

Lesson 3. Organization



“The primary asset of any business is its organization.” — William Feather

1. Discuss these questions.

1. Would you like to work in an office below? Why or why not?
2. Which people in your organization have their own office? Do they have their own office because of **a)** seniority
b) a need for confidentiality
c) the type of the work that they do?



2. How important are the following in showing a person's status in an organization? Give each one a score from 1 (not important) to 5 (very important).

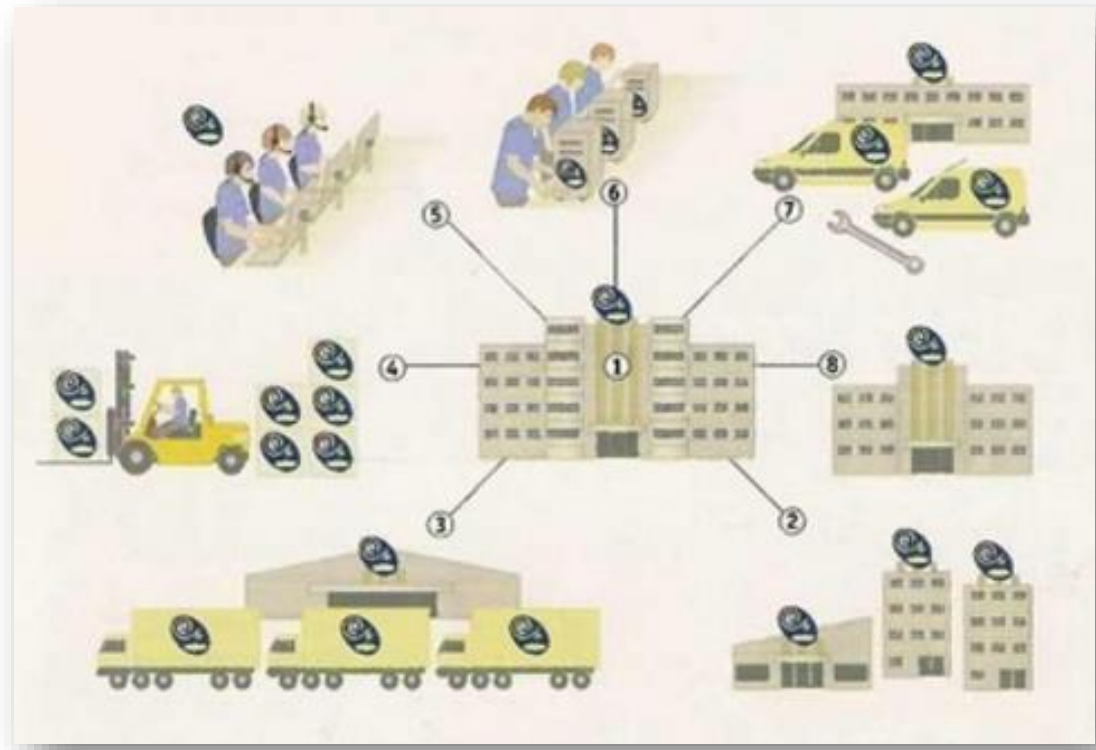
- a reserved parking space
- an office with a window
- a uniform
- a personal business card
- your own office
- a company car
- your name on your door
- having secretary
- taking holidays when you like
- the size of your desk
- more than one seat in your office
- flying business class
- a company credit card
- having fixed working hours.

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3. Match the words and phrases below to the correct place on the diagram.

Subsidiary
Factory / Plant
Call Center
Service center

Head Office
Distribution center
Warehouse
Branches / Outlets



4. Discuss the following.

Company culture.

The structure of a company is often closely connected to its culture. In a small company it's easier to be dynamic and innovative, whereas in a large company things are often slow-moving and bureaucratic.

Similarly, if the company is hierarchical (many levels), then people at the bottom aren't allowed to take initiatives without permission from their seniors; decision-making and communication are top-down. If the structure is flat (few levels), then the flow of information can be more bottom-up.

In all cases you hope that the company culture is honest, open and transparent (= not trying to keep things secret).

5. Complete the text about operations with the words and phrases in the box.

back-office functions	behind the scenes	day-to-day basis
liaise closely	makes a profit	meet their needs
recruit	step on anyone's toes	

Everyone knows the functions of company departments such as Marketing and Finance. Marketing is about promoting the company, and making sure that customers can find products that 1 _____ . Finance is about controlling the resources of a company to make sure that the business 2 _____ .

But what about Operations? The department name is less well-known, yet many large companies are run on a 3 _____ by Operations Managers. Operations is about the internal processes of a company. In a manufacturing company an Operations Manager will make sure the production process is running smoothly. In a hotel they are responsible for bookings, front desk, maintenance, etc. In a bank they look after the administration of accounts and other 4 _____ .

Operations Managers have to 5 _____ with people from other departments. In the factory, it is with Purchasing Managers who buy the raw materials. In the hotel, it is with Human Resources Managers who 6 _____ new staff. In the bank it is with IT Managers who work 7 _____ to keep everything running. So the Operations Manager has to be careful not to 8 _____ .

5. Read what Pieter says about company culture at his previous company and his current company. The text has eight wrong words. Find them and correct them.

“ In my last job I worked for a large telecommunications company. It used to be the estate-owned monopoly, but they privatized it in the nineties. Unfortunately, the cultural there hasn't really changed. Decision-making is very slowmoving and bureaucracy - everything has to be agreed all the way up the chain before action can be taken.

I didn't really like working there, and I moved to a smaller competitor two years ago. It's much better now - I have more responsible because my boss trusts me and he relegates a lot of interesting projects to me. Everybody knows what is going on and can make a contribution - communication works well in both directions, both bottomdown and top-up. It's a dynamic, innovation company and we're growing fast. I hope to continue working here for several more years. ”



6. Listening (3.1) Listen to the comments from different places in the organization and write them down. Then match them to the places shown on the previous exercise.

Ex. Stocks levels have been low for two weeks now: Warehouse

7. Think about the organization you work for, or one you know well. How is it organized?

8. Discuss these questions.

1. Which of the words below can describe:
 - a. good qualities of an organization
 - b. bad qualities of an organization

Bureaucratic	caring	centralized	conservative
decentralized	democratic	dynamic	hierarchical
Impersonal	market-driven	professional	progressive

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- c. Can you add any others?
- d. Which of the word describe your own organization or an organization you know well.

9. Reading

<http://www.fastcompany.com/27983/dirty-business-bright-ideas>

I. Answer these questions:

- a. Where is SOL located?
- b. What is unusual about the company?
- c. What does SOL do?

II. Read the article and match the headings below to paragraph 2,3

4,5 and 6.

- a. People set their own targets
- b. Hardwork has to be fun
- c. Loose organization needs tight system
- d. Great service needs cutting edge technology
- e. There are no low-skills job.

III. Which of these statements are true? Correct the false ones.

1. Everyone has their own office.
2. Liisa Joronen believes cleaners can feel good about their job.
3. At the of the training course there is an exam.
4. The training course takes 28 months to complete.
5. At SOL giving responsibility to employees is important.
6. SOL thinks measuring responsibility restricts freedom.
7. Every month Liisa Joronen measures each team's performance.
8. All the information is stored in filing cabinets.



10. Listening (3.2) Richard Brown is the managing partner of Cognosis, a management consultancy in London which advises company on organization and change. Listen to the first part of the interview and answer these questions.

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- a. What four approaches does Cognosis use to analyze a business?
- b. How many different business 'character types' does Cognosis recognize?
- c. What three things do companies deal with differently according to Richard?



11. Listening (3.3) Listen to the second part of the interview. Tick the sentences below which are true, according to Richard, and correct those which are false.

1. The hardest way to change the character of a business is to merge it with another company.
2. When Guinness and Grand Metropolitan merged, they wanted to create a business culture which was different from the two companies.
3. The senior managers spent a lot of money training staff in the new business methods.
4. The culture was only partly successful.



12. Listening (3.4) In the third part of the interview , Richard Brown describes three ways in which successful companies are similar. Complete the description below.

First they are (1) _____ : they have a very clear sense of (2) _____. Second they're (3) _____: they invest much time and energy in understanding and (4) _____. And third, they are _____. By that, I mean that people inside the organization are very clear about the values that should _____ and behaviors.

13. Discuss the following article

<http://www.inc.com/young-entrepreneur-council/how-investing-in-employees-ensures-your-organizations-success.html>