

# Organization and Teamwork

© Prentice Hall, 2007 Excellence in Business, 3e Chapter 8 - 1

---

---

---

---

---

---

---

---

## Effective Organization Structure

Divide Responsibilities

Distribute Authority

Coordinate and Control Work

Promote Accountability

© Prentice Hall, 2007 Excellence in Business, 3e Chapter 8 - 2

---

---

---

---

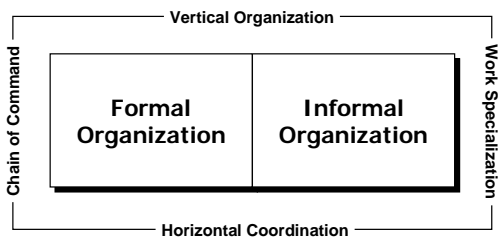
---

---

---

---

## Organization Chart



© Prentice Hall, 2007 Excellence in Business, 3e Chapter 8 - 3

---

---

---

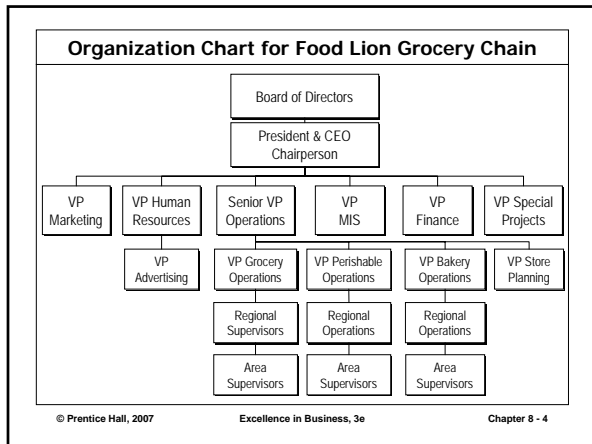
---

---

---

---

---




---

---

---

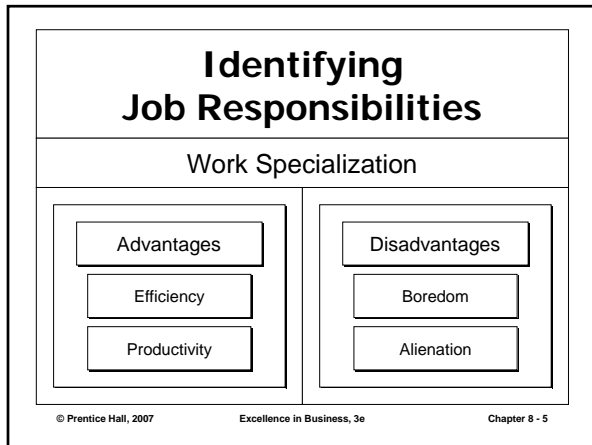
---

---

---

---

---




---

---

---

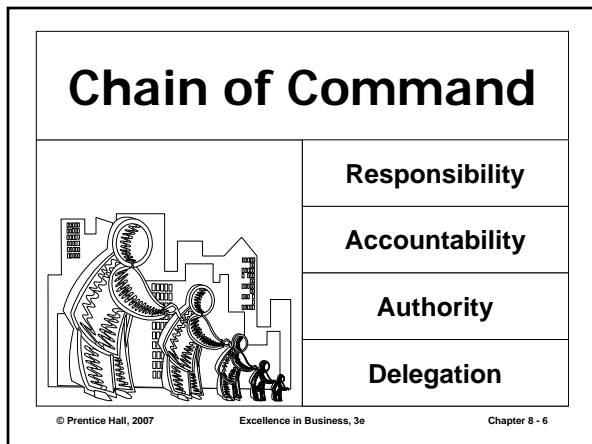
---

---

---

---

---




---

---

---

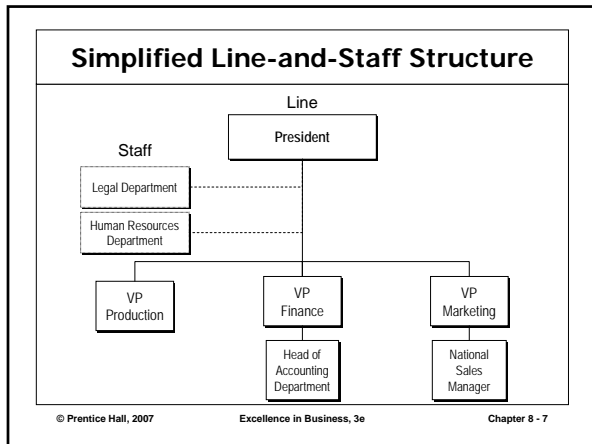
---

---

---

---

---




---

---

---

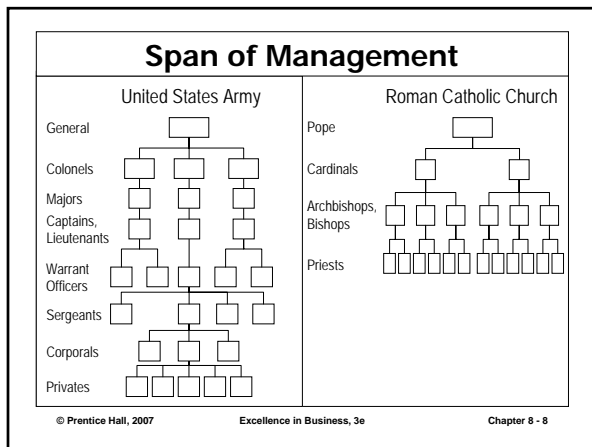
---

---

---

---

---




---

---

---

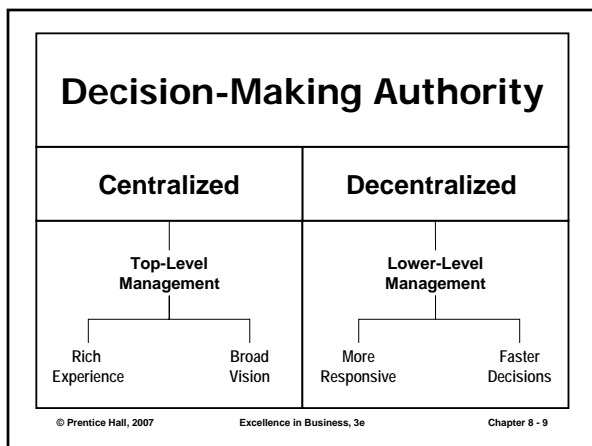
---

---

---

---

---




---

---

---

---

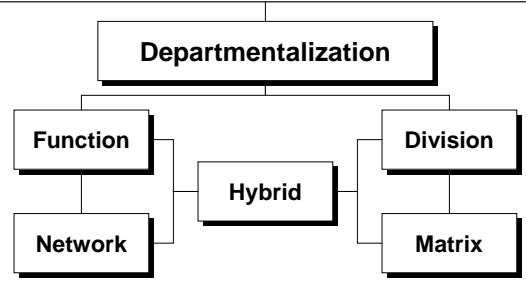
---

---

---

---

## Organizing the Workforce



© Prentice Hall, 2007 Excellence in Business, 3e Chapter 8 - 10

---

---

---

---

---

---

---

---

## Functional Structures



Job Skills

Resource Use

Job Requirements

© Prentice Hall, 2007 Excellence in Business, 3e Chapter 8 - 11

---

---

---

---

---

---

---

---

## Departmentalization by Functions

Advantages	Disadvantages
•Resource Allocation	•Departmental Barriers
•Unified Direction	•Slow Response Time
•Improved Coordination	•Ineffective Planning
•Better Communication	•Over Specialization

© Prentice Hall, 2007 Excellence in Business, 3e Chapter 8 - 12

---

---

---

---

---

---

---

---

## Divisional Structures

Products

Processes

Geography

Customers

© Prentice Hall, 2007

Excellence in Business, 3e

Chapter 8 - 13

---

---

---

---

---

---

---

---

## Departmentalization by Divisions

Advantages

Disadvantages

Flexibility

Wasting Resources

Better Service

Poor Coordination

Management Focus

Divisional Competition

© Prentice Hall, 2007

Excellence in Business, 3e

Chapter 8 - 14

---

---

---

---

---

---

---

---

## Departmentalization by Matrix

PUBLISHER

Editorial Manager

Production Manager

Design Manager

Book Team A Manger

Editor A

Production Editor A

Designer A

Book Team B Manger

Editor B

Production Editor B

Designer B

© Prentice Hall, 2007

Excellence in Business, 3e

Chapter 8 - 15

---

---

---

---

---

---

---

---

Departmentalization by Network	
Advantages	Disadvantages
Lower Costs	Lower Control
Increase Flexibility	Increase Vulnerability
Boost Competitiveness	Less Distinctiveness

© Prentice Hall, 2007      Excellence in Business, 3e      Chapter 8 - 16

---

---

---

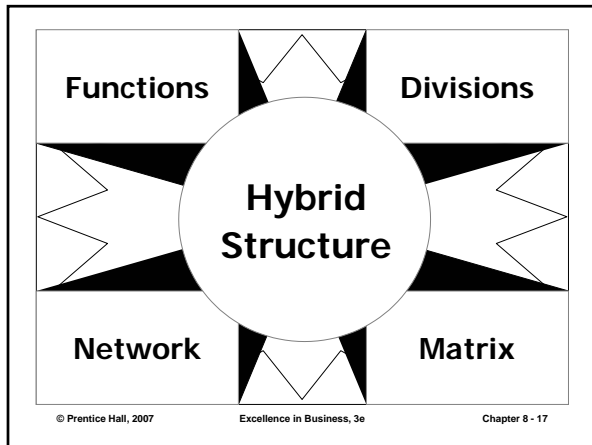
---

---

---

---

---




---

---

---

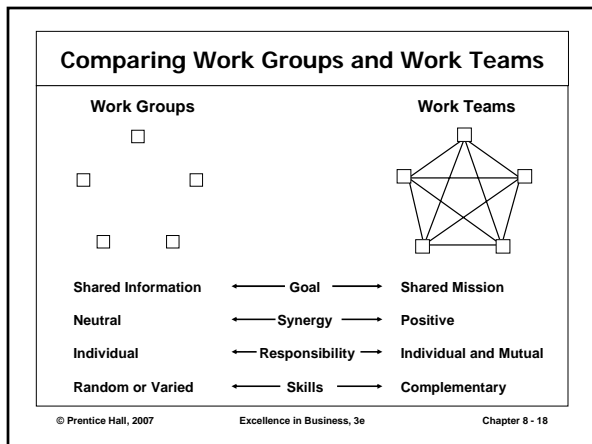
---

---

---

---

---




---

---

---

---


---

---

---

---

## Workplace Teams

<b>Problem-Solving</b>	
<b>Self-Managed</b>	
<b>Functional</b>	

© Prentice Hall, 2007      Excellence in Business, 3e      Chapter 8 - 19

---

---

---

---

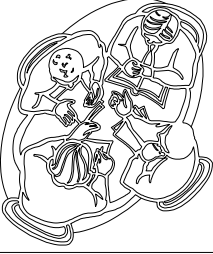
---

---

---

---

## Cross-Functional Teams

<b>Task Forces</b>	
<b>Special Purpose</b>	
<b>Committees</b>	

© Prentice Hall, 2007      Excellence in Business, 3e      Chapter 8 - 20

---

---

---

---

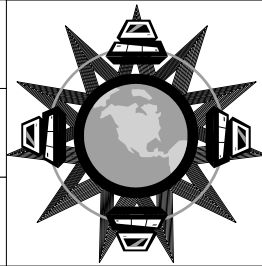
---

---

---

---

## Virtual Teams

<b>Maximize Diversity</b>	
<b>Employ Technology</b>	
<b>Promote Teamwork</b>	

© Prentice Hall, 2007      Excellence in Business, 3e      Chapter 8 - 21

---

---

---

---

---

---

---

---

# Working In Teams

Opportunities	Challenges
<ul style="list-style-type: none"> <li>✓ Higher-quality decisions</li> <li>✓ Increased commitment</li> <li>✓ Lower stress levels</li> <li>✓ Less internal competition</li> <li>✓ Improved flexibility</li> </ul>	<ul style="list-style-type: none"> <li>✓ Inefficiency</li> <li>✓ Groupthink</li> <li>✓ Diminished motivation</li> <li>✓ Structural disruption</li> <li>✓ Excessive workloads</li> </ul>

© Prentice Hall, 2007 Excellence in Business, 3e Chapter 8 - 22

---

---

---

---


---

---

---

---

# Effective Teams

	Size and Structure
	Sense of Purpose
	Communication

© Prentice Hall, 2007 Excellence in Business, 3e Chapter 8 - 23

---

---

---

---

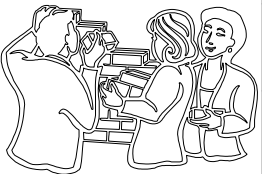
---

---

---

---

# Effective Teams

	Creative Thinking
	Focused Efforts
	Consensus

© Prentice Hall, 2007 Excellence in Business, 3e Chapter 8 - 24

---

---

---

---

---

---


---

---



## Team Development

- Forming
- Storming
- Norming
- Performing
- Adjourning



© Prentice Hall, 2007      Excellence in Business, 3e      Chapter 8 - 25

---

---

---

---

---

---

---

---

## The Level of Team Cohesiveness

Competition		Evaluation	
Meeting Attendance	Team Interaction	Work Quality	Goal Achievement

© Prentice Hall, 2007      Excellence in Business, 3e      Chapter 8 - 26

---

---

---

---

---

---

---

---

## The Emergence of Team Norms

Standards of Conduct		Acceptable Behavior	
Set Limits	Identify Values	Clarify Expectations	Facilitate Survival

© Prentice Hall, 2007      Excellence in Business, 3e      Chapter 8 - 27

---

---

---

---

---

---

---

---

## Causes of Team Conflict

Scarce Resources	Responsibility Issues	Poor Communication
Personality Differences	Power Struggles	Incompatible Goals

© Prentice Hall, 2007 Excellence in Business, 3e Chapter 8 - 28

---

---

---

---

---

---

---

---

## Solutions to Team Conflict

Resolution	Prevention
Avoidance	Clear Goals
Confrontation	Well-Defined Tasks
Defusion	Open Communication

© Prentice Hall, 2007 Excellence in Business, 3e Chapter 8 - 29

---

---

---

---


---

---

---

---

## Productive Team Meetings

Clarify the Purpose	
Select Participants	
Clarify the Agenda and Stay Focused	

© Prentice Hall, 2007 Excellence in Business, 3e Chapter 8 - 30

---

---

---

---

---

---

---

---

## Productive Team Meetings

Follow the Rules

Promote Participation

Close Effectively



© Prentice Hall, 2007

Excellence in Business, 3e

Chapter 8 - 31

---

---

---

---

---

---

---

---