

Lecture 5

Terms Matching Exercise

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|-----------------------------|-------------------------------|
| A. organizational structure | B. departmentation |
| C. chain of command | D. functional departmentation |
| E. job analysis | F. job enlargement |
| G. vertical differentiation | H. job specification |
| I. job range (job scope) | J. team-based organization |

1. the formal channel that defines the authority, responsibility, and communication relationships.
2. the process of determining the tasks that make up the job and the skills, abilities, and responsibilities that are required of an individual to successfully accomplish the job.
3. information about the characteristics needed to perform the job.
4. setting up departments of specialists.
5. the defined relatively stable relationships and process of the organization.
6. the number of levels in the organization.
7. the process of combining jobs into groups.
8. very flat organization structure that relies on extensive lateral communication.
9. a form of despecialization.
10. the number of tasks a job holder performs.

Multiple Choice Exercise

1. When performing the organizing function, the first managerial decisions should deal with
 - a. determination of objectives;
 - b. job design;
 - c. delegation of authority;
 - d. span of control;
 - e. task responsibility.
2. Joe Burns is the CEO of Burns Inc., a small construction firm. Joe is trying to decide just how much authority Tom, his foreman, should have to do his job independently. Joe is deciding on
 - a. determination of span of control;
 - b. formalization;
 - c. responsibility dispersion;
 - d. delegation of authority;
 - e. job design.

3. Tony has a great deal of discretion when it comes to deciding what activities he will perform on his job and what the job outcomes should be at any time. Tony has a job with
 - a. high job depth;
 - b. low job range;
 - c. high job width;
 - d. low job intensity;
 - e. low job depth.

4. One method of job redesign which requires employees to be assigned to different jobs over time is referred to as
 - a. job enlargement;
 - b. job enrichment;
 - c. job sharing;
 - d. job rotation;
 - e. job enhancement.

5. typically creates a dual chain of command.
 - a. functional structure;
 - b. matrix structure;
 - c. lateral structure;
 - d. territorial structure;
 - e. none of the above.

6. Tim Bridges feels that each person in his organization should have to report to both his immediate boss and to Tim himself. Tim is violating the principle of
 - a. unity of direction;
 - b. specialization of labor;
 - c. centralization of authority;
 - d. unity of command;
 - e. none of the above.

True or False Exercise

- T F 1. The most important element of an organization structure is the determination of the spans of control.
- T F 2. One of the major disadvantages of functional departmentation is the duplication of effort necessary.
- T F 3. The coordination of activities is sometimes difficult in functional departmentation.
- T F 4. Generally speaking, the more interaction is required between a supervisor and his subordinates, the narrower the span of control should be.
- T F 5. When a manager has a wide span of control, there is a higher likelihood that workers under her will establish friendship and interest relationships.
- T F 6. In the job enrichment, the range of jobs and the perception of variety in the job content is increased through the rotation of individuals through several jobs.

- T F 7. Job enrichment is necessary precondition to the job enlargement.
- T F 8. Functional and product departmental bases are combined in a matrix organization.
- T F 9. One of the advantages of a matrix organization is that it facilitates the usage of highly specialized staff.
- T F 10. In a team based organization, it is quite possible that an engineer might learn a little bit about accounting.

Key to exercises – Lesson 5

Terms Matching Exercise

1C; 2E; 3H; 4D; 5A; 6G ; 7B; 8J; 9F; 10 I

Multiple Choice Exercise

1B; 2D; 3A; 4D; 5B; 6D

True or False Exercise

1F; 2F; 3T; 4T; 5F; 6F; 7F; 8T; 9T; 10T