



Organisational structure and process-based organisation

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Term

Usually, an organisational structure is used to describe how certain posts are allocated to tasks and how the authorities of the different posts are regulated.

Process-based organisation regulates the sequence of actions and decisions. Process-based organisation is the order of work processes.



Organisations I

- «Organisation» originates in the Greek «órganon», which can be translated with «tool», «instrument» or «limb».
- In today's terminology, organisation is defined as a planned institution to implement purposes and goals, the verb organise «to design sth. after a plan», «to regulate» or «to arrange».
- Behind this somewhat dull statement there lies the immense influence of organised activities, which has largely transformed our environment, but also the fact that organisations use large parts of their resources to carry out internal conflicts and for non-purpose goals.

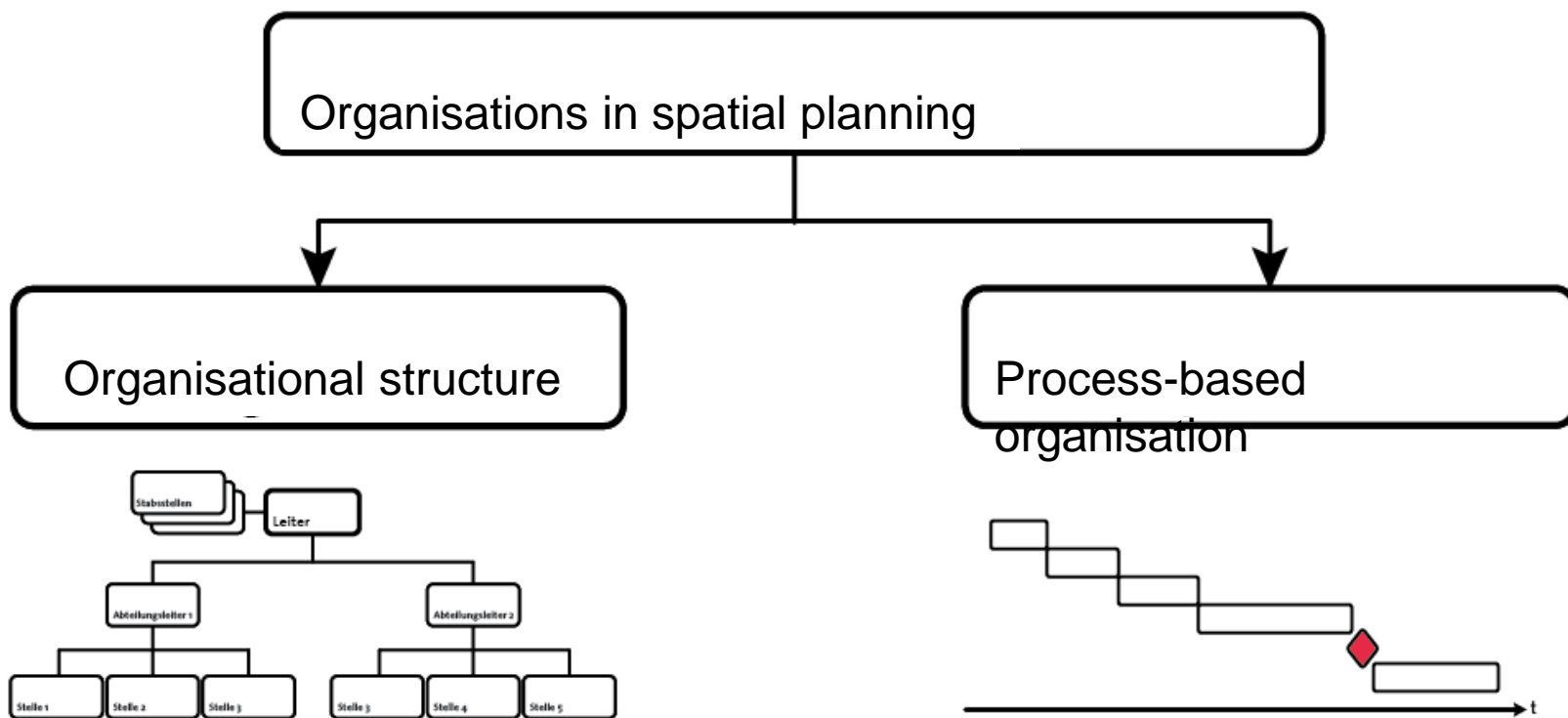


Organisations II

- Organisations are social entities with a diverse, but a conflictual network of relationships of the people within.
- An organisation informs its members on formal channels (hierarchy levels) on actions and decisions and also provides the individual with multiple stable and insightful expectations on what other group members are doing and how they react on certain inputs.
- It is a system of different roles which maintains multiple informal relationships next to the formal relationships, which may be way more important than the formal ones.
- An important feature of organisations is that organisational theory differs organisational structure from process-based organisation.
- However, both are related to each other. If something is designed with an organisation, both have to be kept in mind.



Organisational structure and process-based organisation

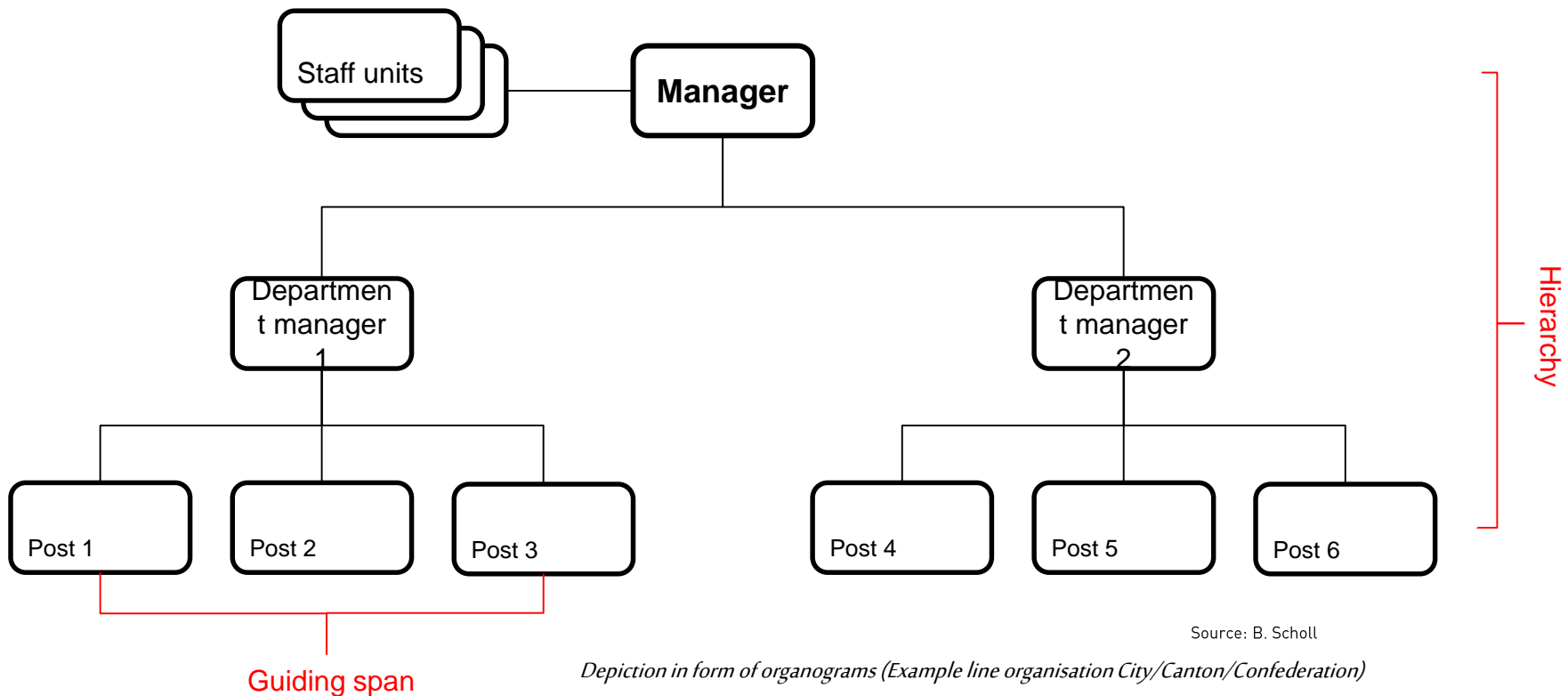


Source: B. Scholl

Organisational structure

Usually, an organisational structure is used to describe how certain posts are allocated to tasks and how the authorities of the different posts are regulated.

Together with predefined procedures and regulations, an organisational structure is an image of the prescribed – but not always desired – order by the authors.





Organograms

- With organograms, the structure of an organisation with the distribution of posts, sometimes their tasks and hierarchic relationships can be displayed.
- The individual posts are displayed by graphical symbols, the connecting lines represent the relationships of the posts.
- In a certain way, organograms are formal channels to transmit messages (mostly in both directions) and directives of superordinate to subordinate posts.
- Organigrams may also represent the personal occupation of post and the names of the employees.
- Organigrams can be «maps» in the not rarely confusing interaction of involved organisations and actors.
- Organigrams of organisations, which are part of the clarifying and solving of comprehensive tasks, belong to the basic configuration of the graphical repertoire.



Hierarchy

- Hierarchies evolve in organisations by sub-/superordinating the different posts.
- Posts are ranges of tasks that are irrelevant of personal changes. The same posts are located on the same hierarchy level.
- If there are many hierarchy levels, as is typical for large organisations, then the organisation has a high hierarchy. Contrarily, an organisational entity with few hierarchy levels has a flat hierarchy.
- The guidance span describes how many bearers of tasks can be guided usefully by a superordinate entity. This term is known as the span of control or control span.



Efficiency and effectiveness

Originally, efficiency and effectiveness (*Latin. efficere* = to cause) were viewed as synonyms. Today, effectiveness is seen as a measure to describe how effective a measure is and efficiency is seen as a way to achieve measures with an economic use of resources (time, money, staff). The efficiency-criteria takes the outcome of expense and earnings as central measure.

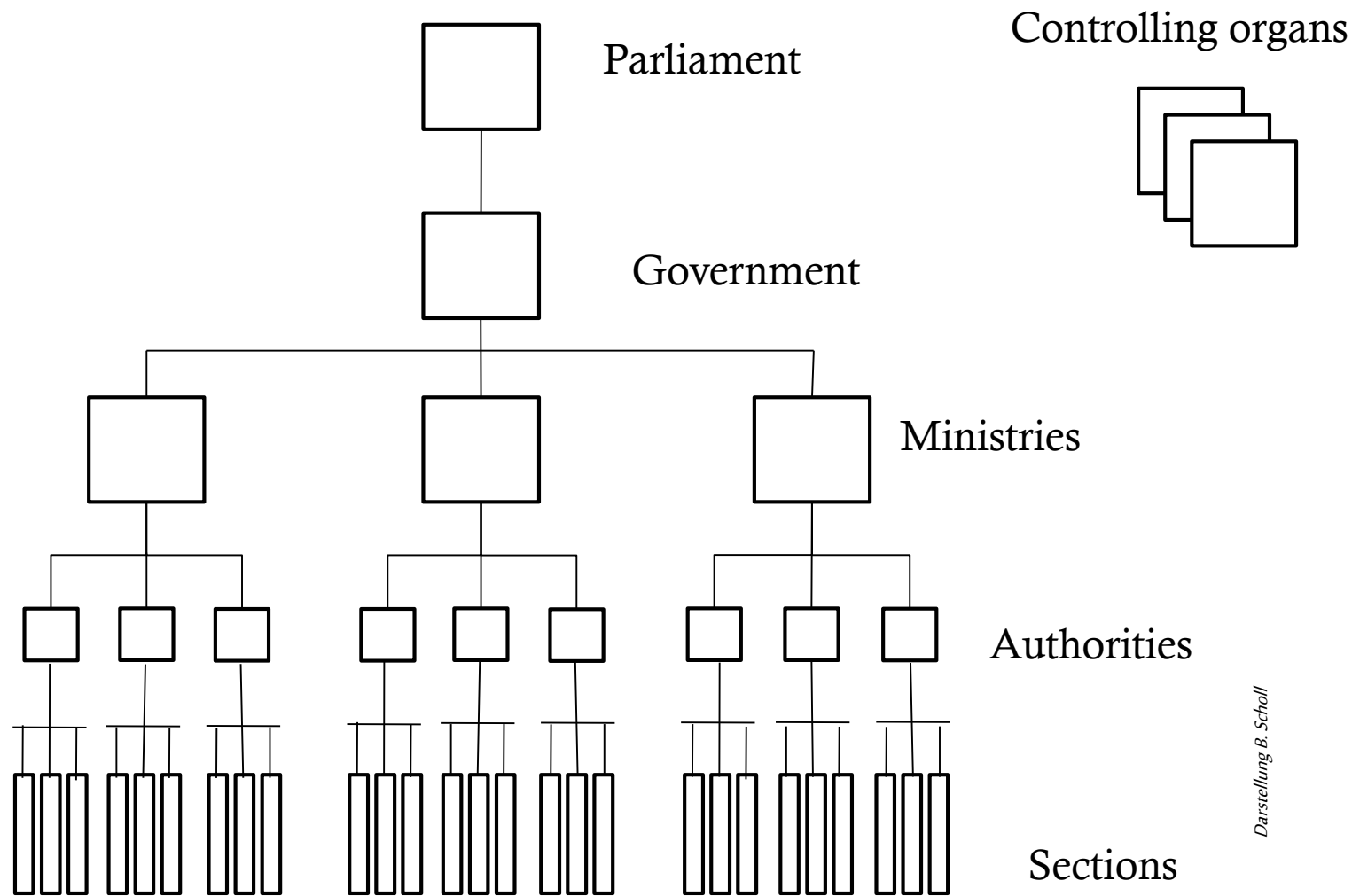
„Efficiency is doing the right things, whereas effectiveness is doing the things right.“ (De Pree 1990:42)

Effectiveness is the ratio of reached effects compared to the desired effects. The criteria for a presence of effectiveness is the question of the *defined goal* was reached or not. A behaviour is effective, when a *prescribed effect* is reached.

Efficiency is the ratio of a goal predefined in quality compared to the expense needed to reach said goal. An efficient behaviour reaches the desired effect while it minimizes the required expenses.



Organisational structure: Example hierarchic organisation

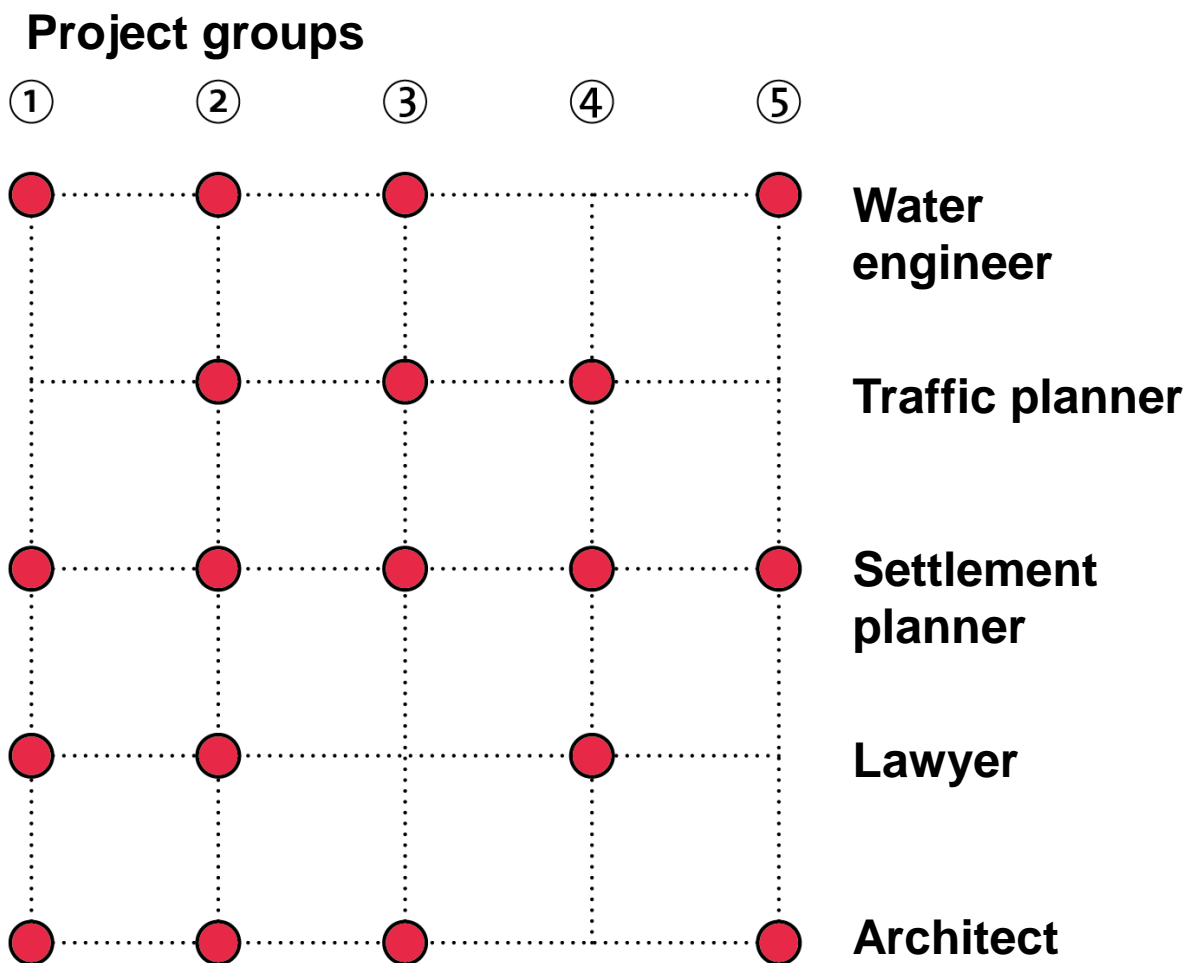


Example of state organisation

Darstellung: B. Scholl



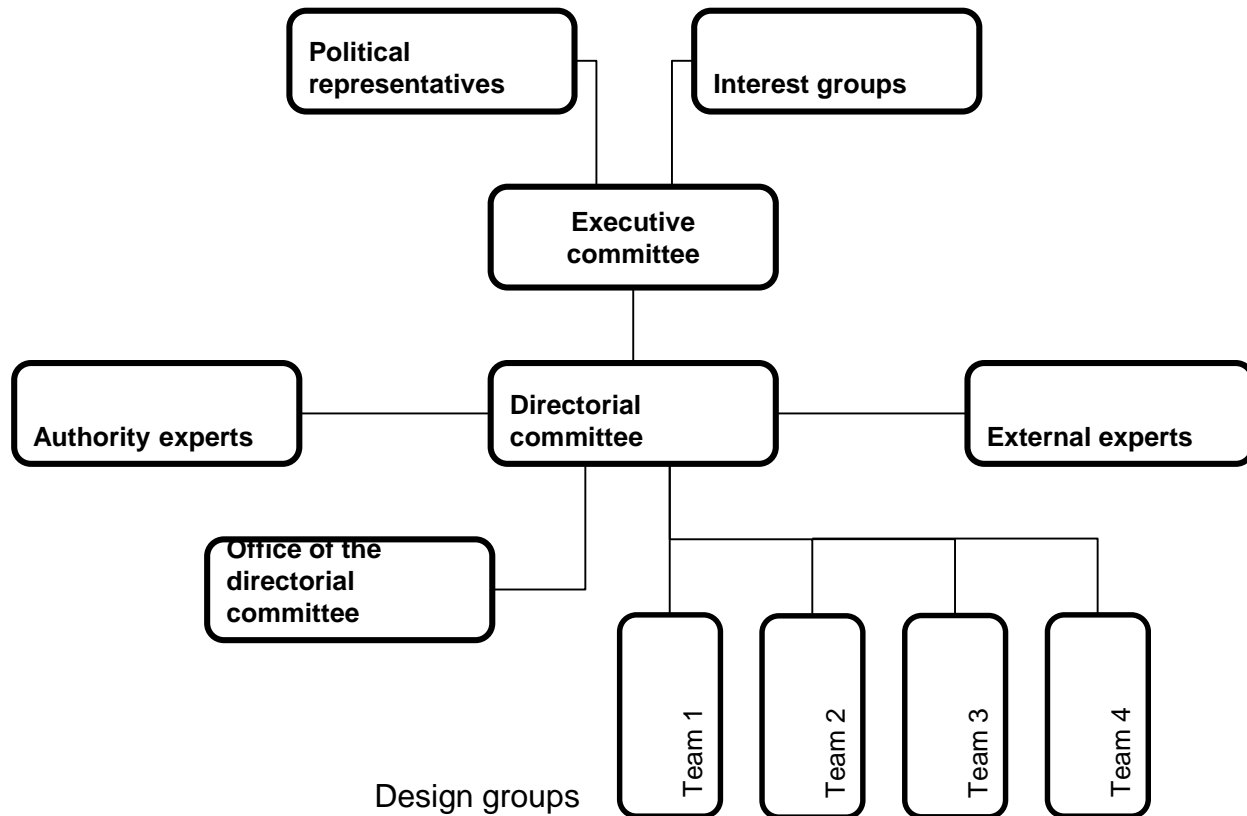
Organisation structure: Example matrix organisation



Example of a project organisation

Source: B. Scholl

Organisational structure: Example ad hoc organisation



Source: B. Scholl

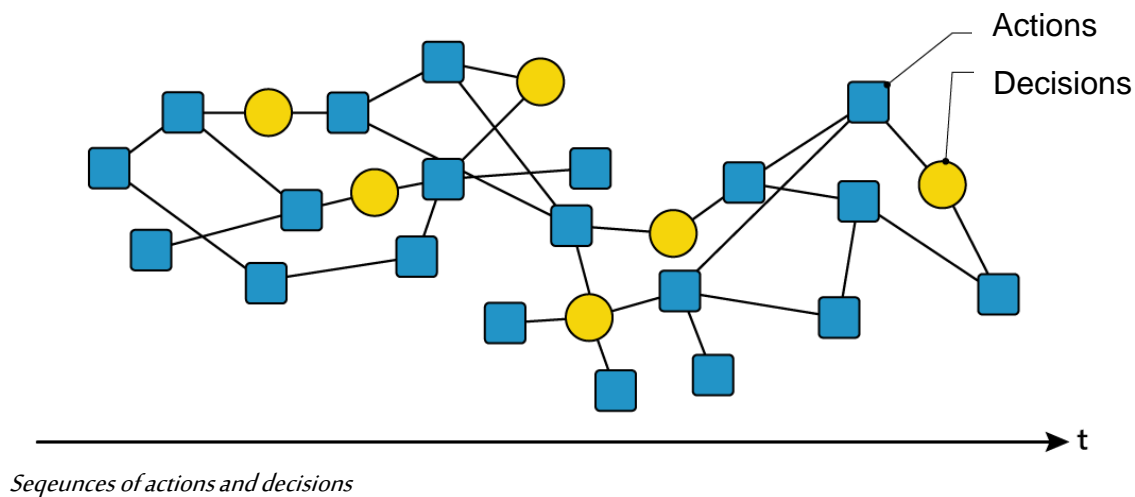
Darstellung B. Scholl

Example of an organisational structure of a test planning



Process-based organisation I

- Process-based organisation regulates the sequence of actions and decisions.
- Process-based organisation is the order of work processes.
- As work, we understand the completion of tasks by people and material resources.
- This requires that organised work process (in order to reach goals) is more efficient than unorganised processes.



Source B. Scholl

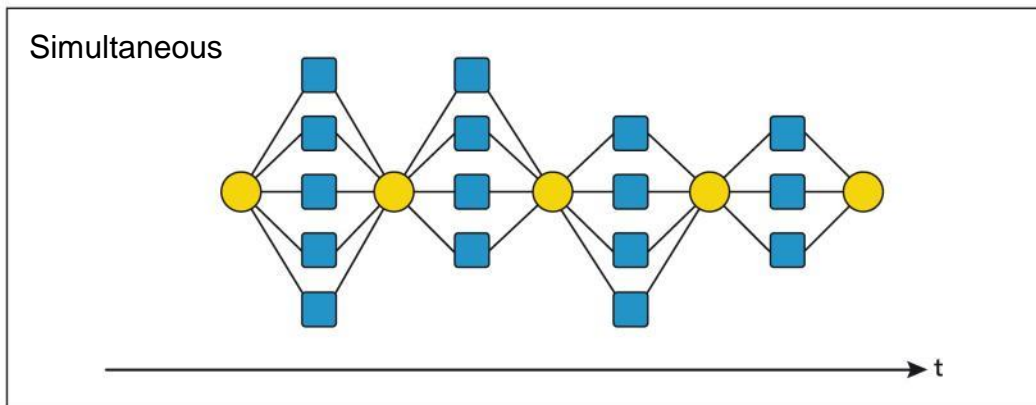
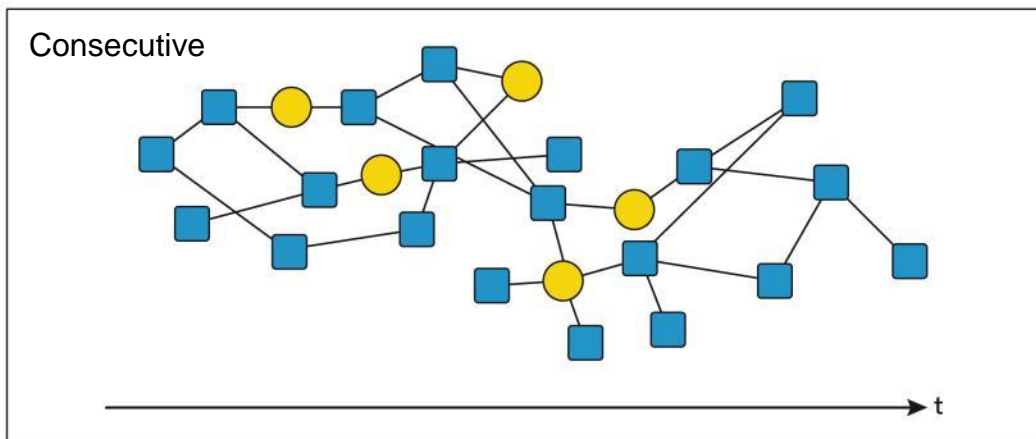


Process-based organisation I

- How processes should be organised should be decided, similarly to the choice of the organisational structure, on the tasks.
- The question is, whether the given organisational structure allows an effective organisation of the processes. There is no mandatory order in the process of organising that the organisational structure is constructed and implemented before the process-based organisation. In reality, both aspects should be considered simultaneously.



Process-based organisation: Examples



Consecutive
versus
simultaneous

Source: B. Scholl

Source: B. Scholl

Consecutive and simultaneous procedures



ARL Akademie für Raumforschung und Landesplanung (Hrsg.) (2011): Grundriss der Raumordnung und Raumentwicklung. Kapitel 4. Methoden der Raumplanung. Hannover

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