimulating innovation(Heffron, 1989, p.185)

The management challenge is to recognise and manage interface conflict.

Boleman, L. and Deal, T.(2008) p. 207)