

Principles of Management

PRACTICAL SESSION 8

ISEG – FALL 2019

Agenda



Presentations
9.1.1 and 9.1.2



Definition of Power



Manager/Employee report

Types of Organizational Structures

Type of Structure or Modification	Unique Feature or Emphasis
Bureaucracy	Hierarchical, with clear rules and regulations
Functional	Departments are defined by the function, or activity, they perform
Geographic	Departments are defined by their geographic location
Product–Service	Departments or divisions are defined by the major product or service they offer
Matrix	A project, or program, structure is superimposed on a functional structure
Flat and Downsized	One or more layers is removed from the structure, and the staff is reduced
Outsourcing and Homesourcing	Work activities are deployed outside the organization, including having it performed at peoples' homes
Horizontal or Team	Work is performed by multidisciplinary teams, and communication among workers is enhanced
Informal	People work cooperatively to fill in the gaps not taken care of by the formal organization
Hybrid	A structure that combines several of the above structures, such as a traditional bureaucracy also having several product or service divisions
Conglomerate	A large company that is really a collection of loosely related independent companies, with a minimum of direction and control from headquarters

Power

CONCEPT AND DEFINITION

Types of Power

Expert Power

- Power of knowledge
- Here roles can sometimes be reversed between Bosses and subordinates

Referent Power

- Ability to impact others or effect change based on the strength of relationship between the leader and followers
- This power is based more on relationship than status

Legitimate Power

- Status and position backed power
- This is usually official

Reward Power

- Potential to impact others based on control over the distribution of rewards or desired resources.

Coercive Power

- The potential to impact others or effect change through the administration of negative sanctions
- The court martial is a vivid example

Organizational Power

Employee Empowerment and the Exercise of Power

GENERAL MANAGER PRODUCES A SUBPAR INVESTMENT REPORT