

---

---

---

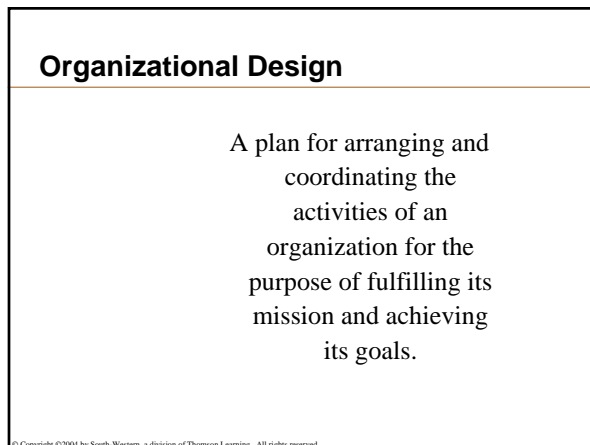
---

---

---

---

---



---

---

---

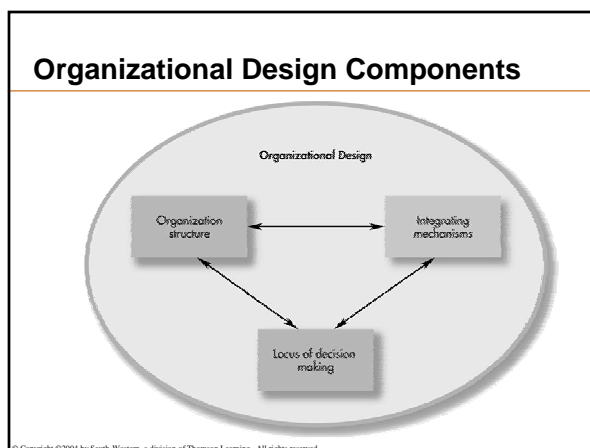
---

---

---

---

---



---

---

---

---

---

---

---

---

### Organizational Structure

- Reporting relationships ...
  - Chain of command
  - hierarchy of responsibility
  - Authority
  - Accountability

© Copyright ©2004 by South-Western, a division of Thomson Learning. All rights reserved.

---

---

---

---

---

---

---

### Forms of Organizational Structure

- Functional structure
- Divisional structure
- Matrix structure
- Network structure

© Copyright ©2004 by South-Western, a division of Thomson Learning. All rights reserved.

---

---

---

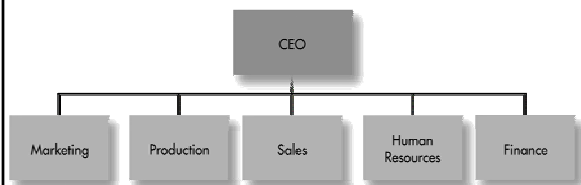
---

---

---

---

### Functional Structure



© Copyright ©2004 by South-Western, a division of Thomson Learning. All rights reserved.

---

---

---

---

---

---

---

### Forms of Organizational Structure

- Functional structure
- Divisional structure
- Matrix structure
- Network structure

© Copyright ©2004 by South-Western, a division of Thomson Learning. All rights reserved.

---

---

---

---

---

---

---

---

### Divisional Structure

- Common products
- Geographic markets
- Customers served

© Copyright ©2004 by South-Western, a division of Thomson Learning. All rights reserved.

---

---

---

---

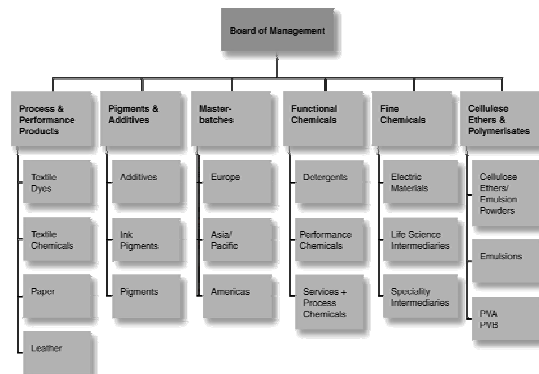
---

---

---

---

### Product Divisional Structure




---

---

---

---

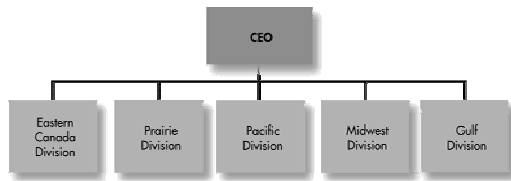
---

---

---

---

### Geographic Divisional Structure



© Copyright ©2004 by South-Western, a division of Thomson Learning. All rights reserved.

---

---

---

---

---

---

---

---

### Forms of Organizational Structure

- Functional structure
- Divisional structure
- Matrix structure
- Network structure

© Copyright ©2004 by South-Western, a division of Thomson Learning. All rights reserved.

---

---

---

---

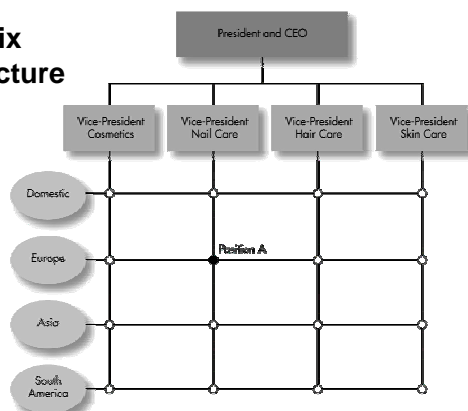
---

---

---

---

### Matrix Structure



---

---

---

---

---

---

---

---

### Forms of Organizational Structure

- Functional structure
- Divisional structure
- Matrix structure
- Network structure

© Copyright ©2004 by South-Western, a division of Thomson Learning. All rights reserved.

---

---

---

---

---

---

---

### Network Structure

- Internal network
- Stable network
- Dynamic network

© Copyright ©2004 by South-Western, a division of Thomson Learning. All rights reserved.

---

---

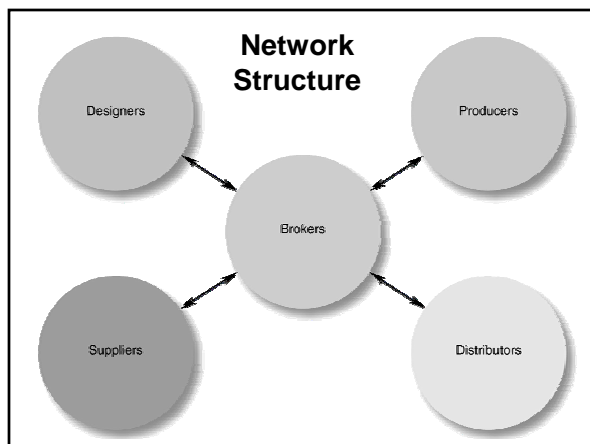
---

---

---

---

---



---

---

---

---

---

---

---

### Organizational Design Components

- Organizational structure
- **Integrating mechanisms**
- Locus of decision making

© Copyright ©2004 by South-Western, a division of Thomson Learning. All rights reserved.

---

---

---

---

---

---

---

### Integration

- **Pooled interdependence**
- **Sequential interdependence**
- **Reciprocal interdependence**

© Copyright ©2004 by South-Western, a division of Thomson Learning. All rights reserved.

---

---

---

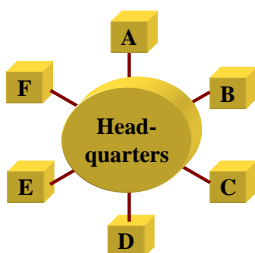
---

---

---

---

### Pooled Interdependence



© Copyright ©2004 by South-Western, a division of Thomson Learning. All rights reserved.

---

---

---

---

---

---

---

### Sequential Interdependence



© Copyright ©2004 by South-Western, a division of Thomson Learning. All rights reserved.

---

---

---

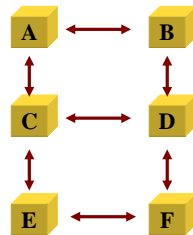
---

---

---

---

### Reciprocal Interdependence



© Copyright ©2004 by South-Western, a division of Thomson Learning. All rights reserved.

---

---

---

---

---

---

---

### Integrating Mechanisms

- General management systems.
- Methods of increasing coordination potential.
- Methods of reducing the need for coordination.

© Copyright ©2004 by South-Western, a division of Thomson Learning. All rights reserved.

---

---

---

---

---

---

---

### Organizational Design Components

- Organizational structure
- Integrating mechanisms
- Locus of decision making

© Copyright ©2004 by South-Western, a division of Thomson Learning. All rights reserved.

---

---

---

---

---

---

---

### Locus of Decision Making

**Locus of decision making refers to the degree to which decision making is centralized versus decentralized.**

© Copyright ©2004 by South-Western, a division of Thomson Learning. All rights reserved.

---

---

---

---

---

---

---

### Mechanistic Vs. Organic Systems

- **Mechanistic**  
Rests with top-level management
- **Organic Systems**  
Lowest levels of the organization

© Copyright ©2004 by South-Western, a division of Thomson Learning. All rights reserved.

---

---

---

---

---

---

---



### Environmental Stability

- **Stable Environments**
- **Turbulent Environments**

© Copyright ©2004 by South-Western, a division of Thomson Learning. All rights reserved.

---

---

---

---

---

---

---

### Changing Environment

- *Adaptive Organization*

© Copyright ©2004 by South-Western, a division of Thomson Learning. All rights reserved.

---

---

---

---

---

---

---