



# Praxisorientierte Anwendung von Organisationsformen

**Referatsunterlagen**  
Dr. Alexander Schmidt

# **BASICS OF ORGANISATIONAL STRUCTURE**

# **A POORLY DESIGNED STRUCTURE CREATES PROBLEMS**

## **Responsibilities may be duplicated**

- **High administrative costs**
- **Friction**

## **Lack of co-ordination between units**

- **Conflict**
- **Wasteful slack**

## **Structure may be too formal and restrictive**

- **Low employee morale**
- **Little commitment**

## **Mismatch between people and tasks**

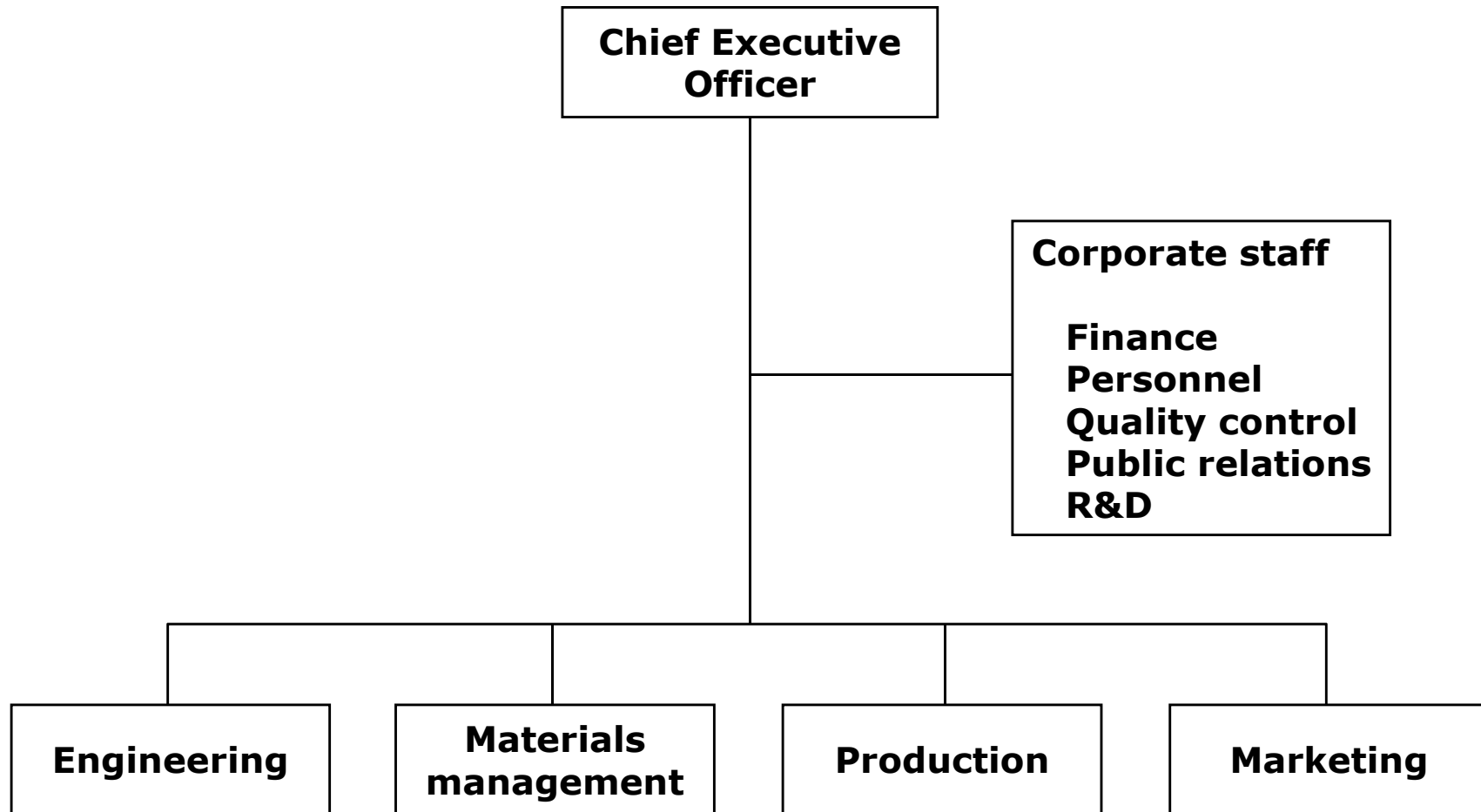
- **Necessitating costly training programmes**

# ORGANISATIONAL STRUCTURE HAS BEEN DESCRIBED IN TERMS OF:

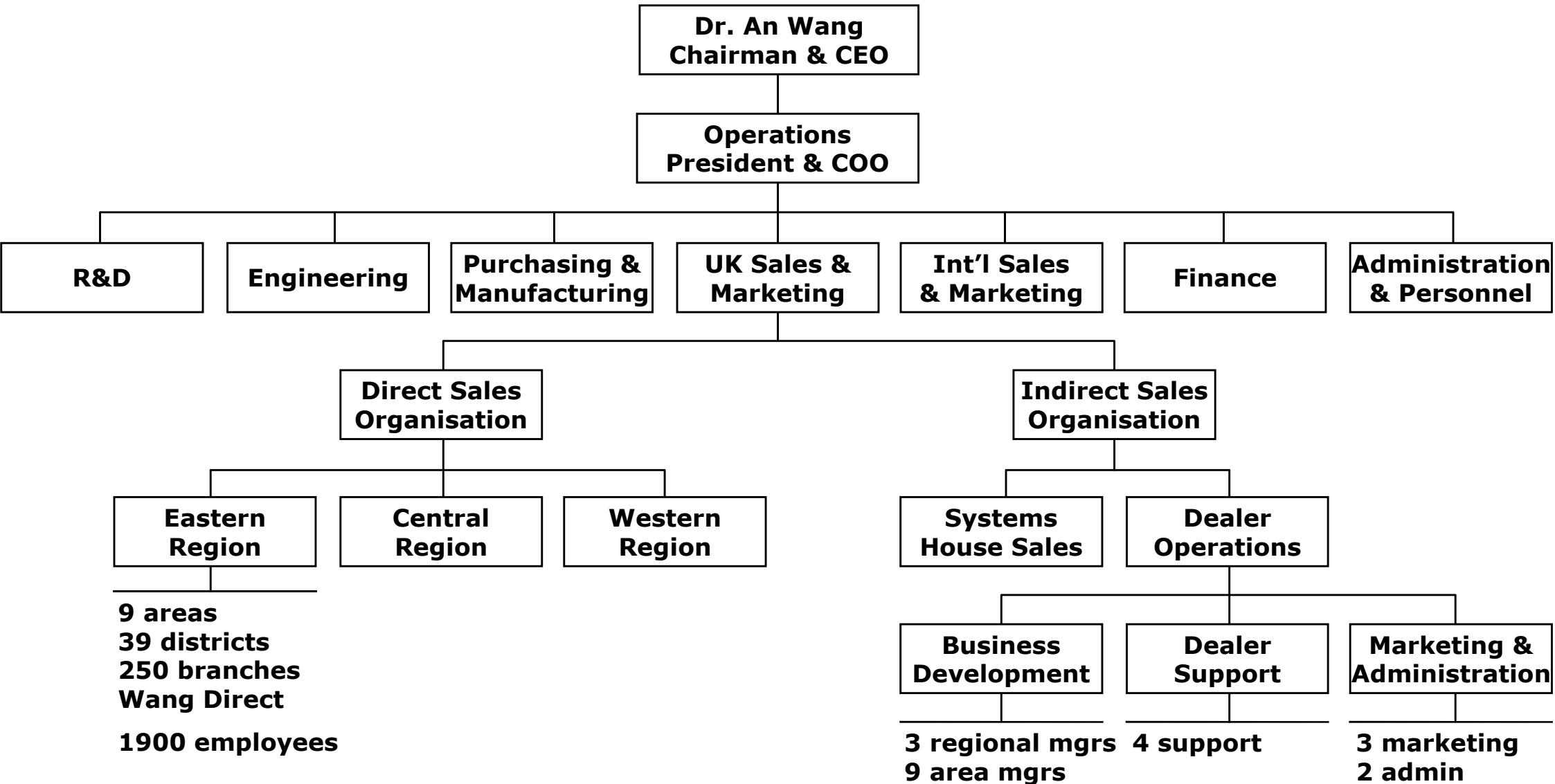
Types of groupings	Formal characteristics	Inertia
<b>Functional structures</b>	<b>Division of labour</b>	<b>Mechanistic (bureaucracy)</b>
<b>Product-management structures</b>	<b>Span of control</b>	
<b>Divisional structures</b>	<b>Formalization</b>	<b>Organic (human relations)</b>
<b>Geographic structures</b>	<b>Number of authority levels</b>	
<b>Matrix/mixed structures</b>		

# TYPES OF GROUPINGS

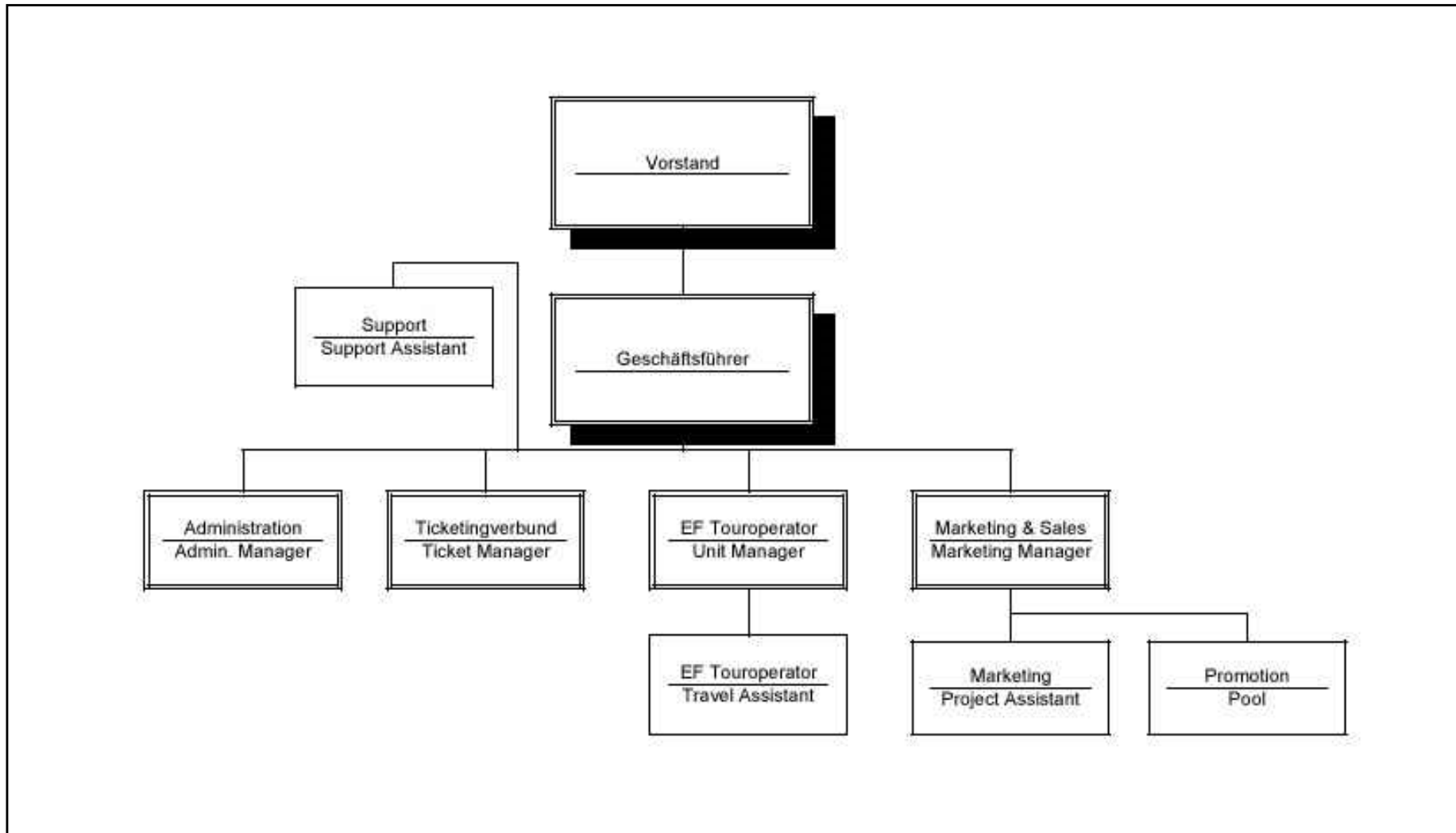
# FUNCTIONAL ORGANISATION STRUCTURE (Manufacturing Company)



# WANG LABS. INC. – PARTIAL ORGANISATION CHART



# BEISPIEL ENGADINER BERGBAHNEN MIT FUNKTIONALER SPARTENORGANISATION

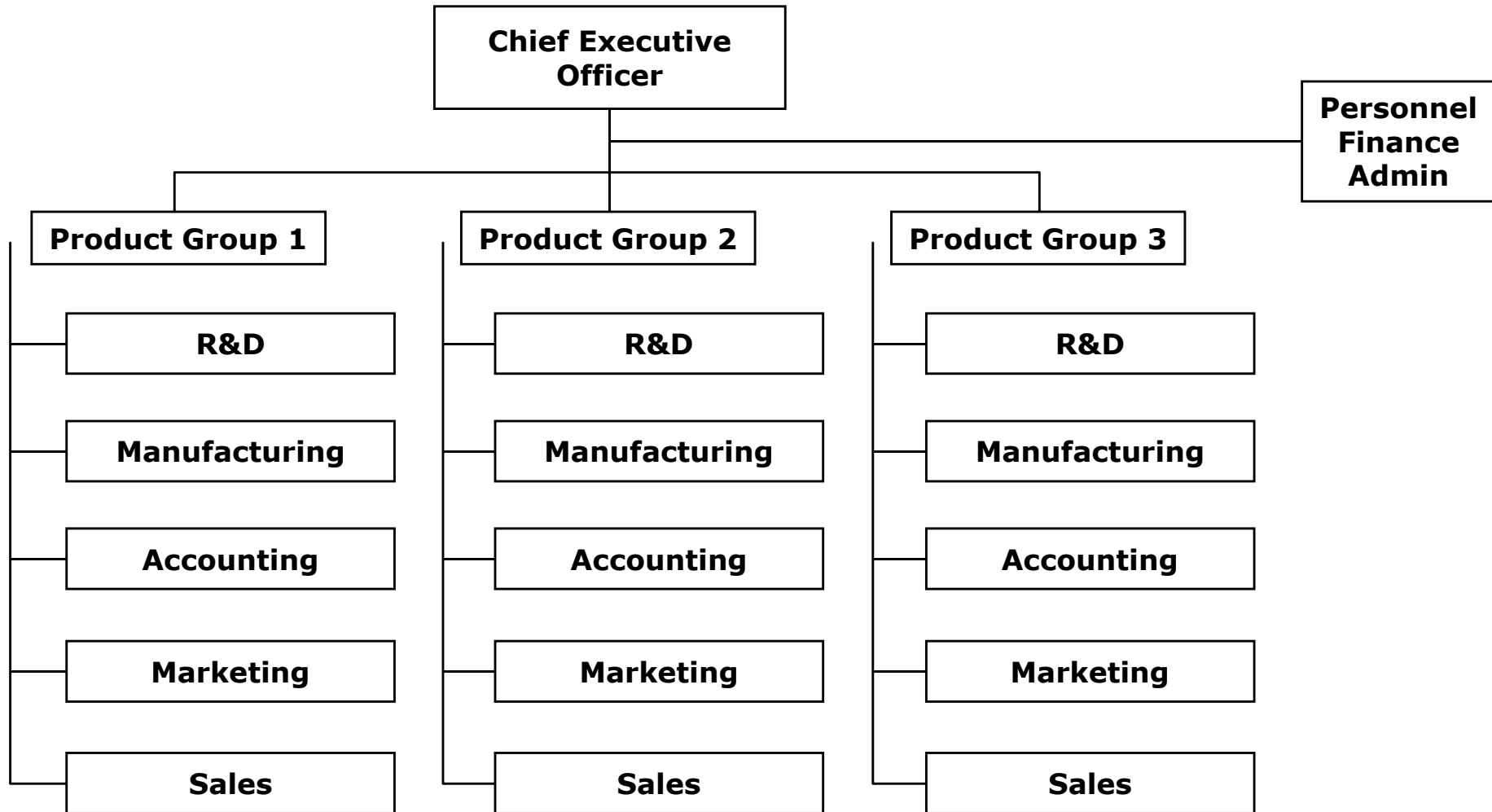




# ADVANTAGES AND DISADVANTAGES OF FUNCTIONAL STRUCTURES

Advantages	Disadvantages
<p><b>Promotes the development of specialization</b></p> <p><b>Economy in use of resources</b></p> <ul style="list-style-type: none"> <li>• <b>Avoids duplication</b></li> </ul> <p><b>Control and co-ordination (within each function)</b></p> <ul style="list-style-type: none"> <li>• <b>Ultimate functional responsibility with one person</b></li> <li>• <b>Clear chain of command</b></li> </ul>	<p><b>No single function is responsible for overall performance</b></p> <p><b>Specialisation can lead to parochialism</b></p> <p><b>Overall co-ordination between functions is difficult</b></p> <p><b>Judging the performance of each department is difficult</b></p> <p><b>Fails to provide training to develop managers for the top jobs</b></p>
<p><b>Functional structures work best when product and customer ranges are limited</b></p> <ul style="list-style-type: none"> <li>• <b>Diversification creates problems with the structure</b></li> </ul> <p><b>Typical of small businesses</b></p> <ul style="list-style-type: none"> <li>• <b>Restaurants, machine shops, subcontractors</b></li> </ul>	

# PRODUCT-MANAGEMENT STRUCTURE



# **THE PRODUCT-MANAGEMENT STRUCTURE WAS POPULARISED BY PROCTOR & GAMBLE IN 1927**

**Product-management structures differentiate organisations by product**

**Each product manager has full responsibility for design, manufacture and marketing of his/her product**

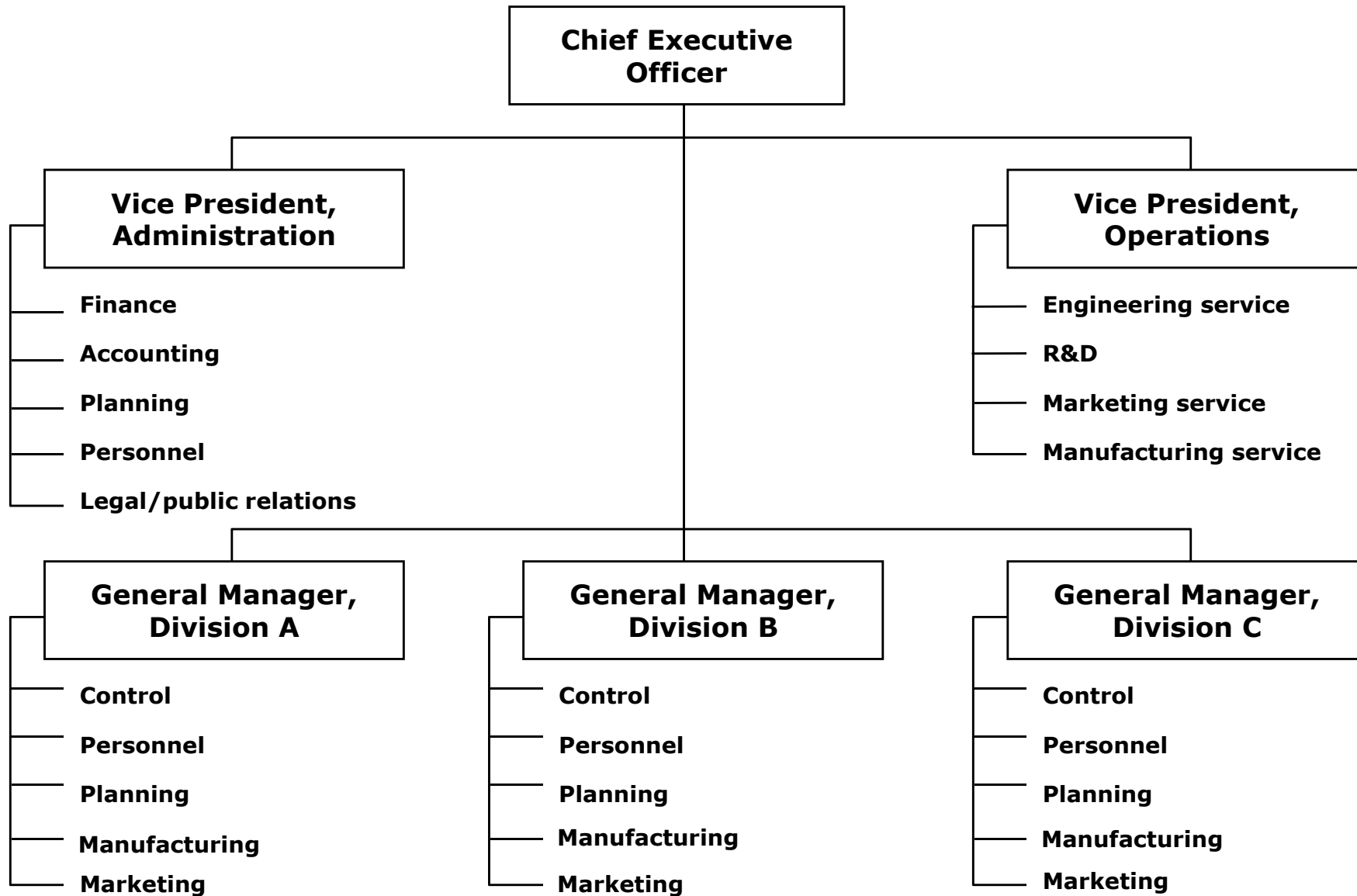
**This allows the organisation to manage each product on its own life-cycle**

- **Not merely with similar or equivalent products**

**Companies who have adopted this structure include**

- **General Foods**
- **Kelloggs**
- **Colgate – Palmolive**

# DIVISIONAL ORGANISATIONAL STRUCTURE



# **GROUPING PRODUCT LINES INTO DIVISIONS MAY BE USEFUL IF THOSE PRODUCT LINES BECOME ASSOCIATED WITH SPECIFIC MARKETS**

**The Pontiac and Chevrolet divisions of General Motors are examples of divisional organisation structures**

**Each division performs all the functions required to carry out its operations**

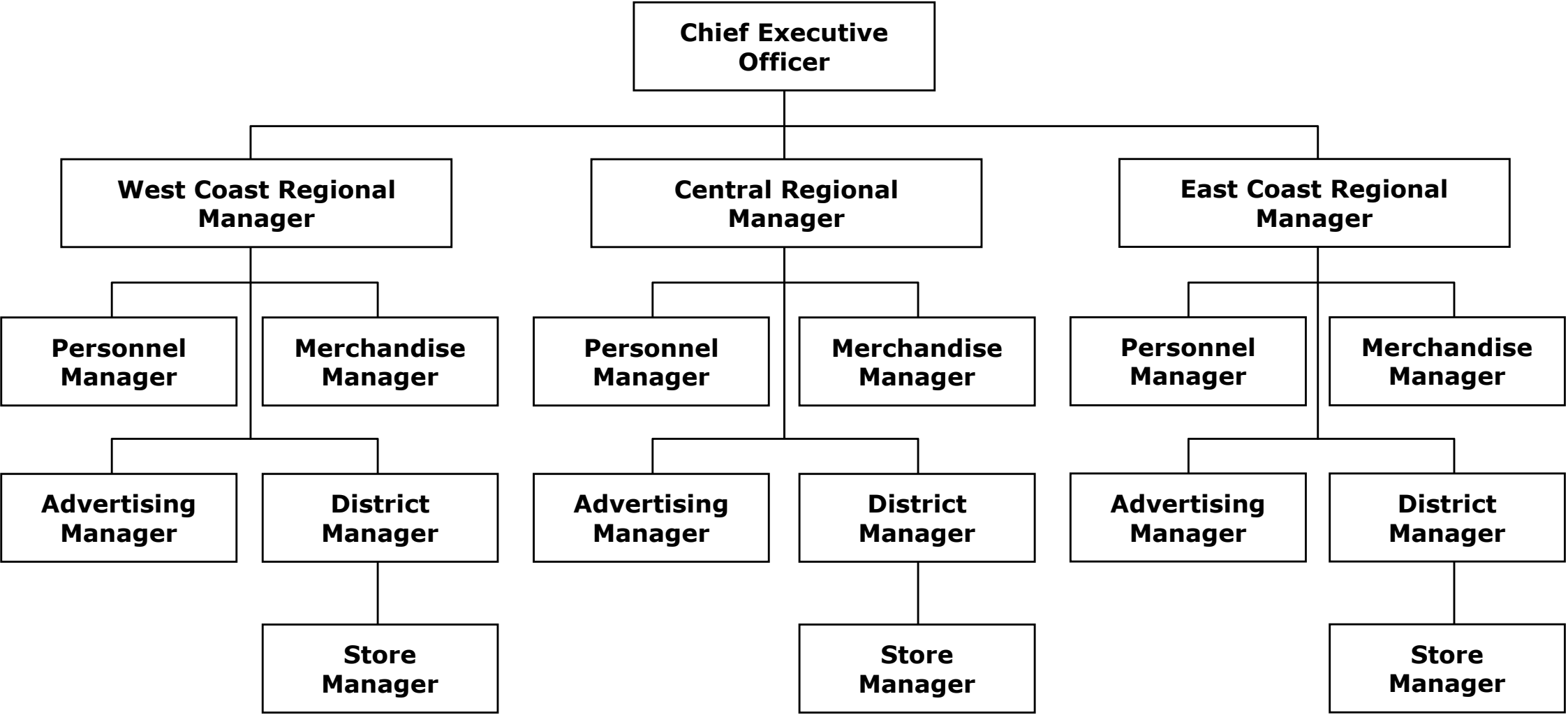
**Divisional structures are particularly efficient in dealing with their markets**

- **Because they are autonomous and independent from the rest of the organisation**

**Possible drawbacks include**

- **Some inefficiency because each division maintains its own inventories**
- **Duplication of resources**

# GEOGRAPHIC STRUCTURE



# **A STRUCTURE BASED ON GEOGRAPHIC LOCATION IS PARTICULARLY APPROPRIATE FOR FIRMS THAT SERVE MARKETS IN DIFFERENT AREAS**

**The rationale is to be close to the action as possible**

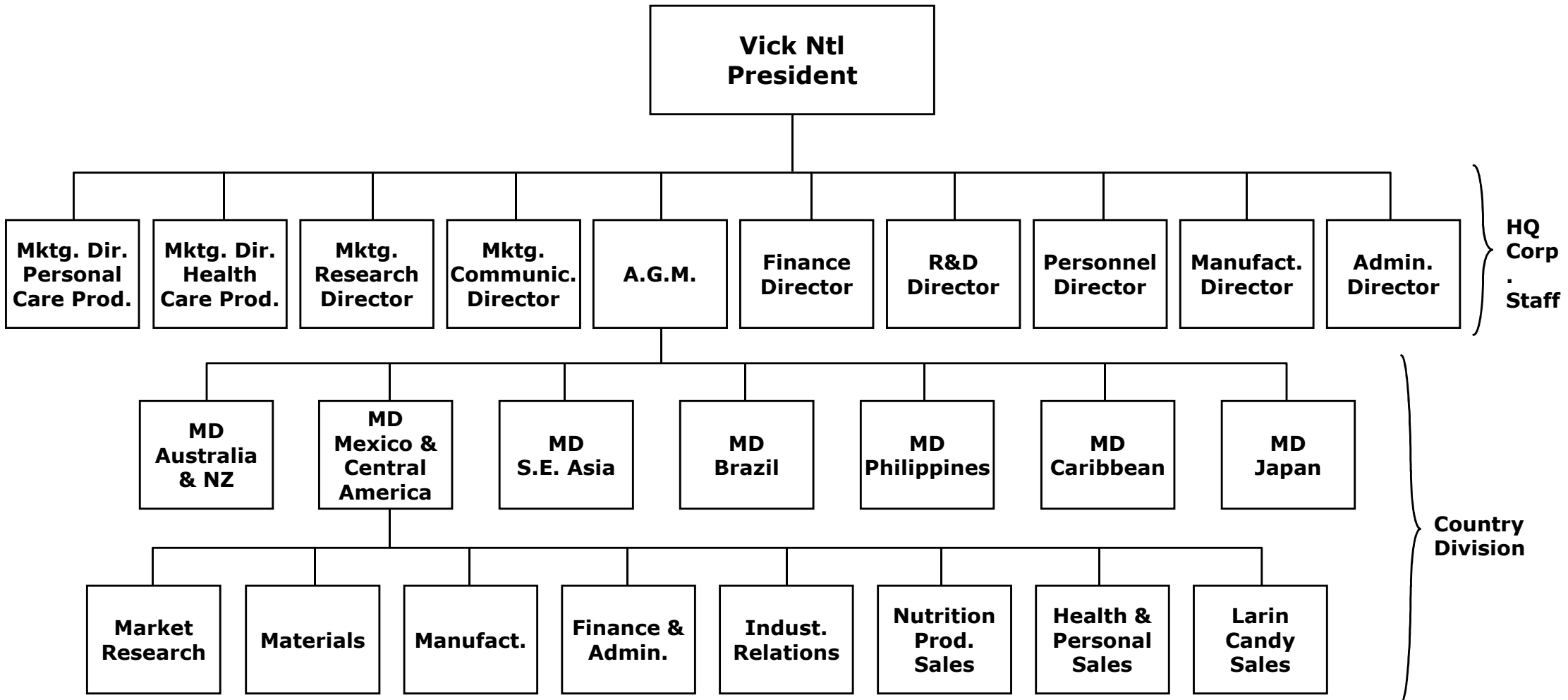
**In the U.S. it has been popular to split the market into eastern, southern, western, and northern regions**

**Because each region has a different growth rate, demographic make-up, climate, etc, the geographic structure allows each regional unit to monitor changes in its own area**

**As with divisional organisations, inefficiencies may exist**

- **And control may become a serious problem**

# GEOGRAPHIC DIVISION STRUCTURE

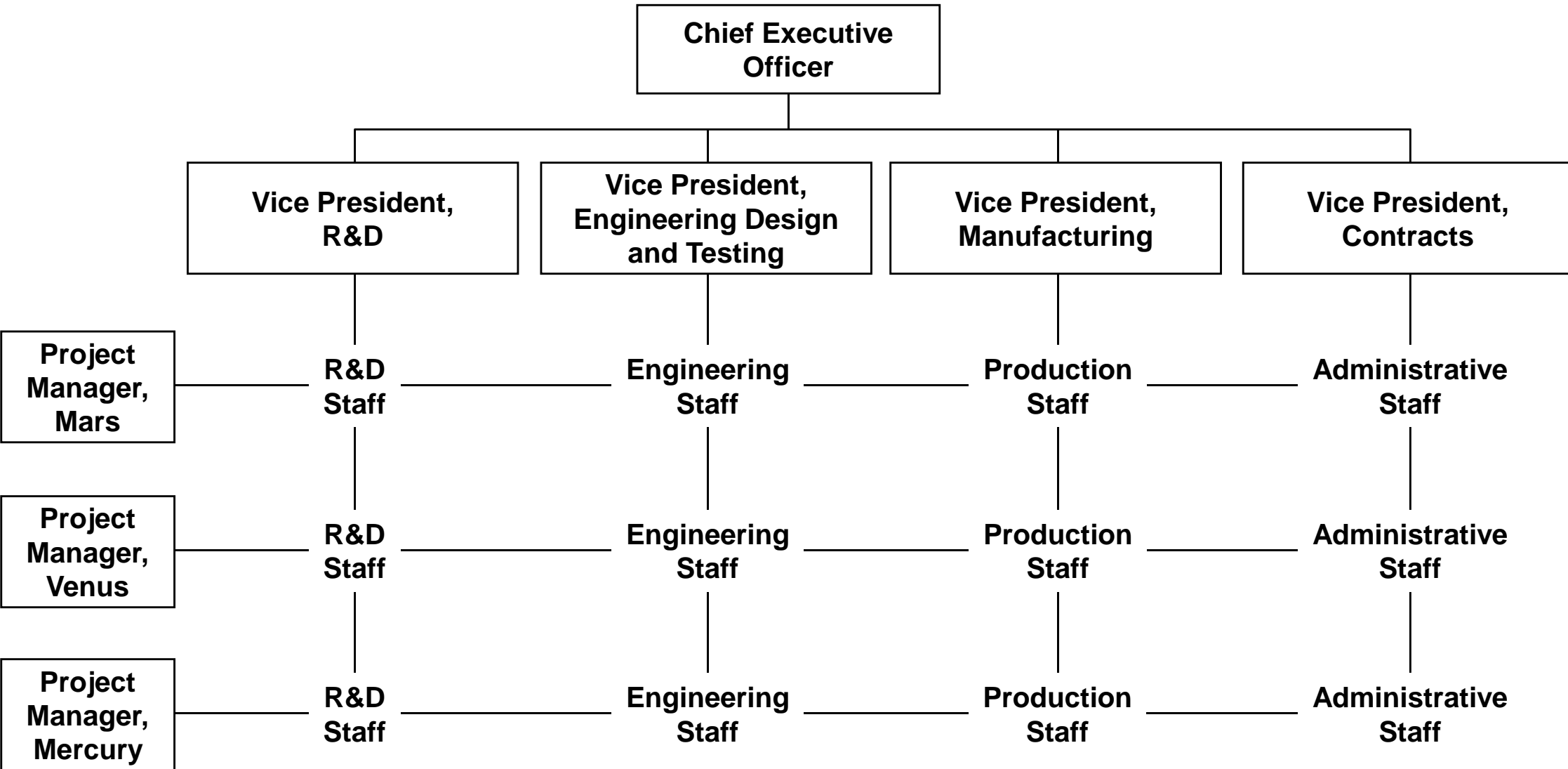




# ADVANTAGES AND DISADVANTAGES OF DIVISIONAL STRUCTURES

Advantages	Disadvantages
<p><b>Emphasis on the product or market area, or customer</b></p> <ul style="list-style-type: none"> <li>• Focus is on results in the market place (vs in a functional structure, focus is on the work, required to produce results)</li> </ul> <p><b>Control and appraisal</b></p> <ul style="list-style-type: none"> <li>• Decision makers held responsible for total results</li> <li>• Results and responsibilities easily identified</li> </ul> <p><b>Corporate management removed from operating details</b></p> <ul style="list-style-type: none"> <li>• Can concentrate on total company issues including strategy and long range planning</li> </ul> <p><b>Motivation and development of management</b></p>	<p><b>Demands managers be “businessmen” not functional experts</b></p> <ul style="list-style-type: none"> <li>• May be tough during transition</li> </ul> <p><b>Potential duplication of resources and effort</b></p> <p><b>Co-ordination between divisions</b></p> <ul style="list-style-type: none"> <li>• Several sales approaches to same customers?</li> <li>• Product development</li> <li>• “Multiple reputations”</li> </ul>

# MATRIX ORGANISATION STRUCTURE



# **MATRIX/MIXED STRUCTURES COMBINE ELEMENTS OF FUNCTIONAL AND PRODUCT-MANAGEMENT STRUCTURES**

**Frequently these elements are combined on an ad-hoc or temporary basis**

- **To maintain flexibility in the face of complex environmental conditions**

**Often referred to as project-management structures**

**Adopted by aerospace, consulting, banking and pharmaceutical industries**

**Particularly appropriate in complex environments that mandate the sharing of resources within a firm**

**Can be difficult to live with**

- **Ambiguous roles**
- **Power struggles**
- **Excessive overhead if not properly managed**

# SONDERFORMEN: BEISPIEL REINE PROJEKTORGANISATION

Steuerungsausschuss	
xxx Foundation	Schmidt Consulting
xxx yyyy zzzz	Dr. Alexander Schmidt

Projektleitung/Controlling	
xxx Foundation	Schmidt Consulting
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Ökonomische Studie		Ökologisch-politische Studie		Architektur	
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