

รหัสวิชา MTM3202 การสร้างเครือข่ายทางธุรกิจ
Business Network Buildings

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Learning Objectives

- L07-1** Identify the factors that influence managers' choice of an organizational structure
- L07-2** Explain how managers group tasks into jobs that are motivating and satisfying for employees
- L07-3** Describe the types of organizational structures managers can design, and explain why they choose one structure over another
- L07-4** Explain why managers must coordinate jobs, functions, and divisions using the hierarchy of authority and integrating mechanisms.

Designing Organizational Structure

★ Organizing

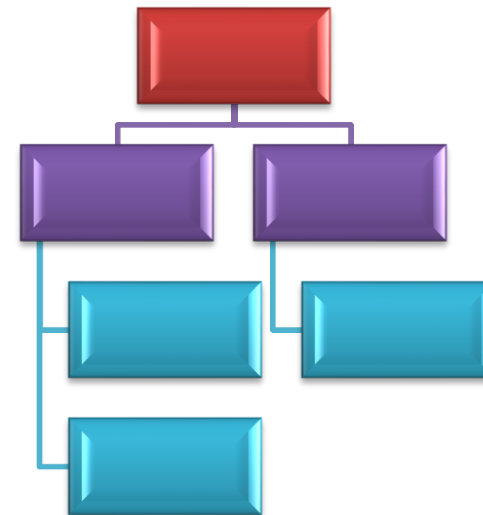
↳ The process by which managers establish the structure of working relationships among employees to achieve goals



Designing Organizational Structure

★ Organizational Structure

- ↳ Formal system of task and reporting relationships that coordinates and motivates organizational members so that they work together to achieve organizational goals



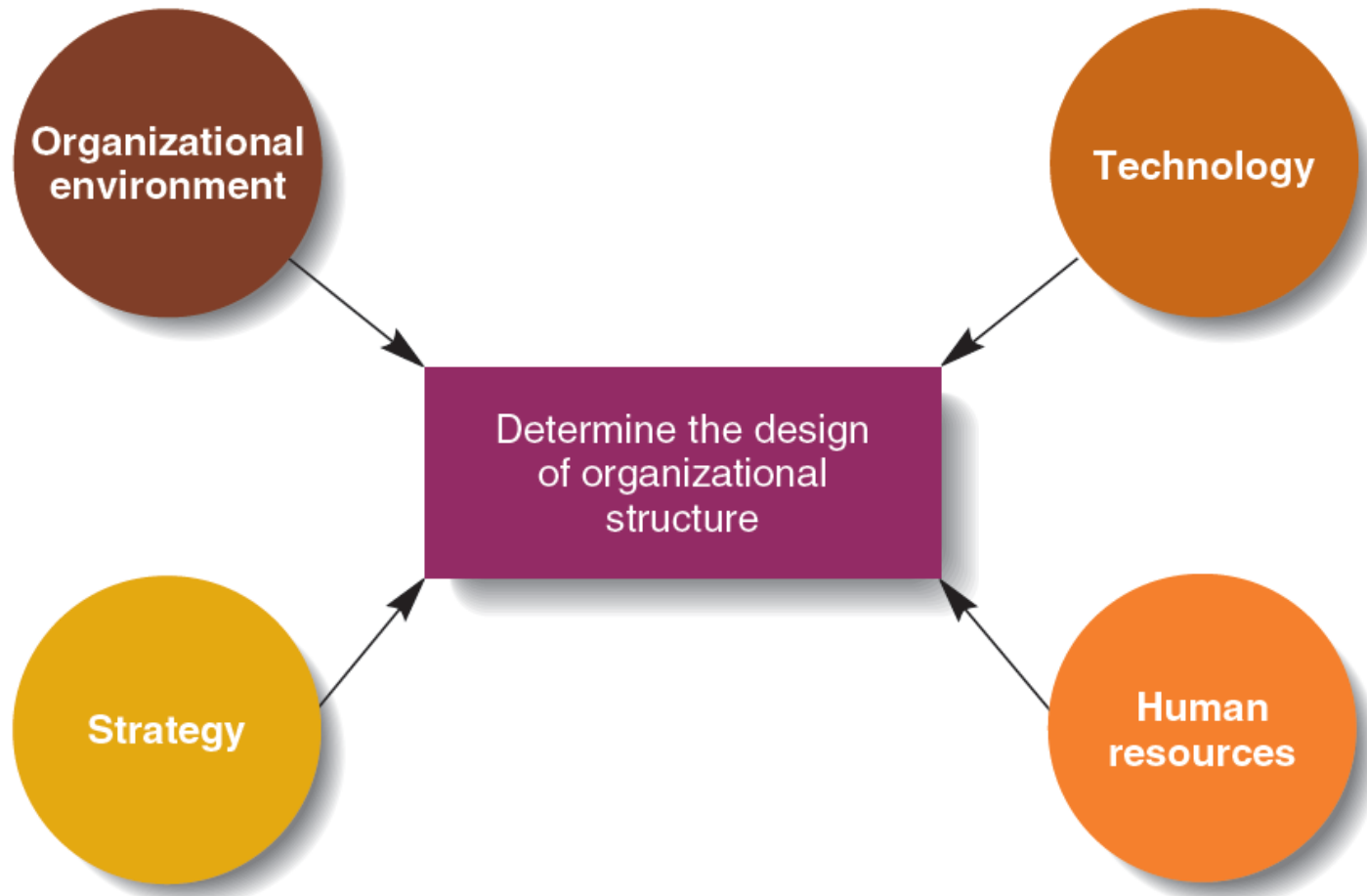
Designing Organizational Structure

★ **Organizational design**

↳ The process by which managers make specific choices that result in a particular kind of organizational structure.

Factors Affecting Organizational Structure

Figure 7.1



Question?

What is increasing the degree of responsibility a worker has over a job?

- A. Job Design
- B. Job Simplification
- C. Job Enlargement
- D. Job Enrichment

Job Design

★ Job Design

↳ The process by which managers decide how to divide tasks into specific jobs

★ Job Simplification

↳ The process of reducing the number of tasks that each worker performs

Job Design

★ Job Enlargement

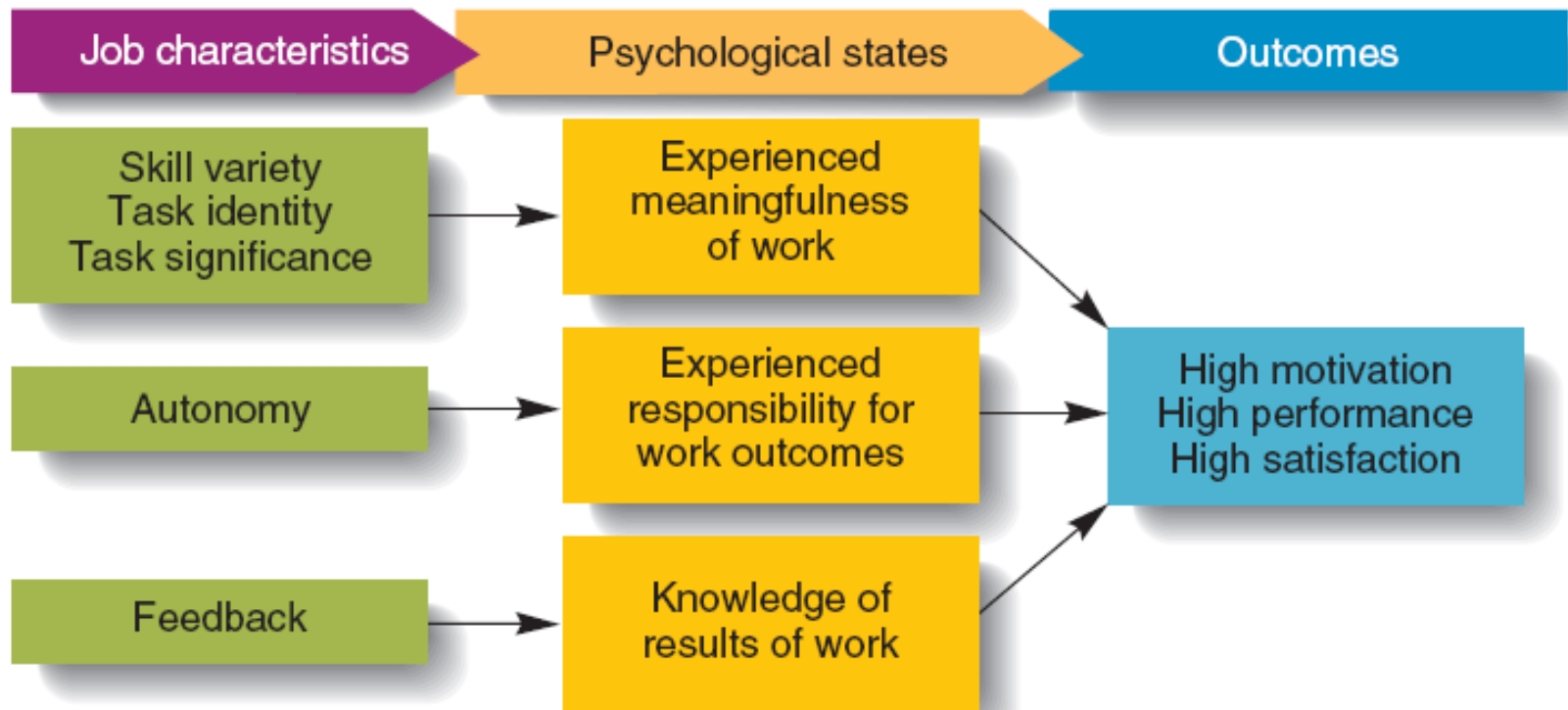
↳ Increasing the number of different tasks in a given job by changing the division of labor

★ Job Enrichment

↳ Increasing the degree of responsibility a worker has over a job

The Job Characteristics Model

Figure 7.2



Job Characteristics Model

Job Characteristic	
Skill variety	Employee uses a wide range of skills.
Task identity	Worker is involved in all tasks of the job from beginning to end of the production process
Task significance	Worker feels the task is meaningful to organization.
Autonomy	Employee has freedom to schedule tasks and carry them out.
Feedback	Worker gets direct information about how well the job is done.

Grouping Jobs into Functions

★ **Functional Structure**

↳ An organizational structure composed of all the departments that an organization requires to produce its goods or services



Grouping Jobs into Functions

★ Advantages

- ↳ Encourages learning from others doing similar jobs
- ↳ Easy for managers to monitor and evaluate workers

★ Disadvantages

- ↳ Difficult for departments to communicate with others
- ↳ Preoccupation with own department and losing sight of organizational goals

Divisional Structures

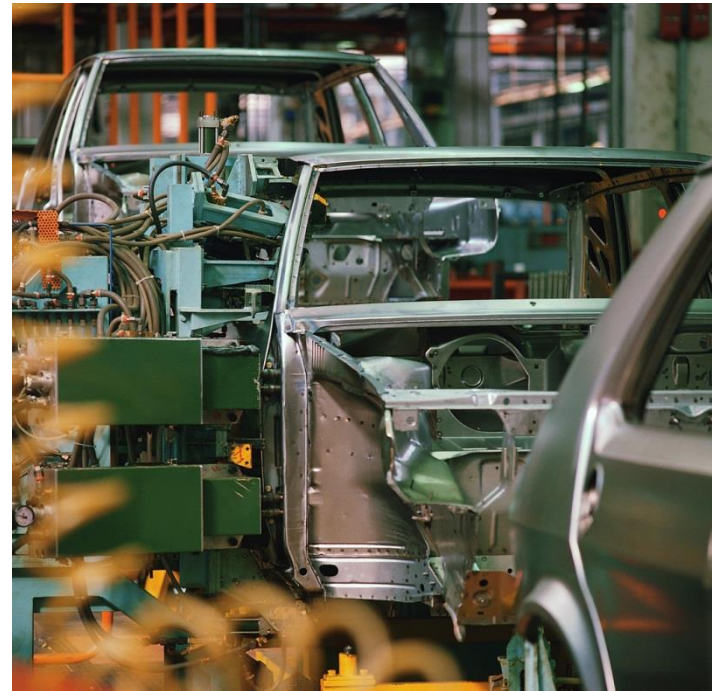
★ Divisional Structure

- ↳ An organizational structure composed of separate business units within which are the functions that work together to produce a specific product for a specific customer

Types of Divisional Structures

★ **Product Structure**

- ↳ Each product line or business is handled by a self-contained division



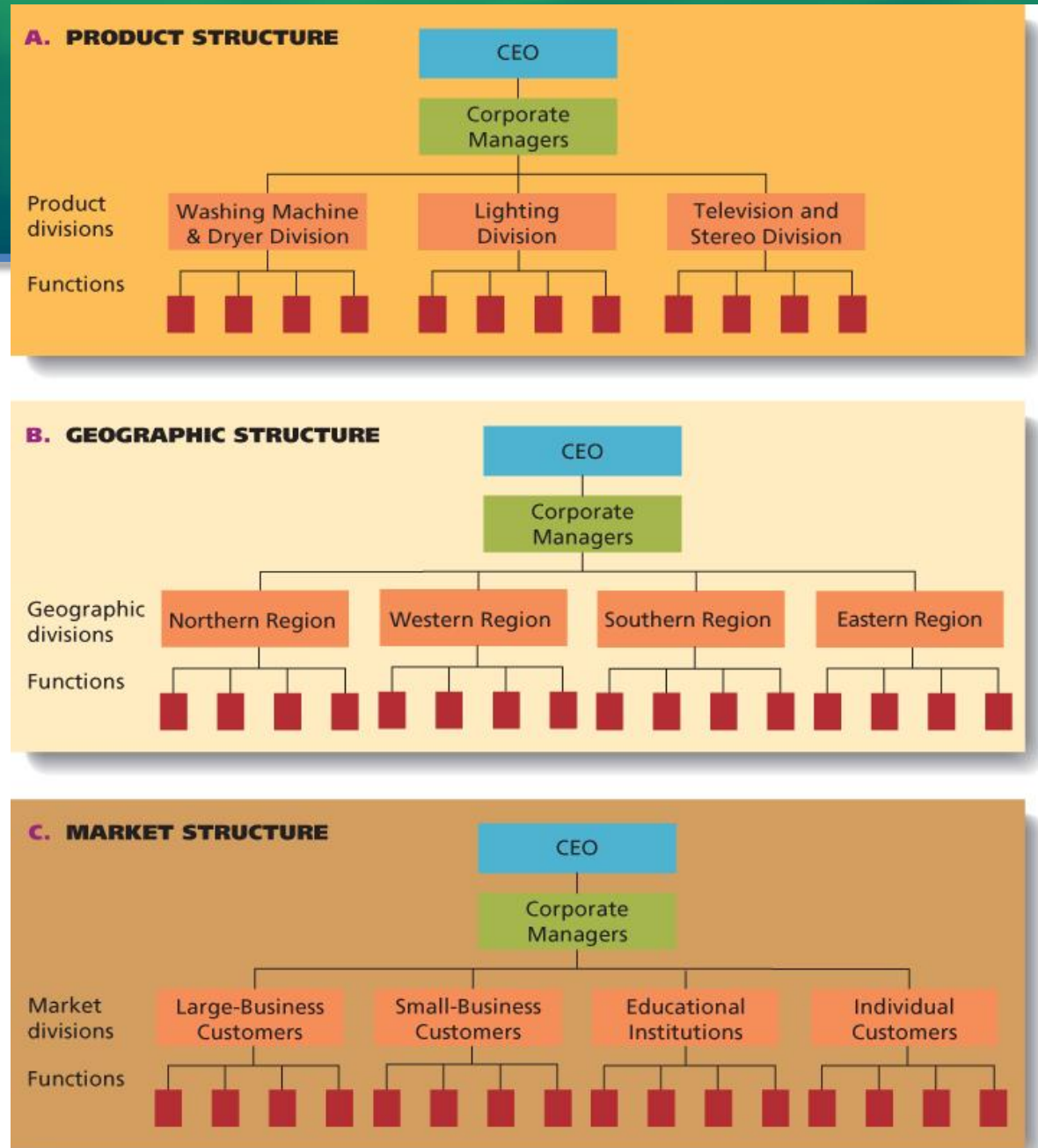
Product Structure

Advantages

- ★ Allows functional managers to **specialize** in one product area
- ★ Division managers become **experts** in their area
- ★ Removes need for direct supervision of division by corporate managers
- ★ Divisional management **improves** the use of resources

Figure 7.4

Product, Market, and Geographic Structures



Types of Divisional Structures

★ **Geographic Structure**

↳ Each region of a country or area of the world is served by a self-contained division

★ **Global geographic structure**

↳ Managers locate different divisions in each of the world regions where the organization operates

↳ Generally, occurs when managers are pursuing a multi-domestic strategy

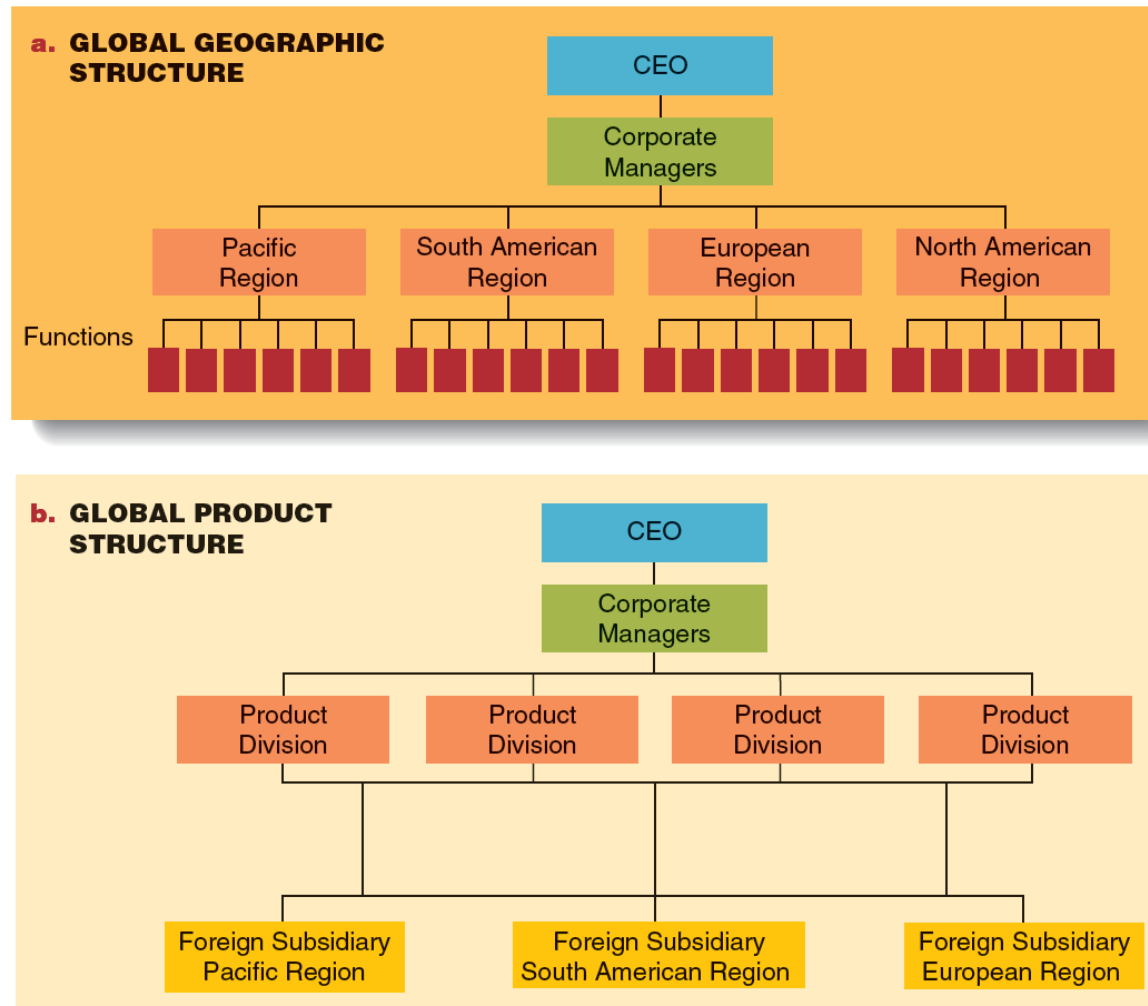
Types of Divisional Structures

★ **Global Product Structure**

- ↳ Each product division, not the country or regional managers, takes responsibility for deciding where to manufacture its products and how to market them in foreign countries

Global Geographic and Global Product Structures

Figure 7.5



Types of Divisional Structures

★ **Market Structure**

- ↳ Each kind of customer is served by a self-contained division
- ↳ Also called customer structure

Matrix Design Structure

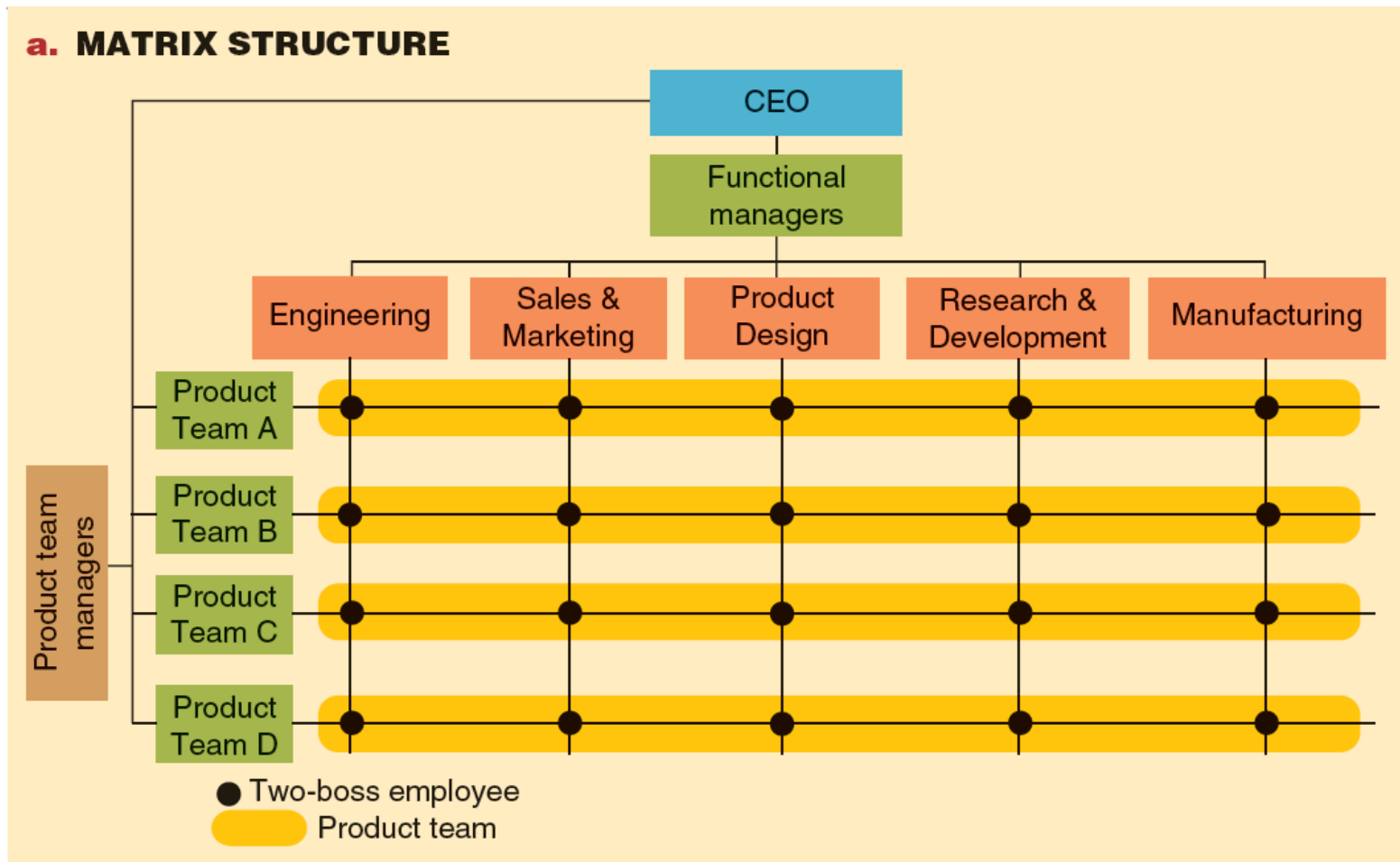


★ Matrix Structure

↳ An organizational structure that simultaneously groups people and resources by function and product

Matrix Structure

Figure 7.6



Product Team Structure

★ **Product Team Structure**

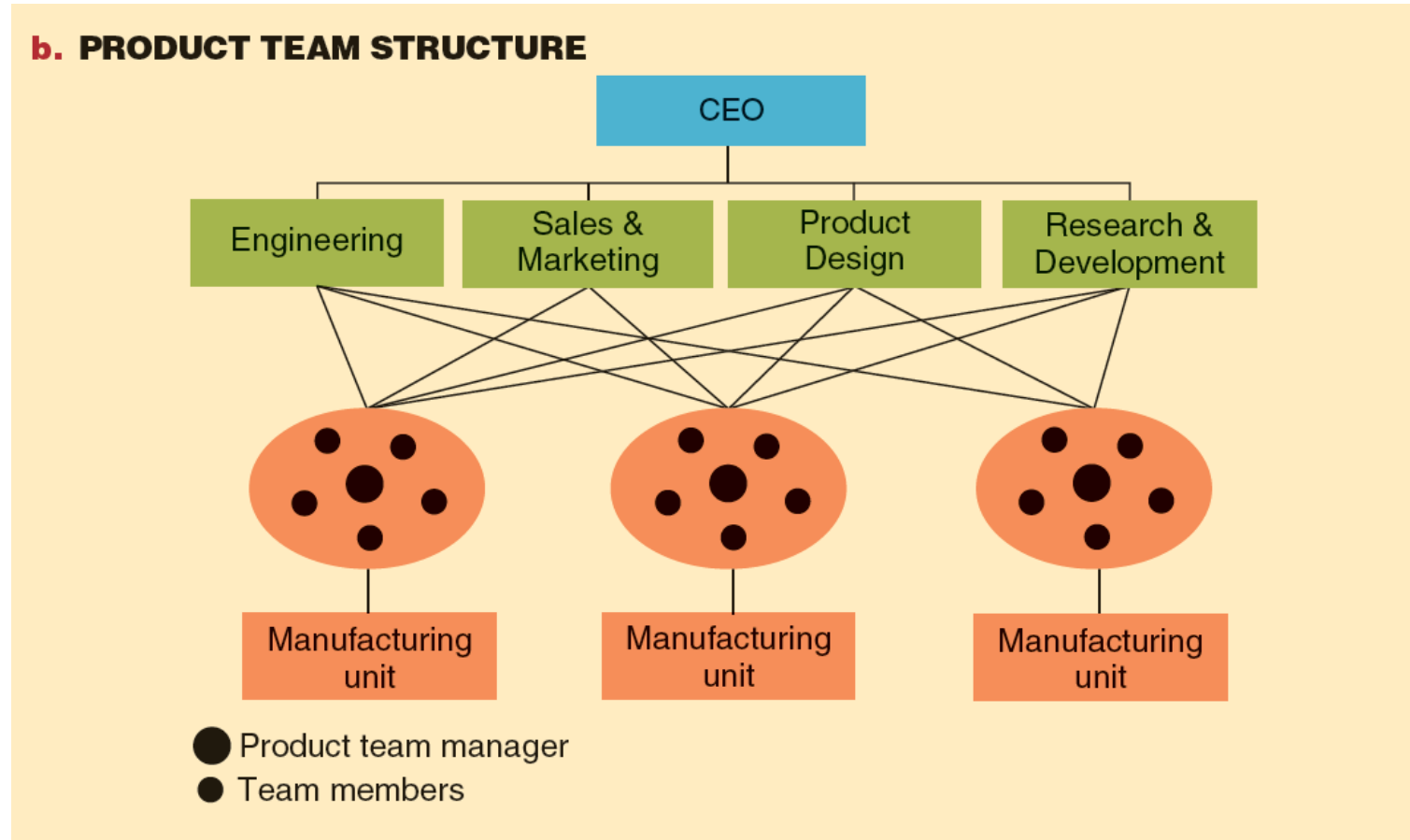
↳ Employees are permanently assigned to a cross-functional team and report only to the product team manager or to one of his direct subordinates

★ **Cross-functional team**

↳ group of managers brought together from different departments to perform organizational tasks

Product Team Structure

Figure 7.6



Coordinating Functions and Divisions

★ **Authority**

↳ The power to hold people accountable for their actions and to make decisions concerning the use of organizational resources

★ **Hierarchy of Authority**

↳ An organization's chain of command, specifying the relative authority of each manager

Allocating Authority

★ **Span of Control**

↳ The number of subordinates that report directly to a manager



Allocating Authority

★ **Line Manager**

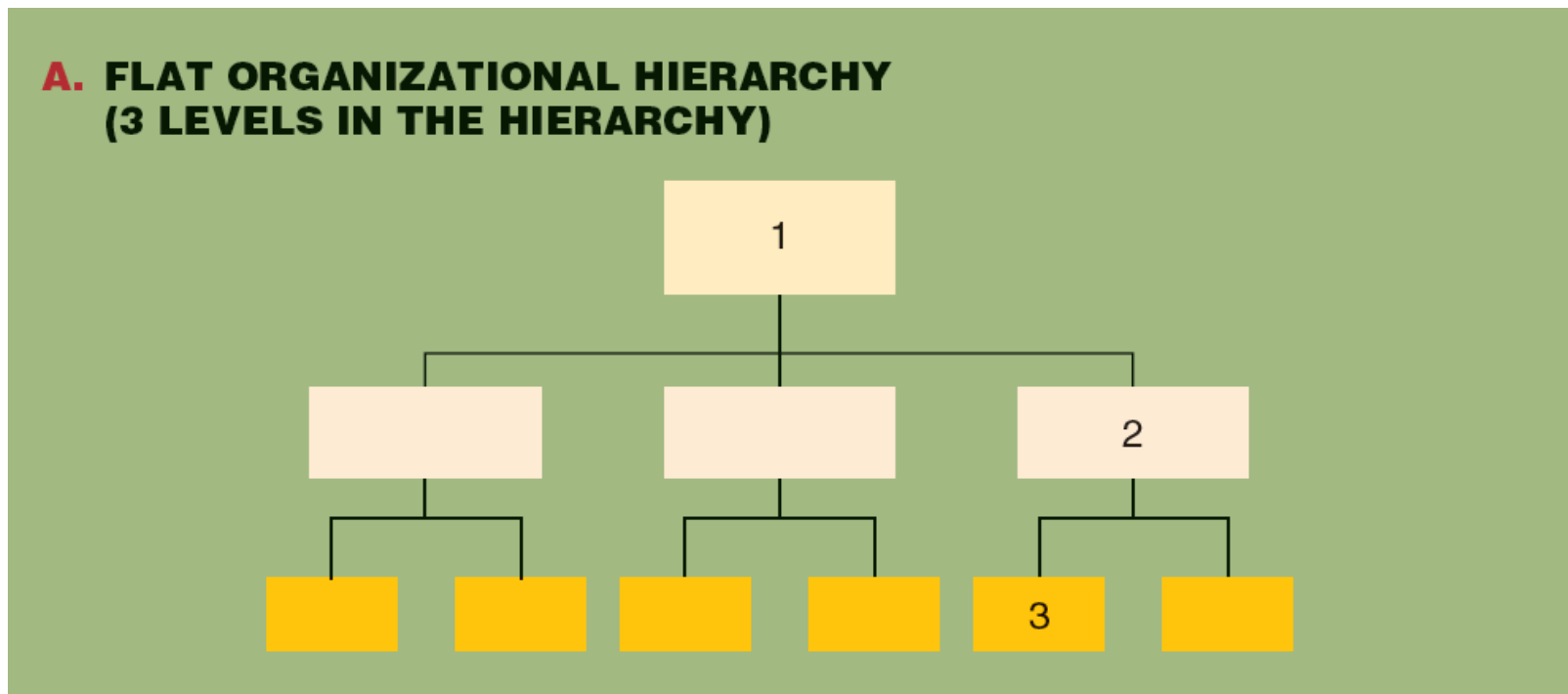
↳ someone in the direct line or chain of command who has formal authority over people and resources

★ **Staff Manager**

↳ Someone responsible for managing a specialist function, such as finance or marketing.

Tall & Flat Organizations

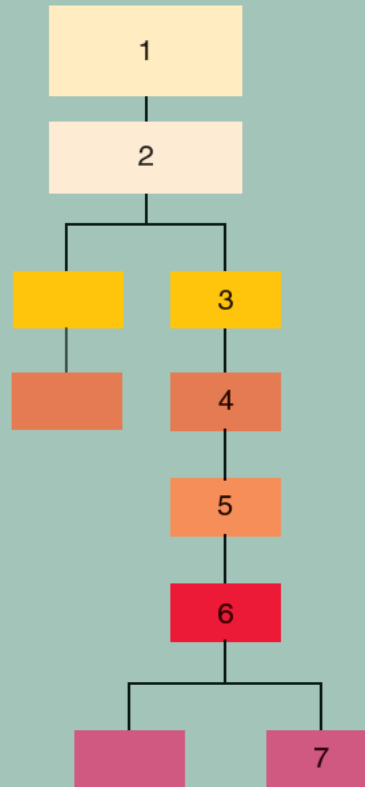
Figure 7.9



Tall & Flat Organizations

Figure 7.9

**B. TALL ORGANIZATIONAL HIERARCHY
(7 LEVELS IN THE HIERARCHY)**



Tall and Flat Organizations

★ **Decentralizing authority**

- ↳ giving lower-level managers and nonmanagerial employees the right to make important decisions about how to use organizational resources.

Integrating and Coordinating Mechanisms

★ Integrating Mechanisms

- ↳ Organizing tools that managers can use to increase communication and coordination among functions and divisions

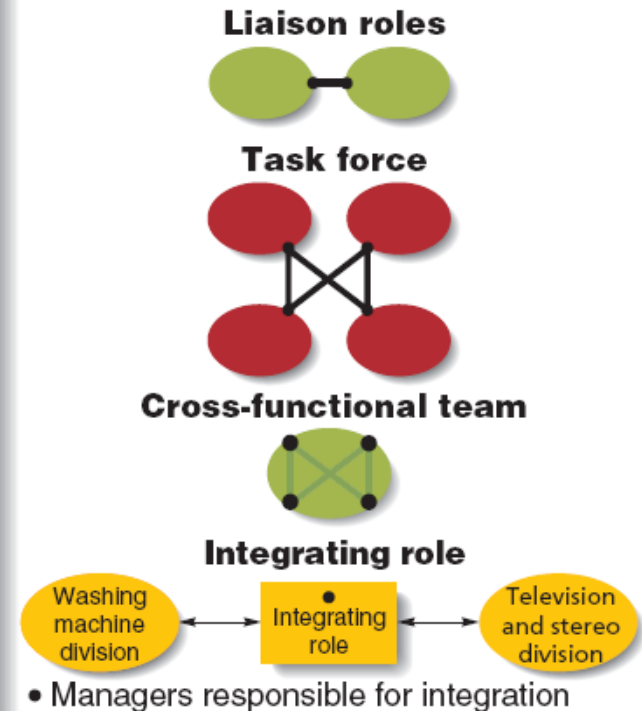
Discussion Question?

Which of these is an example of an integrating mechanism?

- A. Direct Contact
- B. Liaison roles
- C. Task Forces
- D. Cross-functional Teams
- E. All of the above

Types and Examples of Integrating Mechanisms

Figure 7.10



Strategic Alliances

★ **Strategic Alliance**

- ↳ An agreement in which managers pool or share firm's resources and know-how with a foreign company and the two firms share in the rewards and risks of starting a new venture.

Strategic Alliances

★ **Network Structure**

↳ A series of strategic alliances that an organization creates with suppliers, manufacturers, and distributors to produce and market a product

★ **Outsource**

↳ To use outside suppliers and manufacturers to produce goods and services

Strategic Alliances

★ **Boundaryless Organization**

- ↳ An organization whose members are linked by computers, faxes, computer-aided design systems, and video-conferencing and who, rarely, if ever, see one another face-to-face

Strategic Alliances

★ Knowledge Management System

- ↳ A company-specific virtual information system that allows workers to share their knowledge and expertise and find others to help solve problems.



B2B Network Structures and IT

★ **Business to Business (B2B) network**

- ↳ A group of organizations that join together and use IT to link themselves to potential global suppliers to increase efficiency and effectiveness.

Video: Starbucks

- ★ Why did Howard Schultz return to Starbucks as CEO?
- ★ What restructuring actions did Schultz take?

