

Organization design module

Business



Organization Design Module How differentiated is your organization? Is it simple or complex? List the major roles functions, or departments in your organization. Does your organization have many divisions? If your organization engages in many businesses, list the major divisions in the company. Chipotle's lately redefined its executive arrangement, and it called the " Restaurateur Program" that aimed at effecting the contributions of the top managers in the supplies towards their absolute impact to food supply and the client experience. Chipotle adopted a new staffing arrangement that enabled the promotion of qualified hourly employees into executive positions. These changes are currently saving time and resources for the Chipotle Company since it provides an alternative means of staffing as opposed to bringing new members to the team (Kohleick 132). This has not only improved the management, but it has also increased the revenue that has in turn created skilled labor based on special facts, skills and proficiency portrayed by the staffs being promoted as supported by fig. 1. Chipotle is one of the world fastest growing food companies with improved in revenue. Chipotle is a limited cafe without a franchised system thereby allowing for its great synergy across the company. Synergies are gains that have effect when employees and departments systematize their work. From the data as of April 2011, Chipotle has about 1096 cafe situated in key areas around the world including in the United States, France, London, Canada, Milan, Paris, Munich, and Ontario among others. In spite of its position around the world, Chipotle has achieved a lot in terms of business due to its organized management and organization in its operations that has been supported through implementing fig 5 order of organizational management. 2. What core competencies make your organization unique or different from other

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organization? What are the sources of the core competences? How difficult do you think it would be for other organizations to imitate these distinctive competences? Chipotle has exceptional food tradition that provides the best ingredients in the fast food competitive market. Notably, specific Chipotle personalities have been key figures in its success. For instance, Steve Eells and Monty Moran-Chipotle Mexican Grill, CEO have steadily improved the company's income by investing in their staff by applying the principles defined in fig 2 below. Application of the same principles has made Chipotle to record increased revenues through increased investments and steady inflow of customers. Additionally, the company has the same employment prospect that gives the opportunity to all citizens in spite of their race, gender, country of origin, age, religion, or disabilities. Nonetheless, Eells and Moran boasts of tactical human resource management model that has helped Chipotle grow up from within. This is the model by which managers devise the workings of an HRM model to be dependable with each other and with other essentials of organizational design. Moreover, employees are advised to adhere to the organizations policy and goals in executing their duties. The business provides all employees or staff, upon demand, an English Language tutoring program to allow effective interaction with customers and among themselves. Promotion of Monty Moran CEO of Chipotle Mexican Grill in January of 2009 has also assisted Steve Eells to develop new and stronger leadership skills that have boosted the business especially through effective and efficient human resource management (Surie 40). Among the added skills is the projection of future company's threats and opportunities and working towards each effectively. In addition, they have introduced incentive as a means of motivating employees.

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Furthermore, they did introduce the Restaurateur Program to build the Company managers to greater efficiencies particularly in line with the Investors Relations manager; Monty Moran-CCOO. These positions are set aside only for its most elite and are specially selected by Ells and Moran. This program was introduced to give power to their staff since restaurateurs are able to perfect crew members to essential leadership roles towards the growth of the business. The Restaurateur Program has had a great impact on the business and in turn has impacted on how Chipotle as illustrated in fig 1.

3. How has your organization responded to the design challenges? (a) Is it centralized or decentralized? How do you know? (b) Is it highly differentiated? Can you identify any integrating mechanisms used by our organization? What is the match between the complexity of differentiation and complexity of the integrating mechanisms that are used? (c) Is behavior in the organization very standardized, or does mutual adjustment play an important role in coordinating people and activities? What can you tell about the level of formalization by looking at the number and kinds of rules the organization uses? How important is socialization in your organization?

Chipotle Chief Operating Officer, Monty Moran lately put in a new complex store management structure that helps to provide path for workers to move up their professional ladder. This has increased experience among the employees thereby increasing the income per worker; hence, elevating the company's revenue. This multitier structure helps bring the group's strength within each cafe as well as making members loyal to their groups.

Distinctively, this system has impacted directly on how Chipotle group experiences the Five Stages of Group Expansion that identify where a group is and what is anticipate from members. Group loafing or tendency of

individuals to put less effort when they labor in groups than when they labor alone happens less because each cafe team has individual jobs that can be precise. Chipotle made it easy to identify a person's contributions to the team. This usually helps them in keeping the number of staff working at a time low with the aim of reducing social loafing among the staff.

Nonetheless, the employees of Chipotle Mexican Grill find the group very appealing and have a very strong desire to remain part of the group. 4. Does your analysis in item 3 lead you to think that your organization conforms more to the organic or to the mechanistic model of organizational structure? Briefly explain why you think it is organic or mechanistic. Mechanistic model of organizational structure is characterized by a usual top-down chain of communication and are usually the domain of large-scale and low-complexity structures and normally occurs vertically throughout the hierarchy. That is, from Top management to upper management from upper management to middle management from middle management to supervisory and supervisory to entry level personnel. Notably, Chipotle is one of the companies that has mechanistic model in their organizational structure. This has led to their heights of achievement due to the effectiveness of the model especially in providing effective communication through the company. 5.

From your analysis so far, what do you think could be done to improve the way your organization operates? Finally, communication is important to accomplish the goals that Chipotle intends to realize. The success of Chipotle is pegged on its slogan: Food with Integrity (Choo 162). Communication is the means by which information is received, controlled, manipulated, stored, and transmitted and the same has led to its immense achievements. Figure

1 Figure 2 Figure 3 Figure 4 Figure 5 Works Cited Choo, Chun W. The

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