



The Course & package of Handouts are based on the BOOKS:

- GML – *Global Management Lectures* (2016 – Joe Santangelo)
- EXPORT MANAGEMENT & Corporate Strategy (2016 – Joe Santangelo)
- CONTEMPORARY MANAGEMENT (2016 – Jennifer George)
- DEFINITIONS taken from: WEB-FINANCE INC. - Business Dictionary



INTERNATIONAL ACADEMY OF ROME

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COURSE: ENGINEERING MANAGEMENT (CERTIFICATE) INE4009

SESSION: 11) MANAGING ORGANIZATIONAL STRUCTURES & CULTURES

Introduction

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Session: 11) Managing organizational Structures & Cultures

Synoptic Overview: SBU most affected by MANAGEMENT STYLE

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		DIRECTIVE	ANCILLARY	FUNCTIONAL	OPERATIONAL
		1	2	3	4
MAIN DEPARTMENT & FUNCTIONS IN A COMPANY	A	STRATEGIC PLANNING & GOVERNANCE C.E.O. (CHIEF EXECUTIVE MANAGER)	LEGAL AFFAIRS DEPARTMENT	HSEQ: HEALTH SAFETY ENVIRONMENT & QUALITY DEPARTMENT	PRODUCTION F.M. (FACTORY MANAGER)
	B	MANAGING DIRECTOR GENERAL MANAGER	HUMAN RESOURCES MANAGEMENT	R&D: RESEARCH & DEVELOPMENT	SITE MANAGEMENT S.M. (SITE MANAGER)
	C	CORPORATE ADMINISTRATION C.A.O. (CHIEF ADMINISTRATION OFFICER)	HUMAN RESOURCES TRAINING & DEVELOPMENT	LOGISTICS MANAGEMENT	MAINTENANCE DEPARTMENT
	D	CORPORATE FINANCE C.F.O. (CHIEF FINANCIAL OFFICER)	MANAGEMENT CONTROL & AUDITING	EXPORT MANAGER FOREIGN ACTIVITIES MANAGER	DISTRIBUTION DEPARTMENT
	E	TECHNICAL DEPARTMENT C.T.O. (CHIEF TECHNICAL OFFICER)	INFORMATION TECHNOLOGY DEPARTMENT C.Ty.O. (CHIEF TECHNOLOGY OFFICER)	SALES & PROMOTION DEPARTMENT S.D. (SALES DIRECTOR and/or SALES MANAGER)	
	F		PURCHASE OFFICER	COMMERCIAL POST-SALES DEPARTMENT	
	G		SUPPLY CHAIN MANAGER	MARKETING DEPARTMENT M.M. (MARKETING MANAGER/DIRECTOR)	
	H		STAFF FACILITIES DEPARTMENT	CORPORATE PROCESSES & PROCEDURES MANAGEMENT	

DEFINITIONS (1 / 3)

ORGANIZATION:

A social unit of people that is structured and managed to meet a need or to pursue collective goals. All organizations have a management structure that determines relationships between the different activities and the members, and subdivides and assigns roles, responsibilities, and authority to carry out different tasks. Organizations are open systems: they affect and are affected by their environment.

DEFINITIONS (2/3)

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ORGANIZATIONAL CULTURE:

The values and behaviors that contribute to the unique social and psychological environment of an organization.

Organizational culture includes a specific organization's expectation/goal, experiences, philosophy and values, that hold it together, and is expressed in its self-image, inner workings, interactions with the outside world and future expectations.

DEFINITIONs (3/3)

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PERFORMANCE:

The accomplishment of a given task measured against preset known standards of accuracy, completeness, cost and speed.

ORGANIZATIONs: DETAILs (1 / 3)

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ORGANIZATION

SPECIALIZATION

- **DIRECTIVE UNITs**
- **ANCILLARY UNITs**
- **OPERATIONAL UNITs**
- **FUNCTINAL UNITs**

CONTROL & COORDINATION

ORGANIZATIONs: DETAILs (2/3)

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COMPANY PROPERTY

- **GOVERNANCE**
- **AUTHORITY & COMMAND**
- **COMMUNICATION formalities/modalities**
- **RELATIONSHIPs – INTERFACEs – COOPERATION**
- **TASKs ALLOCATION**
- **SPECIALIZED PERSONNEL ENGAGEMENT**
- **SPECIFIC Objectives**

ORGANIZATIONs: DETAILs (3/3)

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COMPANY MANAGEMENT

- **STRUCTURAL SETUP & LAYOUT**
- **DECISIONAL SYSTEM**
- **INFORMATONAL SYSTEM**

COMPANY MANAGEMENT

Management companies comprise of experienced managers with established track records in their respective fields and usually provide services such as accounting, general administration, maintenance recruitment and secretarial services.

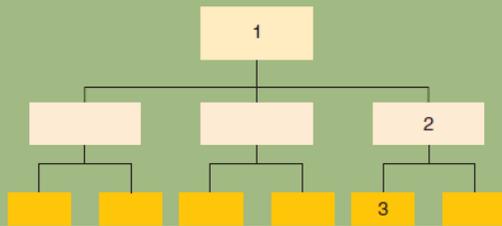
ORGANIZATIONAL CHARTs

MAIN TYPEs & PHILOSOPHY

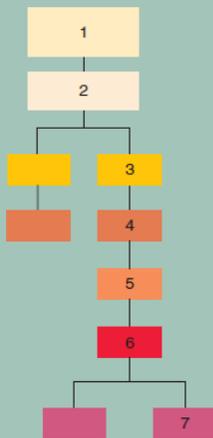
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Tall and Flat Organizations

A. FLAT ORGANIZATIONAL HIERARCHY (3 LEVELS IN THE HIERARCHY)



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



Horizontal/Vertical MODEL:

Chart's HEIGHT affects the following aspects:

1. **COMMAND-CHAIN**
2. **DELEGATIONS and Power of Attorney**
3. **Allocation of Responsibilities**
4. **Executives' Management Style**
5. **Employees' HABITs**

ORGANIZATIONAL STRUCTUREs (0/9)

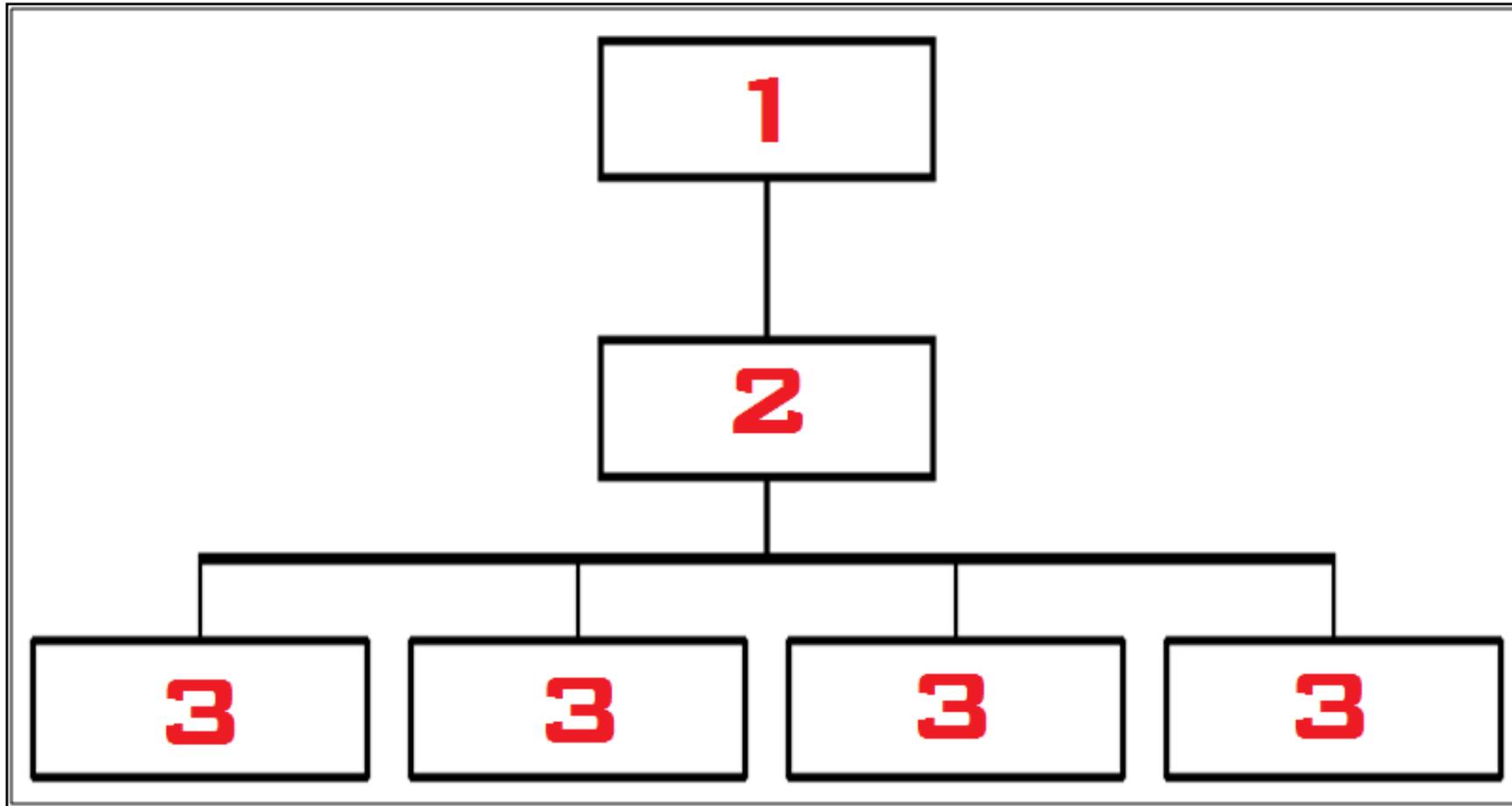
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COMPANY STRUCTUREs

1. Hierarchical
2. Functional
3. Hierarchical/Functional
4. GEOGRAPHICAL
5. PRODUCTs FOCUSED
6. PROJECTs FOCUSED
7. Matricial Structure
8. Divisional Structure
9. Reticular Structure

ORGANIZATIONAL STRUCTUREs (1 / 9)

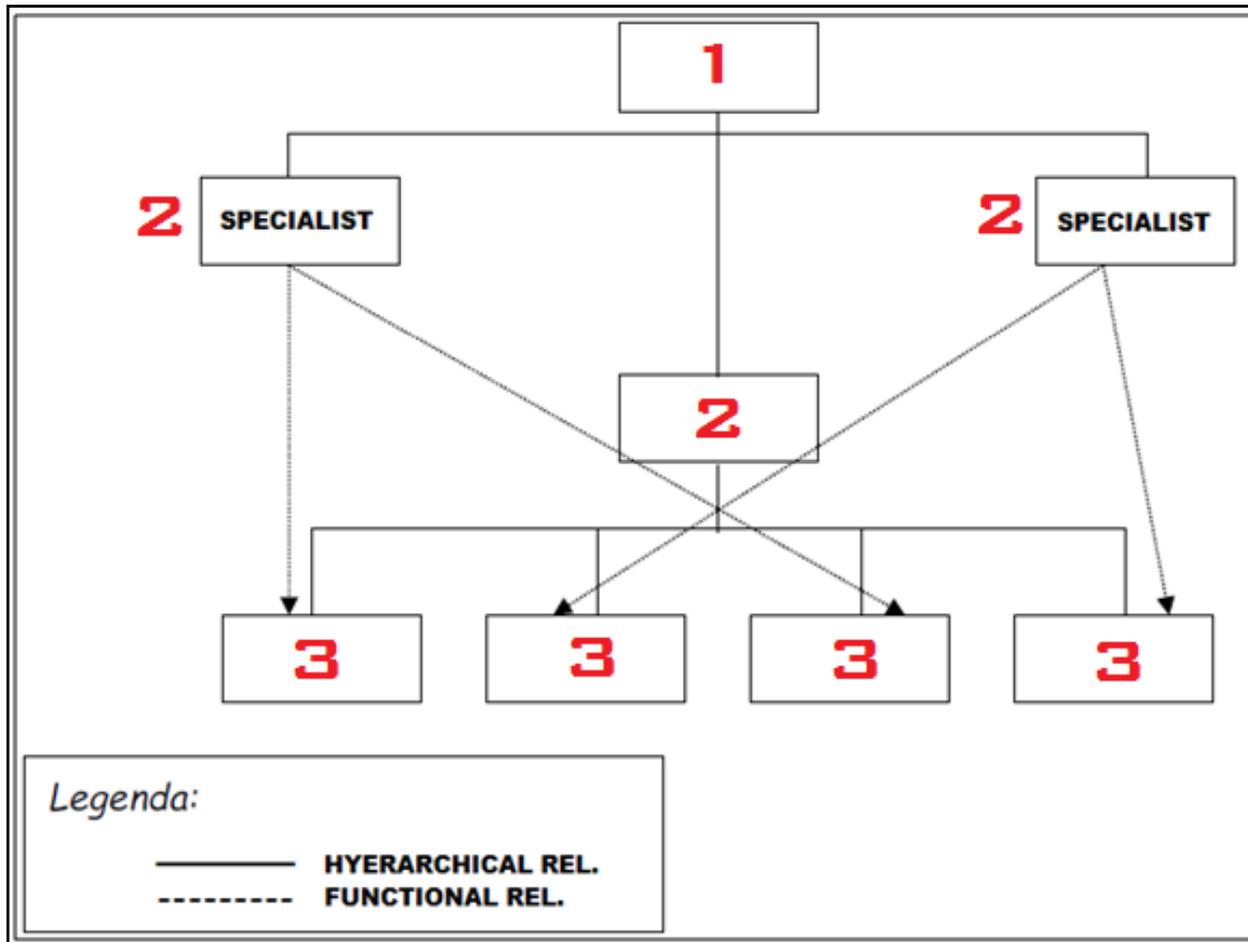
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HIERARCHICAL

ORGANIZATIONAL STRUCTURES (2/9)

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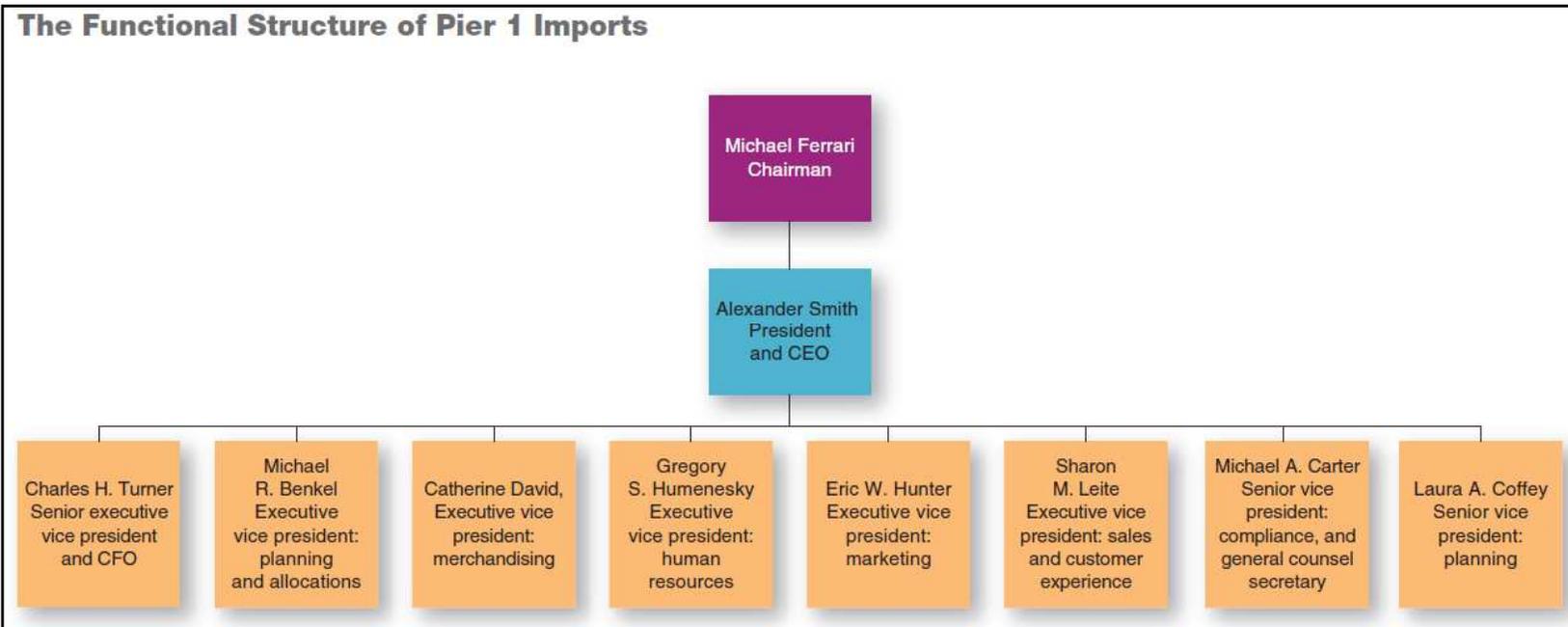


FUNCTIONAL

EXAMPLE

ORGANIZATIONAL STRUCTURES (2/9)

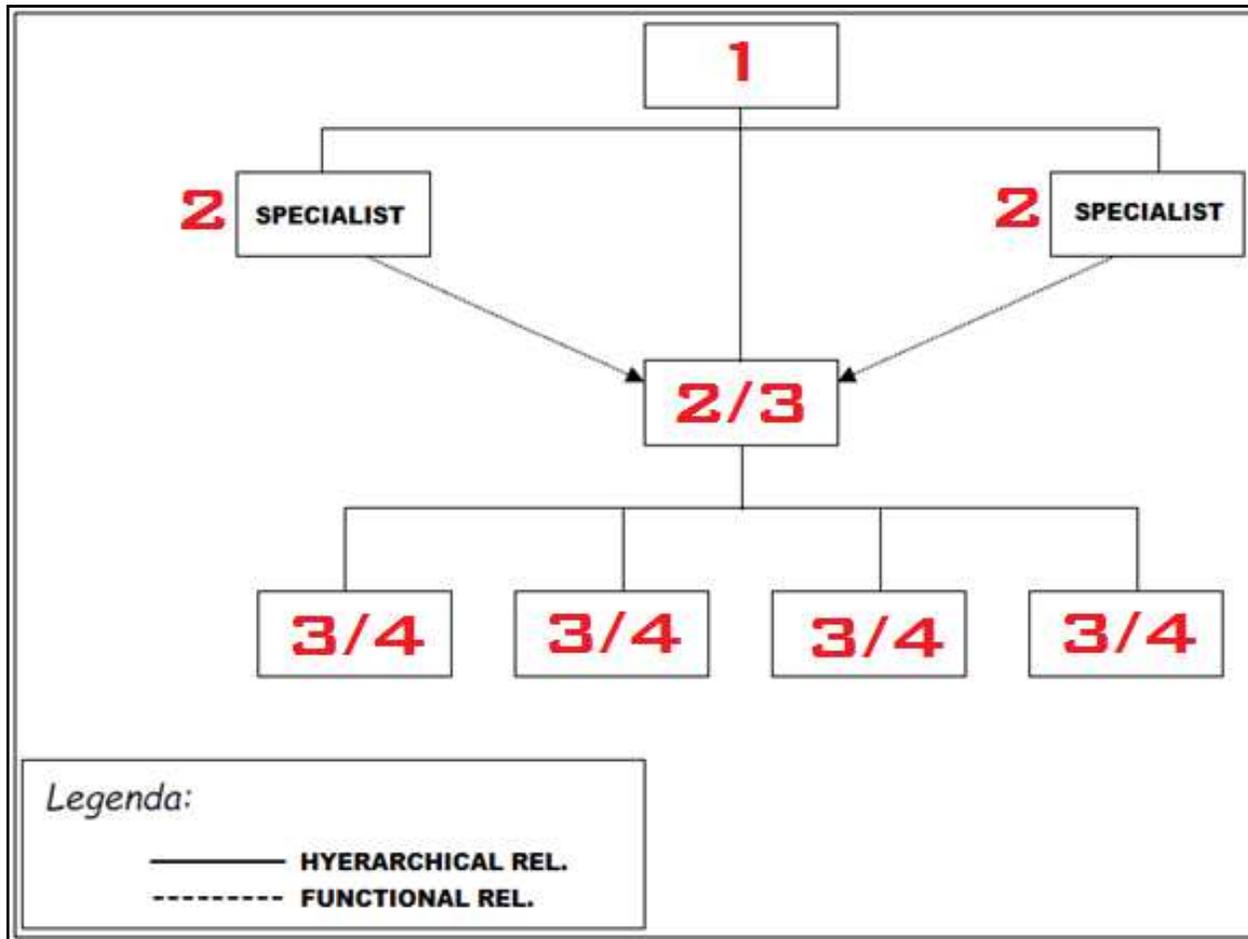
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FUNCTIONAL

ORGANIZATIONAL STRUCTUREs (3/9)

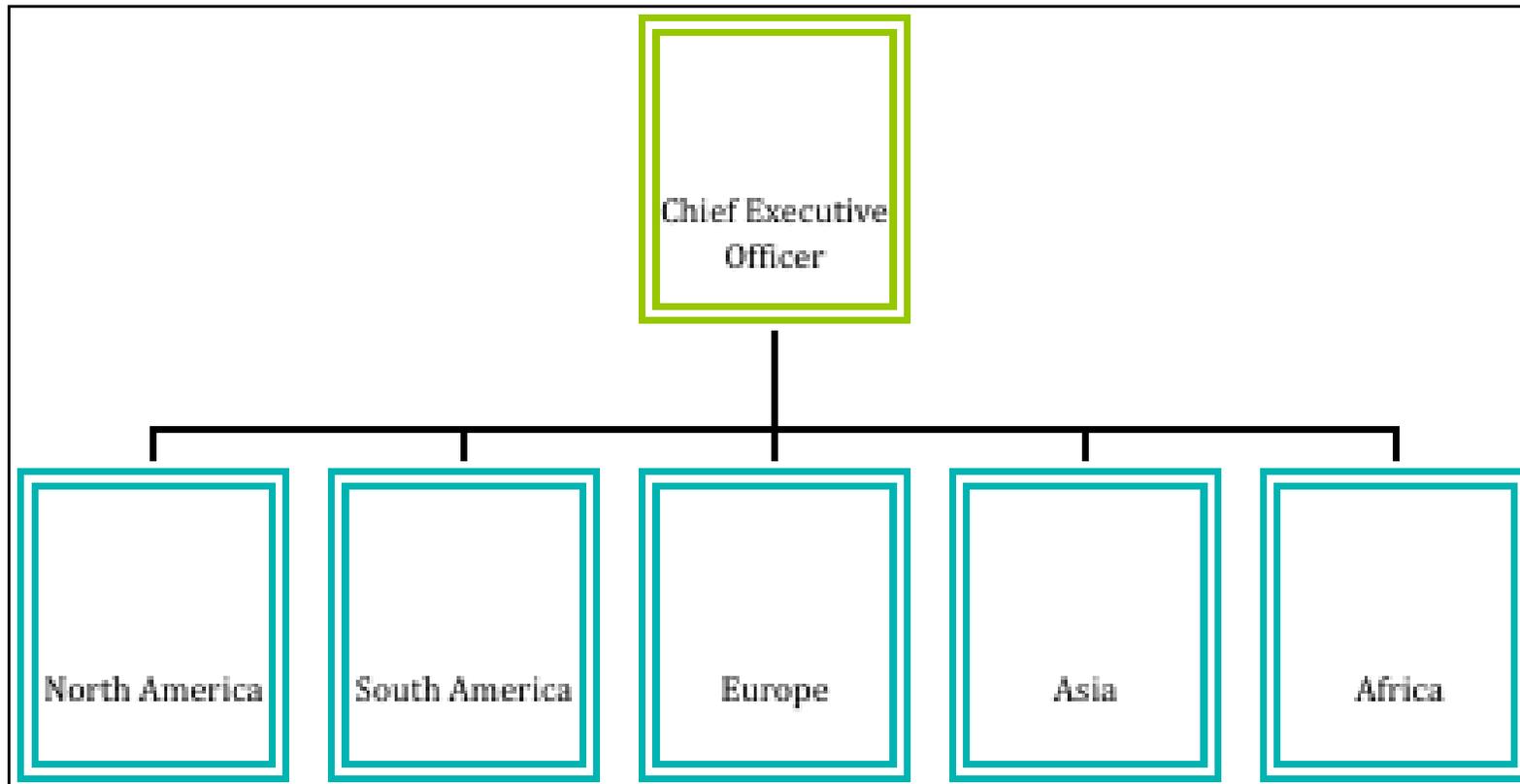
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FUN.-HIER.

ORGANIZATIONAL STRUCTUREs (4/9)

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Session: 11) Managing organizational Structures & Cultures

GEOGRAPHICAL
GEOGRAPHICAL

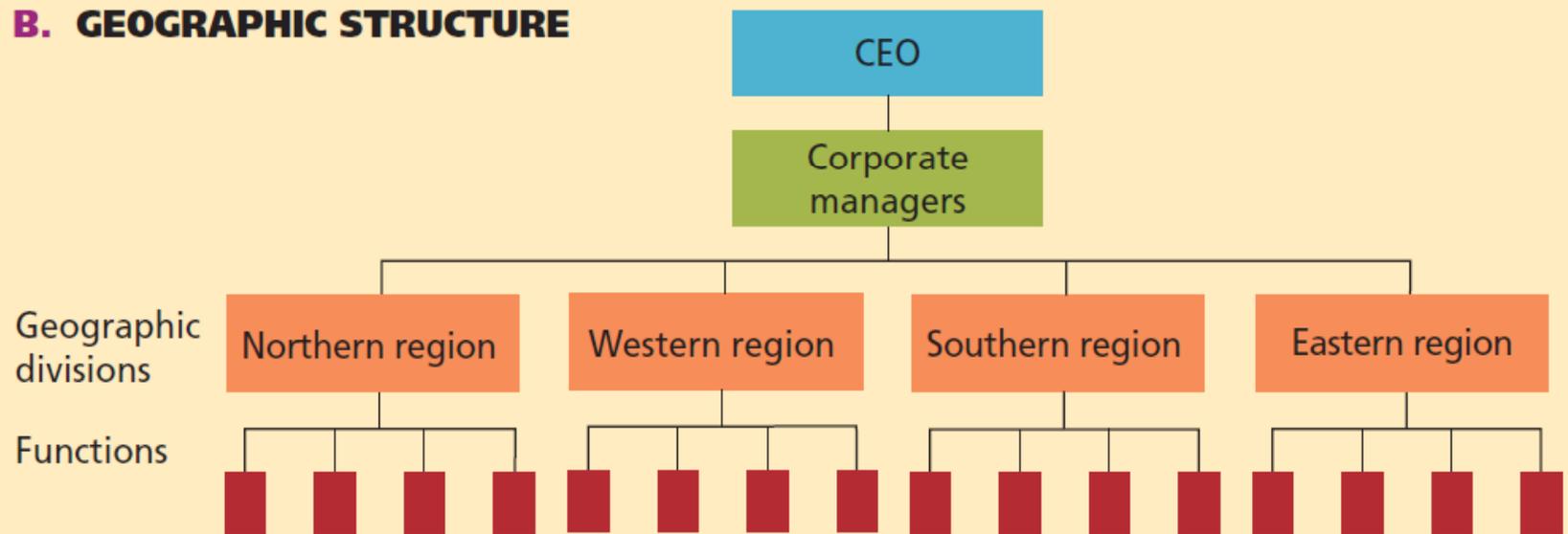
EXAMPLE

ORGANIZATIONAL STRUCTURES (4/9)

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Product, Market, and Geographic Structures

B. GEOGRAPHIC STRUCTURE



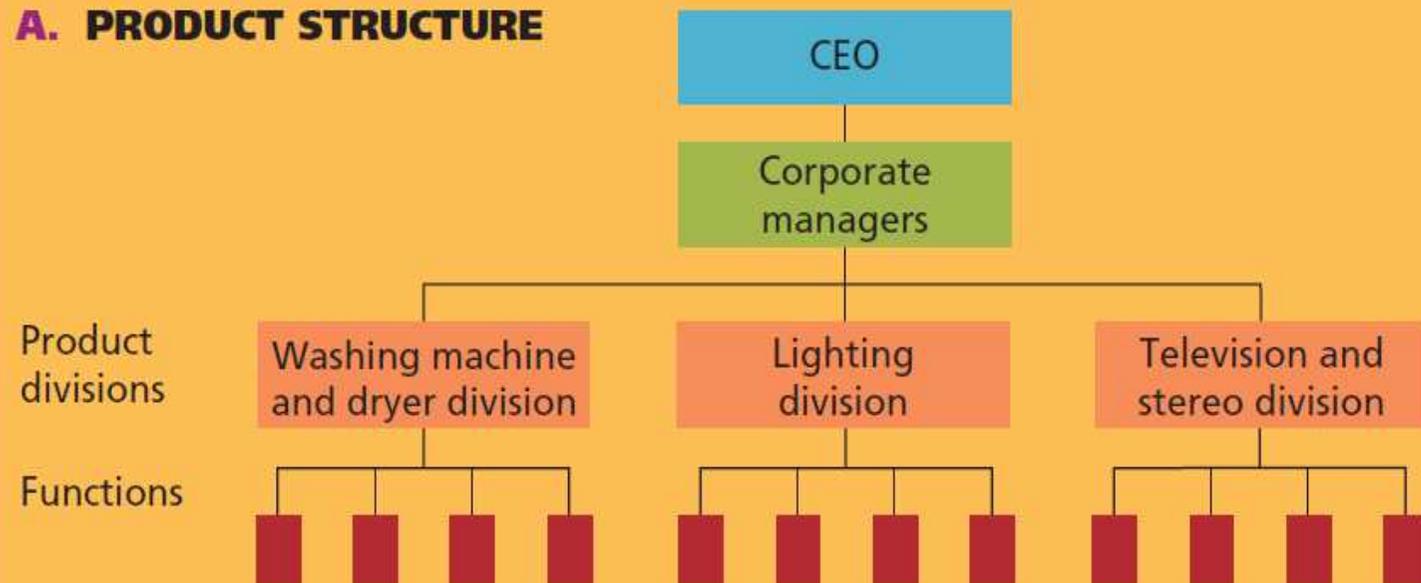
GEOGRAPHICAL

ORGANIZATIONAL STRUCTUREs (5/9)

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Product, Market, and Geographic Structures

A. PRODUCT STRUCTURE



PRD-ORIENTED

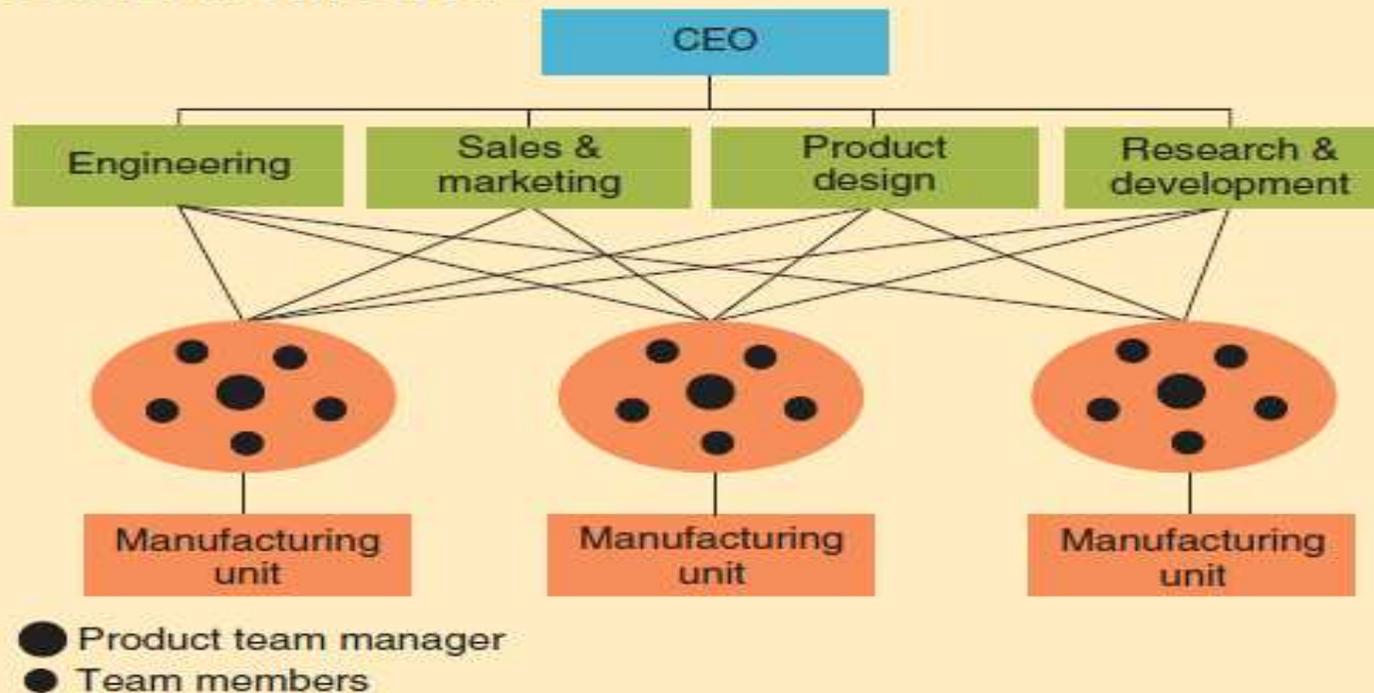
SOPHISTICATION

ORGANIZATIONAL STRUCTURES (5/9)

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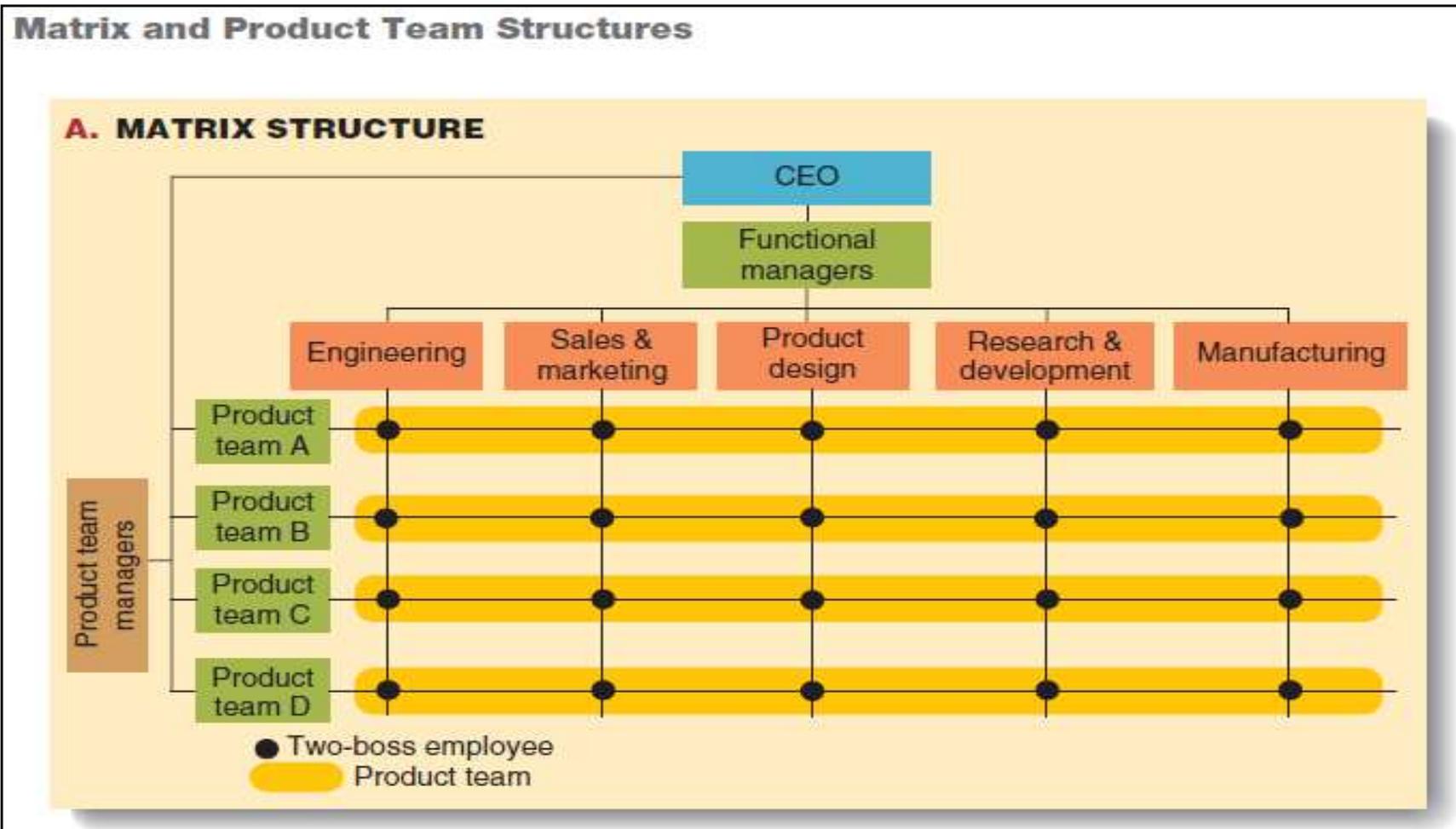
Matrix and Product Team Structures

B. PRODUCT TEAM STRUCTURE



ORGANIZATIONAL STRUCTURES (6/9)

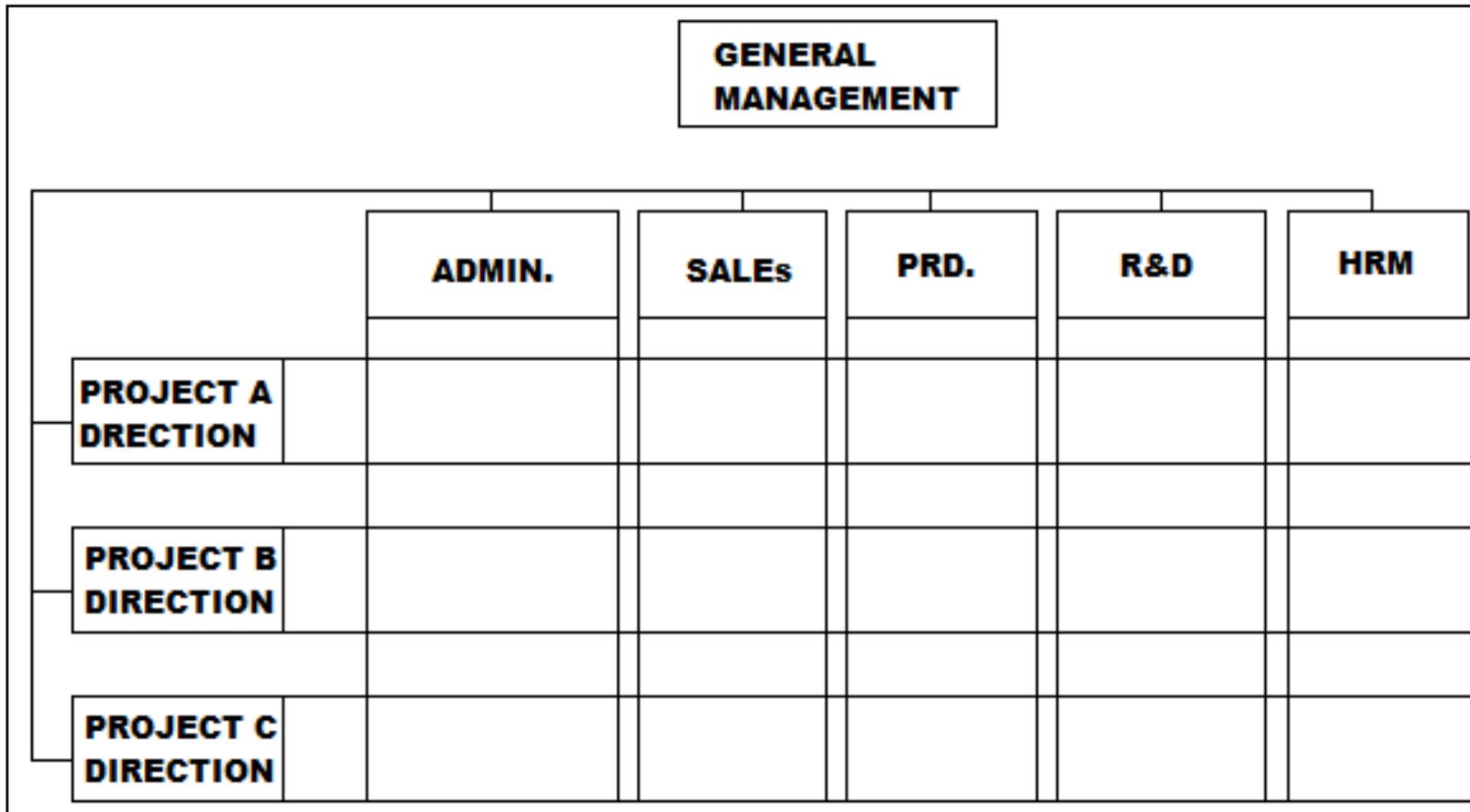
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MATRICAL

ORGANIZATIONAL STRUCTUREs (7/9)

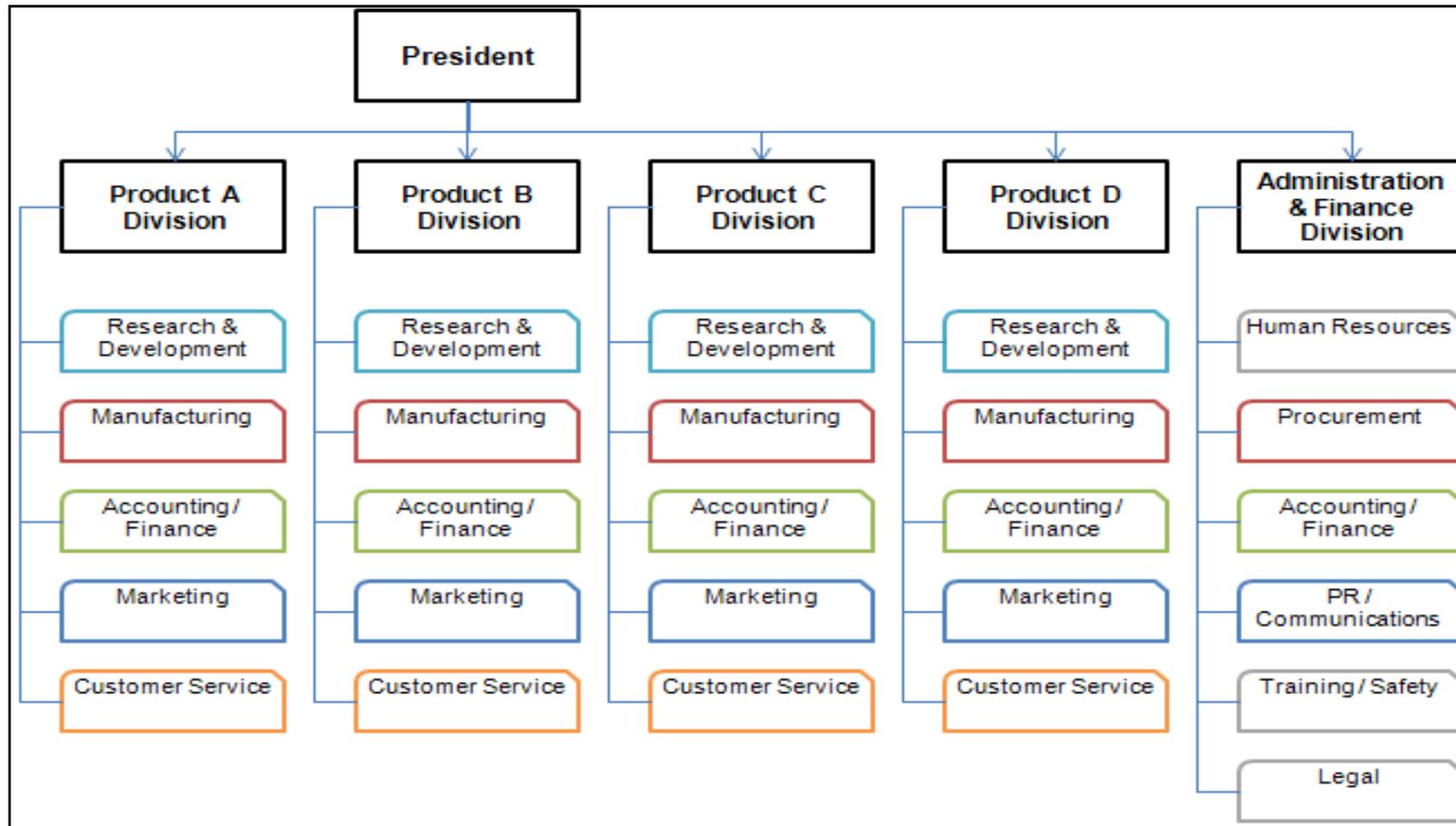
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PRJ-ORIENTED

ORGANIZATIONAL STRUCTURES (8/9)

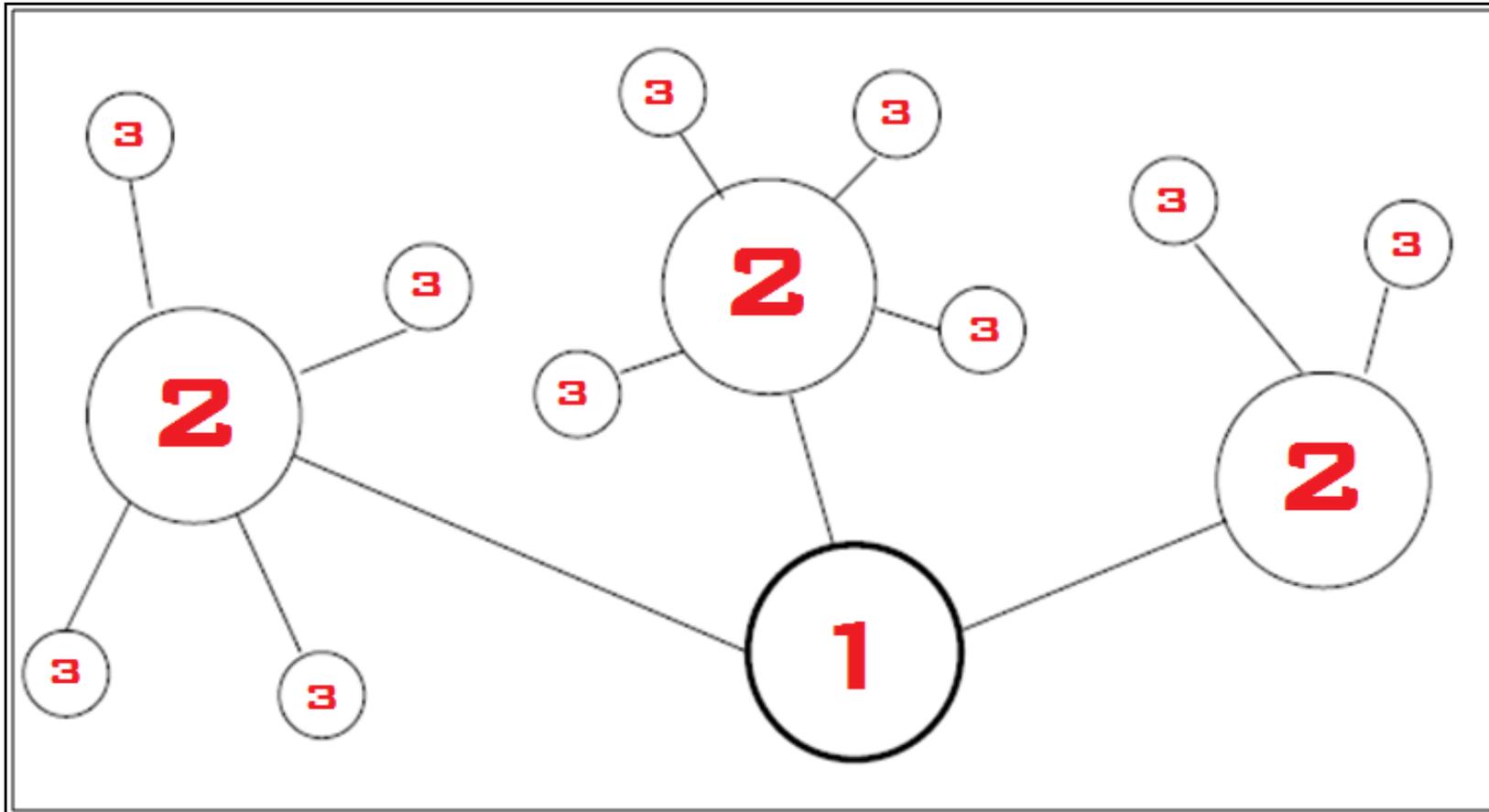
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DIVISIONAL

ORGANIZATIONAL STRUCTURES (9/9)

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RETICULAR

GLOBAL SOLUTIONS

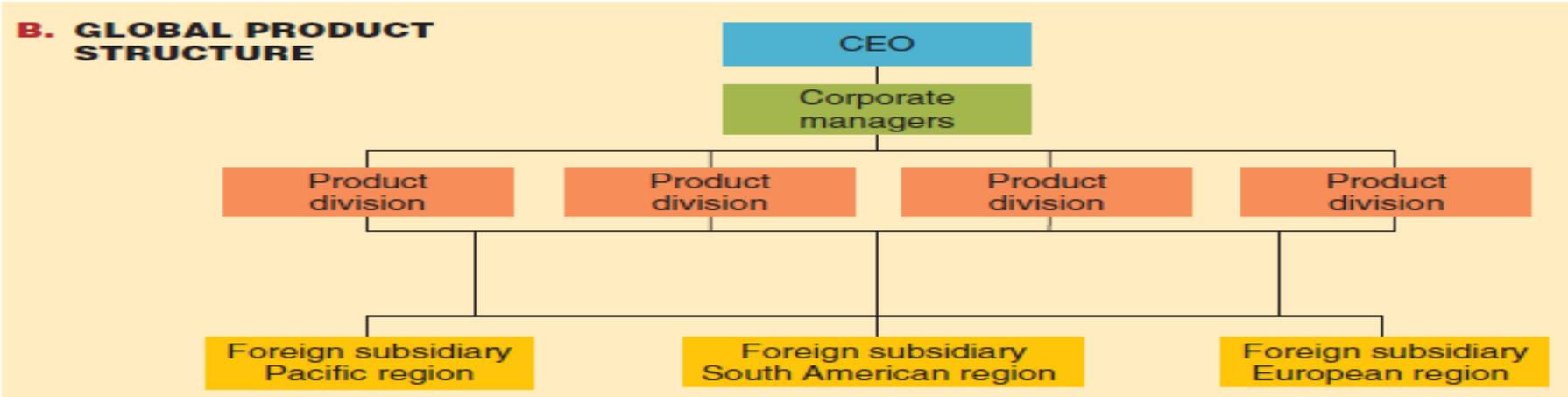
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Global Geographic and Global Product Structures

A. GLOBAL GEOGRAPHIC STRUCTURE

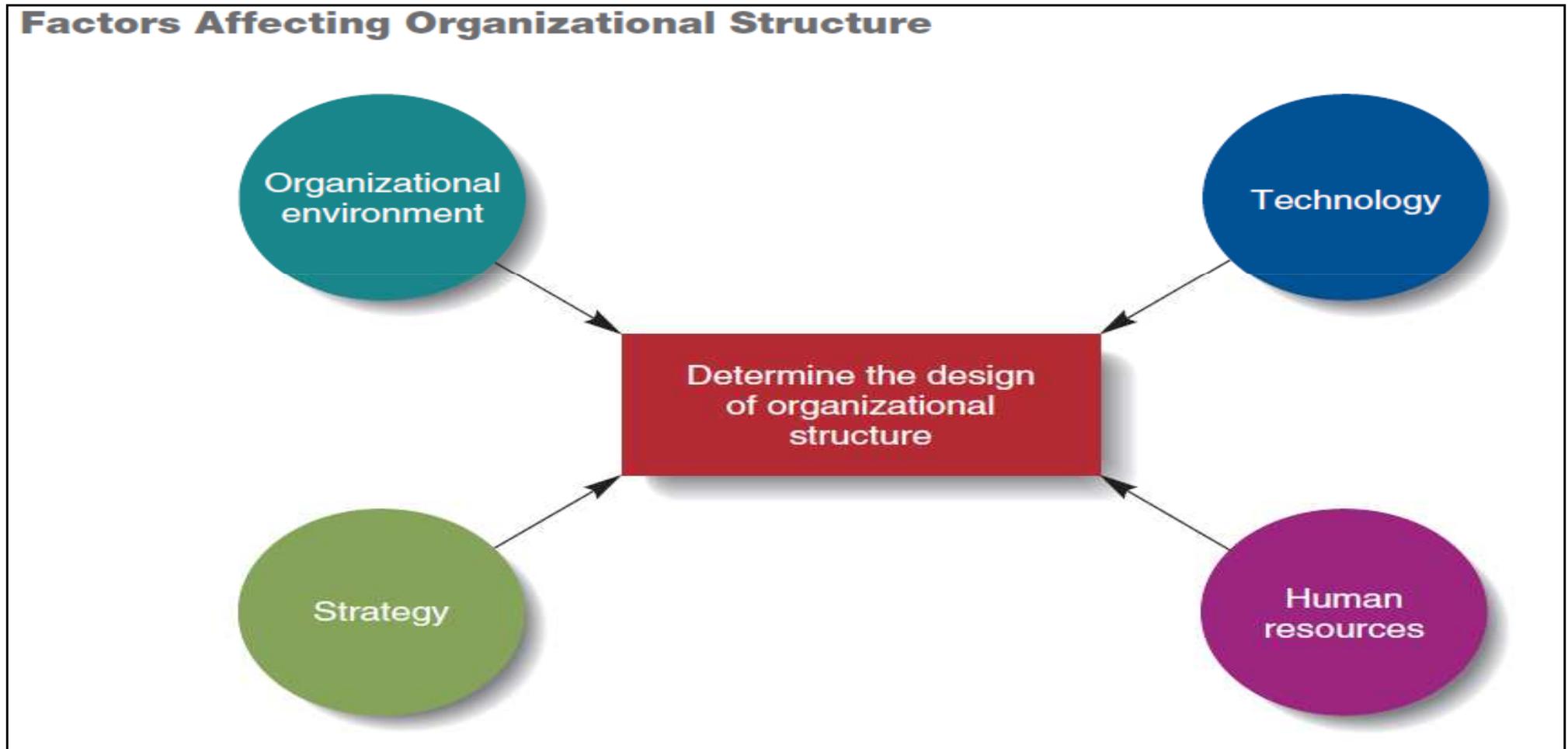


B. GLOBAL PRODUCT STRUCTURE



FACTORS AFFECTING ORGANIZATIONAL CULTURE (1 / 3)

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FACTORS MAINTAINING ORGANIZATIONAL CULTURE (2/3)

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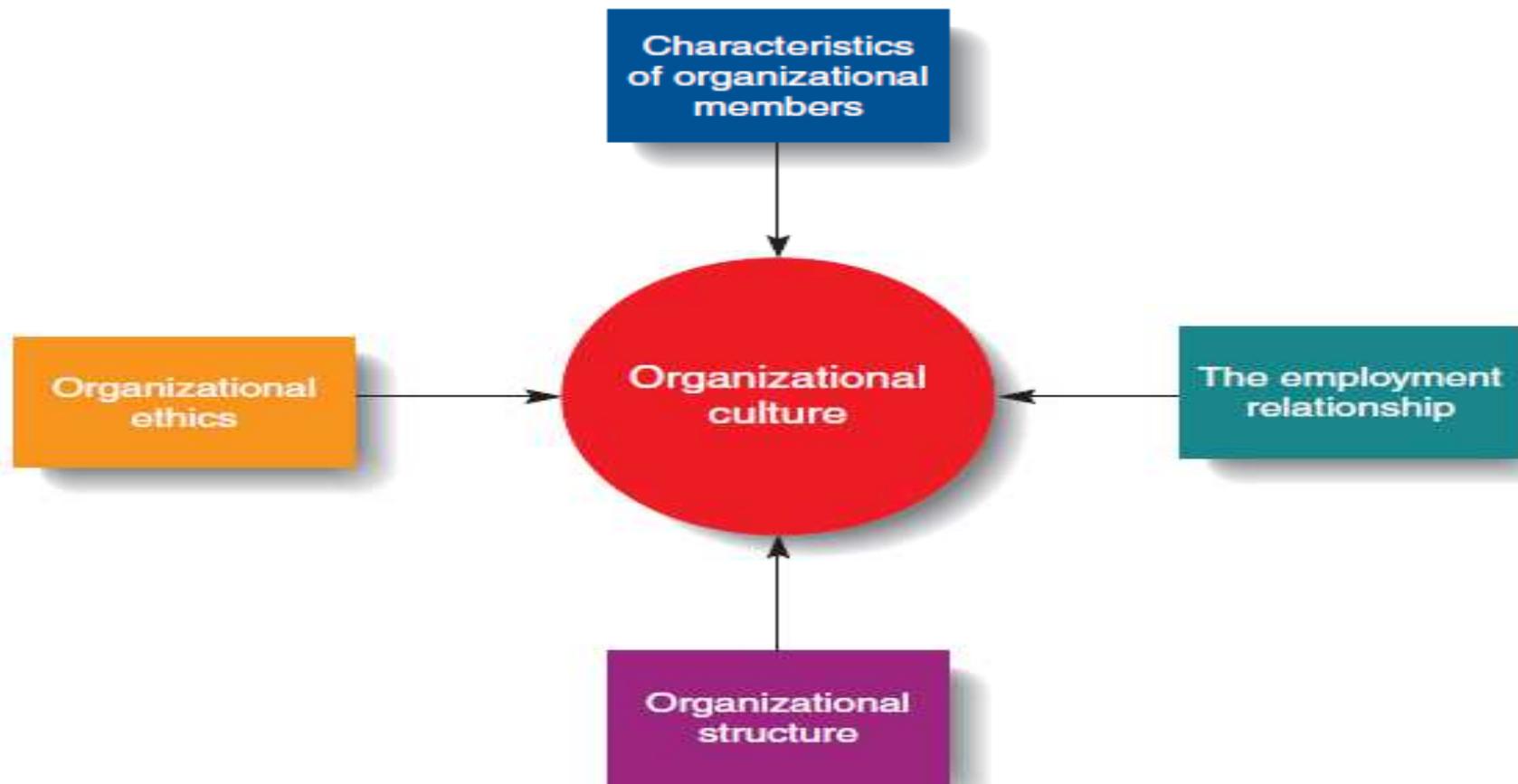
Factors That Maintain and Transmit Organizational Culture



FACTORS ENHANCING ORGANIZATIONAL CULTURE (3/3)

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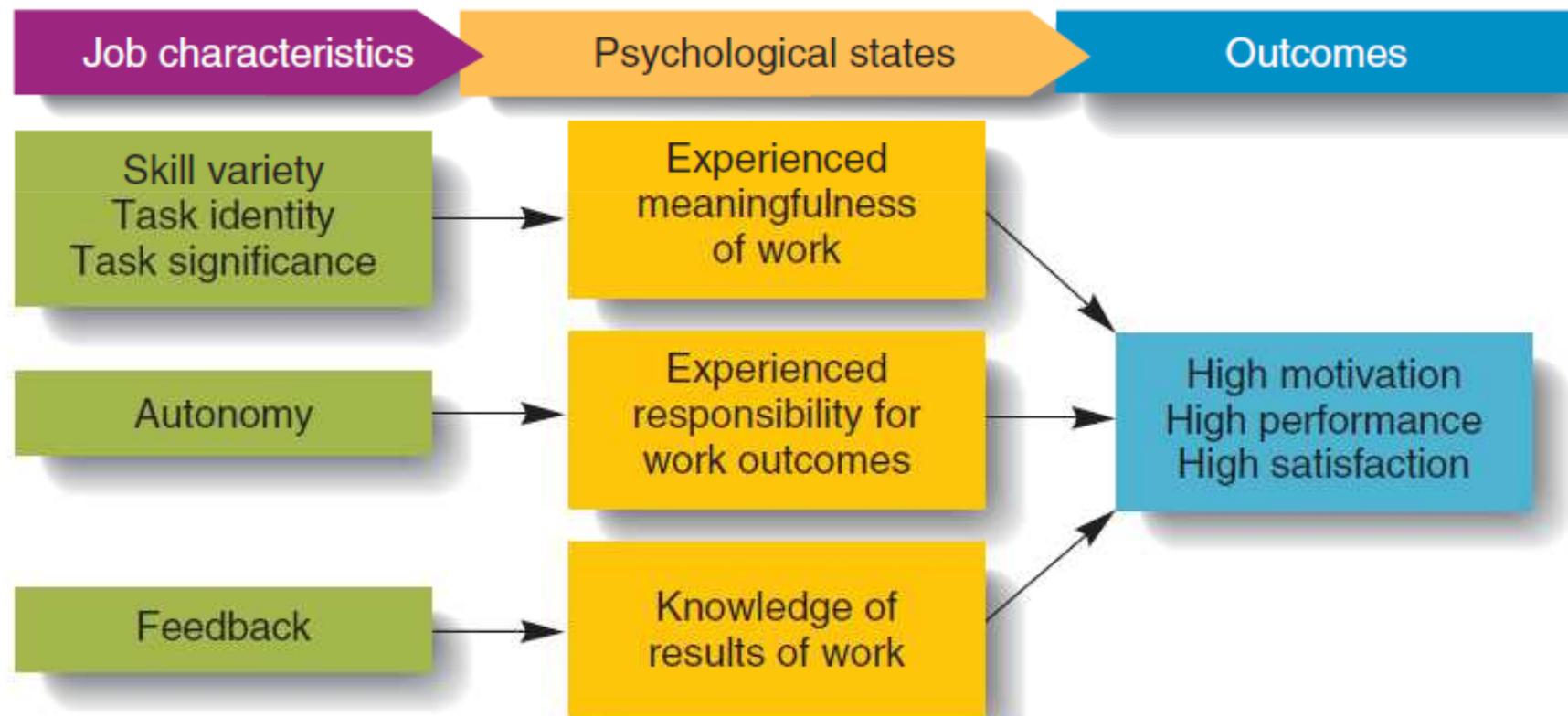
Sources of an Organization's Culture



JOB Modelling

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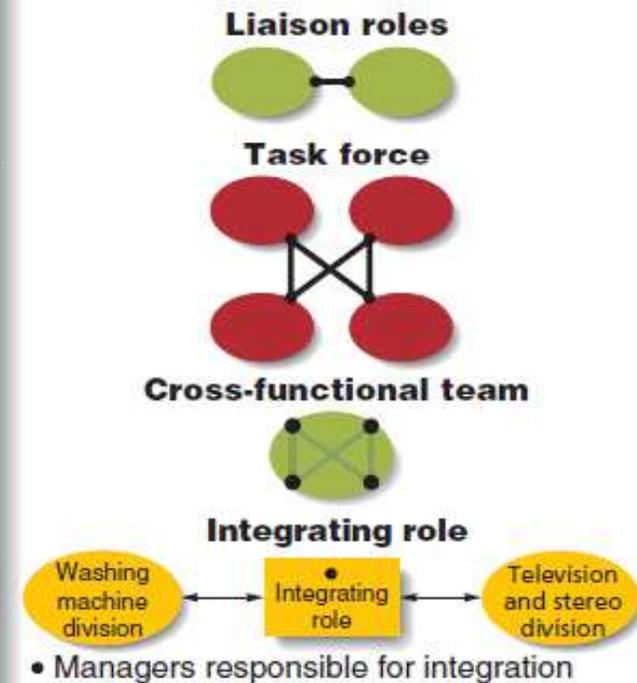
The Job Characteristics Model



TYPEs of INTEGRATION

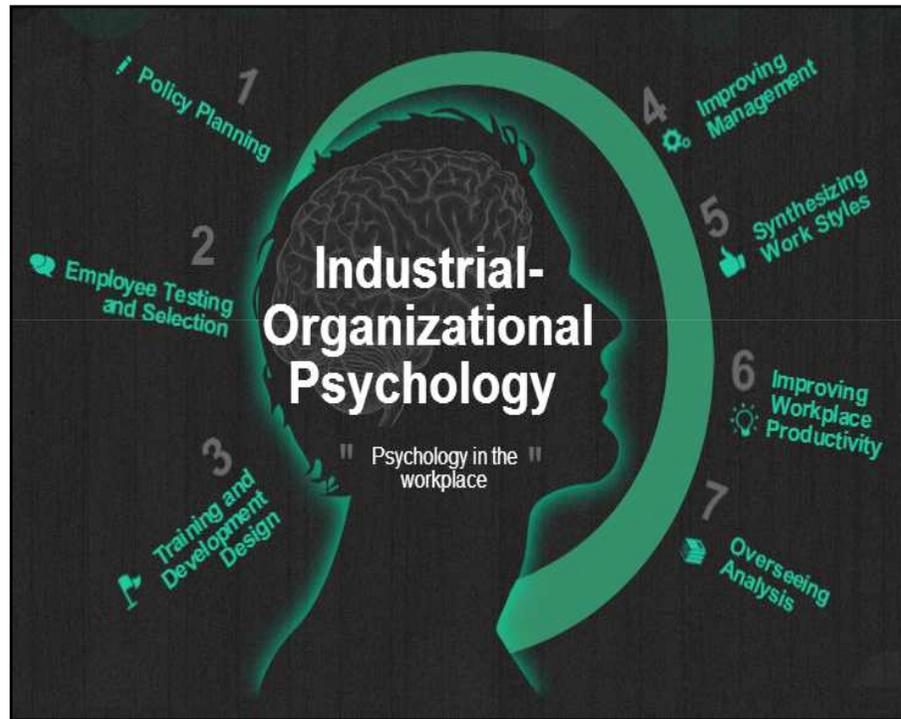
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Types and Examples of Integrating Mechanisms



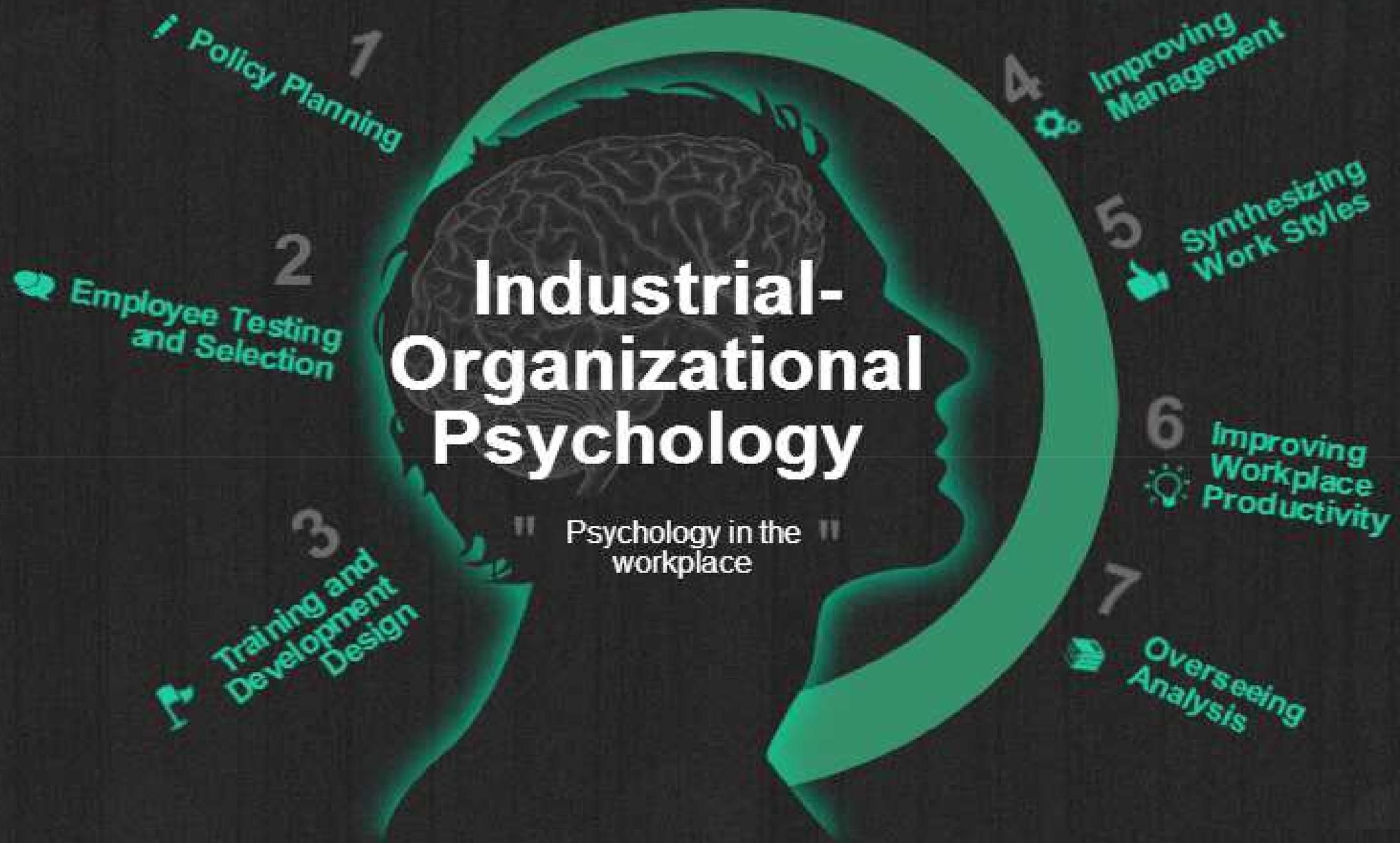
Industrial Organizational-Psychology

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CONTRIBUTIONs:

1. **PLANNING**
2. **TESTING**
3. **TRAINING**
4. **IMPROVEMENT**
5. **General PERSPECTIVE**
6. **PRODUCTIVITY**
7. **ANALYSIS**



Rationality \leftrightarrow Personality

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YOUR BRAIN

Your Personality

The graphic consists of a large rectangular frame. The top-left section is grey with the text 'YOUR BRAIN' in large, bold, black letters. The top-right section is white with a black silhouette of a head in profile, containing a white brain icon. Below these is a black horizontal bar with the text 'Your Personality' in white. At the bottom, there are four colored head silhouettes in profile, each containing a different symbol: a blue head with a white heart, a yellow head with a white clock face, a green head with three white gears, and an orange head with a white lightbulb.

MNGT-STYLE
MNGT-STYLE

SUMMARY (1 / 2)

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Summary and Review

DESIGNING ORGANIZATIONAL STRUCTURE The four main determinants of organizational structure are the external environment, strategy, technology, and human resources. In general, the higher the level of uncertainty associated with these factors, the more appropriate is a flexible, adaptable structure as opposed to a formal, rigid one.

GROUPING TASKS INTO JOBS Job design is the process by which managers group tasks into jobs. To create more interesting jobs, and to get workers to act flexibly, managers can enlarge and enrich jobs. The job characteristics model is a tool that managers can use to measure how motivating or satisfying a particular job is.

ORGANIZATIONAL STRUCTURE: GROUPING JOBS INTO FUNCTIONS AND DIVISIONS Managers can choose from many kinds of organizational structures to make the best use of organizational resources. Depending on the specific organizing problems they face, managers can choose from functional, product, geographic, market, matrix, product team, and hybrid structures.

SUMMARY (2/2)

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Summary and Review

COORDINATING FUNCTIONS AND DIVISIONS No matter which structure managers choose, they must decide how to distribute authority in the organization, how many levels to have in the hierarchy of authority, and what balance to strike between centralization and decentralization to keep the number of levels in the hierarchy to a minimum. As organizations grow, managers must increase integration and coordination among functions and divisions. Four integrating mechanisms that facilitate this are liaison roles, task forces, cross-functional teams, and integrating roles.

ORGANIZATIONAL CULTURE Organizational culture is the set of values, norms, and standards of behavior that control how individuals and groups in an organization interact with one another and work to achieve the organization's goals. The four main sources of organizational culture are member characteristics, organizational ethics, the nature of the employment relationship, and the design of organizational structure. How managers work to influence these four factors determines whether an organization's culture is strong and adaptive or inert and difficult to change.

SUMMARY (2/2)

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**THANK YOU
FOR YOUR
ATTENTION**



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OPEN DEBATE – *Questions & Answers*



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