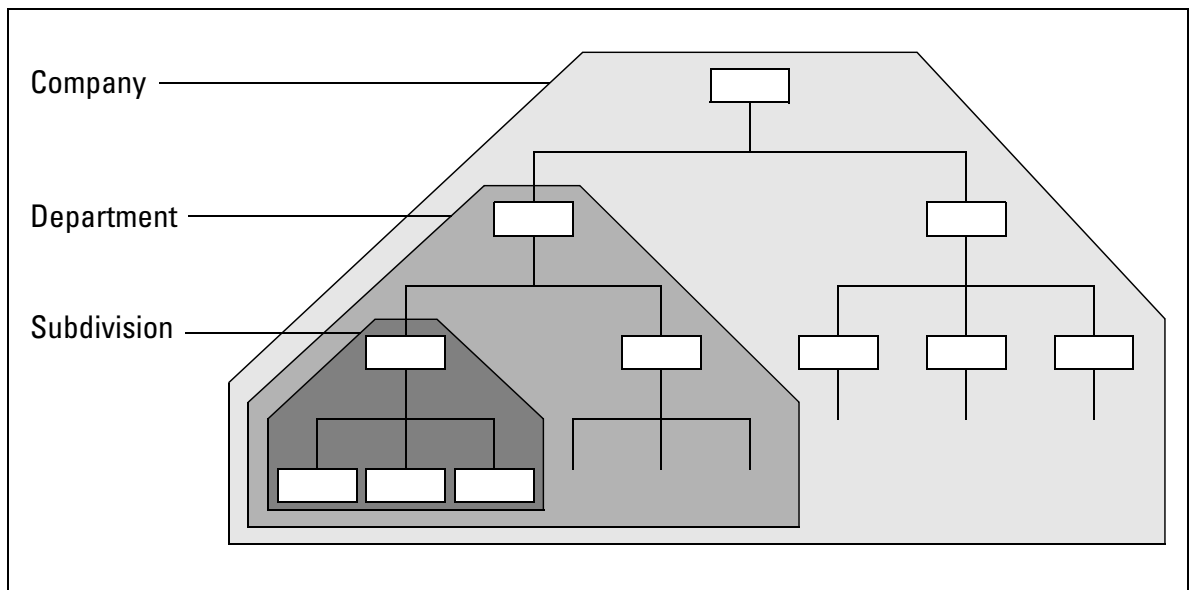
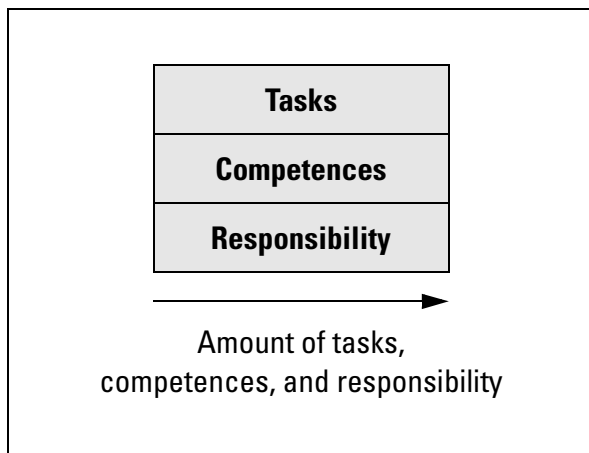


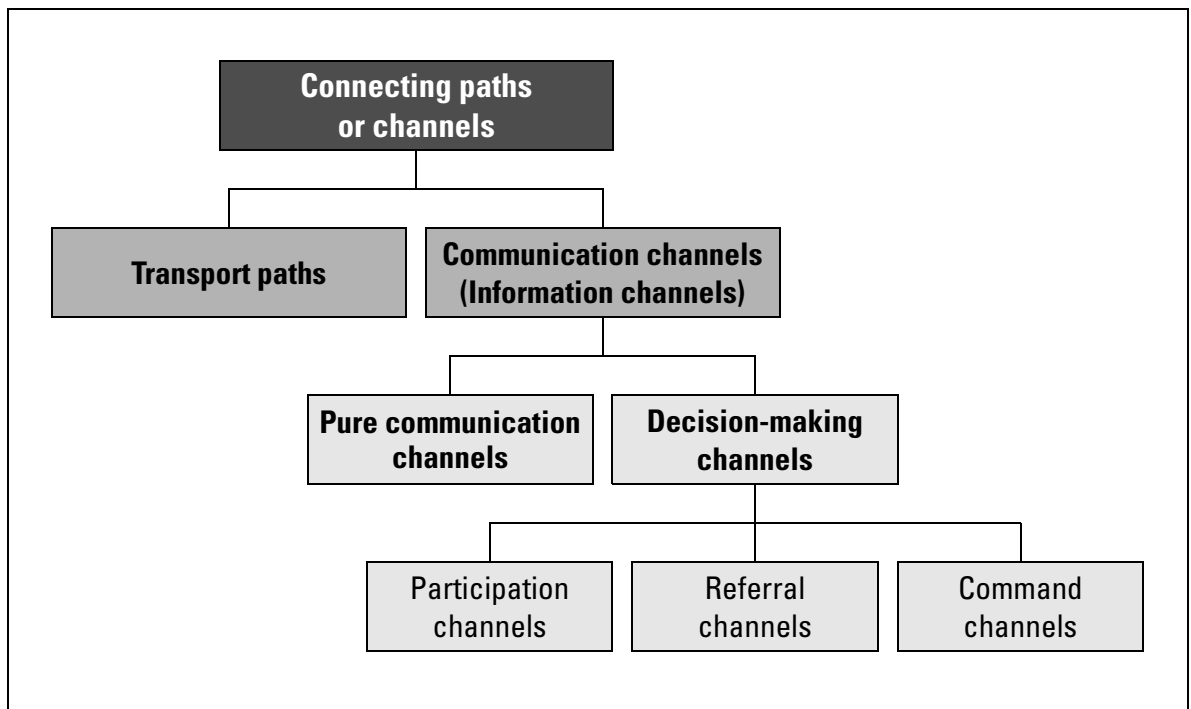
▲ Fig. 1 Problem-solving process of an organization



▲ Fig. 2 Department and subdivisions



▲ Fig. 3 Congruence of tasks, competences, and responsibility



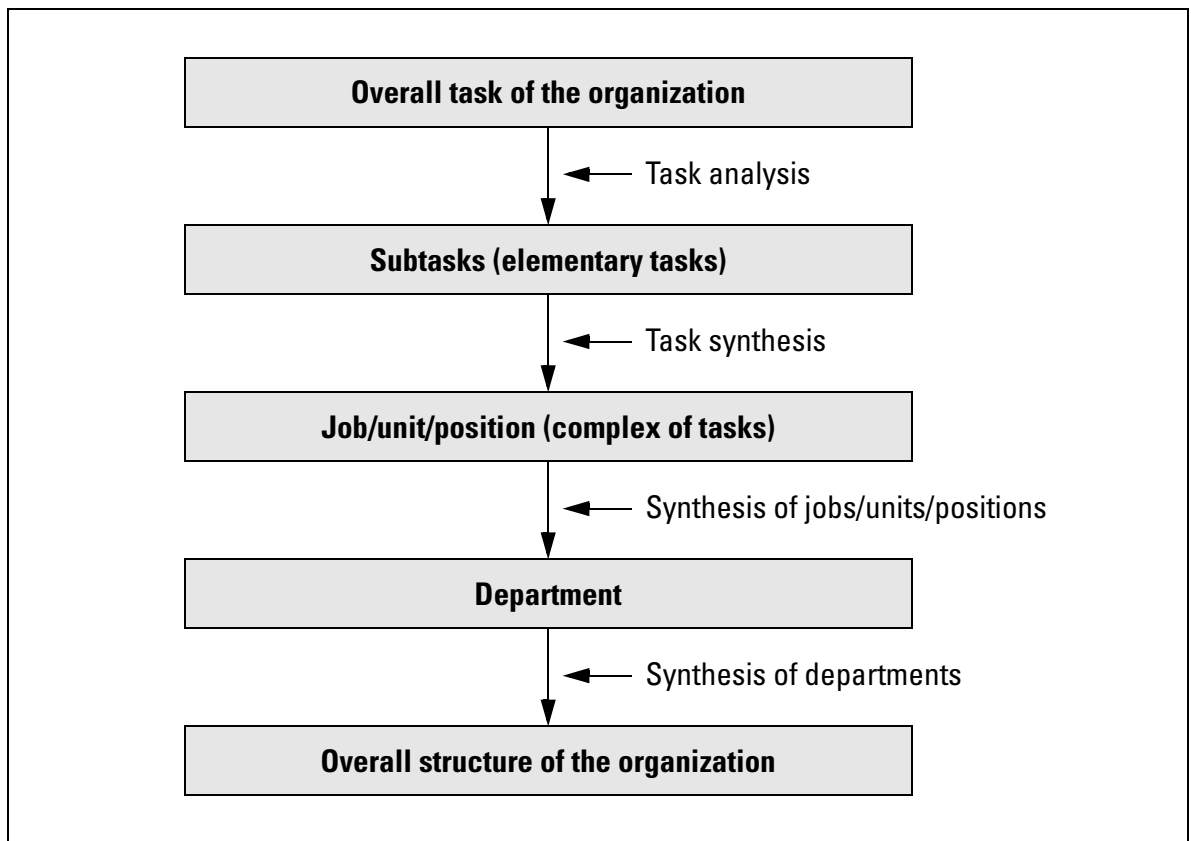
▲ Fig. 4 Connecting paths or channels between jobs (Hill/Fehlbaum/Ulrich 1994, p. 138)

<b>Personality profiles of executives</b>	<ul style="list-style-type: none"> <li>■ <b>Resumes:</b> social origin, professional career, seniority, time spent in a function, etc.</li> <li>■ <b>Values and attitudes:</b> ideals, ability to foresee future problems, visions, innovative readiness, resist or open to change, assertiveness and perseverance, endurance, willingness to learn, risk-readiness, frustration tolerance, etc.</li> </ul>
<b>Rituals and symbols</b>	<ul style="list-style-type: none"> <li>■ <b>Ritual behavior of executives:</b> promotion practices, selection of junior and senior management, meeting behavior, decision-making behavior, relationship behavior, mentors, role models, etc.</li> <li>■ <b>Ritualistic behavior of employees:</b> visitor reception, welcome by receptionist, handling complaints, appreciation of the customer, etc.</li> <li>■ <b>Spatial and design icons:</b> appearance, condition and equipment of buildings, shape of a company turnaround, arrangement, configuration, and location of offices, work wear, company cars, etc.</li> <li>■ <b>Institutionalized rituals and conventions:</b> reception rituals of guests, clothing standards, meeting rituals, parking lot rules, etc.</li> </ul>
<b>Communication</b>	<ul style="list-style-type: none"> <li>■ <b>Communication style:</b> information and communication behavior, consensus and compromise readiness, etc.</li> <li>■ <b>Communication both internally and externally:</b> employee suggestion system, quality circles, and other forms of participation, official channels, public relations, etc.</li> </ul>

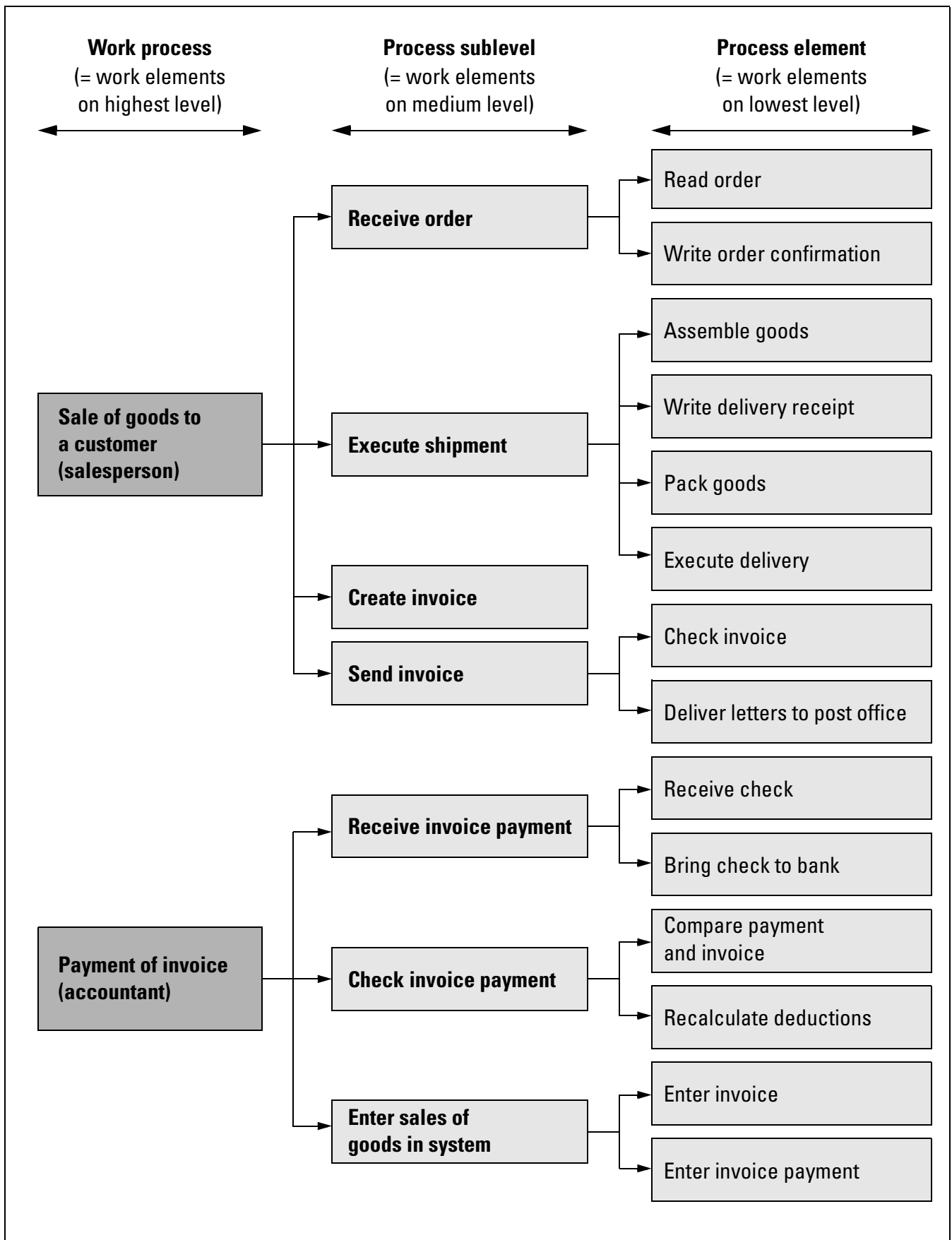
▲ Fig. 5 Important factors of organizational culture (Pümpin/Kobi/Wüthrich 1985, p. 12)

<b>Degree of risk</b>	High	<b>Bet-the-company culture</b>	<b>Tough-guy macho culture</b>
	Low	<b>Process culture</b>	<b>Work-hard, play-hard culture</b>
		Slow	Fast
<b>Speed of performance feedback</b>			

▲ Fig. 6 Types of culture according to Deal/Kennedy

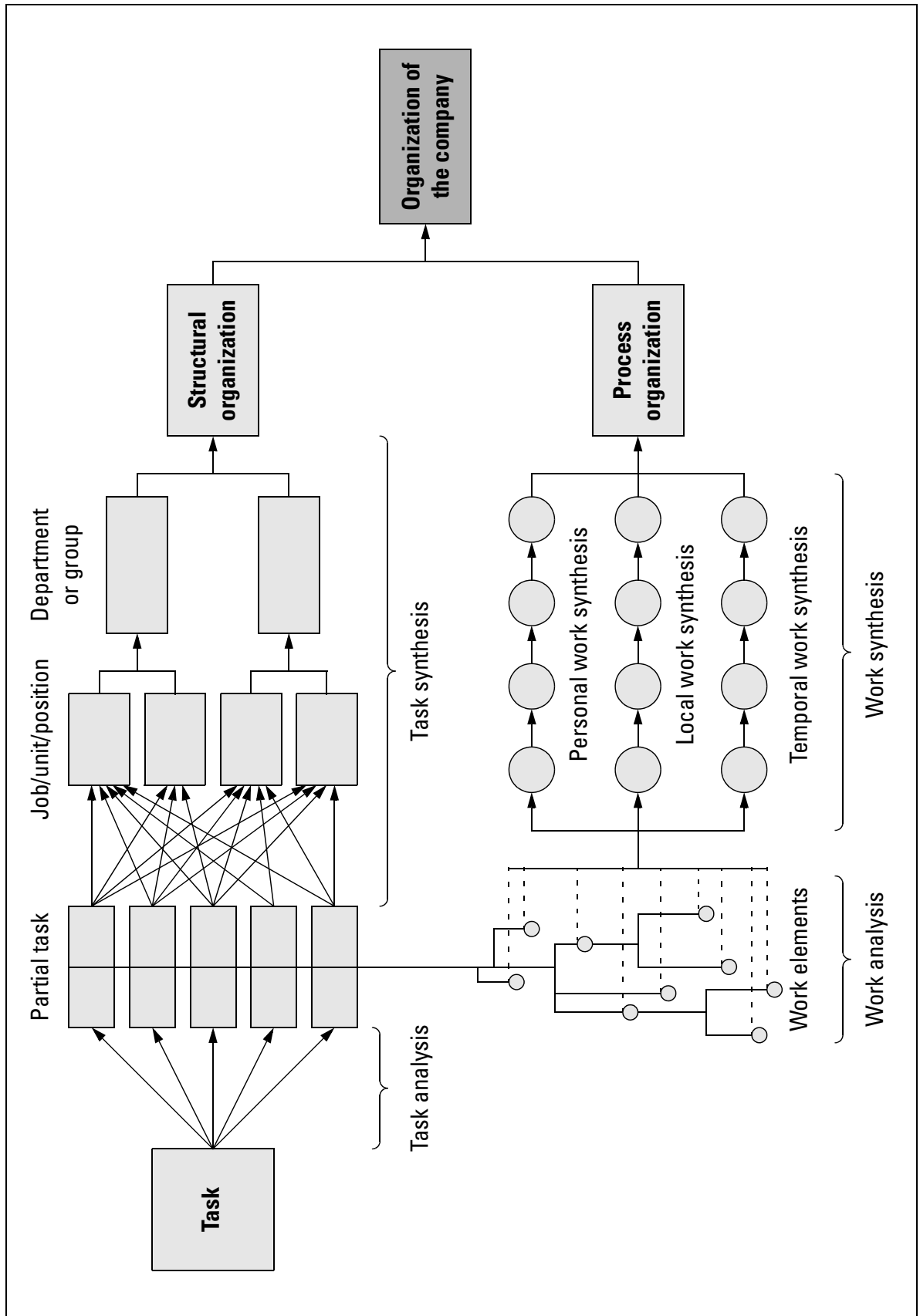


▲ Fig. 7 Process to form a structural organization

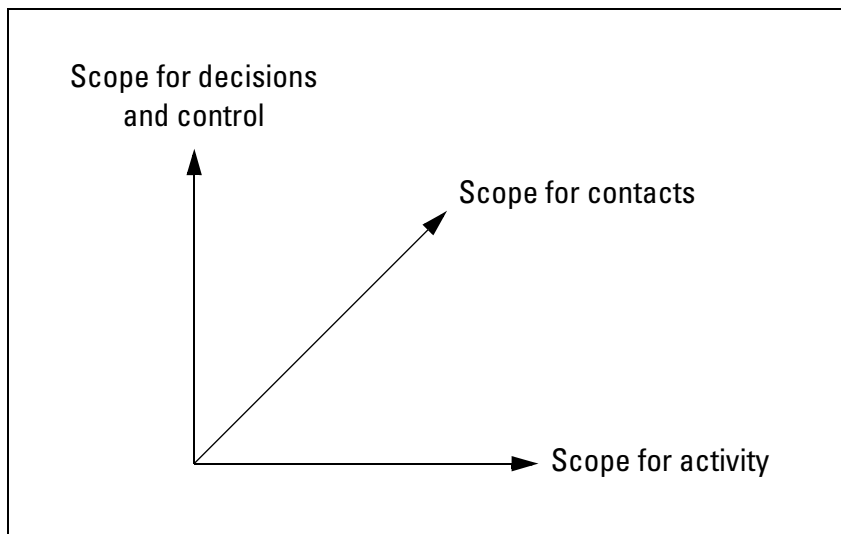


▲ Fig. 8 Examples for work elements and work processes (Spitschka 1975, p. 47)

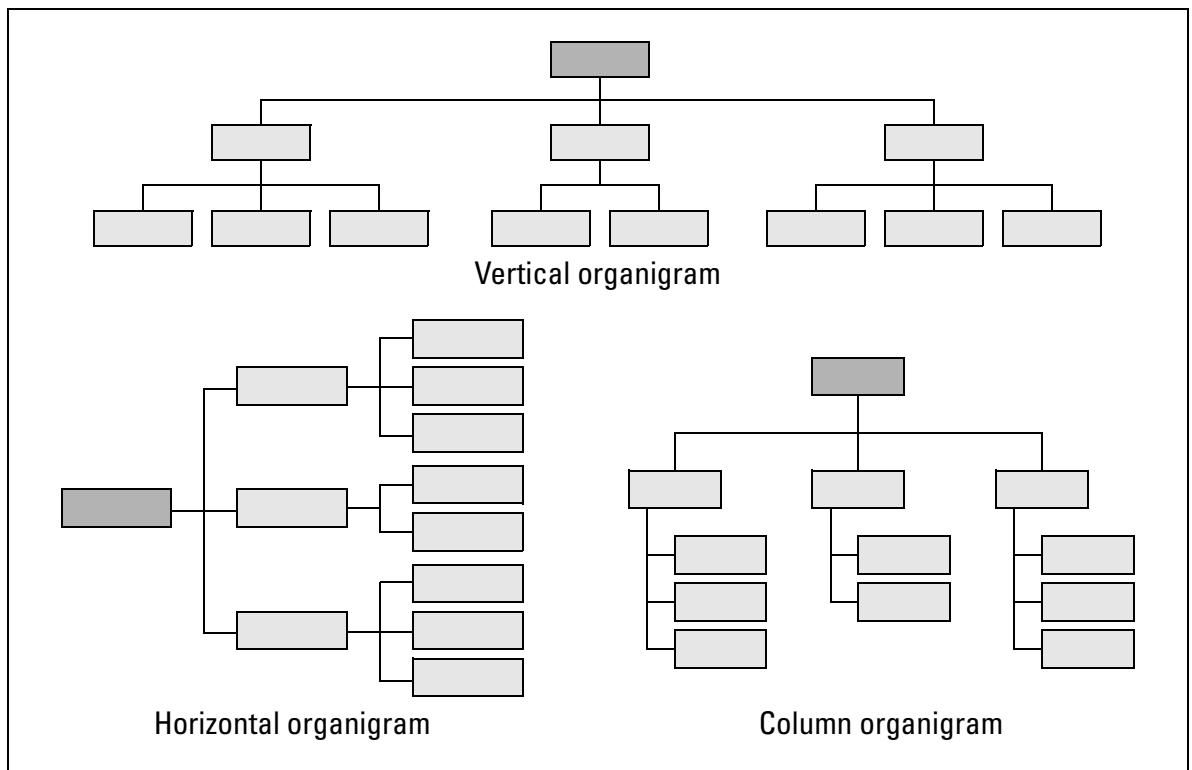




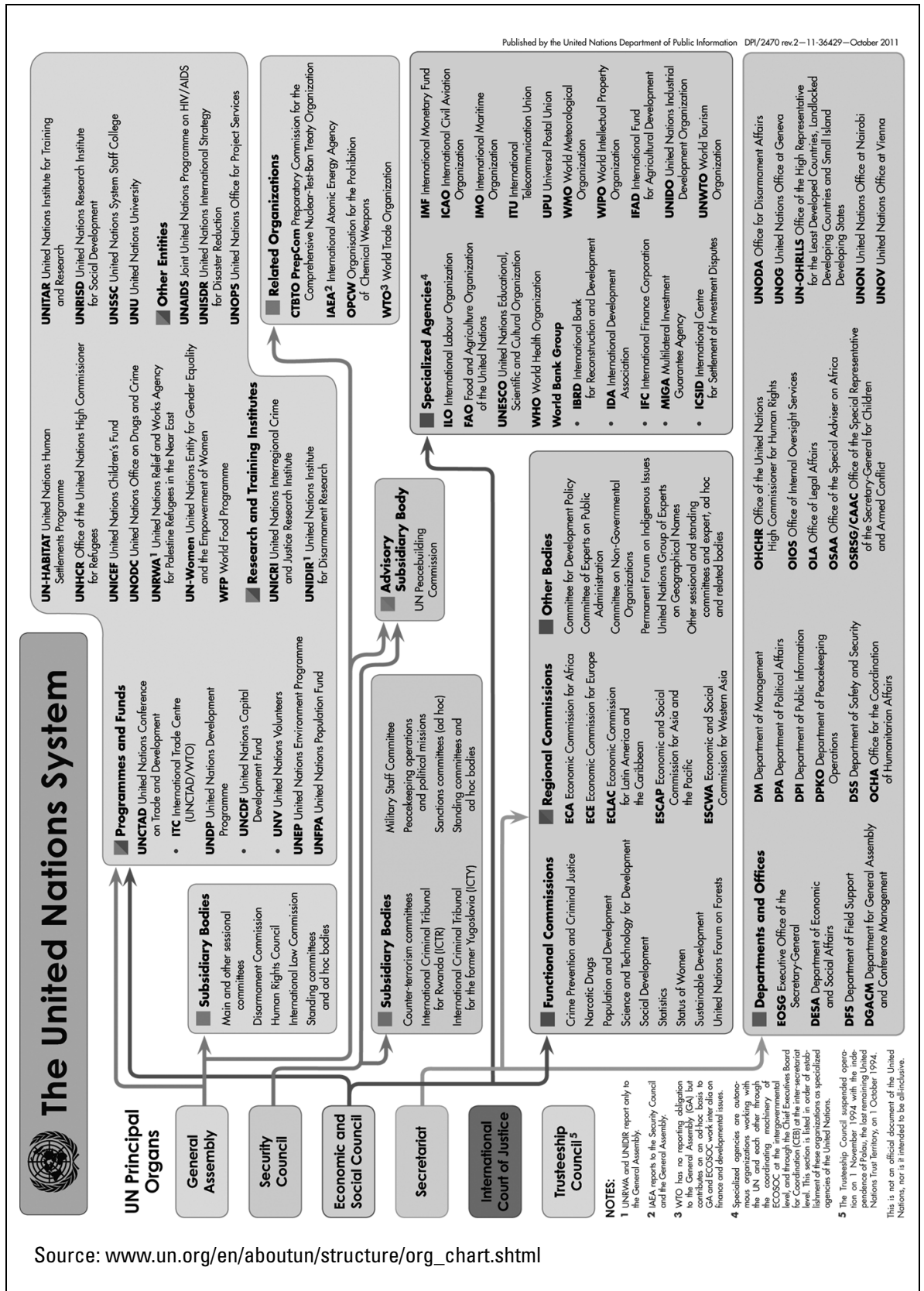
▲ Fig. 9 Relation between structural and process organization (Bleicher 1991, p. 45)



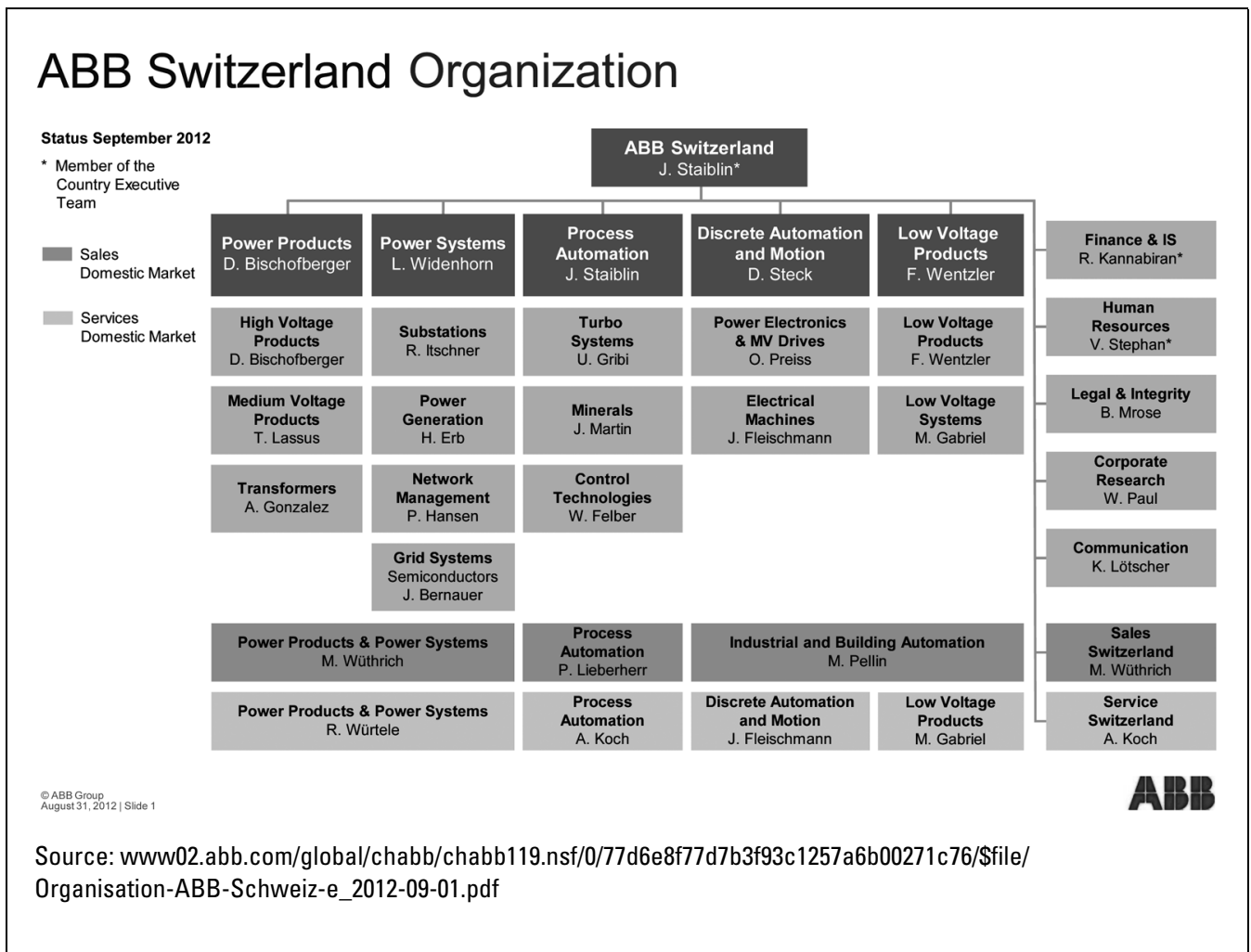
▲ Fig. 10 Scope of action of an employee



▲ Fig. 11 Forms of an organigram



▲ Fig. 12 Organigram of the United Nations Organization



▲ Fig. 13 Organigram of the company ABB

<b>Company:</b>		
<b>Mode of employment:</b>		
<b>I. Description of instances</b>		
<i>a) Job label</i>		
1. Job title:		
2. Job number:		
3. Department:		
4. Jobholder:		
5. Rank:		
6. Wage group:		
<i>b) Hierarchical classification</i>		
7. The jobholder receives substantive directives from:		
8. The jobholder provides substantive directives to:		
9. Right of representation		
■ Representation of the jobholder:		
■ Representation for other jobs:		
10. Number of disciplinary subordinate employees (E.g., head of division, group manager, person in charge, master craftsman, foreman):		
11. Competences (e.g., commercial procurement, power to act):		
<i>c) Communication relations</i>		
12. The jobholder delivers the following reports:		
13. The jobholder receives the following reports:		
14. Participation at conferences:		
15. The collaboration with the following jobs (internal/external) is required:		
<b>II. Description of tasks</b>		
16. Description of activities		
■ Repetitive substantive tasks:		
■ Irregular substantive tasks:		
17. Equipment:		
18. Terms of reference, regulations:		
<b>III. Description of performance</b>		
<i>a) Performance requirements</i>		
19. Knowledge, skills, experiences:		
20. Work-related traits (e.g., correctness and accuracy, interpersonal skills):		
21. Work attitude (e.g., leadership qualities, assertiveness):		
<i>b) Performance standards</i>		
22. Quantitative performance standards (e.g., revenues):		
23. Qualitative performance standards (e.g., work atmosphere):		
Signatures with date:		
Head of personnel department	Jobholder	Supervisor

▲ Fig. 14 Template of a job description (cf. Hentze/Kammel 2001, pp. 230)

Jobs Tasks	Supervisory board	Management board	Functions				Notes
			R&D	Production	Marketing	Administration	
<b>Definition of the company policy</b>	Dm	P	Pd	Pd	Pd	Pd	
<b>Creation of 5-year strategic plans</b> <ul style="list-style-type: none"> <li>■ Sales trend</li> <li>■ Trend of costs and earnings</li> <li>■ Investments</li> </ul>	Dm Dm Dm	P	P	P	P	P	
<b>Develop annual budget</b> <ul style="list-style-type: none"> <li>■ Sales</li> <li>■ Operational costs</li> <li>■ Investments</li> </ul>		Dm Dm Dm	P	P P	P P	P	until 10 <sup>th</sup> Nov.
<b>Formating and controlling of the annual action plans</b>		E					
<b>Elaboration of key performance indicators</b>						E	

P = Planning, Dm = Decision-making, Pd = Right to participate in discussions, E = Executing

▲ Fig. 15 Example of a function chart (Nauer 1993, p. 171)

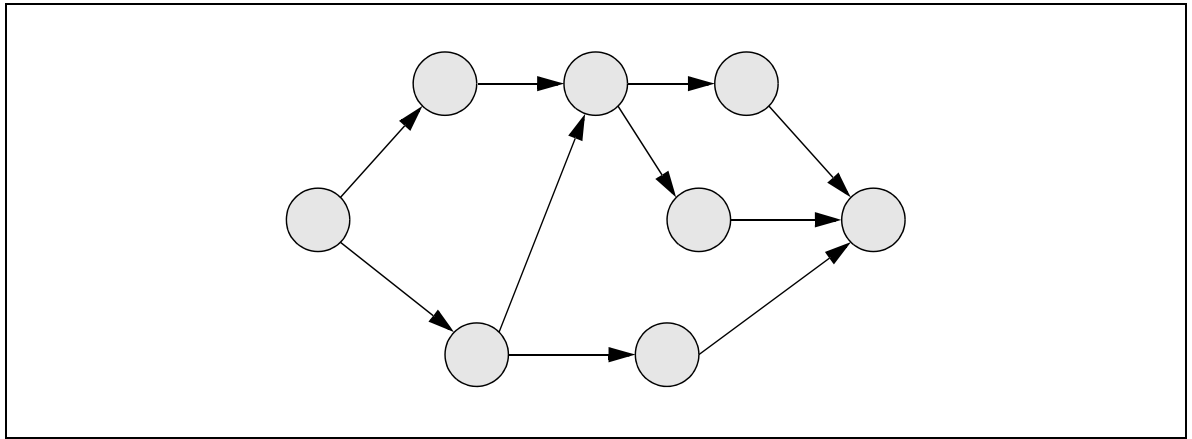
Jobs					Work process: Equipment ACTUAL		
Management	Production	Purchasing	Sales	Administration	No.	Tasks, activities	Notes
					1	<ul style="list-style-type: none"> <li>■ Checks inventory weekly</li> <li>■ Calculates the products and quantities to be ordered</li> <li>■ Creates a list of requirements</li> </ul>	Purchasing department has supplier register
					2	<ul style="list-style-type: none"> <li>■ Complements the list of requirements with prices and conditions of delivery</li> <li>■ Enters the number of the cost center</li> <li>■ Enters of order</li> </ul>	Production
					3	<ul style="list-style-type: none"> <li>■ Checks orders, signing</li> <li>■ Enters the ordered quantity in the inventory register</li> <li>■ Forwards information to administration</li> </ul>	Inventory register could be managed by purchasing department
					4	<ul style="list-style-type: none"> <li>■ Notices and controls the order</li> <li>■ Ships and distributes the ordered copies</li> </ul>	Why is this not done by the purchasing department?
					5	<ul style="list-style-type: none"> <li>■ Receives order confirmation</li> <li>■ Notices and forwards information</li> </ul>	
					6	<ul style="list-style-type: none"> <li>■ Checks data</li> <li>■ Enters delivery dates</li> <li>■ Informs production</li> </ul>	
					7	<ul style="list-style-type: none"> <li>■ Cecks data</li> <li>■ Enters delivery dates</li> </ul>	Redundancy!
					8	<ul style="list-style-type: none"> <li>■ Receives shipments</li> <li>■ Checks the delivered products with the confirmation of order</li> <li>■ Creates product receipt slip</li> <li>■ Enters products in inventory register</li> <li>■ Forwards copies</li> </ul>	

▲ Fig. 16 Example of a flow chart (Nauer 1993, p. 211)



Operation		Content																
		Department/division																
Recorded by		Controlled by																
on		on																
No.	Activities	Transaction				Involved jobs/units												
		Object processing	Inspection	Transport	Downtime	Planning department	Production manager	Inventory for spare parts	Purchasing	Sawmill	Planing	Grinding shop	Assembly	Paint spraying shop	Drying room	Attaching of metal fittings	Checking	Sales inventory
1	Production order			x		1												
2	Order processing by the production manager	x				2												
3	Material provision			x			3											
4	Purchasing of metal fittings	x						4										
5	Cutting of raw materials	x							5									
6	Planing of raw materials	x								6								
7	Grinding and preparing for painting	x									7							
8	Assembly	x										8						
9	Painting of frame	x											9					
10	Drying				x									10				
11	Incoming of ordered metal fittings			x											11			
12	Attaching of metal fittings	x													12			
13	Checking		x														13	
14	Warehousing				x													14

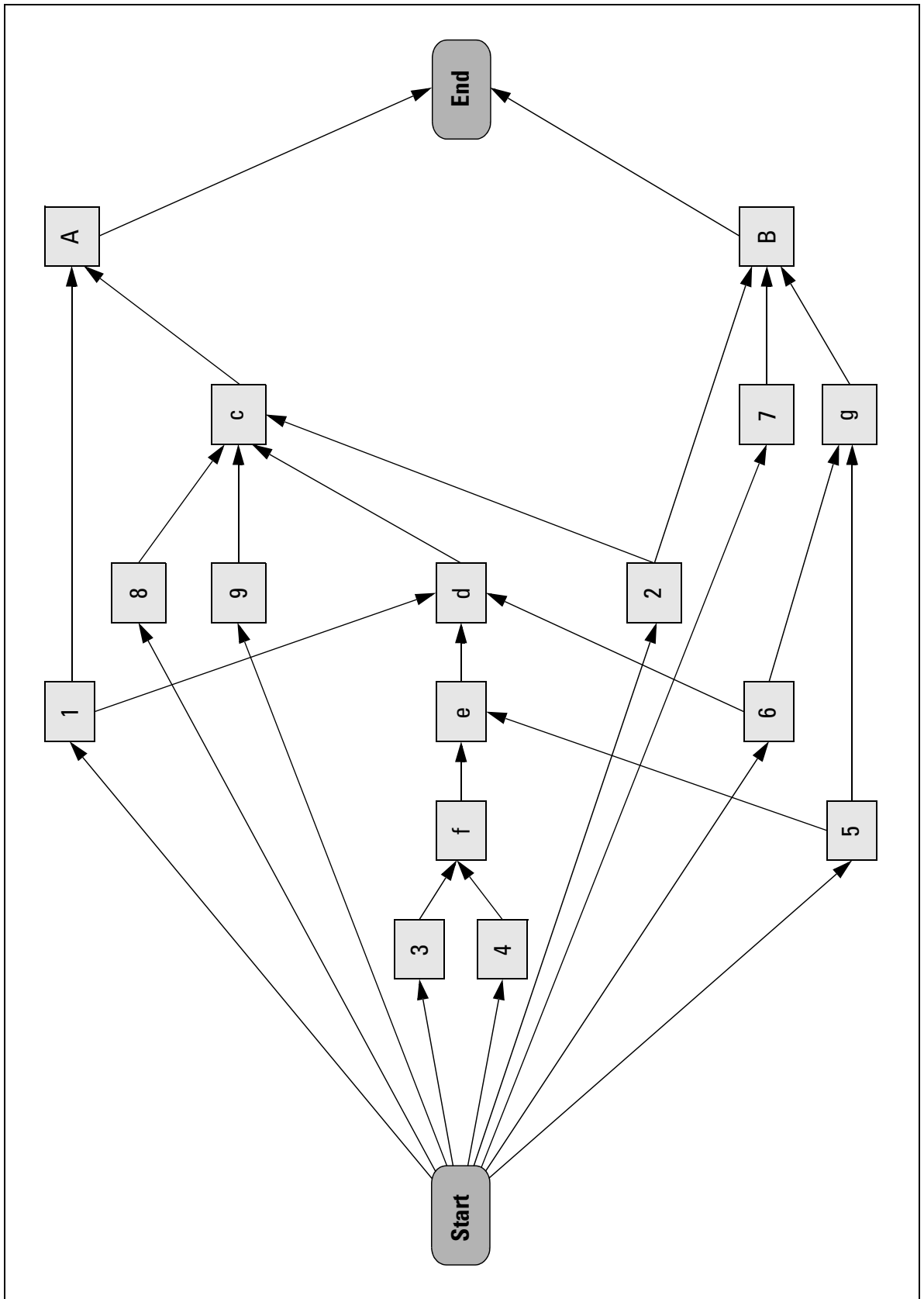
▲ Fig. 17 Example of a sequence map (Kuepper 1981, p. 63)



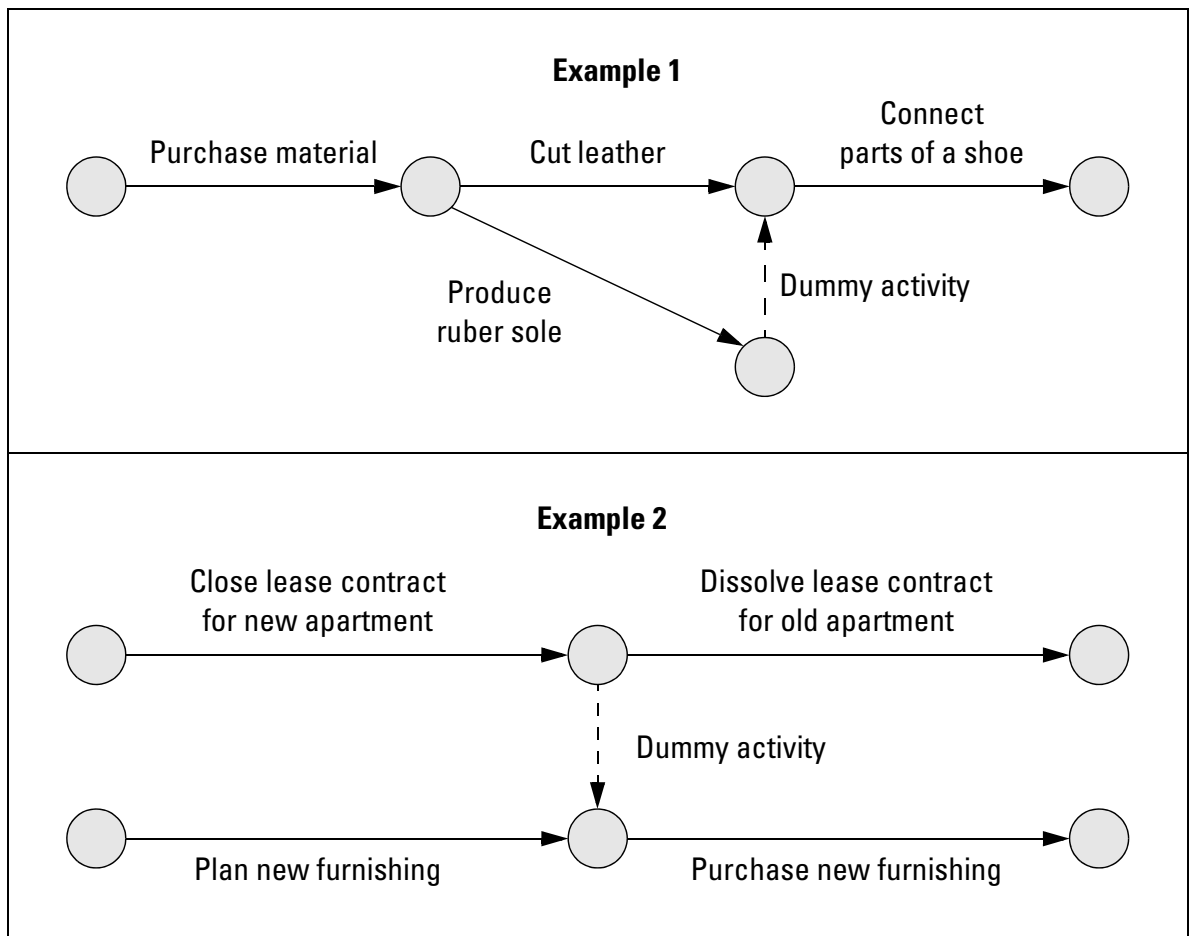
▲ Fig. 18 Example of a directed graph

<b>Process</b>	<b>Duration (hours)</b>	<b>Direct predecessor</b>
A	32	c, 1
B	16	g, 2, 7
c	80	d, 2, 8, 9
d	64	e, 1, 6
e	48	f, 5
f	48	3, 4
g	32	5, 6
1	16	–
2	20	–
3	16	–
4	32	–
5	48	–
6	48	–
7	16	–
8	48	–
9	16	–

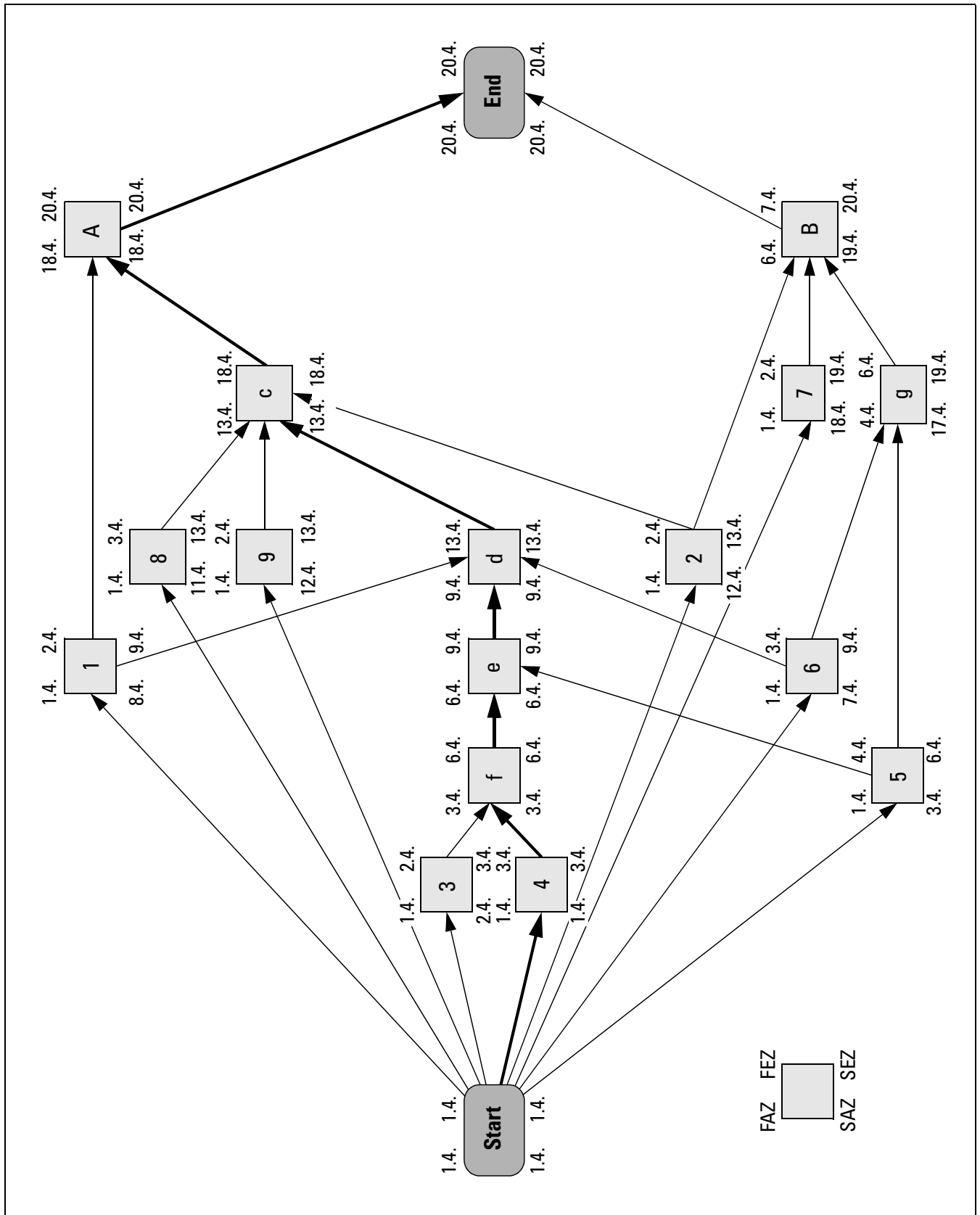
▲ Fig. 19 List of activities including their duration



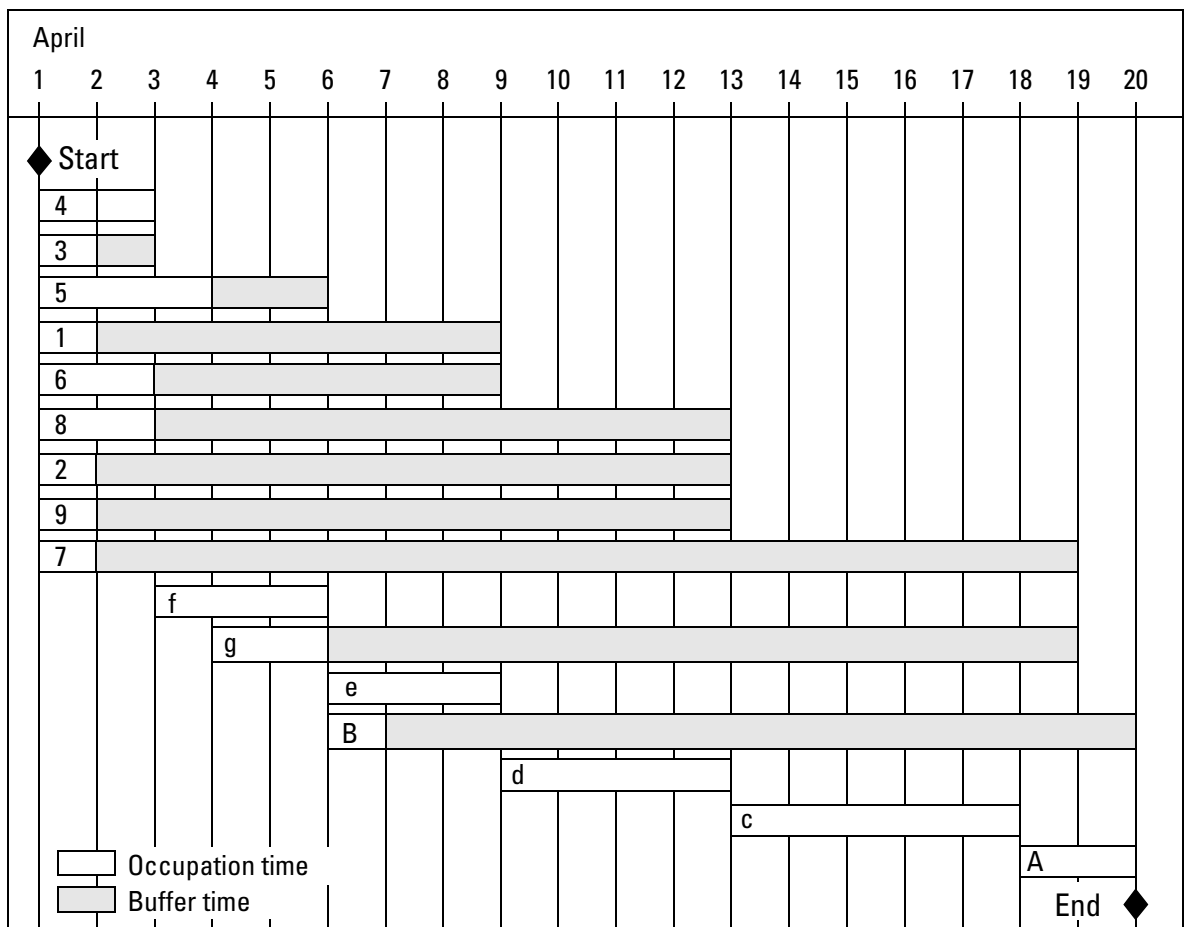
▲ Fig. 20 Network diagram



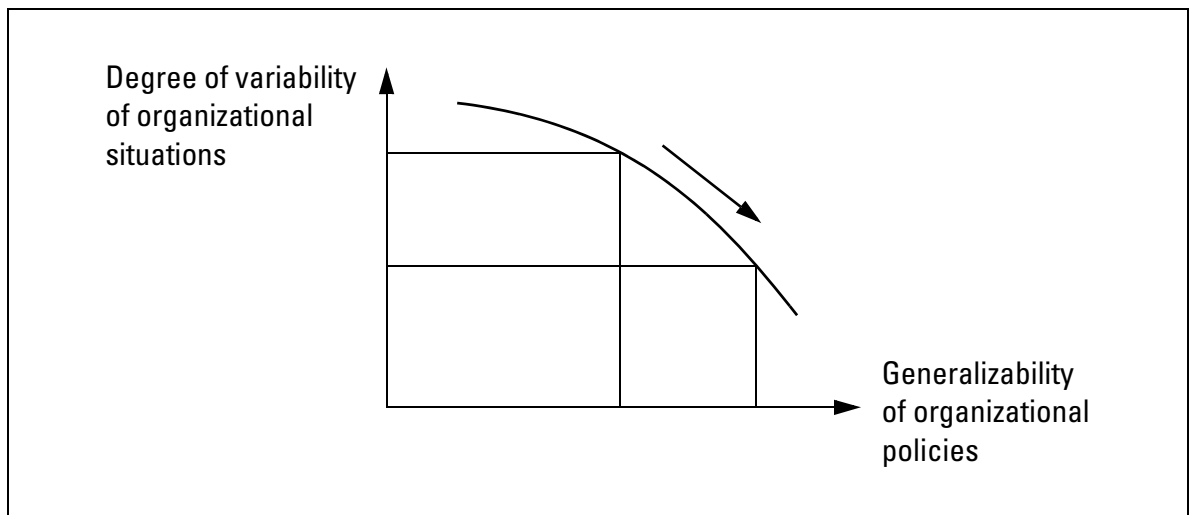
▲ Fig. 21 Network diagram with dummy activities



▲ Fig. 22 Network diagram with critical path (16 hours/work day, incl. Saturday/Sunday)

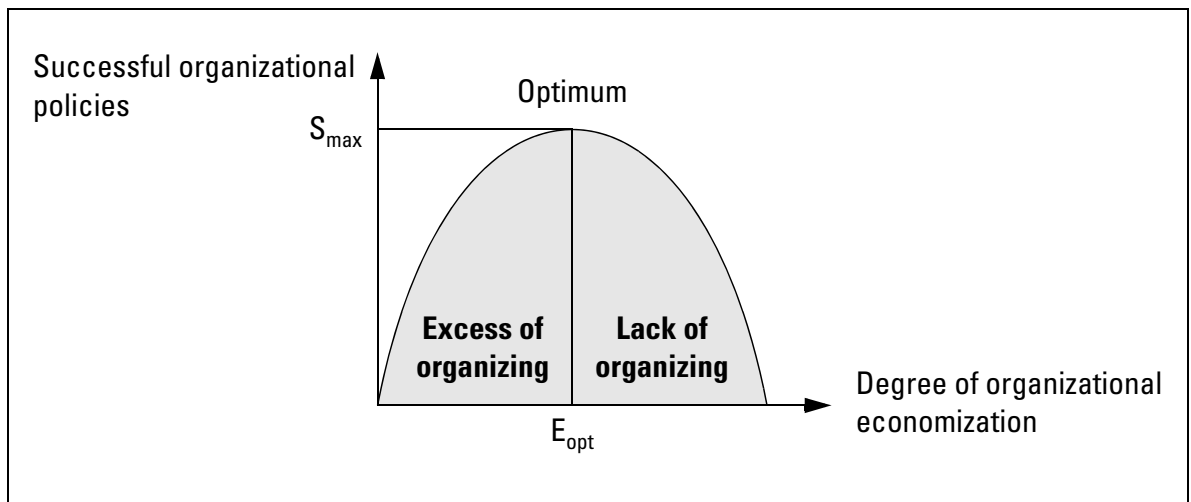


▲ Fig. 23 Example of a bar chart

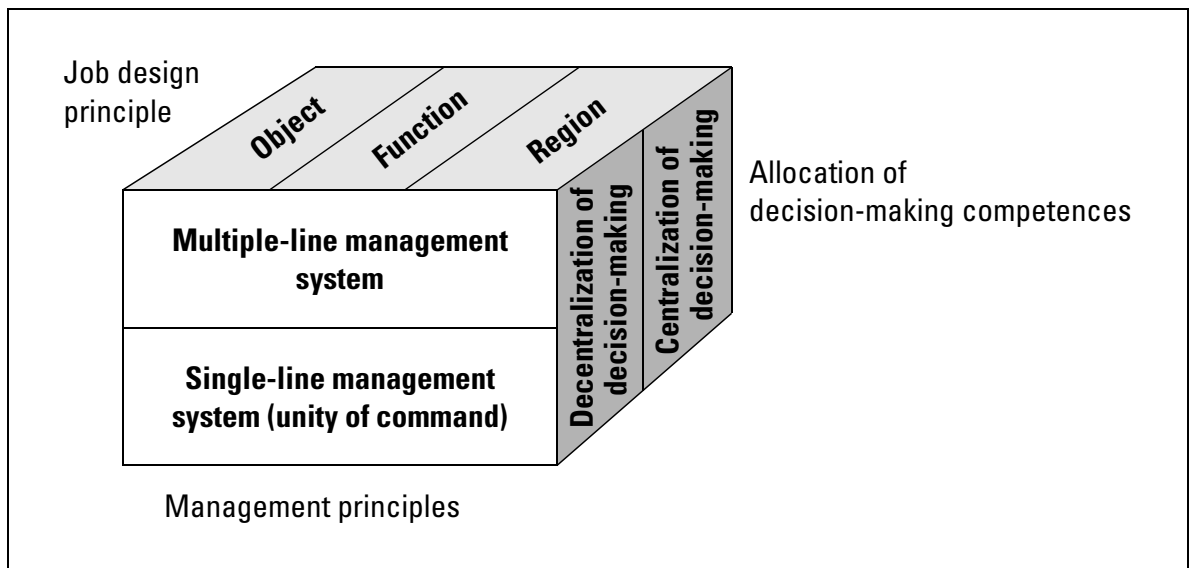


▲ Fig. 24 Principle of substitution in organizational theory (Kieser 1981, p. 71)

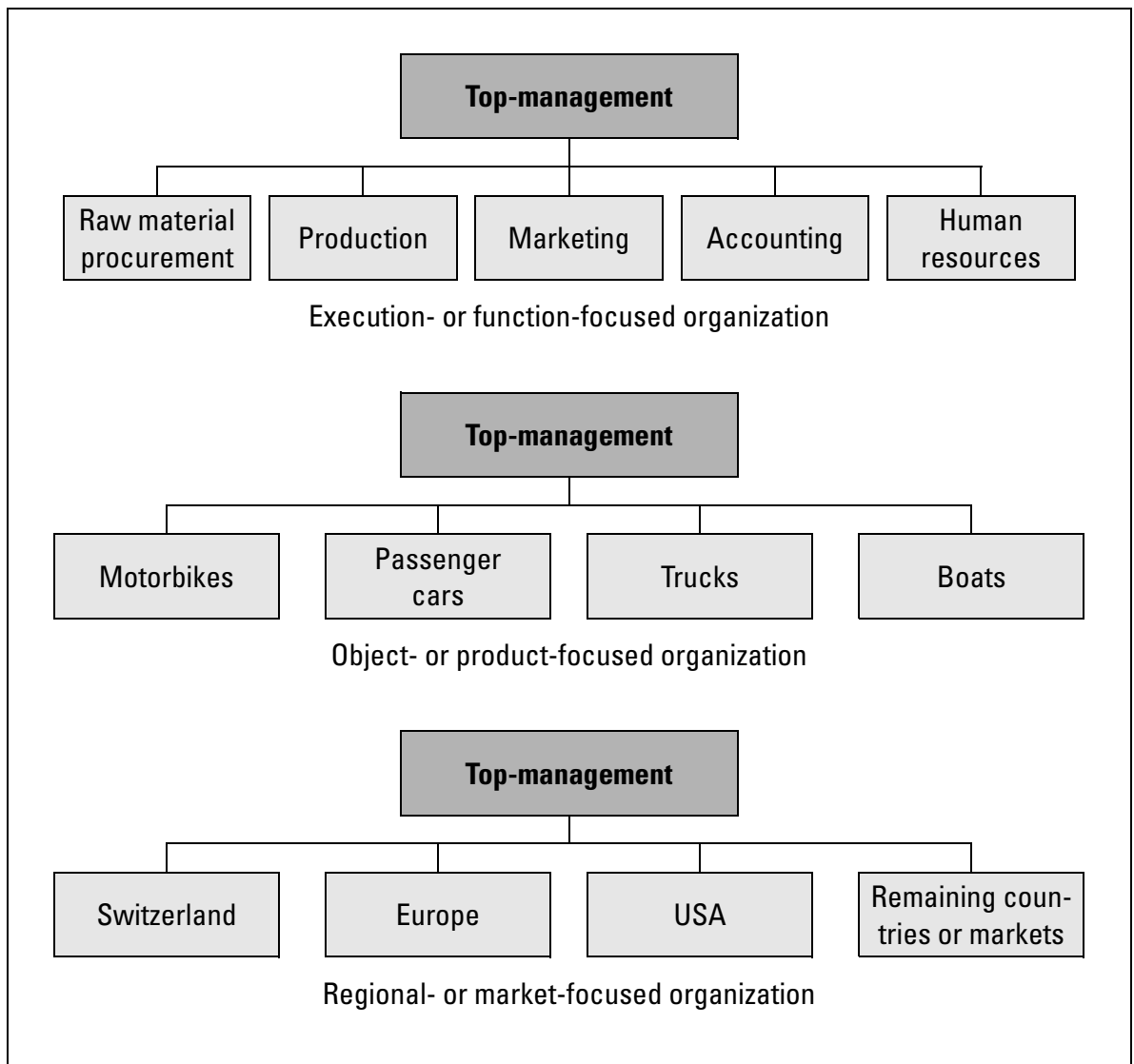




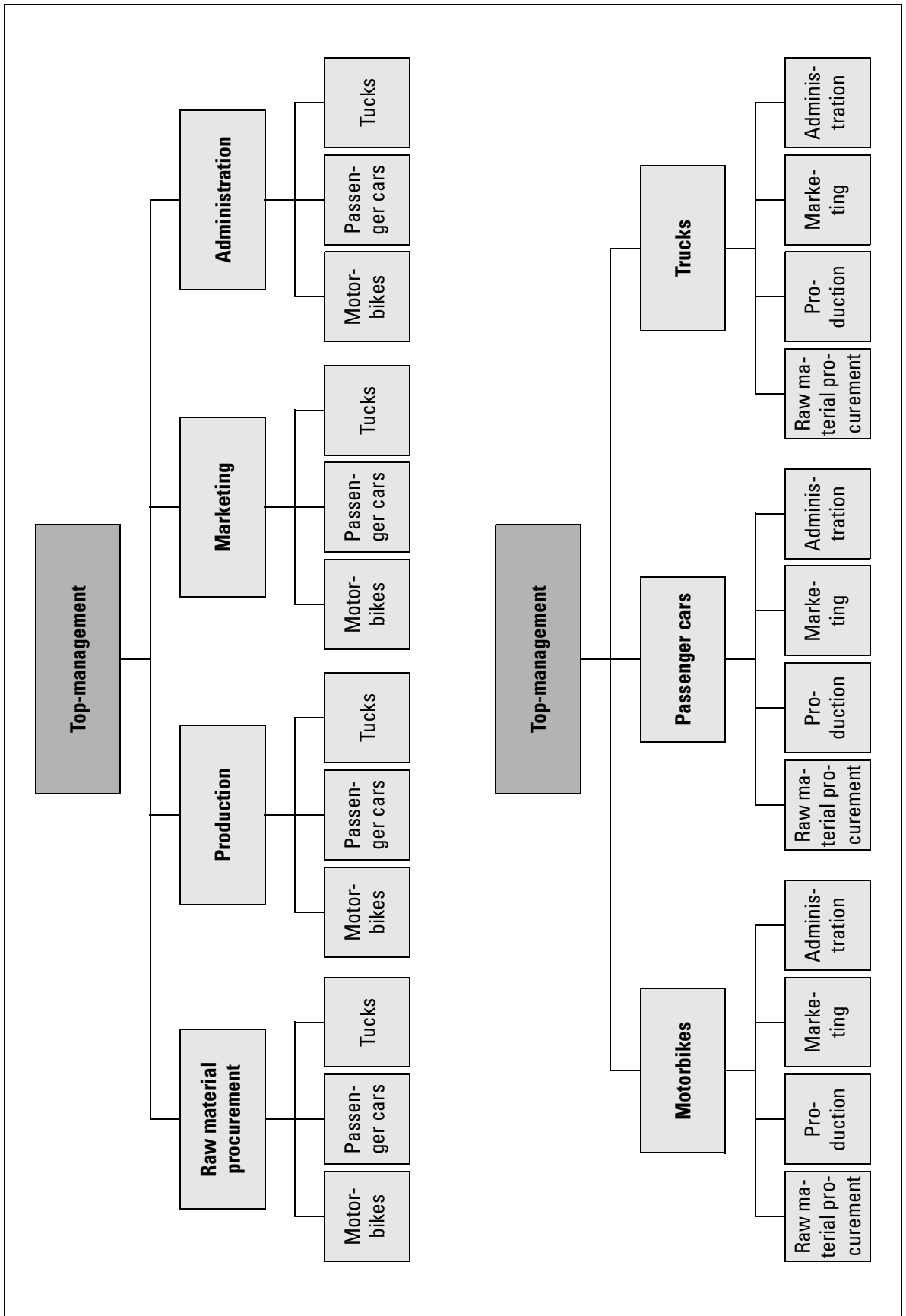
▲ Fig. 25 Optimal degree of organizing (Kieser 1981, p. 72)



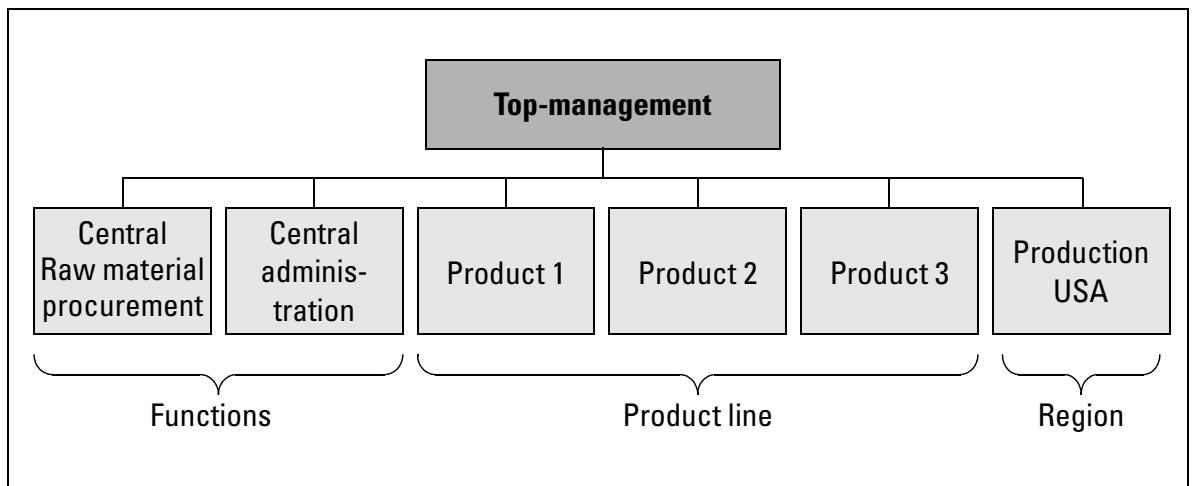
▲ Fig. 26 Structuration principles



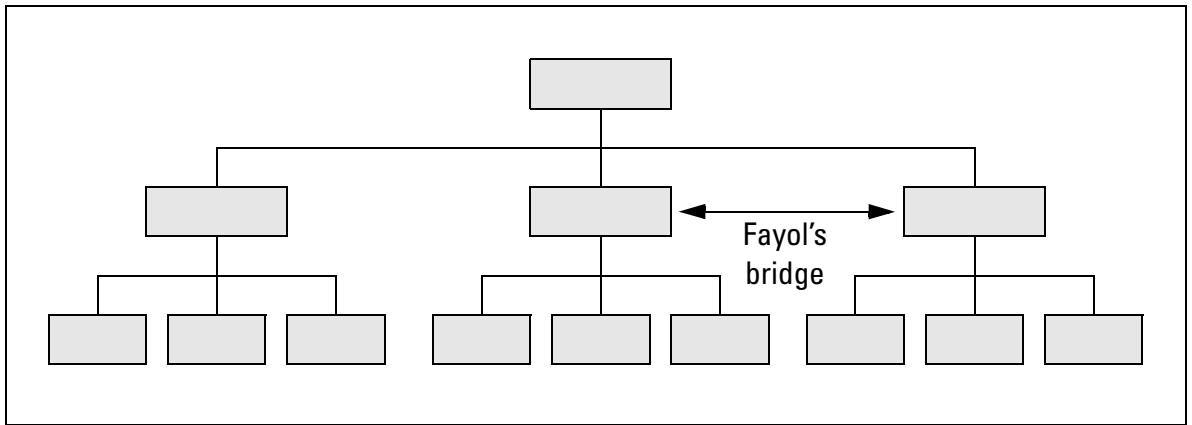
▲ Fig. 27 Principles of job formation



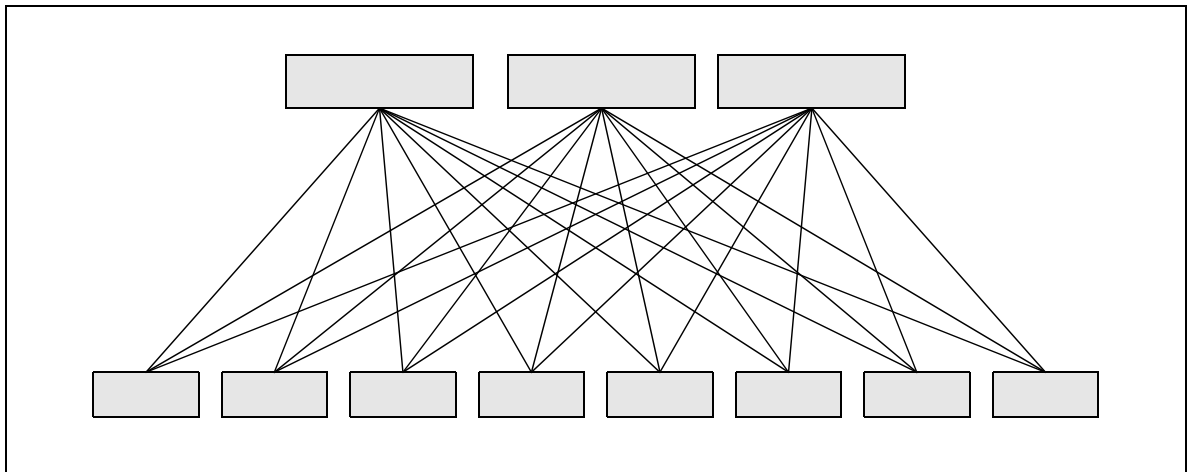
▲ Fig. 28 Criteria for the design of jobs for the case of three hierarchical levels



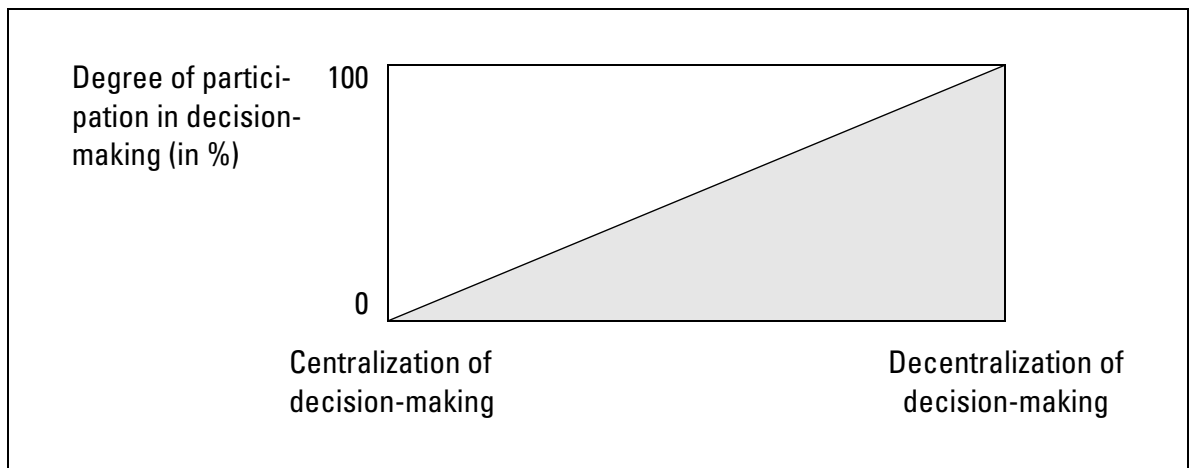
▲ Fig. 29 Different organization criteria at the same hierarchical level



▲ Fig. 30 Single-line management system (unity of command)

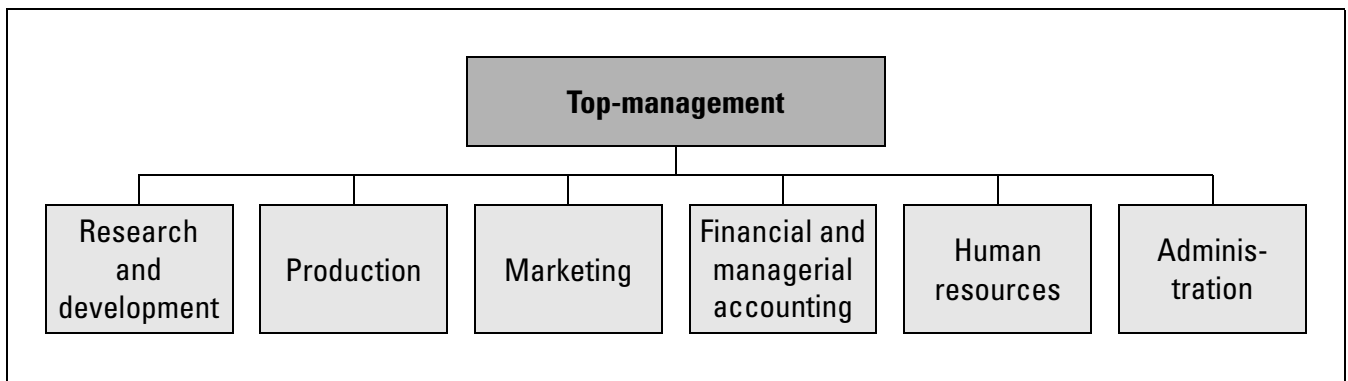


▲ Fig. 31 Multiple-line management system

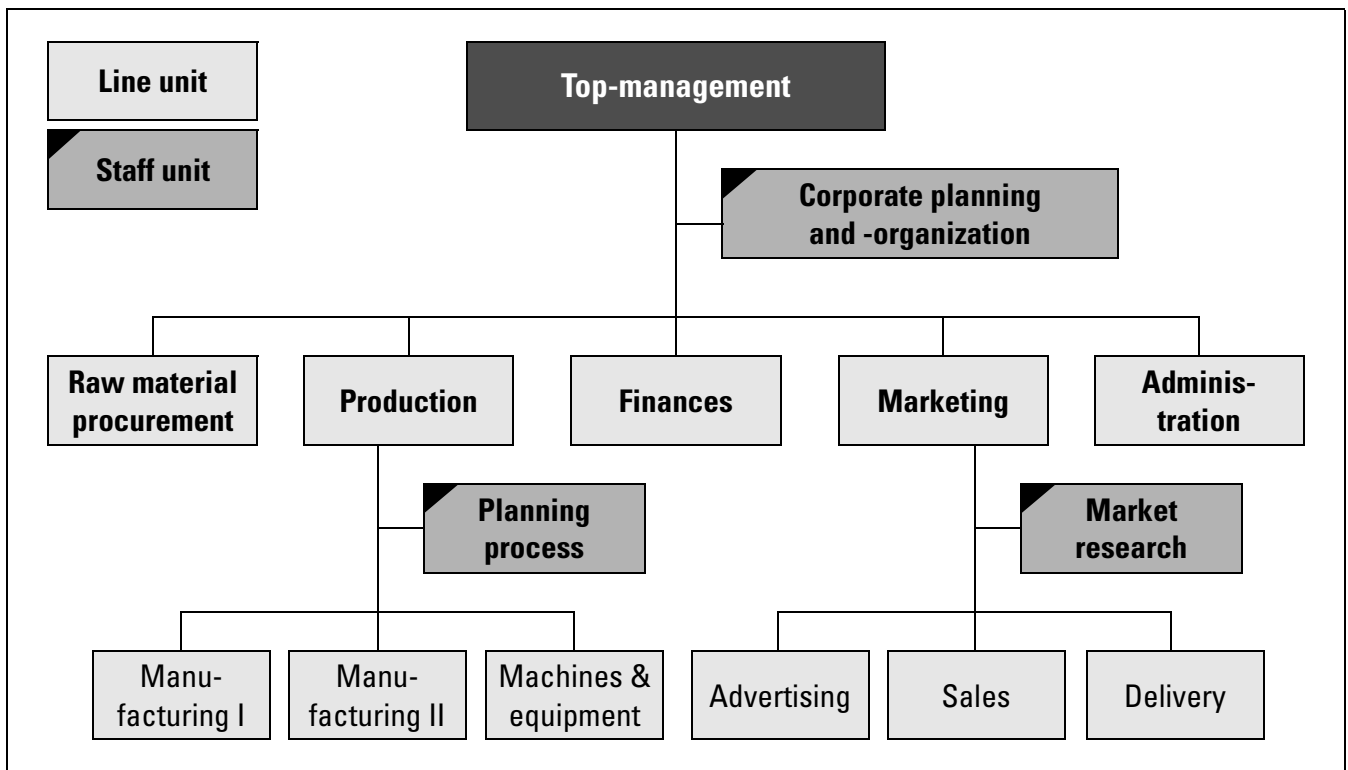


▲ Fig. 32 Degree of involvement in decision-making of an implementing unit

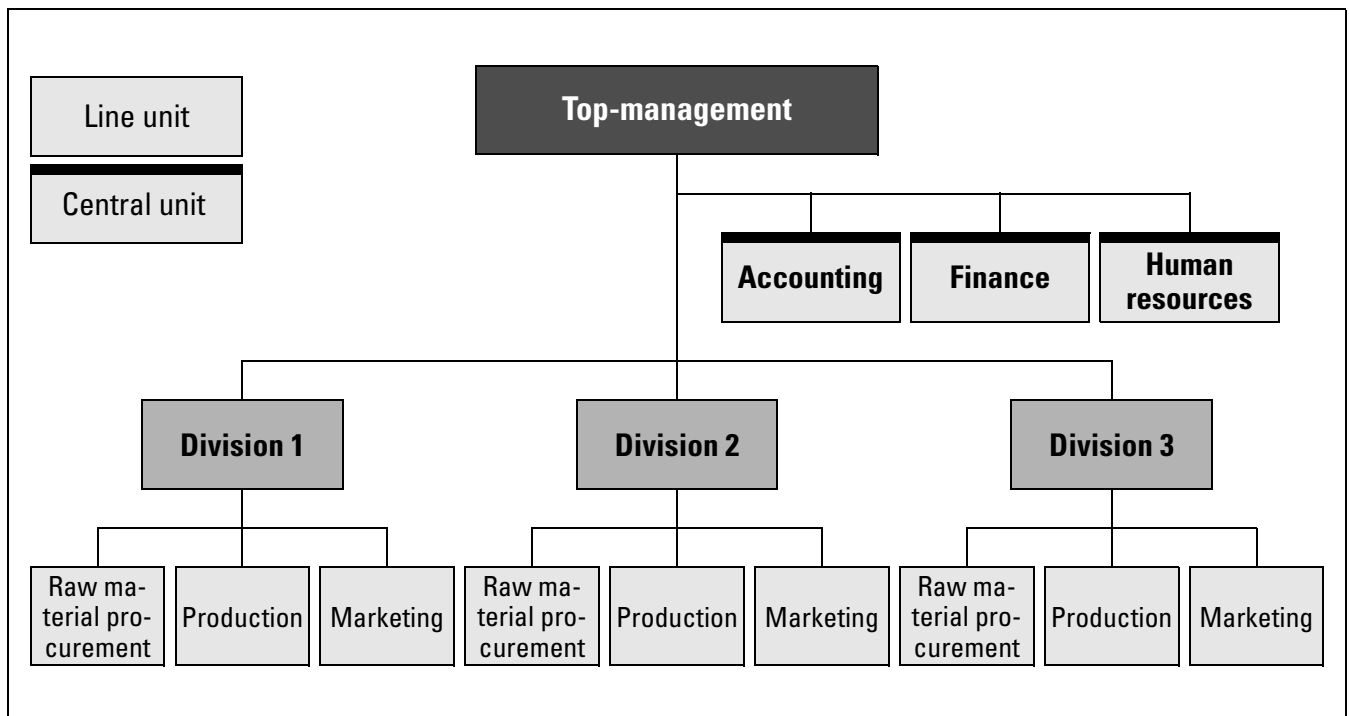




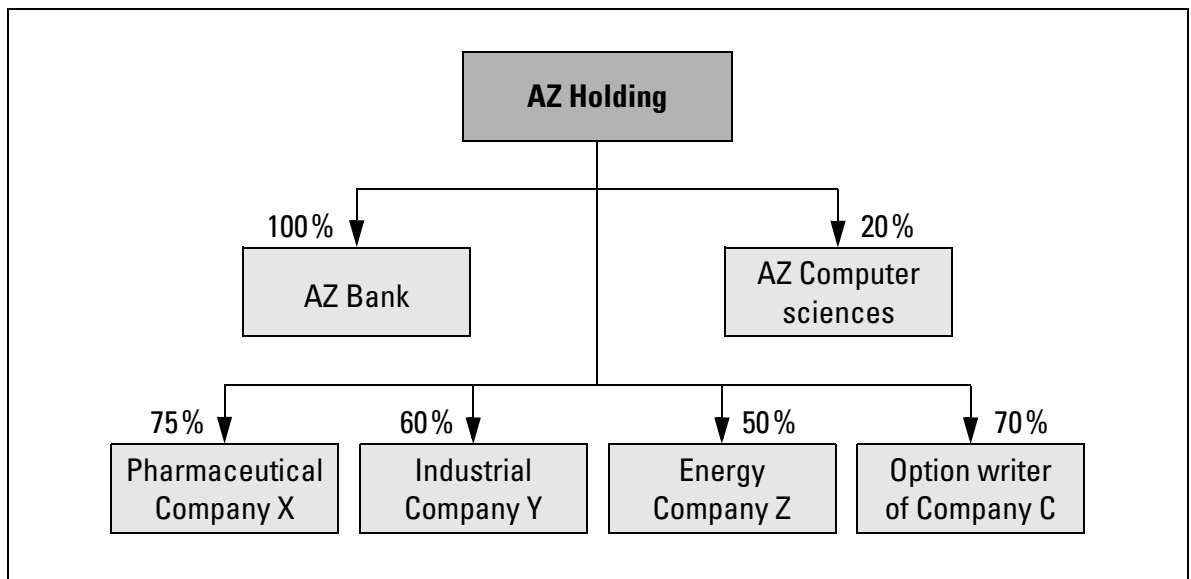
▲ Fig. 33 Pure functional organization



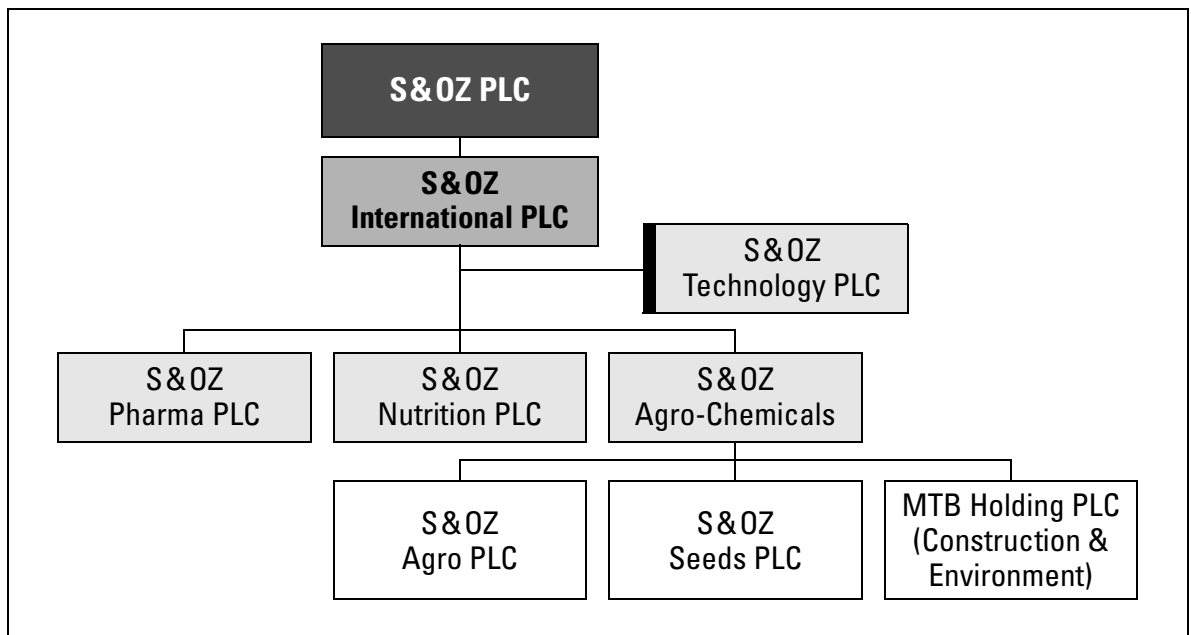
▲ Fig. 34 Schema of a staff-and-line organization



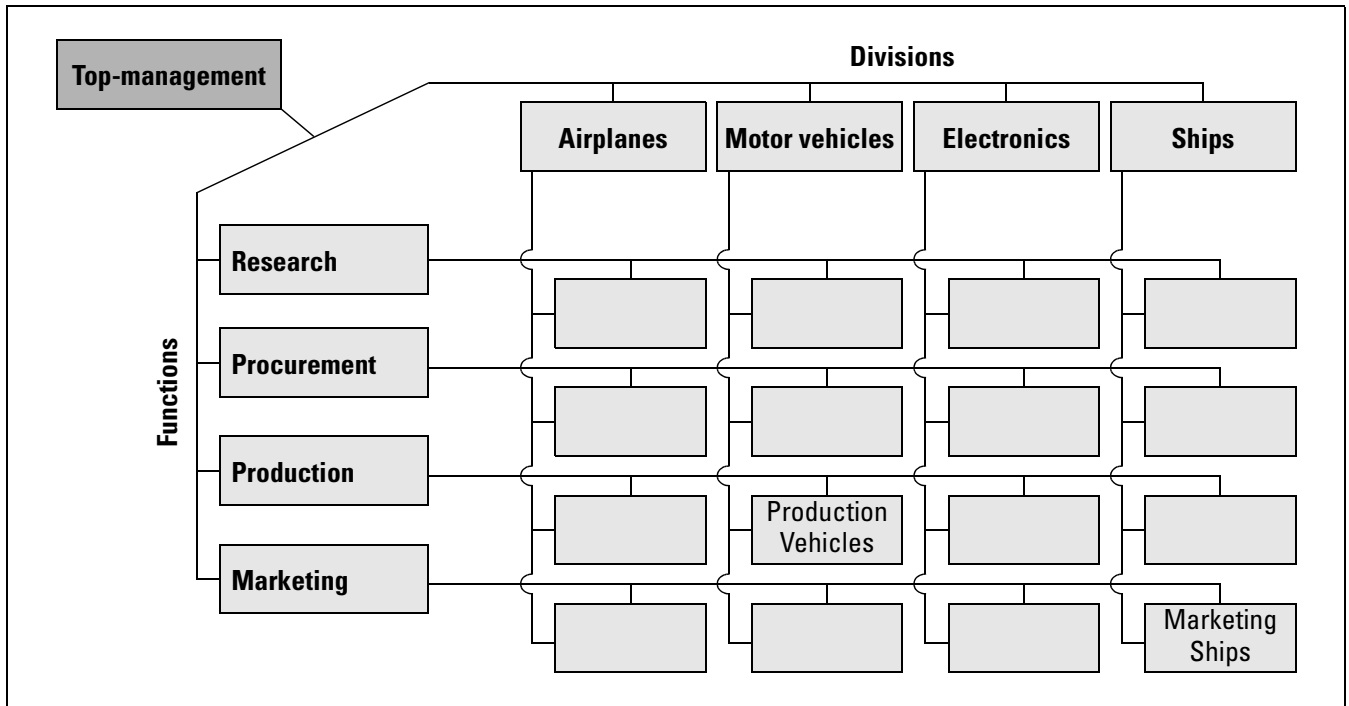
▲ Fig. 35 Schema of a divisional organization



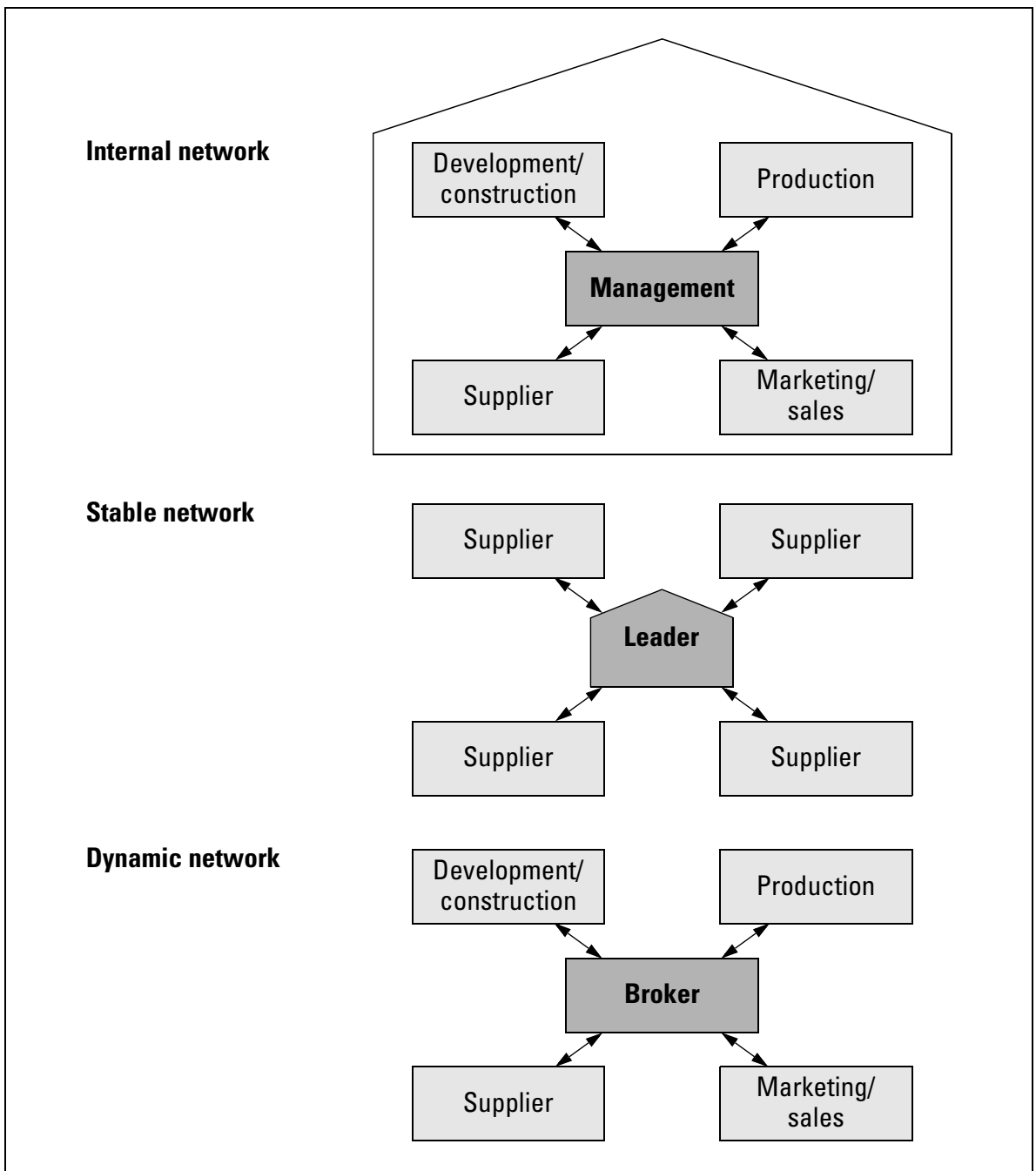
▲ Fig. 36 Example of a financial holding



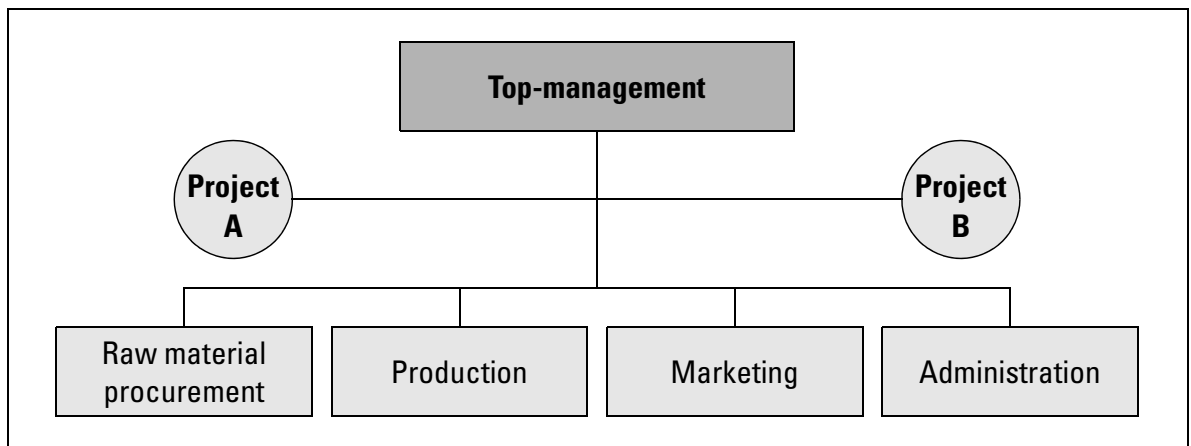
▲ Fig. 37 Example of a management holding



▲ Fig. 38 Schema of a matrix organization

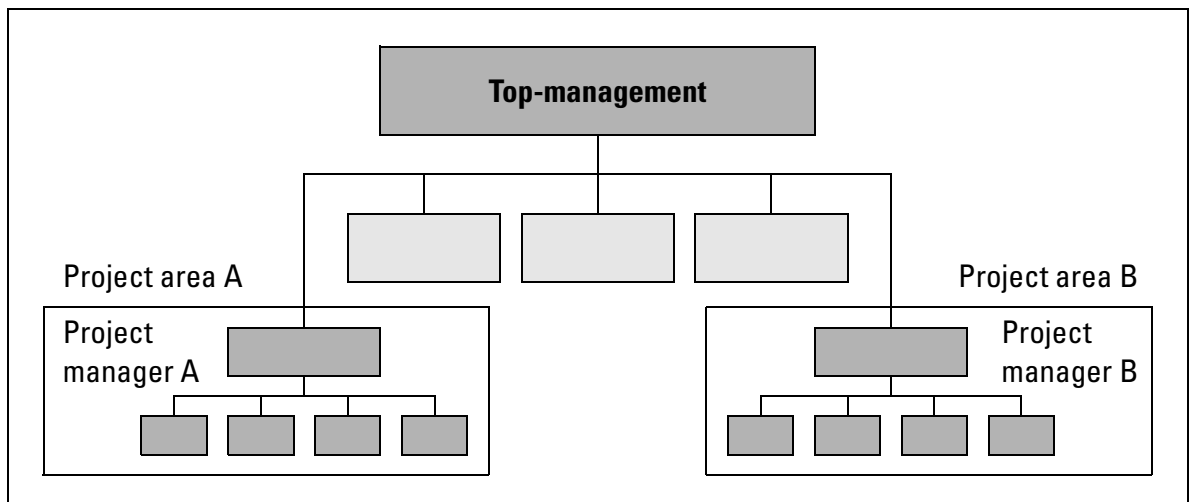


▲ Fig. 39 Forms of a network organization

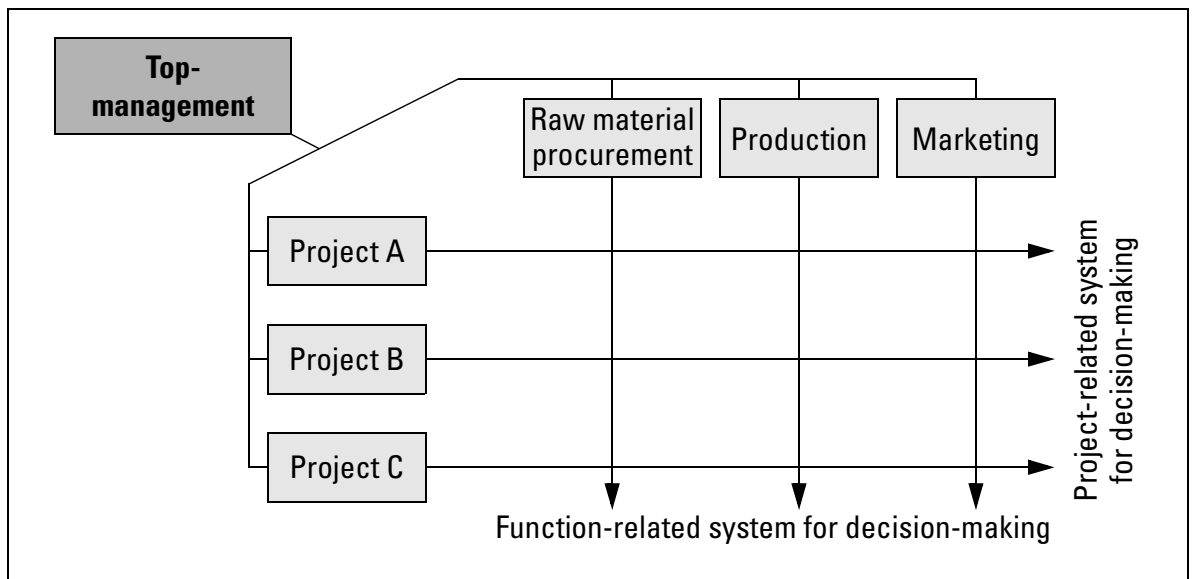


▲ Fig. 40 Staff-project organization (according to Frese 2005, p. 507)





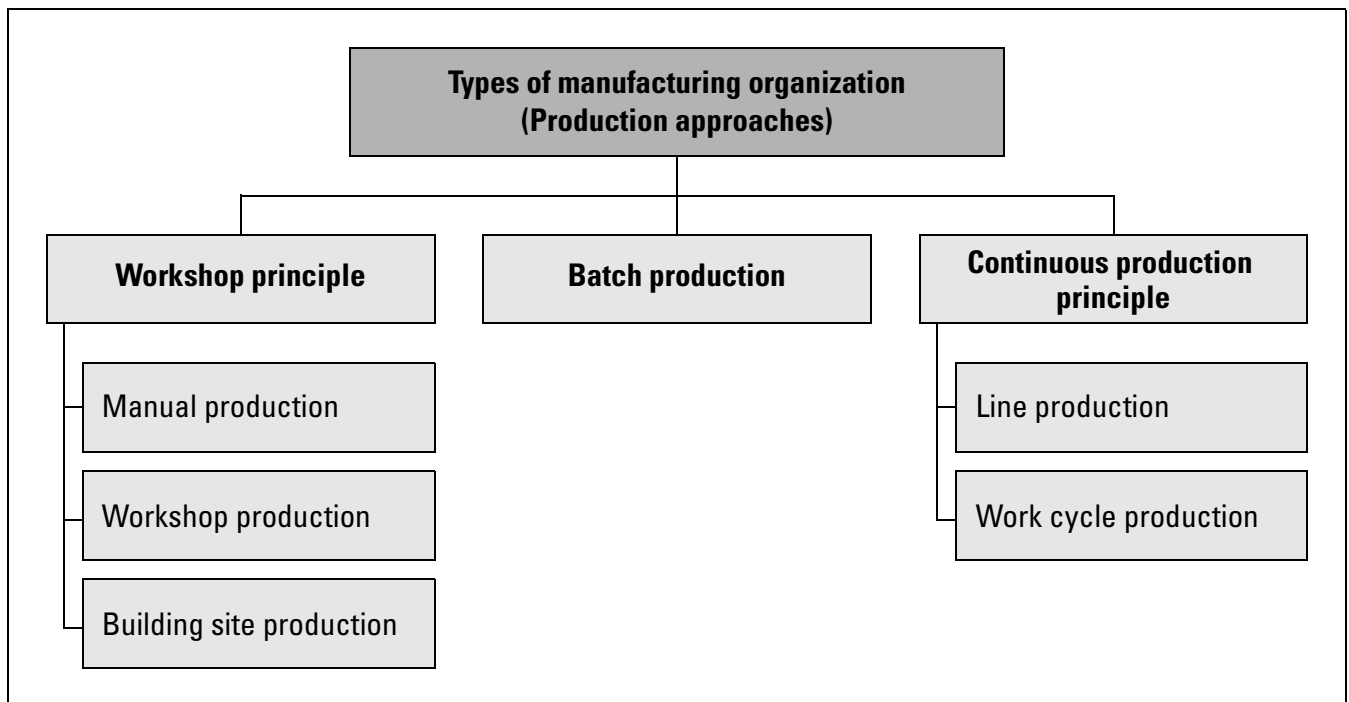
▲ Fig. 41 Simple project organization (according to Frese 2005, p. 510)



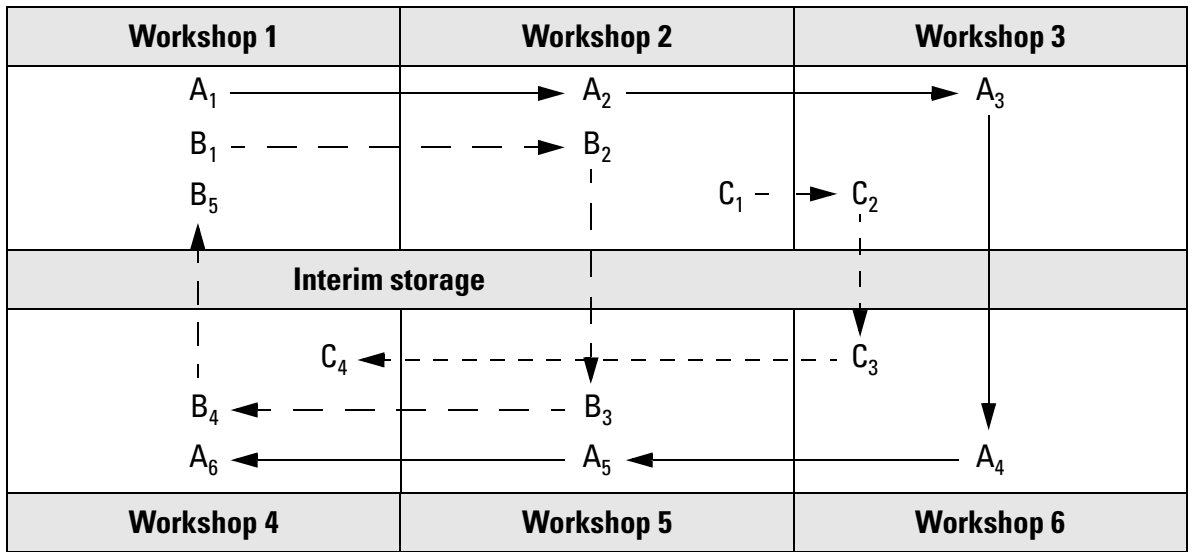
▲ Fig. 42 Matrix-project organization (according to Frese 2005, p. 508)

Structure of an organization Structuration principle		Functional organization	Divisional organization	Management holding	Matrix organization	Network and virtual organization	Project organization	Team organization
		<b>Job formation</b>	Object		•	•	•	
Function	•				•	•		•
Region			•	•	•	•		•
<b>Management principles</b>	Single-line management system (unity of command)	•	•	•			•	•
	Multiple-line management system				•	•	•	•
<b>Decision-making competences</b>	Centralization	•					•	
	Decentralization (Delegation)		•	•	•	•	•	•

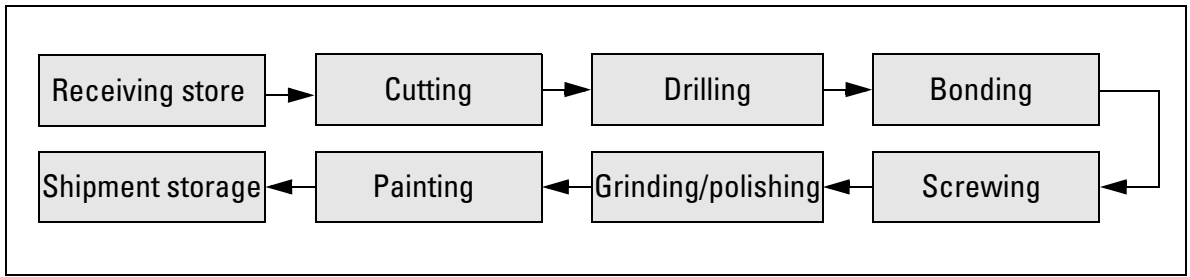
▲ Fig. 43 Comparison of the different organizational structures



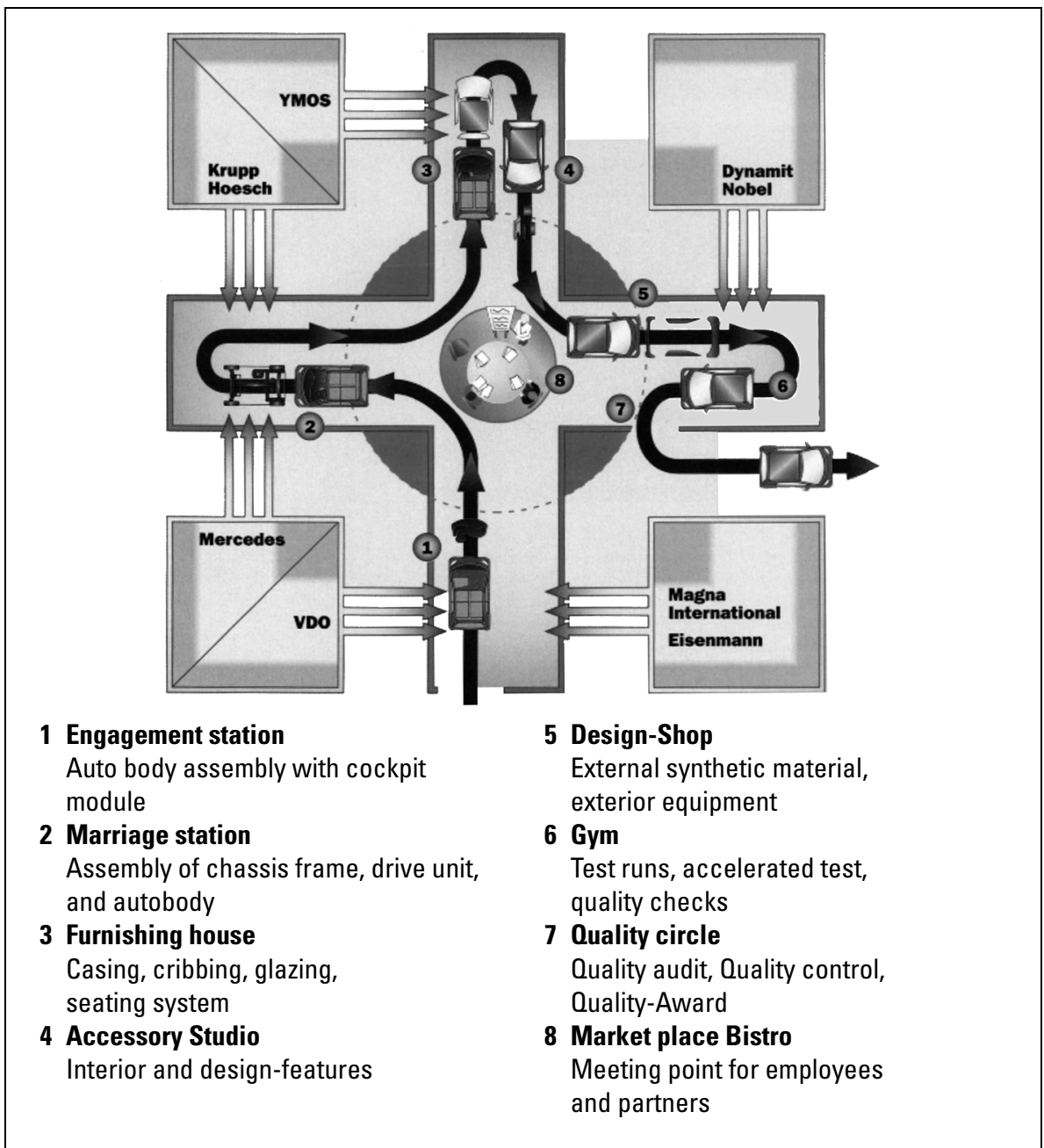
▲ Fig. 44 Overview of the types of manufacturing organization (Production approaches)



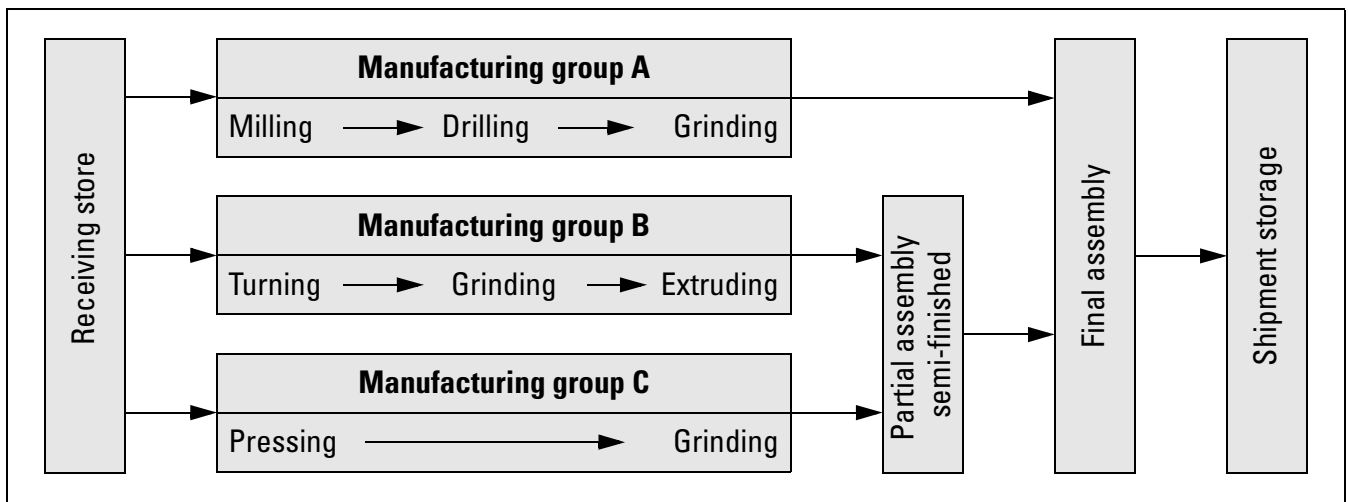
▲ Fig. 45 Example of a workshop production site



▲ Fig. 46 Example for the continuous production principle

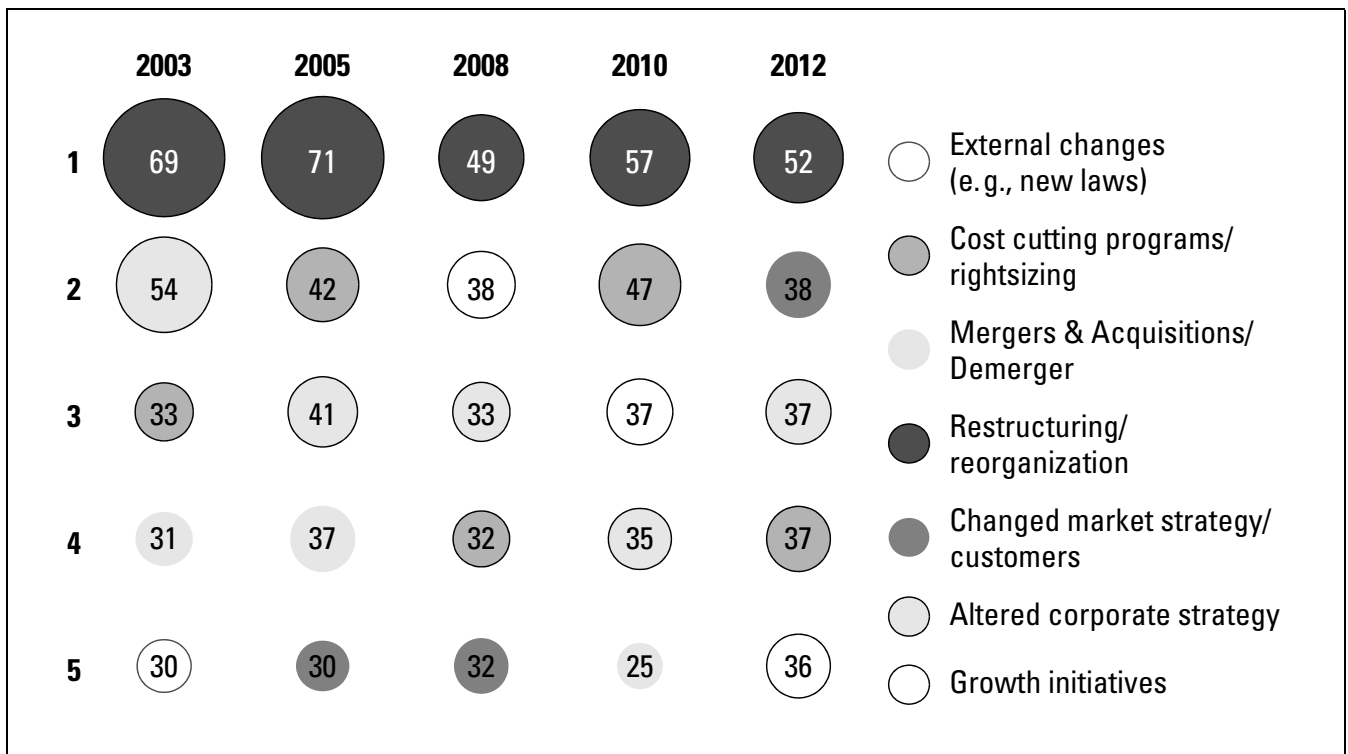


▲ Fig. 47 Production of the Smart car (Bilanz No. 9, 1997, p. 64)

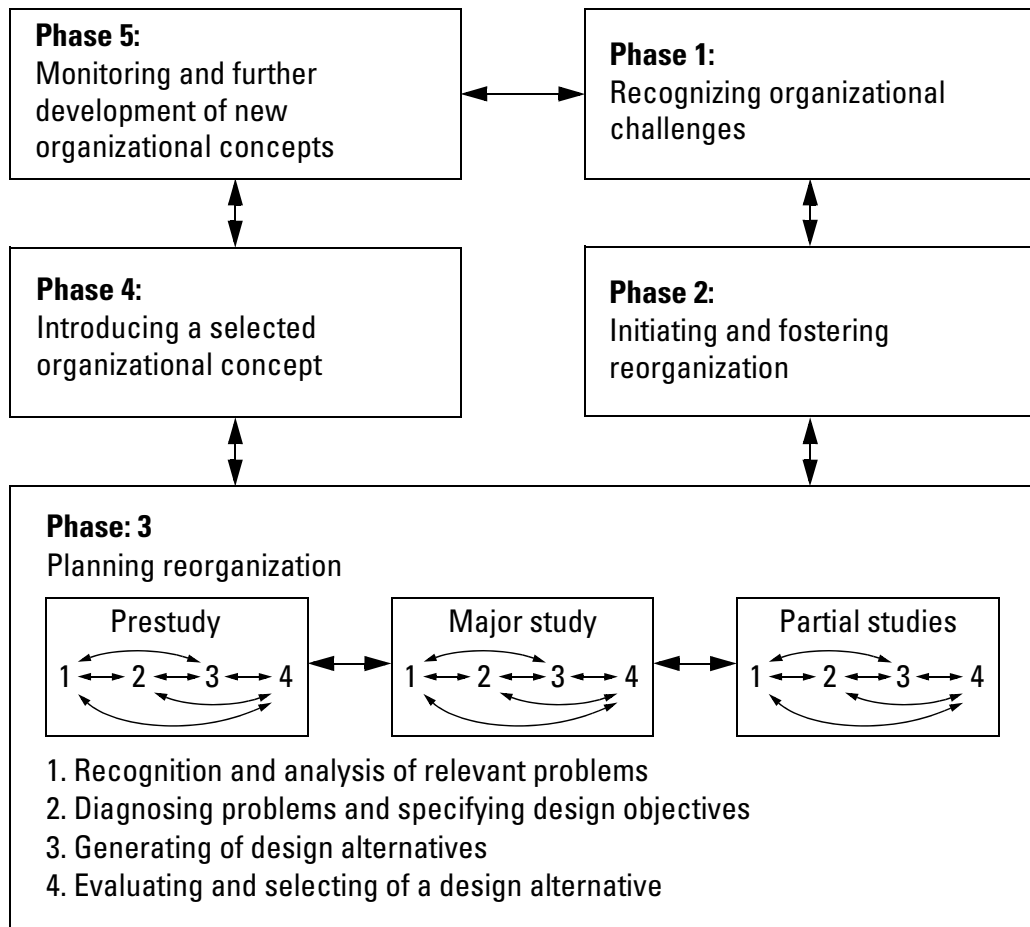


▲ Fig. 48 Example of a batch production

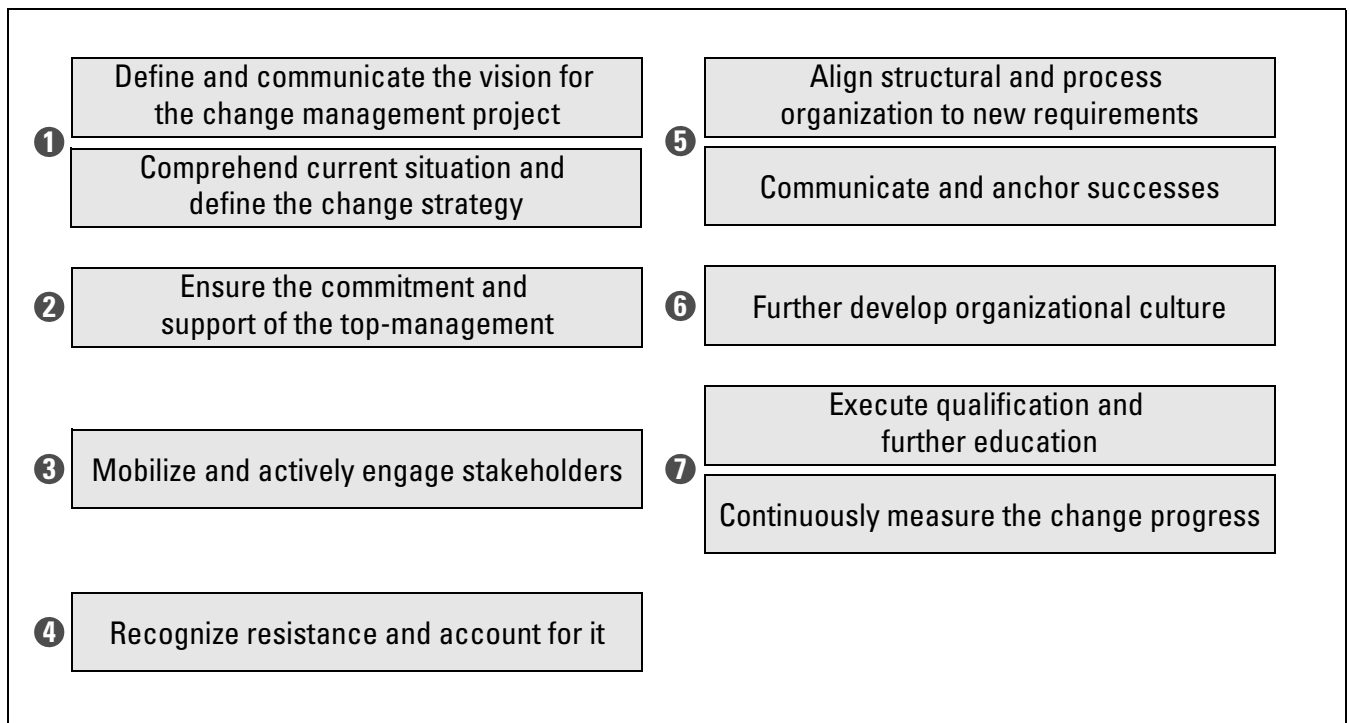




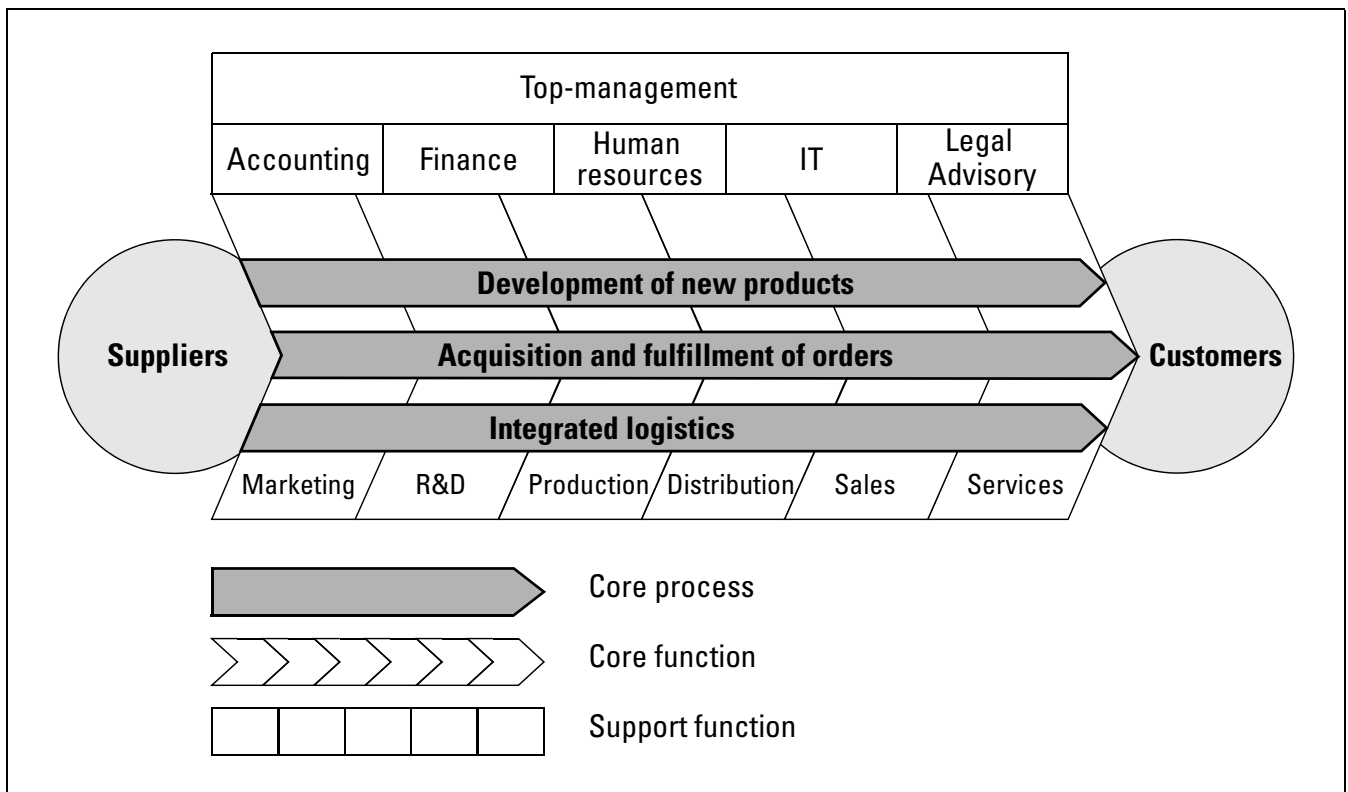
▲ Fig. 49 Top five reasons for change management (Capgemini Consulting 2012)



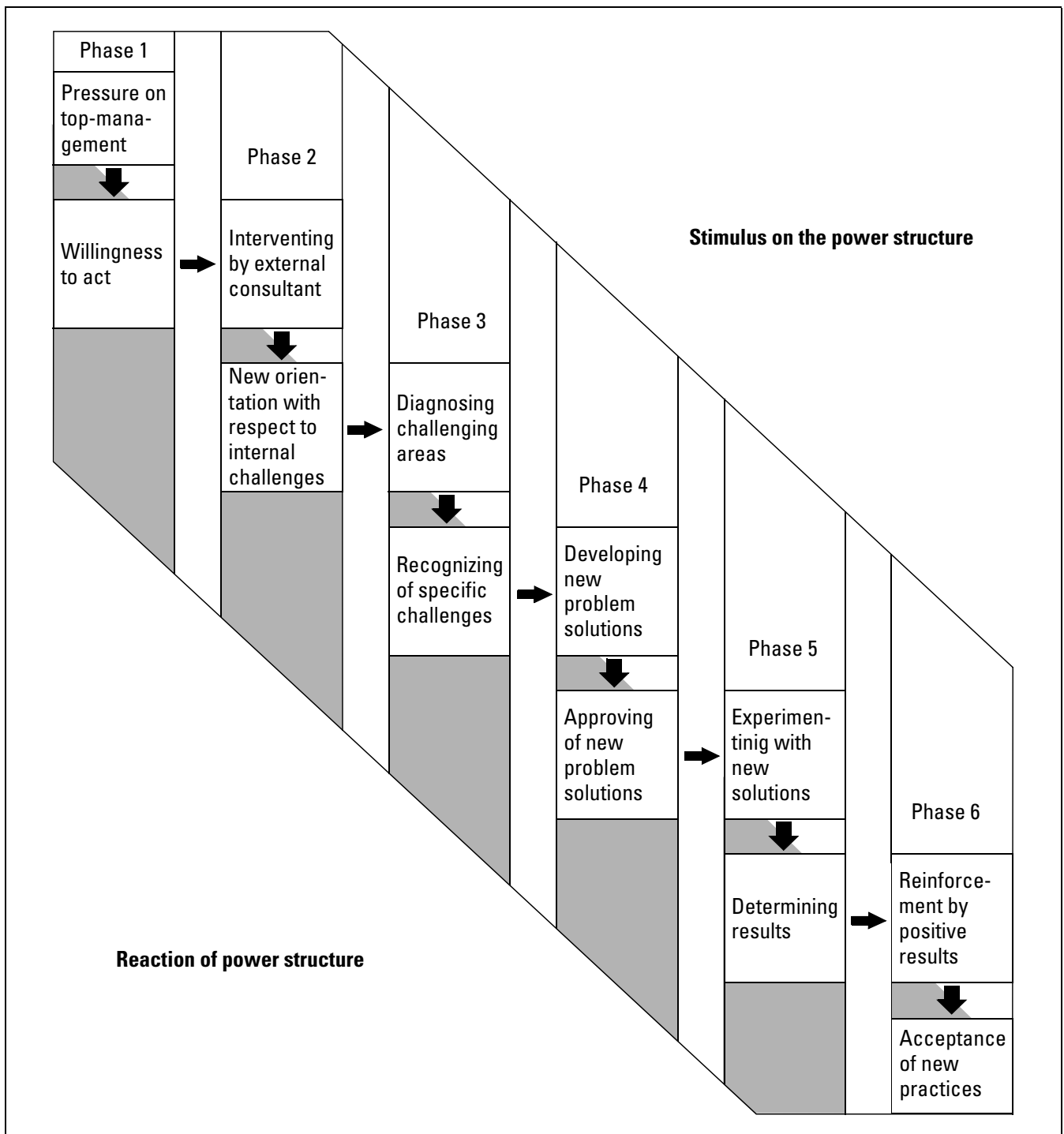
▲ Fig. 50 Activities in the organizational design process



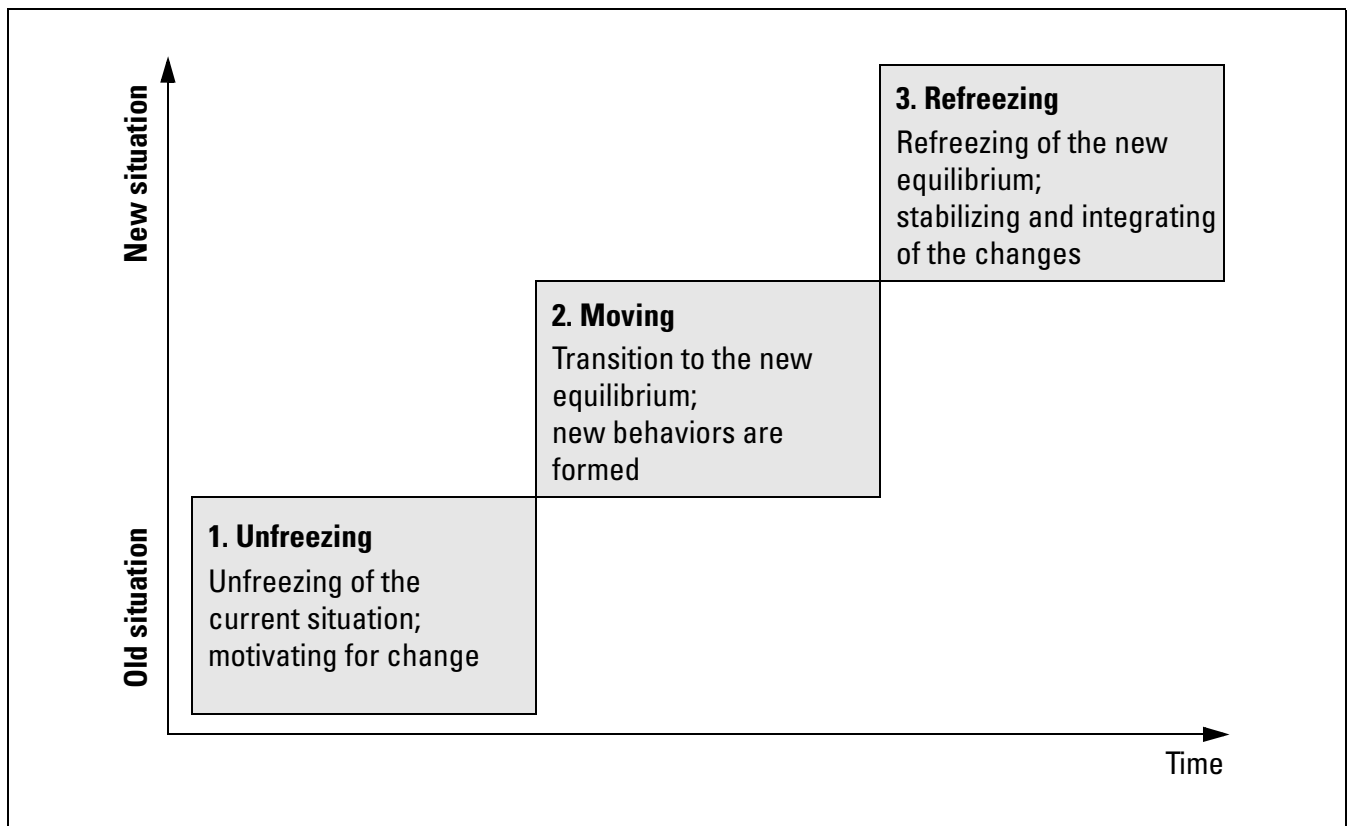
▲ Fig. 51 Success factors for change management projects (Capgemini Consulting 2012)



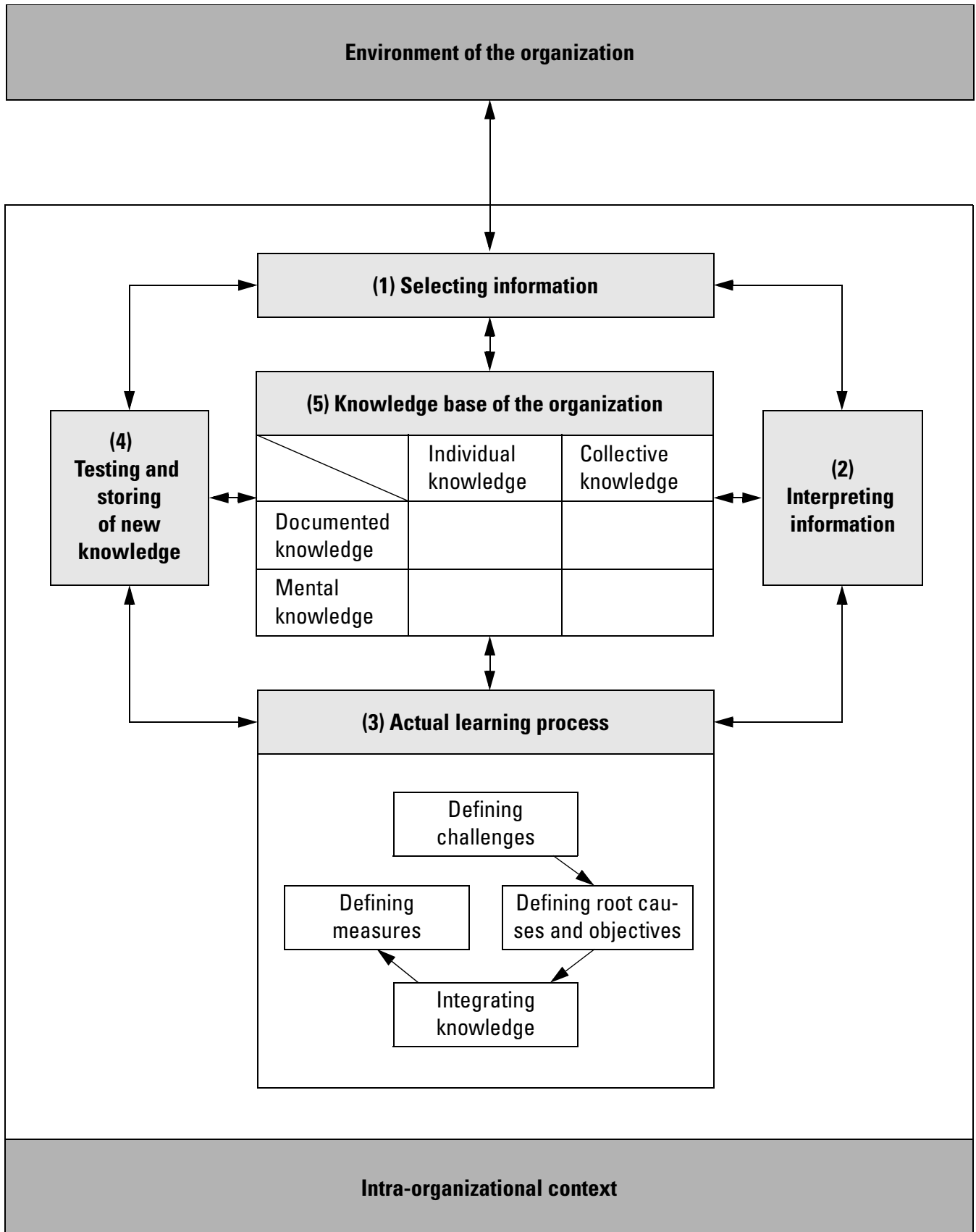
▲ Fig. 52 Value creation chain with core processes



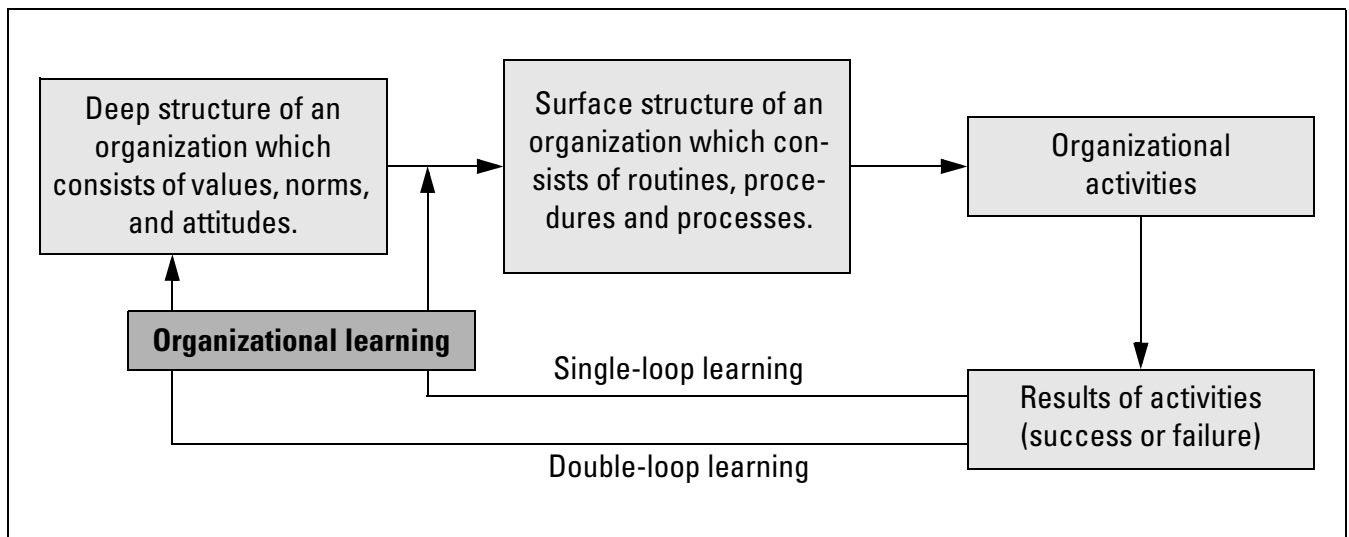
▲ Fig. 53 Phases of a successful organizational change (Greiner 1967, p. 126, modified by Schreyögg 2008, p. 419)



▲ Fig. 54 Three-stage model of the change management process (Kiechl 1995, p. 291)



▲ Fig. 55 Cycle of organizational learning (Wahren 1996, p. 98)



▲ Fig. 56 Basic model of learning processes



<b>Criteria</b>	<b>Business Reengineering</b>	<b>Organizational development</b>
<b>Origin of the approaches</b>	<ul style="list-style-type: none"> <li>■ Engineering/consulting practice (management-oriented)</li> </ul>	<ul style="list-style-type: none"> <li>■ Social psychology/consulting practice (social-oriented)</li> </ul>
<b>General idea</b>	<ul style="list-style-type: none"> <li>■ Fundamental reconsideration and radical redesign of companies and processes (revolutionary change)</li> </ul>	<ul style="list-style-type: none"> <li>■ Long-term, organization-wide change and development process of organizations and their employees (evolutionary change)</li> </ul>
<b>Normative basis (selection)</b>	<ul style="list-style-type: none"> <li>■ Discontinuous thinking</li> <li>■ Ask why</li> <li>■ Get convinced people involved</li> </ul>	<ul style="list-style-type: none"> <li>■ Helping people so they can help themselves</li> <li>■ Get concerned people involved</li> <li>■ Democratization and reduction of hierarchies</li> </ul>
<b>Idea of man</b>	<ul style="list-style-type: none"> <li>■ Theory X</li> </ul>	<ul style="list-style-type: none"> <li>■ Theory Y</li> </ul>
<b>Characterization of change</b>	<ul style="list-style-type: none"> <li>■ Profound and comprehensive change</li> <li>■ Discontinuity</li> <li>■ Radical changes</li> </ul>	<ul style="list-style-type: none"> <li>■ Continuous learning and development process</li> <li>■ Continuity</li> <li>■ Changes in small steps</li> </ul>
<b>Time horizon</b>	<ul style="list-style-type: none"> <li>■ Perennial with pressure for fast success (in quantitative terms)</li> </ul>	<ul style="list-style-type: none"> <li>■ Long-term with patience and openness (e.g., for momentum)</li> </ul>
<b>Change object</b>	<ul style="list-style-type: none"> <li>■ Complete company and core processes respectively</li> </ul>	<ul style="list-style-type: none"> <li>■ Complete or parts of a company</li> </ul>
<b>Objectives</b>	<ul style="list-style-type: none"> <li>■ Increase of the profitability</li> </ul>	<ul style="list-style-type: none"> <li>■ Increase of profitability (economic efficiency) and humanity (social efficiency)</li> </ul>

▲ Fig. 57 Comparison of business reengineering and organizational development

<b>Evaluation Method</b>	<b>Business Reengineering</b>	<b>Organizational development</b>
<b>Strengths</b>	<ul style="list-style-type: none"> <li>■ Clear distinction of the change phases</li> <li>■ Chances for recommencement</li> <li>■ Chance to significantly increase the profitability</li> <li>■ Rapidness of the change</li> <li>■ Conceptual integrity of the change</li> </ul>	<ul style="list-style-type: none"> <li>■ Social compatibility</li> <li>■ Natural change</li> <li>■ Accounting for the ability to develop of the members of the system</li> <li>■ Long-term perspective</li> <li>■ Promotion of self-management and self-organization respectively</li> <li>■ Avoiding/reducing of resistance to change</li> </ul>
<b>Weaknesses</b>	<ul style="list-style-type: none"> <li>■ Instability in the phase of change</li> <li>■ Time pressure and need for action</li> <li>■ Pressure to improve short-term results</li> <li>■ Exclusion of alternative change strategies</li> <li>■ Lack of social compatibility</li> </ul>	<ul style="list-style-type: none"> <li>■ Reaction rate</li> <li>■ Participants in the organizational development process require highly developed social competences</li> <li>■ Force to search for compromises</li> <li>■ Insufficient possibilities to implement unpopular but necessary decisions (underestimation of power)</li> </ul>

▲ Fig. 58 Evaluation of business reengineering and organizational development (Thom 1995, p. 876))