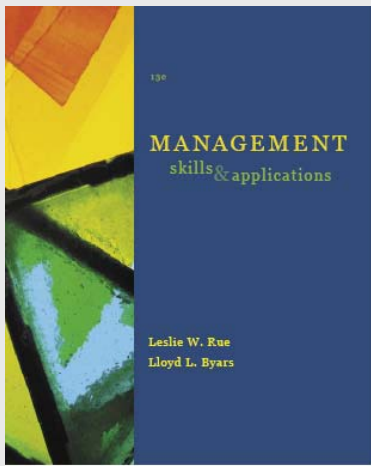


Our Agenda for Tonight:

- **Management Learning Topics:**
 - Organizing Work – Chapter 8
 - Organizing Structure – Chapter 9
- **Application:**
 - Leadership Architect Competency Card Sort – Mini Performance Review
 - Senior Flexonics Ketema Division “Organization Restructure – A Case Study”
- **Class Best Practice Presentations**
 - Organizing Work — Chapter 8
 - Organizing Structure – Chapter 9
- **Wrap Up & Questions**

8-1



Chapter 8

Organizing Work

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Learning Objectives

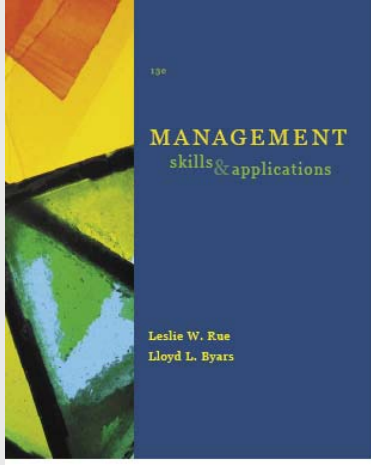
After studying this chapter, you will be able to:

1. Define organization, and differentiate between a formal and an informal organization.
2. Explain the importance of the organizing function.
3. List the advantages and the major disadvantage of horizontal division of labor.
4. Distinguish between power, authority, and responsibility.
5. List four principles of organization that are related to authority.

Learning Objectives (cont'd)

After studying this chapter, you will be able to:

6. Identify several reasons managers are reluctant to delegate.
7. Recount the major factors that affect a manager's span of management.
8. Explain the concept of centralization versus decentralization.
9. Define empowerment.
10. Name and define three workplace changes, in addition to decentralization and empowerment, that have affected the organizing function in today's organizations.



Chapter 9

Organizing Structure

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Learning Objectives

After studying this chapter, you will be able to:

1. Discuss the different stages an organization goes through as it grows and matures.
2. Explain what an organization chart is.
3. List several factors that can affect which structure is most appropriate for a given organization.
4. Describe the general relationship between an organization's strategy and its structure.

8-6

Learning Objectives (cont'd)

After studying this chapter, you will be able to:

5. Define outsourcing and summarize its potential benefits and drawbacks.
6. Describe a contingency approach to organizing.
7. Identify the different types of departmentalization.
8. Briefly describe each of the following types of organizational structure: line structure, line and staff structure, matrix structure, horizontal structure, and virtual organization.

8-7

Learning Objectives (cont'd)

After studying this chapter, you will be able to:

9. Describe several trends that have taken place regarding the popularity of different types of organization structures.
10. Describe how committees can be made more effective.
11. Explain the differences between an inside and an outside board of directors.

8-8

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