**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.
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| 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
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| 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
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| 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
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| 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
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| 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
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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.