CHAPTER 8

Learning Objectives

1. Explain why organizing is an important managerial function, describe the process of organizing, and outline the primary stages of the process.
2. Discuss the concept of job design and identify the core job dimensions that define a job.
3. Explain how and why job design theory has evolved.

Learning Objectives

4. Describe the mechanistic, behavioral, and participatory approaches to job design.
5. Understand both the vertical and horizontal associations that exist between individuals and work groups within the organization.
6. Define delegation and discuss why it is important for managers to delegate.
7. Explain why managers often fail to delegate and suggest methods for improving delegation skills.

Organizing Defined

• The process of arranging organizational members and allocating organizational resources in such a way that the strategic and operational goals of the organization can be achieved.
• The process of determining:
  – The tasks to be done.
  – Who will do them.
  – How those tasks will be managed and coordinated.

The Process of Organizing

Job Design

• The set of tasks and activities that are grouped together to define a particular job.
• Job descriptions detail the responsibilities and tasks associated with a given job.

Sample Job Description

• Director of Web Communications
  – 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

• Skill Variety
  – The degree to which a job challenges the job holder to use various skills and abilities.
• Task Identity
  – The degree to which a job requires the completion of an identifiable piece of work.
• Task Significance
  – The degree to which a job contributes to the overall efforts of the organization.
• Autonomy
– The degree to which job holders have freedom, independence, and decision-making authority.
• Feedback
– The information provided to job holders regarding the effectiveness of their efforts.

11 The Evolution of Job Design Theory
• Mechanistic Approaches
• Behavioral Approaches
• Participatory Approaches

12 Mechanistic Approaches
• Mechanistic approaches focus on efficiency.
• Born of classical management and scientific management theories based on the concepts of division of labor and specialization.
• Jobs are highly structured and rigidly defined.

13 Potential Advantages and Disadvantages of Job Specialization

14 The Evolution of Job Design Theory
• Mechanistic Approaches
• Behavioral Approaches
• Participatory Approaches

15 Behavioral Approaches
• Behavioral approaches focus on motivation, satisfaction, and productivity.
• Became popular during the movement toward the human relations school of thought.
• Led to the development of more innovative approaches to job design including:
  – Job enlargement
  – Job enrichment
  – Job rotation

16 Job Breadth and Job Enlargement
• Job breadth focuses on broadening job scope.
• Job scope refers to the number of different activities required in a job and the frequency with which each activity is performed.
• While job enlargement programs have typically been considered as a means of enriching jobs, sometimes reducing job scope has a positive impact on productivity and job satisfaction.

17 Job Depth and Job Enrichment
• Job depth refers to the degree of control given to a job holder to perform their job.
• Closes the gap between planning, doing and controlling a particular set of activities.
• Jobs that have high job depth typically rate more favorably on the core job dimensions than jobs with low job design.
• Job enrichment can be an effective means of motivating employees and improving job satisfaction.

18 Job Rotation
• Assigning individuals to a variety of job positions.
• Employees rotate through a number of job positions that are at approximately the same level and have similar skill requirements.
• While job rotation has proven particularly beneficial in manufacturing settings, it can also be used effectively in service organizations.
19 The Evolution of Job Design Theory
   • Mechanistic Approaches
   • Behavioral Approaches
   • Participatory Approaches

20 Participatory Approaches
   • Participatory approaches focus on quality.
   • Participatory approaches are not intended to replace previous methods of job design rather to
     supplement both the mechanistic and the behavior theories of job design.
   • The most popular approaches are:
     – Business Process Reengineering
     – Employee-Centered Work Redesign
     – Self-Managed Teams

21 Business Process Reengineering
   • Method of enhancing competitiveness through improved product and service quality and operational
     efficiency.
   • Process of assessing company’s operations and rebuilding the organization system with a focus on:
     – Improving efficiency.
     – Identifying redundancies.
     – Eliminating non-value added activities.
     – Reducing waste in all possible ways.
   • Although this method of job design has potential to improve organizational efficiency, execution has proven
     difficult for many companies.

22 Employee-Centered Work Redesign
   • Links the mission of the organization with the needs of the individual by allowing employees to design
     their work roles to benefit the organization and themselves.
   • Benefits include:
     – Improved productivity and job satisfaction.
     – Fosters a climate that supports cooperation between individuals and work groups.
     – Consistent with quality improvement efforts.
     – Helps employees achieve work/life balance.

23 Self-Managed Teams
   • Shifts the focus from the individual to the work group.
   • Responsibility for a substantial portion of the organization’s activities is assigned to a team of
     individuals who must determine the best way to fulfill those responsibilities.
   • Self-managed teams are considered cross-functional teams.

24 Organizational Relationships
   • The working relationships that exist within an organization affect how its activities are
     accomplished and coordinated.
   • These relationships are defined by:
     – Chain of command
     – Span of control
     – Line and staff responsibilities
     – Delegation

25 Chain of Command and Unity of Command
   • Chain of Command
– The line of authority and responsibility that flows throughout the organization.

• Unity of Command
– A principle that each employee in the organization is accountable to one, and only one, supervisor.

26  □ Span of Control
• The number of employees reporting to a particular manager.
  – In theory, when tasks are very complex, span of control should be relatively narrow.
  – In contrast, where jobs are highly standardized and routine (low complexity), a manager will not
  need to spend as much time supporting individual subordinates, and the span of control may be
  larger.

27  □ Wide Vs. Narrow
Span of Control

28  □ Line and Staff Responsibilities
• Line Personnel
  – Those organizational members that are directly involved in delivering the products and services of
  the organization.
• Staff Personnel
  – Those organizational members that are not directly involved in delivering the products and services
  to the organization, but provide support for line personnel.

29  □ Delegation
• The process of transforming the responsibility for a specific activity or task to another member of
  the organization, and…
• Empowering that individual to accomplish the task effectively.

30  □ Scalar Principle
• The scalar principle of management suggests that a clear line of authority should run throughout
  the organization such that all persons in the organization:
  – Understand to who they can delegate, and
  – From whom they should accept delegated tasks.

31  □ The Process of Delegation slide 1 of 2
• Assigning responsibility
  – Responsibility refers to the employee’s obligation to complete the activities that he or she has been
  assigned.
• Granting authority
  – Authority is the formal right of an employee to marshal resources and make decisions necessary to
  fulfill work responsibilities.

32  □ The Process of Delegation slide 2 of 2
• Establishing accountability
  – Where there is accountability for performance, employees understand that they must justify their
  decisions and actions with regard to the tasks for which they have assumed responsibility.

33  □ The Delegation Triangle

34  □ Benefits of Delegation & Empowerment
• Leads to a more involved and empowered workforce.
• Improved response time as a result of decisions and information not needing to be passed up and down
  the organization.
• Leads to better decision making.
• Provides opportunity for employee to develop analytical and problem solving skills.
• Provides managers the opportunity to accomplish more complicated, difficult, or important tasks.

35 Degrees of Delegation

36 Reasons for Failing to Delegate
• The “time crunch.”
• Lack of confidence in the abilities of subordinates.
• Managers try to avoid the potential pitfalls of dual accountability.
• Managers may be insecure about their own value to the organization.

37 Learning to Delegate Effectively

Principle 1: Match the employee to the task.
Principle 2: Be organized and communicate clearly.
Principle 3: Transfer authority and accountability with the task.
Principle 4: Choose the level of delegation carefully.

38 Implications for Leaders:

Organizing Tips
• Identify the tasks and activities that must be completed in order for the goals of the organization to be achieved.
• Design jobs so that job holders will find their jobs interesting and challenging.
• Look for ways to use participatory approaches to job design as a means of improving quality.
• Consider reengineering business processes as a means of improving organizational performance.

39 Implications for Leaders:

Organizing Tips
• Don’t be trapped by traditional hierarchical organizational relationships. More flexible and adaptable organizational designs are appropriate in many situations.
• Remember, all successful managers delegate. Develop a system of delegation that works for you and your work group.