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https://www.100test.com/kao_ti2020/645/2021_2022_2011_E5_B9_B4ACC_c52_645952.htm Chapter 2 organisation structure Chapter learning objectives Upon completion of this chapter you will be able to:

- § explain the different ways in which an organisation might be structured
- § list advantages and disadvantages of each type of organizational arrangement
- § define the terms scalar chain and span of control
- § what factors influence the span of control
- § give reasons why ownership and management of the organisation are often separated
- § explain what is meant by centralised/decentralised structure
- § what are the advantages and disadvantages of the informal organisation
- § identify what impact the informal organisation has on the business
- § how can managers foster the benefits of the informal organization while at the same time reducing its potential disadvantages.

1 Organisational structure 1.1 Different types of structure A typical pattern of structure change can be represented by the following sequence. Entrepreneurial

- § This type of structure is built around the owner manager and is typical of small companies in the early stages of their development.
- § The entrepreneur often has specialist knowledge of the product or service
- § Example owner/managed business Advantages Disadvantages
- § Fast decision making.
- § More responsive to market.
- § Goal congruence
- § Good control
- § Close bond to workforce
- § Lack of career structure.
- § Dependant on the capabilities of the manager/owner
- § Cannot cope with diversification/ growth.

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