**Impact of organisational structures on individual’s career development**

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| **Aspect affecting career development** | **Functional organisational structure** | **Geographic organisational structure** |
| Creating professional networks including access to mentors | * Skill specific mentors – developed relationship from working with them * Tailored mentoring – similar experiences – share knowledge | * Due to high spatial distribution of the business, employees can move to other locations to expand their network. * Mentors will be more effective as they will be specific for their location. * Employees will be able to expand their networks with other departments as they are not segregated. * They speak the same language so communication and relationships can be formed. |
| Opportunity for higher duties (eg secondment, leave relief) | * staff have opportunity to move up within their functional areas -> gives them a reason to stay long term * specialisation of employees in functional areas allows people who are highly eligible to promote to higher positions -> company gains from high skills in these areas * easier to undertake higher duties as they only involve one area | * Communication with others --> increase higher duties * Creates many jobs * Ideas * Local managers can give you higher duties * Meet local demands more effectively * Local resources are utilised * Fill in for manager who leaves * Get a job to fill in on maternity leave |
| Development of broader job skills | * Staff is managed by a person with experience in the same speciality. * Overtime people specialize in their assigned field because of no movement. * Gives them the opportunity to move up within their functional groups. * Working in the same place for long time helps people strengthen their bonds with their colleagues and also creates strong networks. * A worker who is an expert in his functional area can perform tasks with a high level of speed and efficiency, which enhances productivity. * Facilitates communication within departments. * Enhances coordination and control * Centralizes decision making * A functional manager is required to have expertise in one department only, this makes it easy to develop the executives. * It reduces the burden on top executive because it is a joint supervision everyone looks after each other. * Establishes a chain of command. * Reduces duplicating of scarce resources. * Easier budgeting and cost control because all budgets differentiated by defined department boundaries. | * Broader range of skills, working in different places * Increased skill of building networks * More opportunities because there are different places to work * Communication skills would be improved * More adaptable to change in workplace * Learn varying procedures and methods * Increase in understanding of the business * Increase in open-mindedness * Everyone gets access to opportunities |
| Autonomy in job role | * You will learn lifelong skills that are transferable. * You will learn specific skills to your area * Being in close proximity you get very familiar with the people in your section leading to better or worse team bonds. * You have to learn to be independent and autonomous. * Better specific knowledge. * Grow closer relationships with your workers. * You will have to be intrinsically motivated to meet deadlines, which is a good skill. * Less being told what to do, more self control. | * Gather more skills throughout the workplace because you working with other * More free to develop my career – free to do your thing * Able to focus on myself * Your, your own manager * Get ideas from everyone (whole) * More people are able to see you * More chances to be seen worldwide (recognized) larger range of opportunities * People are able to help you because there are ranges of people that work around |
| Responsiveness of organisation to your innovative ideas or suggestions for change | * Departmentally quicker decision making than geographical * Strong departmental relationships mean ideas likely to be taken up * Difficulty spreading change throughout organisation – time consuming | * Communication and collaboration are a lot more person * They can adapt quickly to changes in division goals and processes * This is because they are in close proximity so it can be communicated quickly * Also if changes aren’t understood in a certain area such as IT the IT area is close by to help * Changes are easily communicated as your in a certain area so everyone speaks the same language * Youll know who to go to and will have a relationship with them- relationship established * People are more willing to take on your ideas if they know you * Its easy to communicate change ideas as it is close by |
| Promotion opportunities | * Well known in your specialised area, likely to be ‘tapped on the shoulder’ for promotion (hidden job market) * Focus on specialised skill set that will make you more competitive for promotion within your area – difficulty if moving between areas | * don't stand out as much  -> less promotion opportunities * if you're local then you're more appealing because they want to have people with local initiatives --> more opportunities * working all together (irl) = know strengths/weaknesses, understanding work styles/personalities etc. so promoted to a position which you are strong in that they think you'll do well in – according to your style etc. * not specialised = so you have broad abilities = exposed you to different opportunities * dependent on economic climate – since geographic is low cost more promotion opportunities in comparison to functional * develop strong/symbiotic networks --> because working together irl so you get to know each other and the business is all over the world (regional, national and international) so you have many networks – exposed to more promotion opporutnities * Different skills you can teach/help = showcase your skills * You leave your job = you're not in trouble you still have varying skills and not specific skills that allow you to be able to have opportunities * Adaptability/flexibility/getting on board with initiatives = shows generic employabiltiy skilsl needed = thus promotion |

1. Outline the advantages of working in a geographic organisational structure with regards to career development.
2. Explain which organisational structure provides greater career development opportunities.