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Organizing work and workers into separate units responsible for particular kinds of customers.

Organizing work and workers into separate units responsible for doing business in particular geographic areas.

A hybrid organizational structure in which two or more forms of departmentalization, most often product and functional, are used together.

A form of matrix departmentalization in which managers in different parts of the matrix negotiate conflicts and resources.

A form of matrix departmentalization in which managers in different parts of the matrix report to matrix managers, who help them sort out conflicts and problems.

The vertical and horizontal configuration of departments, authority, and jobs within a company.

The collection of activities that transform inputs into outputs that customers value.

Subdividing work and workers into separate organizational units responsible for completing particular tasks.

Organizing work and workers into separate units responsible for particular business functions or areas of expertise.

Organizing work and workers into separate units responsible for producing particular products or services.
An activity that contributes directly to creating or selling the company’s products.

The right to give commands, take action, and make decisions to achieve organizational objectives.

An activity that does not contribute directly to creating or selling the company’s products, but instead supports line activities.

The vertical line of authority that clarifies who reports to whom throughout the organization.

The assignment of direct authority and responsibility to a subordinate to complete tasks for which the manager is normally responsible.

A management principle that workers should report to just one boss.

The location of most authority at the upper levels of the organization.

The right to command immediate subordinates in the chain of command.

The location of a significant amount of authority in the lower levels of the organization.

The right to advise, but not command, others who are not subordinates in the chain of command.
standardization

job design

job specialization

job rotation

job enlargement

job enrichment

job characteristics model (JCM)

internal motivation

skill variety

task identity
Increasing the number of tasks in a particular job and giving workers the authority and control to make meaningful decisions about their work.

Solving problems by consistently applying the same rules, procedures, and processes.

An approach to job redesign that seeks to formulate jobs in ways that motivate workers and lead to positive work outcomes.

The number, kind, and variety of tasks that individual workers perform in doing their jobs.

Motivation that comes from the job itself rather than from outside rewards.

A job composed of a small part of a larger task or process.

The number of different activities performed in a job.

Periodically moving workers from one specialized job to another to give them more variety and the opportunity to use different skills.

The degree to which a job, from beginning to end, requires the completion of a whole and identifiable piece of work.

Increasing the number of different tasks that a worker performs within one particular job.
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The collection of activities that take place within an organization to transform inputs into outputs that customers value.

Fundamental rethinking and radical redesign of business processes to achieve dramatic improvements in critical measures of performance, such as cost, quality, service, and speed.

The extent to which collective action is required to complete an entire piece of work.

Work completed by having each job or department independently contribute to the whole.

Work completed in succession, with one group’s or job’s outputs becoming the inputs for the next group or job.

The degree to which a job is perceived to have a substantial impact on others inside or outside the organization.

The degree to which a job gives workers the discretion, freedom, and independence to decide how and when to accomplish the job.

The amount of information the job provides to workers about their work performance.

An organization characterized by specialized jobs and responsibilities; precisely defined, unchanging roles; and a rigid chain of command based on centralized authority and vertical communication.

An organization characterized by broadly defined jobs and responsibility; loosely defined, frequently changing roles; and decentralized authority and horizontal communication based on task knowledge.
reciprocal interdependence

empowering workers

empowerment

interorganizational process

modular organization
An organization that is part of a network in which many companies share skills, costs, capabilities, markets, and customers to collectively solve customer problems or provide specific products or services.

Work completed by different jobs or groups working together in a back-and-forth manner.

Permanently passing decision-making authority and responsibility from managers to workers by giving them the information and resources they need to make and carry out good decisions.

Feelings of intrinsic motivation, in which workers perceive their work to have impact and meaning and perceive themselves to be competent and capable of self-determination.

A collection of activities that take place among companies to transform inputs into outputs that customers value.

An organization that outsources noncore business activities to outside companies, suppliers, specialists, or consultants.