

Paper: Assignment

Style: Harvard

Pages: 14

Sources: 19

Level: Master

Running Head: ORGANISATIONAL STRUCTURES & BEHAVIOURS

[Name of Writer]

[Name of Professor]

[Name of Institution]

[Course Title]

Introduction

Recognise how an organisational structure for links organisational behaviour is a confrontation of the main attractions in the organisation of training. Terms of organisational structure usually have an illustrative manner that ignores the dynamics in more detail. Dynamical systems characteristics of the agent, moreover, are often in the form of said set of formulas in a temporal logic language. This article addresses the question of how these two approaches can be combined in a pattern of Mercedes-Benz and Argos. He became known as the different levels of aggregation and other elements within an organisational structure, sets of dynamic characteristics can be explained. Organisational structure provides a structure (internivel) the relationships between these multiple sets of dynamic functions. In addition, the organisational structure is reflected in the formalisation of the dynamics of organisational behaviour.

Literature

This article examines the role of organisational behaviour in Mercedes-Benz, the automobile giant and Argos, UK's principal retail store. Organisational behaviour is said to be an academic discipline that seeks to understand, control, describe and predict human behaviour in the environment of any organisation. Since the early classical management theories into a complex school of thought entirely, organisational behaviour has been changed.

- Organisational behaviour is the study of people and their behaviour in the context of the organisation in a working environment. It is an interdisciplinary field that includes sociology, psychology, communication and management.

- Organisational Behaviour, can be understood as the academic study of the culture of the company and its various components, as well as other important behaviours such as organisational structure and organisational processes

It is true that understanding the behaviour of an individual in itself is very difficult and one must understand a group of people so it is really a difficult thing to do. Finally, the organisational work is done by the behaviour of the population - can it be individually or collectively or in combination with technology or on their own.

- Organisational behaviour scientists study four recognised areas of behavioural science: group behaviour, individual behaviour, organisational structure and organisational processes.

In any business, large or large, the manager plays a fairly important role and the manager must have sufficient knowledge to make some of the important business decisions. He or she must submit the standard concepts and methods of communication for the company.

So how organisational behaviour in large organisations important? Often we have seen that large businesses are not equipped to recover from any adversity that has occurred due to a major disaster or catastrophe. The owners of large businesses do not have the resources of large companies are forced to sell in the face of difficult decisions to stop their activity. They even have difficulties to reopen their business.

- Disasters are man-made and natural. A recent data show that natural disasters affect more than 30% of large businesses and 10% of large businesses have been affected by human questions. Most disasters o reflect long-term problems actively ignored or simply not seen by agencies to protect the public.

- Organisations are generally reactive, because being proactive means making tough choices about funding and priorities, choosing among the risks, and a basic inertia in organisational routines.

An effective manager must develop diagnostic skills and must have the necessary training to identify conditions indicative of a problem that deserves more attention. Indicators of problem are such that the lower quality and quantity of work, declining profits, the negative attitudes of employees and increased delays or absenteeism. Most problems of organisational behaviour in large businesses includes each of these problems.

- Experts say that psychological and social psychological processes shaping human behaviour and applied knowledge of these processes contribute to solving the problem of working with and managing others in organisations.
- Many problems of organisational behaviour can be identified and corrected by a good manager that addresses these issues and brings them to the notice of the management.

Organisational sociologists as Tom Beamish and Anand Swaminathan of the Graduate School of Management who conduct research on the evolution of the industry and different strategies for large business, noted many changes.

- social movements and technological change affects team processes in organisations
- Organisational Behaviour advocates the creation of value and promote change by coordinating employees within and between functional groups and the coordination of activities between organisations.

It can be said that organisational behaviour in large scale businesses can help good reason for these studies and research.

Organisational structure effects equally personage and factionbehaviour. As a boss, one needs to be aware of the aspects that can be tailored in an organisational structure to develop OB, presentation and output of individuals and groups. You need to assess whether the organisation's structure is encouraging to output, and help employees recognise it. You also need to assessobstructions that are grouped by the organisation's structure and recognise how technology can effect it.

It is claimed by a large number of organisations that they put workforce first because workforce are their besttalent but many tend to fail to achieve this claim when employee distress is utmost- those who implement change, should put inmore time and effort to recognise human concerns, put themselves as a replacement for those effected, and then practice the code of considering others the way they would like to be considered. We should all remember that change pressurises workforce, promoteshesitation about their future, and provokesdoubts about joblessness or the capability to do things a novel way. Forthis reason, effective communication is so imperative. Workforce fears the anonymous. Bad news is generally better than no news; but administration's guarantee is even better that even though things will change, workers will be given every thoughtfulness, including the essential training and time to learn to do things the fresh way.

Equally in human civilisation and for business agents, organisational structure is a way to makemultifaceted multi-agent dynamics convenient. To recognise and formalise how accuratelyorganisational structure restrains complex dynamics is anessentialconfrontation in the domain oforganisational forming. The outlinejoining structure and dynamics initiated in thiswork, offers support in tackling this confrontation. Condition of organisation structurecommonly takes the form of illustrativemetaphors, in a graph-like outline. These

portrayals generally summarise from dynamics within an organisation. The condition agent systems' dynamic traits, on the other hand, by and large occurs in a completely poles apart intangible outline; these dynamic traits are frequently precised in the form of a set of rational methods in some sequential language.

Research Study

1. The case of the Mercedes-Benz

Preferences of the organisational structure (OS). OS were classified according to the distribution task (horizontal demarcation), the allocation of administrative authority (vertical limit), and the intensity of incorporation used. The reconciliation of these criteria, and use of structures have been variously regarded as a product, process or mixture and tall guys or apartment. A typology that includes most of the charts and became the accepted scale is bipolar, the mechanical-biological (MOS) (Burns and Stalker, 1961), also known as adhocratic bureaucracy (Mintzberg, 1979).

According to Mintzberg, is a mechanistic structure of thought (or bureaucratic) to the extent that their behaviour is standard, but it is measured as organic (or adhocratic) when there is a lack of standardisation (1979: 86-87).

OS are considered as a function of setting the organisation (Lawrence and Lorsch, 1969), political (Chandler, 1962) and experience (Woodward, 1965).

Quality leadership refers to the aims of the organisation to work for a principal post in the industry based on product quality is measured in terms of product performance, capacity and features (Hayes and Wheelwright 1979a, 133 - 1979b 140 130). Unlike leadership strategy focuses on a low cost per unit of cost, the strategy focuses on the quality of the high quality and

large series production unit. Thus, if a cost-quality continuum can support cost leadership represent one end of the continuum of quality leadership and represent the other end. And minimising costs is imperative in this case, the maintenance and improvement of the quality attributes of the multiple products and only priority. Mercedes Benz illustrates this strategy in cars. Ask the CEOs said their work unit, direct comparative competition, the importance of design or specification of branded products in the ranking of the superiority of a branded product (value added) and product R & D for determine the focus. A high priority of these objects represent aggressive leadership quality organisation. Stumpy values suggest that this strategy is relatively unimperative.

Mercedes-Benz: Toward a New Paradigm

Effect of globalisation on social relations "in production and in temperament workers face reveals beliefs and prejudices flexibility performance cars. Discourse flexible working's requires a new culture of commitment to quality and competitive success of the organisation, to identify defects, enhancements, and allow multiple computers in parallel branches. Nevertheless, the conflict between workers and middle managers still influenced by the exploitative nature of class relations, the authoritarian nature of the regime of work, a feeling of lack of income Cash and cultural practices of exclusion and the same language? This source of conflict is exacerbated by the fact that the British car workers had to develop a high degree of flexibility and multiple skills and following a production platform, rather than as a result of the administration is committed to promoting flexibility strategies. Tacit occasional But these "skills" (Adler, 1993) are still unknown and unrewarded. Some efforts of the workers, giving the overall win and

homogenising classes, lack of recognition of qualifications of workers remains a preponderance of workers burning concern.

This is just one example of how the new industrial order appreciated by automakers can extend beyond inheritance and update past offenses. As recognised Sabera Surtee (1990), the obligation of the administration in terms of quality and the need to allow a greater number of knowledge workers in the production process, while trying to break up and divided by the conflict and "alienation" supported by "collective networks." These spaces can be colonised by the union, the results in the context of a conflict, when faced with the durability of the foundations of autocracy in the workplace in the first place. Exceptions, such as the "just-in-time" of Toyota, or the progress of the "green fields" ideological types Nissan techniques and hierarchical control review that preserve the independence and responsibility of workers targeted a success "Japanisation" of the automotive industry. Improve the organisation is a response to union activism and government regulation of other extensions (Duncan and Payne, 1993, Duncan, 1992). As a result, the last descendant of the restructuring of the organisation and communicate the profile management dialog totally unfair and against the unions represented care with extensive use of racial stereotypes. This is not a rejection, then director of Toyota could help achieve just-in-time at its plant in the reality that the work ethic of workers in Durban Zulu resembled that of Japan (Duncan 1992), Director of the same company cannot say at the same time. This example of the introduction of teamwork also lights: "A manufacturer says that exploded over a hundred teams, on the other hand, when we asked the workers and union representatives, was found almost none of them knew it was really a team. "Like the organiser of experience summarises the restructuring of the automotive industry in South Africa:

In this area, quite frankly, my personal opinion is that the union is weak. He speaks of a transition between teams from mass production and flexible specialisation, do not know what the hell is what it means. He speaks of these concepts, but in the real world in the manufacturing sector are defined, are creations of the imagination.

Promote flexibility and commitment of workers within these constraints demonstrates an inherent contradiction in the restructuring of the organisation of work, which is not necessarily, for example, in South Africa. On the other hand, it seems to be the case in South Africa, a particular influence on the culture of workers, speech and practice. No wonder, then, if labour disputes in this sector has increased significantly over the past seven years, when the contradictions of the influence of industrial restructuring in the process of political democratisation and the high expectations of workers.

Increasing conflict is illustrated by the strike of 1990 Mercedes-Benz in East London. Aug. 16 workers began sites A and F toys games requiring the organisation of work in the factory to withdraw from the national forum for the negotiation of new vehicles and the implementation of a salary new factory tour. Occupation and the dream has the appearance of a stop. This growing rapidly and the national leadership of the union to fight the regional leader in the factory. The actions of the workers, the South African Communist Party and the British National Congress to end the strike were unsuccessful. The strike finally ended after nine weeks with the violent eviction of the occupants of the police and the dismissal of over 500 workers following an agreement between workers and Mercedes-Benz (Von Holdt, 1990, 25). The strike was the culmination of three years of conflict and came at a time when the company had adopted a reformist approach to obtain the cooperation of the unions in the management practices of restructuring. Before 1987, Mercedes-Benz has been considered as an aspect poorly organised,

with a staff of rest. The strike highlighted the links with the workplace and lack of community control that requires service salary history. Structural constraints and opportunities are not sufficient to explain this episode, which in turn require. More thorough and independent of how subjectivity is constructed in the division advanced production and reproduction and the structure of the social work

The stories of strikes and sit-ins are, from this point of view, great. More than 500 workers fired deliberately, openly defying national agreements, the lack of union support of social partners principal to demand for wage negotiations in the factory. Autonomy of the word in this case plays a decisive role. The implementing rules marked the symbolic aspect suspension interrupt routine, and the recovery of existing powers. This allowed the strike to stimulate independent, facilitating the emergence of the struggle for a sense of collective solidarity based on the rituals and practices of conscious subversion exchange. The cultural repertoire of the strikers was different, involving a very wide screen symbols of the anti-apartheid struggle.

2. Argos

Argos was founded in 1973 and is the largest UK chain of non-food trade, has more than 540 stores throughout the UK and Ireland. Approximately 94.89% of the population lives within 10 miles of the UK, one of its stores.

Since the adoption of several retailer known for its level of value, convenience and choice that sells general merchandise and products for the home in the UK, Argos is growing and flourishing business that is prized for its prosperity, with a market share of the top three in the major markets. For the post in question (Hrebiniak and Joyce, 1984), the company must ensure that their experience and maintain permanent modernism limits distribution of their catalog.

Argos has a greater need for income magnetises all customers and age groups, representing a wide variety of products at reasonable prices and reliable service and support needs and please the customer. Argos remains close to the market, customers and candidates the ability to quickly take advantage of new business opportunities, products and services are readily available (Ajzen, 1991, pg.190).

Argos organisational structure is a kind of mixture. The exhibition is the coordination between neighboring shops. The lines of the organisational structure refers to the transfer of control of society and politics, accidents significant proportion of the price of Argos says there fundamental crisis, suggesting a weak interaction equilibrium of horizontal connections are vertical. Argos campaigns have made known little effect on sales, as it provides a contribution to your lack marketing department. Shop appearance and lack of loyalty and support staff to the point insolent constructive progress and gradually reduce the number of potential customers. (Jemison, 1981, 602)

Argos has a highly efficient distribution network, the customer is always faced with the problem of delivery of products, mainly due to insufficient staff training.

Conclusion

This study showed that these two approaches can be combined in a single plane. It shows how different types of elements in the various tables in the dynamic organisation of characters can be specified. The organisational structure provides the structural relationships between different elements of the organisation; persuade these relationships healthy relationships between different sets of features to the basic energy of the body. From the point of view of the meta-level computing and representation (Maes and Nardi, 1988; Weyhrauch, 1980, pp. 133-170), in

the middle of the range of qualities associations based on the organisation structure can be viewed as a metatheory, reasoning in a collection of theories on the subject (or views or local) that symbolise behavioural theories of the different elements of the organisation (Weyhrauch, 1980). These associations are clearly logical dependencies between the characteristics of the dynamic parts of an organisation. Logical relations express the kind of relationship dynamic environment parts of an organisation, their interactions and the dynamic characteristics of the organisation as a whole, which are indicated as crucial (Lomi and Larsen, 2001), in his introduction.

In this research, the associations between levels take the form of relations between roles and missions of a summative level, for example, or groups (parts of) the organisation. Having a plan that integrates the two perspectives, as well as the logical relationships between the two points of view allows the formal economic analysis of diagnosis. Any trace simulation or empirical method can be compared to a given property dynamically. Assuming that the logical relations, the diagnosis of dysfunction within an organisation can be made. (Jonker et al, 2002)

References

- Adler, G. (1993). "Withdrawal Pains: General Motors and Ford Disinvest from South Africa." *South African Review* 5: 300-21.
- Ajzen, I. (1991). The theory of planned behaviour. *Organisational Behaviour and Human Decision Processes*, 50, 179-211.
- Burns, T., & Stalker, G. M. 1961. *The administration of innovation*. London: Tavistock.
- Chandler, A. D. 1962. *Strategy and structure: Chapters in the history of the American industrial enterprise*. Cambridge, MA: MIT Press.
- Duncan, D. 1992. "'We Are Motor Men': Administration Culture and Consciousness in the South African Motor Industry." *African Studies Institute Seminar Paper 313*. University of the Witwatersrand, Johannesburg.
- Duncan, D. and Payne, B. 1993. "Just-In-Time South Africa: Japanese Production Systems
- Hayes, R. H., & Wheelwright, S. C. 1979a. Link manufacturing process and product life cycles. *Harvard Business Review*, 57(1): 133-140.
- Hayes, R. H., & Wheelwright, S. C. 1979b. The dynamics of product-process life cycles. *Harvard Business Review*, 57(2): 127-136.
- Hrebiniak, L. G., & Joyce, W. F. 1984. *Implementing strategy*. Novel York: Macmillan.
- Jemison, D. B. 1981. The importance of an integrative approach to strategic administration. *Academy of Administration Review*, 4: 601-608.
- Jonker, C.M., Letia, I.A., and Treur, J., (2002). Diagnosis of the Dynamics within an Organisation by Trace Checking of Behavioural Requirements. In: Wooldridge, M., Weiss, G., and Ciancarini, P. (eds.), *Proceedings of the 2nd International Workshop on*

- Agent-Oriented Business Engineering, AOSE' 01L. Lecture Notes in Computer Science, vol. 2222. Springer Verlag, 2002, pp. 17-32.
- Lawrence, P. R., & Lorsch, J. W. 1969. Organisation and setting. Homewood, IL: Irwin.
- Lomi, A., and Larsen, E.R. (2001). Dynamics of Organisations: Computational Modeling and Organisation Theories, AAAI Press, Menlo Park.
- Maes, P, Nardi, D. (eds), Meta-level architectures and reflection, Elsevier Science Publishers, 1988.
- Mintzberg, H. 1979. The structuring of organisations. Englewood Cliffs, NJ: Prentice-Hall.
- Surtee, S. 1990. "Alienation and the Black Auto Assembly Line Worker at Nissan (SA)." B.A. diss., University of the Witwatersrand, Johannesburg.
- Thompson, P. 1989. The Nature of Work. London: Macmillan.
- Von Holdt, K. 1990. "Mercedes Benz and NUMSA: No Easy Drive to National Bargaining." South African Labour Bulletin 15 (4): 14-30.
- Weyhrauch, R.W. (1980). Prolegomena to a theory of mechanised formal reasoning, Artificial Intelligence 13 (1980), pp. 133-170.
- Woodward, J. 1965. Industrial organisation: Theory and practice. London: Oxford University Press.