

Chapter 9 - designing adaptive organizations

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| 1. The vertical and horizontal configuration of departments, authority and jobs within a company | A. prod. departmentalization |
| 2. The collection of activities that transforms inputs into outputs that customers value. | B. custr. departmentalization |
| 3. sub dividing work and workers in 2 separate organizational units responsible for completing tasks. | C. Departmentalization |
| 4. organizing work and workers into separate units responsible for business functions or areas of expertise | D. organizational structure |
| 5. organizing work and workers into separate units responsible for producing products or services | E. delegation of authority |
| 6. Organizing work and workers into separate units responsible for kinds of customers | F. job enlargement |
| 7. Organizing work and workers into separate units responsible for doing business in specific geographic areas | G. centralization of authority |
| 8. the right to give commands, act, and make decisions to achieve organizational objectives | H. staff authority |
| 9. the vertical line of authority that clarifies who reports to whom throughout the organization | I. authority |
| 10. Principle that workers should report to 1 boss | J. organizational process |
| 11. the right to command immediate subordination in the chain of command | K. job rotation |
| 12. the right to advise, but not command others who are not subordinates in the chain of command | L. staff function |
| 13. an activity that contributes directly to creating or selling the company's products | M. standardization |
| 14. an activity that does not contribute directly to creating or selling the product but supports line activities | N. internal motivation |
| 15. The assignment of direct authority and responsibility to a subordinate to complete tasks for which the manager is normally responsible | O. line authority |
| 16. the location of most authority at the upper levels of the organization | P. job specialization |

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| 17. the location of a significant amount of authority in the lower levels of the organization | Q. Job enrichment |
| 18. Solving problems by consistently applying the same rules, procedures, and processes | R. task identity |
| 19. the number, kind, and variety of tasks that individual workers perform in doing their jobs | S. fxnl departmentalization |
| 20. a job composed of a small part of a larger task or process | T. decentralization |
| 21. periodically moving workers from one specialized job to another to give them more opportunity to use different skills | U. job design |
| 22. increasing the number of different tasks that a worker performs within one job. | V. line function |
| 23. Increasing the number of tasks in a job and giving workers the authority and control to make meaningful decisions about their work | W. unity of command |
| 24. motivation that comes from the job itself rather than from outside rewards | X. chain of command |
| 25. the number of different activities performed in a job | Y. geo. departmentalization |
| 26. the degree to which a job, from beginning to end requires the completion of a whole and identifiable piece of work | Z. skill variety |