



Strategic Human Resource Management

AC 4.1 and 4.2



Analyse the
impact of an
organizational
structure and
culture on the
management
of human
resources

Organizational Structure

- It is an hierarchical arrangement of lines of authority, communications, rights and duties of an organization. It determines how the roles, power and responsibilities are assigned, controlled, coordinated and how information flows between the different levels of management (BusinessDictionary.com, n.d.).

Organizational Structure

- The structure for an organization depends on the organization's objectives and strategy.
- In a centralized structure, the top layer of management has most of the decision making power and has tight control over departments and divisions.
- In a decentralized structure, the decision making power is distributed and the departments and divisions may have different degrees of independence (BusinessDictionary.com, n.d.).

Organizational Culture

- It is a system of shared assumptions, values and beliefs , which governs how people behave in organizations. These shared values have a strong influence on the organization and dictate how they dress, act and perform their jobs (Study, n.d).

Theories of Organizational Structure

- Weber
- Mintzberg
- Handy

Models of Organizational Culture

- Handy
- Hofstede
- Schein

Relationships between culture and the HRM function

- What are the relationships between culture and the HRM function?

Discussion

Discuss the links between organizational structure and culture and the management of human resources.

Additional Reading

- Anon, (n.d.). *Chapter 11- Organizational Structure: Concepts and Formats*. [online] Available at:
<http://www.ils.unc.edu/daniel/405/Montana11.pdf>.

References

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- Managementstudyguide.com. (n.d.). *Edgar Schein Model of Organization Culture*. [online] Available at: <http://www.managementstudyguide.com/edgar-schein-model.htm>.
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- The Relationship Between Organizational Cultures, Human Resources Management (HRM) in Construction Business. (2012). *International Journal of Multidisciplinary Research*, 2(7), pp.218-226.
- What is Organizational Culture? -Definition & Characteristics. (n.d.). *Study*. [online] Available at: <http://study.com/academy/lesson/what-is-organizational-culture-definition-characteristics.html>.
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