Organizing

- The process …
  - Tasks …
  - Who …
  - How …
Job Design

- Set of tasks and activities
- Job descriptions

Example: Director of Web-Comm

- Develop and implement communication projects, through completion content.
- Develop editorial and graphical guidelines for communication projects.
- Monitor compliance with/ adherence to communication guidelines.
- Ensure that all communications are consistent in message and tone.
- Direct technical staff in other departments
- Monitor developments in technology/communication media.
- Perform related duties as assigned.

Core Job Dimensions

<table>
<thead>
<tr>
<th>Core Job Dimensions</th>
<th>Effect of Dimension</th>
</tr>
</thead>
<tbody>
<tr>
<td>Skill Variety</td>
<td>Meaningfulness of the work</td>
</tr>
<tr>
<td>Task Identity</td>
<td>Responsibility for outcomes of the work</td>
</tr>
<tr>
<td>Task Significance</td>
<td>Knowledge of the results of work activities</td>
</tr>
</tbody>
</table>

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The Evolution of Job Design Theory

- Mechanistic Approaches
- Behavioral Approaches
- Participatory Approaches

Mechanistic Approach

- Efficiency
- Division of labor and specialization
- Structured

Job Specialization

<table>
<thead>
<tr>
<th>Advantage</th>
<th>Disadvantage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Efficiency</td>
<td>Low skill variety</td>
</tr>
<tr>
<td>Tasks</td>
<td>Little autonomy</td>
</tr>
<tr>
<td>Workers</td>
<td>Lower productivity</td>
</tr>
</tbody>
</table>
The Evolution of Job Design Theory

- Mechanistic Approaches
- Behavioral Approaches
- Participatory Approaches

Behavioral Approaches

- Job enlargement
- Job enrichment
- Job rotation

Job Enlargement

- Job scope
- Productivity and job satisfaction
Job Depth and Job Enrichment

- Control given to a job holder
- Effective – motivating
- Effective – job satisfaction

Job Rotation

- Variety
- Employees rotate

The Evolution of Job Design Theory

- Mechanistic Approaches
- Behavioral Approaches
- Participatory Approaches
### Participatory Approach

- Quality
  - Business Process Reengineering
  - Employee-Centered Work Redesign
  - Self-Managed Teams

### Organizational Relationships

- Chain of command
- Span of control
- Line and staff responsibilities
- Delegation

### Organizational Relationships

- Chain of Command
- Unity of Command
Span of Control

Wide vs. Narrow

Line and Staff Responsibilities

- Line Personnel
- Staff Personnel

Delegation

- Transferring responsibility
- Empowering
Scalar Principle

- Clear line of authority

The Delegation Triangle

Responsibility

Accountability

Authority

Benefits of Delegation & Empowerment

- Workforce
- Time
- Decision making
- Employee
- Managers
**Degrees of Delegation**

- High: Investigate and take action
- Medium: Investigate and recommend a course of action
- Low: Investigate and identify alternatives

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**Reasons for Failing to Delegate**

- The “time crunch”
- Lack of confidence
- Dual accountability
- Insecure

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**Delegating Effectively**

**Principle 1:** Match ...

**Principle 2:** Organize and communicate

**Principle 3:** Transfer authority

**Principle 4:** Level of Delegation