

COURSE CODE: SOCI 426

COURSE TITLE: INDUSTRIAL SOCIOLOGY II

**SESSION TWO: ORGANIZATIONAL STRUCTURE I: TOP AND MIDDLE
MANAGEMENTS**

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UNIVERSITY OF GHANA

College of Education

School of Continuing and Distance Education

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Course Information

Provide the following information:

Course Code:

Soci 426

Course Title:

Industrial Sociology II

Course Credit

3 Credits

**Session Number &
Session Title:**

Session 2
Organizational Structure I: Top and Middle
Management

Semester/Year:

Second Semester
2017/2018/2018/2019

Slide 2

Course Information (contd.)

Provide the following information:

Lecture Period(s)

Insert Lecture Period(s): *(Online how many online interactions per week)*

Prerequisites

Soci 425: Industrial Sociology I

Teaching Assistant

Insert Teaching Assistant's Information: *(where applicable, provide name and contact information)*



Course Instructor's Contact

Provide the following information:

**Course Instructor(s)
Name**

Dr. Samson Obed Appiah

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Office Hours

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Session Overview

- **Overview**
- An organization is hierarchically arranged with each rank performing distinct functions;
- By formal organizational structure, we are referring to relationships as specified in the organizational chart indicating authority and power relations;
- In this Session, students are introduced to the organogram of organizations and managerial functions.

Session Learning Objectives

- ❑ **Objective:** At the end of this session, the student will be able to:
 - Identify various categories of Personnel or Human Resource;
 - Distinguish between the Manager and Entrepreneur and their roles;
 - Outline the various levels of organization;
 - Describe the functions of Top and Middle Management of organization

Session Outline

The key topics to be covered in this session are as follows:

- Topic One: Personnel Categories in Work Organizations
- Topic Two: Managers and Entrepreneurs: Differences
- Topic Three: Organizational Levels/Organogram
- Topic Four: Top Management and their Functions
- Topic Five: Middle Management and their Functions



Session Learning Goals

□ Students must be able to;

- Understand the concept of Organogram or Organizational Structure
- Describe the various categories of Personnel in Work Organizations
- Identify the differences between the Manager and an Entrepreneur
- Identify the functions of the Top and Middle Managements

Session Learning Outcomes

- It is expected that at the end of the course students will be able to complete the session Assignment on:
- What an Organogram is
- How Managers and Entrepreneurs differ in their functions
- What the different levels of Organizational structures operate
- How Top and Middle managements functions in an organization



Session Activities and Assignments

This week, complete the following tasks:

- **Log onto the UG Sakai LMS course site:**
 - <http://sakai.ug.edu.gh/XXXXXXXXXX>
- **Read** Chapter 2 of Recommended Text – Etzioni, A. (1975). *A Comparative Analysis of Complex Organization: On Power, Involvement, and their Correlates*. New York: Free Press.
- **Watch** the Videos for Session 2 – Organizational Structure 1:
- **Review** Lecture Slides: Session 1 – Organizational Structure 1
- **Visit the Chat Room** and **discuss** the **Forum question** for Session 2
- **Complete** the **Individual Assignment** for Session 2

Reading List

- Refer to students to relevant text/chapter or reading materials you will make available on Sakai
- **Read** Chapter 2 of Recommended Text – Etzioni, A. (1975). *A Comparative Analysis of Complex Organization: On Power, Involvement, and their Correlates*. New York: Free Press.



Topic One: Personnel Categories in Work Organizations

- According to F.J. Roethlisberger (1949) in any work organization of at least average size, the following Five categories of personnel can be identified:
 - A group of people who are responsible for the whole organization are usually called **Managers**;
 - A group people through whom, in part management exercises control and are called **Supervisors**;

Personnel Categories in Work Organizations Cont

- A group of **Technical Specialists** through whom, in part management exercise control: Engineers, Experts etc.;
- Office Workers and Clerical Staff;
- Shop, Bench and Machine Workers;
- Of the above, the first three may be considered Management.

Assignment One

- With any Formal Organization you know of, identify the categories of personnel that exist



Topic Two: Managers and Entrepreneur: Differences

- **Management** is mostly concerned with the efficient uses of resources within an organization;
- And with the creation of an institutional framework to achieve and secure human satisfaction;
- In contrast, the task of the **Entrepreneur** is to plan the existence and maintenance of the enterprise;
- Through the Entrepreneur as the Captain of Industry, industry rises and flourish hence he is a Strategist whiles the Manager is the Tactician who runs the organization;
- The **Entrepreneur** plans and maintains the existence of the firm whiles the **Manager** manages the firm to get work done.

Managers and Entrepreneur: Tasks and Roles Cont.

- The task of the Entrepreneur to determine objective of the organization, seek finance, secure technical equipment among others;
- The Entrepreneur is supposed to be endowed with strong personality and sense of achievement and a real creator;
- He must have practical fruit of convictions leading to originality, creativeness and invention;
- He is an artist whose line of action is not always subject to rules unlike the Manager who operates mainly by rules.

Assignment 2

- Critically examine the view that the Entrepreneur is a Strategist whiles the Manager is the Tactician;

Topic Three: Organizational Levels

- The whole industry depends primarily on shareholders or investors' body on the top;
- The body elects the Board of Directors and the Board in turn elects the Chairman of the Board;
- In order to perform the functions for which the firm exists, the Board of Directors engages the services of men who are capable of managing the organization;
- It is these men and women who in various capacities and different degrees of authority occupy the various levels of the organization usually known as Management;

Organizational Structure or Organo gram

- By formal organizational structure, we are referring to relationships as specified in the organizational chart indicating authority and power relations;
- In other words, it is about offices and responsibilities of various statuses in the organization;
- The managerial structure can be divided into three namely:
 - Top Management or the Executive;
 - Middle Management and;
 - Supervisor or Foreman/Lower Level Management.

Organizational Structure Cont.

- A typical organizational/managerial structure takes the form of the triangle with:
 - Top Management or the Executive at the Top;
 - Middle Management;
 - And Lower Management or the Foreman/Supervisor;
- These three categories of management will have to perform in various degrees the essential functions of management;
- The structure of formal organization is coordinated by series of superior/subordinate relations.

Organizational Structure Cont.

- Top management is responsible for supervising the middle-level management and those below in that order to the actual workers;
- Each rank is responsible for doing a specific job and is accountable to the immediate supervisor;
- Each intermediary is supposed to translate the objective and policies formulated from the top into more concrete;
- And specific commands to the levels below until the workers are given specific instructions;

Assignment Three

- Briefly Describe the Organogram of an Organization you know of;



Top Four: The Top Management or Executives

- The ultimate authority for the administration of the day to day affairs of an organization both internal and external resides in the roles of the executive or the top management;
- Top management of a large corporation may include:
 - The Chairman of the Board of Directors;
 - The General Manager/Managing Director/CEO;
 - Their Deputies or the Vice- President.
- We can group together under the title “Top Management” all those who share the ultimate authority or are close enough to exert influence on final decisions.

Top Management or Executives: Functions Cont.

- In order to accomplish its goals the Top Management must perform the following functions:
 - ❑ **Set the general policy of the organization**
 - Firstly, he/she must set the purpose and objective of the organization as a whole;
 - Secondly, he/she must determine **how** the goals chosen must be attained;
 - **What** effort should be devoted to its attainment and **how** the effort should be apportioned among members.

Functions of Top Management Cont.

- ❑ **Establishing proper relationship between the organization and important external forces**
- A second major function of the Executive is to relate the organization to the external world;
- This he/she must do by relating the organization to other firms and to the government;
- He/she must also relate the organization to the labour unions;
- In addition formulate a foreign policy for the organization.

Functions of Top Management Cont.

- ❑ **Direct the internal structure and the operation of the organization**
 - The third major function of the executive is the administration of internal affairs of the organization;
 - Executive administration of the organization may be reduced to three essential sub function:
 - Setting up the structure of the Organization;
 - Securing the proper personnel and recruitment;
 - Securing essential services and conflict management.

Functions of Top Management Cont.

- The executive view point of the organization is therefore more general and comprehensive than the rest;
- It includes scientific, technical, economic and above all interest;
- It is therefore assumed that ordinarily, the education of top managers;
- And should be mostly humanistic or generalistic though specialized training is valuable.

Assignment Four

- Why should the education of top managers be mostly humanistic or generalistic and not specialized? Provide your justifications



Topic Five: Middle Management and their Functions

- They are those who occupy an intermediate level and come immediately after top management;
- Examples may include Departmental Heads or Heads of sections or units;
- Middle managers are not mere transmitters of orders or channels of communication;
- Rather they are expected to further specify, develop and make more explicitly the decisions and plans sanctioned by top management;

Middle Management and their Functions Cont.

- In other words, they make orders from top management more explicit and practical as they go down the line of authority;
- With their knowledge, experience and authority, they bring nearer to completion the objectives of the organization;
- They have a high degree of responsibility for individual initiative and judgment as well as recommending new or revised policies for the organization;
- They generally accomplish results through lower levels of supervision.

Assignment Five

- Taking to a middle manager of an Organization, outline his/her functions

