



Organizational structure and design

LEARNING OBJECTIVES

After studying the chapter content and working through the associated Management in Action panels, Employee Perspectives, Discussion Questions and Case Study, you should be able to:

- Outline the main structural choices available to organizations.
- Detail how the need to compartmentalize the work of an organization is at variance with the need to integrate activities.
- Assess the significance of the development of more recent approaches to structure such as the shamrock and federal organization.
- Explain the limitations of the standard organization chart in describing activity within an organization.
- Discuss the contingency model and its relationship to organizational structure.

