



Key Classical Concepts



Division of Work

- ◆ Classical View: Permits improved efficiency and proficiency through specialization.
- ◆ Contemporary View: There can be a negative side – repetitive tasks are BORING.
 - Match the person to the type of job
 - Interdisciplinary activities allow interaction with people from other areas



Authority and Responsibility Relationships

◆ Classical View:

- Authority is derived from one's position in the hierarchy.
- Responsibility is one's obligation to perform certain functions or achieve certain objectives. Also derived from hierarchy position
- 2 types of authority:
 - Line: direct authority over someone
 - Staff: advisory



Authority and Responsibility Relationships

- ◆ Contemporary View: Authority is just one element in the larger concept of power:
 - 5 kinds of power
 - Legitimate: hierarchical authority
 - Reward: comes from ability to reward behavior
 - Coercive: comes from ability to punish behavior
 - Expert: comes from having knowledge valued by organization
 - Referent: someone gains influence because they are admired, or they inspire loyalty and emulation



Departmentation

- ◆ Classical View: Necessary for coordination. Grouping by jobs under some central authority
 - Knowledge/skills
 - Work process/function
 - Time (shifts)
 - Output
 - Client
 - Place



Departmentation

- ◆ Contemporary View: Need to be more client centered.
 - Interdisciplinary teams/groups
 - Matrix organization
 - Too easy to get caught in an “us-them” mentality if department boundaries are rigid
 - May become more loyal to the department than they are to organizational goals



Span of Control

- ◆ Classical View: How many people can work directly under one person's supervision.
 - Magic number
- ◆ Contemporary view
 - No objective best number



Span of Control

◆ Contemporary View (cont.)

– How many people one can supervise depends on:

- Level of professionalism and training of workers
- Level of uncertainty in work being done
- Degree of standardization of work
- Degree of interaction required between managers and workers
- Degree of task integration required



Coordination

◆ Classical View:

- Quality of coordination is crucial
- Pulling together all activities of an enterprise to make possible both its working and success

◆ Contemporary View

- Many mechanisms of coordination
- Anything that brings workers to common ground has a coordination function and value