CHAPTER 8

Organizing for
Quality, Productivity,
and Job Satisfaction

Pamela S. Lewis
Stephen H. Goodman
Patricia M. Fandt

Slides Prepared by
Zulema Seguel

Organizing

- **The process …**
    - »**Tasks …**
    - »**Who …**
    - »**How …**

Organizing

Organizational Mission

Developing the foundation
- Determining tasks and defining jobs
- Defining work relationships

Control and feedback

Developing organizational design
- Grouping organizational members
- Developing an integrating system
- Determining the locus of decision making

Goals and Objectives
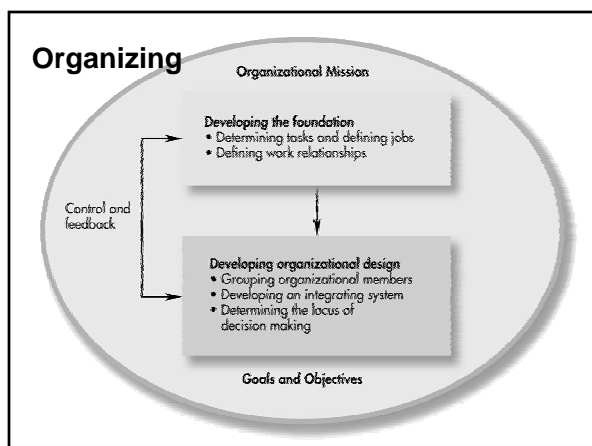
Job Design

- **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

Core Job Dimensions	Effect of Dimension
Skill Variety	Meaningfulness of the work
Task Identity	
Task Significance	
Autonomy	Responsibility for outcomes of the work
Feedback	Knowledge of the results of work activities

The Evolution of Job Design Theory

- Mechanistic Approaches

- Behavioral Approaches

- Participatory Approaches

Mechanistic Approach

- **Efficiency**

- **Division of labor and specialization**

- **Structured**

Job Specialization

Advantage	Disadvantage
Efficiency	Low skill variety
Tasks	Little autonomy
Workers	Lower productivity

The Evolution of Job Design Theory

- Mechanistic Approaches
- Behavioral Approaches
- Participatory Approaches

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Behavioral Approaches

– **Job enlargement**

– **Job enrichment**

– **Job rotation**

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Job Enlargement

- **Job scope**

- **Productivity and job satisfaction**

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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**
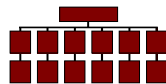
Span of Control   Wide vs. Narrow

Tall Structures

CEO

Flat Structures

CEO

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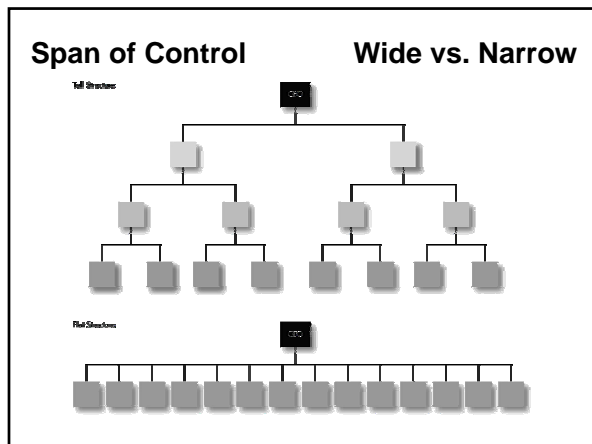
Line and Staff Responsibilities

–**Line Personnel**

–**Staff Personnel**

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Delegation

• **Transferring responsibility**

• **Empowering**

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Scalar Principle

- *Clear line of authority*

The Delegation Triangle
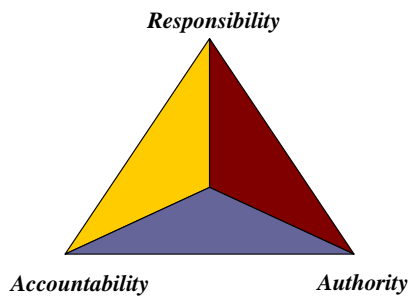
Responsibility

Accountability   **Authority**

Benefits of Delegation & Empowerment

- Workforce
- Time
- Decision making
- Employee
- Managers

Degrees of Delegation

High • Investigate and take action

• Investigate and recommend a course of action

Medium

• Investigate and identify alternatives

Low • Investigate and report back

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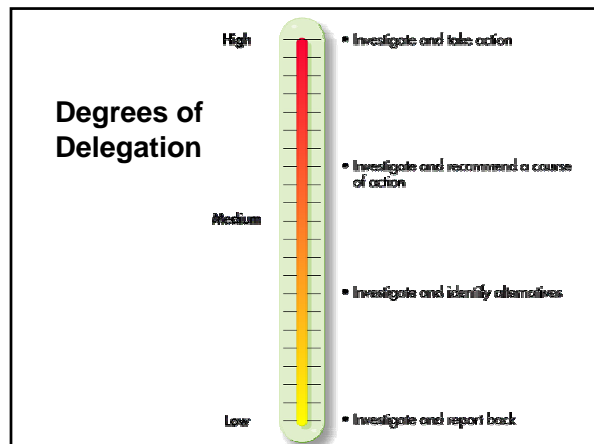
Reasons for Failing to Delegate

- **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_

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