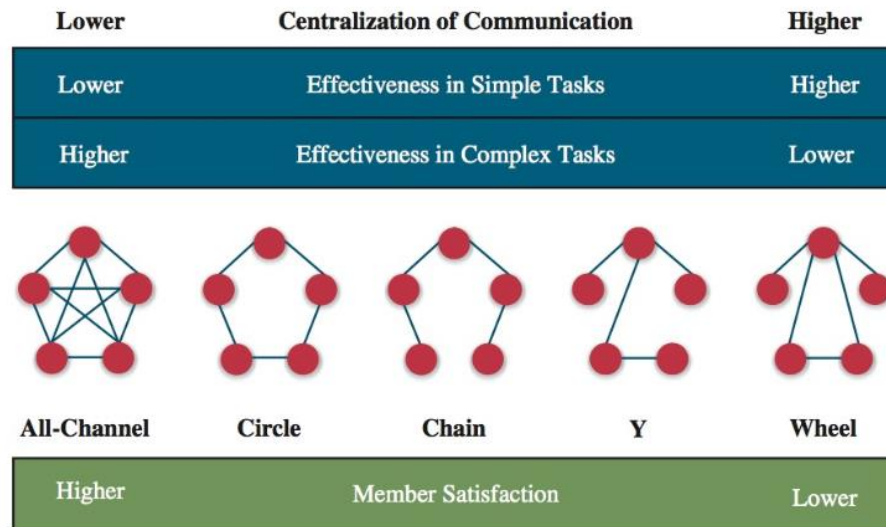


ADM 2336 In-Class Chapter 10 and 14

Communication and Organizational structure

Communication

- The process by which information and meaning is **transferred from a sender and receiver**.
 - Thinking, encoding, transmitting, perceiving, decoding, understanding (emphasize order for final exam question).
 - Blue is from sender, green is the receiver
 - Feedback gets sent back
- Barriers to communication
 - Communicator competence (main language, public speaking)
 - Gender differences (Men use I more often, women use we more often)
 - Information richness (face to face (rich), verbal, non-verbal, written)
 - Noise (physical noise, crowded restaurant)
 - Conflicting role demands
 - Physical distance (long distance relationships)
 - Network structures
- Issues in Communication
 - See book page 328 to 332
 - Privacy: A state in which individuals can express themselves freely without being observed, recorded, or disturbed by other, unauthorized individuals or groups
 - Communicator competence: The ability of communicators to encode and interpret messages
 - Noise: Disturbing or distracting stimuli that block or interfere with the transmission of a message
 - Information richness: The amount and depth of the information transmitted in a message
 - Gender differences: Different ways men and women tend to process and interpret information and communicate with others
- Communication networks
 - Systematic lines of communication (chain of command)
 - Two types
 - Centralized networks
 - Decentralized networks
 - **Figure 10-9**



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- Organigram
 - Organizational chart
 - Tells us how things are on paper
- Sociogram
 - Tells us how communication actually flows
 - Tells us actual patterns of communication
 - “Grapevine”

Organizational Structure

- How job tasks are formally divided, grouped, and coordinated
- Two basic dimensions
 - **Vertical**
 - **Horizontal**
- Vertical division of labour
 - Apportioning authority for planning and decision making
 - **Chain of command**
 - Tall chain of command vs flat chain of command
 - **Span of control**
 - How many employees does your typical manager manage
 - See table 14-1

Elements of Organizational Structure

Organizational Structure Dimension	Definition
Work specialization	Represents the degree to which tasks in an organization are divided into separate jobs.
Chain of command	Answers the question of who reports to whom and signifies formal authority relationships.
Span of control	Represents how many employees each manager in the organization has responsibility for.
Centralization	Refers to where decisions are formally made in organizations.
Formalization	Represents the degree to which rules and procedures are used to standardize behaviours and decisions in an organization.

- Horizontal division of labour
 - Grouping areas of specialization
 - Different structures
 - **Functional structures**
 - Departmentalization by function (functional)
 - Silos
 - Less nimble to adapt quickly to change
 - **Divisional**
 - Product
 - Product divisions
 - Could be duplicating economies of scale with duplication of some services for products
 - **Geographic**
 - **Client based**
 - **Matrix based**
- See book page 482-488
 - Simple structure: An organizational form that features one person as the central decision-making figure
 - Bureaucratic structure: An organizational form that exhibits many of the facets of a mechanistic organization
 - functional structure: An organizational form in which employees are grouped by the functions they perform for the organization
 - multi-divisional structure: An organizational form in which employees are grouped by product, geography, or client
 - Matrix structure: A complex form of organizational structure that combines a functional and multi-divisional grouping