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