Contents

Preface ix

SECTION 1 IDENTIFYING STRUCTURES

1.1 Types of organisation and associated structures 3

Classifications of organisations 4
Design fundamentals 5
Organisational effectiveness 10
Staffing issues 16
Organisation charts 21
Spans of control 22
Formal and informal groups and relationships within an organisation 27
Line and staff relationships within an organisation 28
Project teams 29
Matrix relationships 30
The influence of technology on the organisational structure 32
Further structural considerations 37
Review questions 39

1.2 Structural factors which influence the success or failure of an organisation 40

Configuration 41
Symptoms of an efficient or deficient organisation 55
Manifest and latent functions 58
The flows in an organisation 63
Dysfunctions 68
Synergies and contradictions 68
Review questions 69

1.3 Establishing and designing organisations 70

The development of organisational theory and its relevance to the modern context 71
Questioning management paradigms 78
Structural integration and business functions 79
Review questions 81

SECTION 2 CHANGING STRUCTURES

2.1 Different organisational environments 85

Placid-random and placid-clustered environments 86
Disturbed reactive and turbulent environments 87
Types of change 88
Psychological implications of change 102
Configuration 110
Contingency 111
Review questions 115

2.2 Different organisational structures 116

Internal factors affecting organisational structure 116
External factors affecting organisational structure 119
Factors underlying structural differences 121
Simple structures 123
Bureaucratic structures 124
Functional structures 128
Divisional structures 130
Mechanistic structures 132
Organic structures 132
Matrix structures 133
Centralised structures 135
Decentralised structures 136
Flat structures 137
Hierarchical structures 137
Co-operative alliances 139
Other organisational structures 139
Stages of development 140
Chaos theory and organisations 142
Phases of growth and decline 143
Franchising 146
Flexible structures and home working 148
Contractual responses to changing needs 152
Short-term staff implications of new technology 153
Controlling labour turnover 153
Review questions 154

2.3 Responding to change 155

Reasons for change 156
Classification of change control systems 160
The management of organisational change through structures 164
Review questions 167

SECTION 3 COMMUNICATING IN ORGANISATIONS

3.1 Models, forms and channels of communication 171

Models of communication 171
Management models of communication 174
Internal communication channels 179
External communication channels 188
Restricted and open communication channels 191
Administration systems 192
Review questions 196

3.2 The media of communications 198

The communication process and information and communication technology 198
Information technology as a communication tool 203
Health and stress issues relating to computer systems 205
Telecommunications 207
Effectiveness of communication – efficiencies and deficiencies 210
Review questions 212

SECTION 4 IDENTIFYING AND CHANGING ORGANISATIONAL CULTURE

4.1 Culture 217

Culture and theory 219
Sources of organisational culture 224
The development of organisational culture 229
The uses of organisational culture 232
Types of organisational culture 234
Formal and informal cultures 239
Positive and negative cultures 240
Backward-facing and forward-looking cultures 240
Autocratic and democratic cultures 241
Profit-driven cultures, social responsibility and public image 241
Tribal or clan features 242
Rules and codes of behaviour 243
Sub-cultures 243
Review questions 243

4.2 Influencing factors 245

Internal influencing factors 245
External cultural environment 247
Environmental management 250
Social costs 252

Social or environmental audits 255
Product ethics; eco-management and eco-labelling 259
Further environmental considerations 262
Pressure groups and their impact on organisational and product ethics 265
Consumerism and its impact on trading policies 268
Review questions 269

4.3 Influencing and adapting 271

Why employees behave as they do 271
Measures to facilitate motivation 279
Management styles 284
Group, task and individual needs 294
Reactions to change 295
Force field analysis 296
Quality circles 296
Monitoring change, review and feedback 297
Communication strategies 297
Development and influence of corporate culture 297
Review questions 300

Further reading 301

Index 303