

Chapter 7 – Management Activities

PAST MANAGEMENT ACTIVITIES - ORGANISING - QUESTIONS

2018 - IMPLICATION FORM CHANGING FROM FUNCTIONAL TO A MATRIX STRUCTURE

1. Training required
2. Duplication of Duties
3. Greater complexity in the chain of command (2 Manager)
4. Staff conflicts
5. Increased intrapreneurship
6. Better Staff Relations

2015 - EXPLAIN THE TERM SPAN OF CONTROL & WHERE A NARROW SPAN OF CONTROL MAY BE APPROPRIATE

This is the number of employees that report directly to a manager in a hierarchy
It would suit when the work involves a high level of expertise or where worker lack experience

2015 - OUTLINE THE BENEFITS OF A FUNCTIONAL ORGANISATION STRUCTURE

Specialisation - each department concentrate on one function
Efficiencies - things get done quickly and to a high standard
Chain of command - Clear line of authority & who to report to
Clear communication channels - Upward, downward and horizontal
Economics of Scale - Wide span of control
Clear Promotional Paths

2013 - BENEFITS OF A MATRIX STRUCTURE

Benefits	Challenges
1. Expertise from different Departments	1. Conflict and personality Classes (Storming)
2. Input into decision making	2. Two Managers
3. Carry out specific projects	3. Slow Decisions -agreement
4. Support of Project leader	4. Need to improve Communication Skills
5. Greater Job Satisfaction	

2012 - DEFINE THE TERM DELEGATION & BENEFITS OF DELEGATION

Involves assigning of authority and power to another person. It is usually from a manager to an employee to undertake a specific piece of work. The accountability is also assigned

1. Manager has mor time for strategic planning
2. Project completed to a higher level (Accountability)
3. Increased employee motivation
4. Higher skilled workforce

2012 - FEATURES OF A MATRIX STRUCTURE

1. Team based - Expertise from each department
2. Project Leader - Members are answerable to the project leader
3. Specific Projects - Used for development of new project
4. Decision making - All member are involved in the decision making
5. Synergy-
6. Two managers - Team leader and department manager
7. Sharing of resources - Employees and equipment are shared

2011 - EXPLAIN THE TERM SPAN OF CONTROL & FACTORS AFFECT THE WIDTH

This refers to the number of employees reporting directly to a manager in a hierarchy

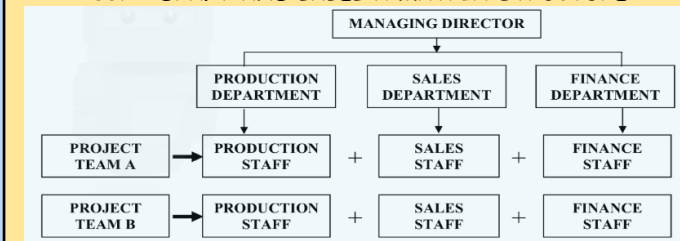
Skill of a manger - Confident manger can have a wide span
Skill of workforce - Trusted motivate employees = wide span
Type of product/service - if work needs high level of expertise narrow span is used

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2007 - DRAFT AND LABEL A MATRIX STRUCTURE



2006 (ABQ) - DISCUSS MAAGEMENT ACTIVITIES

Planning - Selecting goals and objectives and ways to achieve them. Helps reduce risk and uncertainty. May included strategic, Tactical and operational
Organising - This getting thing done through an organised structure that a business can achieve its goals For example functional and matrix
Controlling - Involves measure the errors in plans and taking action to correct them -for example stock, Credit

2005 - DRAW AND SUITABLE A SUITABLE ORGANISATIONAL STRUCTURE

		Board of Directors		
		Managing Director		
Research and IT	Production	Finance	Marketing	Human Relations
Scientists	Engineers	Accountants	Sales Personnel	Administrators

2004 - REASON TO CHANGE AN ORGANISATION STRUCTURE

1. Size - The Business has grown, more expertise needed
2. Limited Liability -
3. Finance - help to raise more capital
4. Marketing - Expansion
5. Opportunity - Diversify into other markets

Chapter 7 – Management Activities

PAST MANAGEMENT ACTIVITIES - ORGANISING - QUESTIONS

2004 - DEFINE ORGANISING AND ITS IMPORTANCE

Organising is bringing people and resources together to achieve a common objective. This is done by building a structure or organisational chart

1. Creates a suitable organising structure
2. Establishes a chain of command
3. Smooth flow of communication

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PAST MANAGEMENT ACTIVITIES - ORGANISING - ONE PAGE SUMMARY

Key Words

Organising - This Means bringing people and resources together to achieve a common objective.

Organising Structures - This means identifying the different departments and management functions in an organisation.

Functional structure - This divides a business according to management functions at senior, middle management and junior levels. It is the simplest organisation chart

Product structure - This organises a business on the basis of the product it makes. Each product has its own set of specialist management functions

Geographical Structure - This is where the organisation is divided according to the geographical markets it serves

Matrix structure - This is when staff are brought together into teams to achieve a clearly stated team goals - launching a new product. Teams are made up of staff with skills in different specialist areas.

Organisational Chart - This are diagrams that visually communicate the type of organisation structure, the chain of command and the span of control in an origination

Chain of Command - This is how decision flow from the top of an organisational down through the layers to the bottom

The Span of Control - This refers to the number of employees reporting directly to a manager in a hierarchy

De-layering - This refers to the reduction in the number of layers in the management structure of the organisation.

Delegation - Involves assigning of authority and power to another person. It is usually from a manager to an employee to undertake a specific piece of work. The accountability is also assigned

Matrix

The main characteristics of a matrix structure are 1. They are Self-managed 2. Responsibilities Delegated and Input into decision making

Advantages

1. Synergy
2. Efficiencies
3. Better Relations

Disadvantages

1. Two bosses
2. Training costs

Purpose of an Organisational Chart

An organisational char shows the following

1. Chain of command
2. Span of Control

A wide span of control means that the manager has a lot of worker (Subordinates) reporting to him. This give less layers in the company and more effective communication.

A Narrow span of control means that the manager has few workers (Subordinates) reporting to him.

This give more layers in the company and less effective communication.

Functional

1. There are different layers of management in this chart: top, middle, and junior management.
2. It indicates where authority and responsibility have been delegated.
3. It illustrates the chain of command, i.e., who is answerable to whom.
4. It shows the managing director's span of control (the number of people reporting directly to a manager).

Advantages

1. Builds staff skills
2. Clear promotional paths

Disadvantages

1. Focus on department gold and not the business
2. Communication between department can be slow

Product

Advantages

1. Improve communication
2. Products Adapt to customer needs
3. Each division focus on customer needs

Disadvantages

1. Duplication of resources
2. Wasteful competition for same customers

Geographical

Advantages

1. Meet local needs
2. Encourages competition

Disadvantages

1. Duplication of resources

Factors that influence the choice of organisation structure

1. As simple as possible
2. Allow east communication
3. Use a narrow span of control (important jobs, tight control)
4. Use a wide span of control - to encourage staff empowerment, intrapreneurship and creativity
5. Be cost effective

Importance of Organising

Organisation is important because of the following

1. Creates a suitable organising structure
2. Establishes a chain of command
3. Smooth flow of communication