

MANAGEMENT TRAINING COURSE CONFERENCE OUTLINE

NO. 5

ORGANIZATION CHARTS; TIME MANAGEMENT

OBJECTIVES

1. To study further the construction of organization charts and the difference between line and staff functions.
2. To see how the soundness and effectiveness of an organization are reflected in its organization chart.
3. To study the absolute need of a supervisor in having and maintaining an effective time budget.

AIDS AND MATERIALS

1. Worksheets 17 and 18
2. Chart Nos. 4, 7, and 13
3. Film Strips, "Man's Place in an Organization" (30 min.) and "The Balanced Job, SFS 80-17." (25 min.)

- - - - - TIME SCHEDULE - - - - -

<u>Minutes</u>	<u>Topics</u>
35	I. Film strip: "Man's Place in an Organization"
20	II. Types of Organizations
30	III. Time Management
<u>25</u>	IV. Film strip: "The Balanced Job"
110	

I. Film Strip
(35 min.)

Present the film strip, "Man's Place in an Organization." (3 record surfaces in the Japanese recording) This film strip takes up many of the problems discussed in the preceding conference. It includes a good discussion of a duty analysis and organization charts and clearly shows the difference between line and staff functions. It also shows how each man should be definitely placed in an organization.

The story is that of a man who takes over a business without knowing the basic principles of good management. He gets the aid of an experienced man in time to save his business.

II. Types of Organizations
(20 min.)
Chart No. 13

Turn to Chart No. 13, "Types of Organizations." Also refer to the above film strip, and discuss the difference between the line organization and the staff organization.

Explain that in smaller units the clerks and stenos handle the staff, or service, functions and the rest of the workers carry out the operations, or line, functions.

Refer the group to the Note at the end of Worksheet 15, which was distributed in the previous conference.

Assignment:
Organization
Charts

Refer the group to Worksheet 14, also from the previous conference, and announce that the first of the two organization charts they will be required to submit is a title chart of their own organization showing four levels in the command line, as is shown in this worksheet.

In most cases all that a conferee needs to do is to copy the chart which is already made of his organization. However, in those cases in which there is no up-to-date, sound organization chart the conferee should be urged to do his best. After the chart is submitted, help the conferee in making necessary changes.

- (55 min. to here)
- III. Management of Time (30 min.)
Chart 7
- Chart 4
- Worksheet 17
1. Routine work
 2. Regular work
 3. Special work
 4. Creative work
- The second chart to be submitted is a functional chart with the conferee in the key position. Be sure to have good sample functional charts displayed on the walls so that the conferees will know what goes into the functional chart.
- Ask the conferees whether they are hard pressed for time at their jobs. Turn to Chart No. 7. Is their situation similar to that of the executive in the chart?
- Turn to Chart No. 4. Can the safe workload be violated over a period of time any more than a law of nature can? What is the solution?
- Ask the group whether any of them uses a daily time budget, a weekly time budget, or a production schedule for their respective units. What is the purpose of these forms of controls?
- Distribute Worksheet 17, "A Daily Time Budget." Have the group glance over the sheet, and then have the group discuss the four types of work.
- Explain to the group that there is no sharp, clear-cut distinction between routine and regular work. However, regular work is that which comes under duties and responsibilities written up in a person's position description. Routine work would be miscellaneous minor jobs not included. Work that is routine to a supervisor may very likely be regular work to a chief clerk or clerk.
- Discuss with the group why a supervisor must delegate routine work to his subordinates. Give this illustration: Would they hire a 10-ton truck if they had only a half-ton load that needed to be hauled? Therefore, should an executive be required to type his own correspondence? Should a shop foreman have to sweep out his own shop twice a day? What about the cost accounting angle? Refer this group to man-hour cost accounting, which was assigned to each conferee in Conference No. 2.

Ask the conferees whether they are neglecting the personnel relations phase of their management responsibilities simply because they are over-loaded with work.

(Illustration)

Likewise are they taking care of training needs in their units, improving the layout of their office or shop space, working out better procedures, designing more useful control charts, etc.? These are the special and creative jobs of a supervisor.

Worksheet 18

Have the group turn to Worksheet 18, "A Weekly Time Budget."

Announce that conferees will not be asked to submit time budgets now but that they are expected to make a daily budget, a weekly budget, and, if helpful, a production schedule right away. Tell them that these will be examined in two or three weeks at which time they are to report on the results gained from using these forms of controls.

(85 min. to here)

IV. Film Strip
(25 min.)

As a review and summary of the discussion on time management, present the film strip, "The Balanced Job."

This film shows a situation in a shop in which one foreman is unable to complete his desk work because of his urgent need in the shop and of another foreman who is unable to complete his work with the men because of being tied down to his desk work. An interesting comparison is drawn between the two, and the answer to the situation is developed by explaining the use and value of a time schedule.

(110 min. to here)

A SAMPLE DAILY TIME BUDGET

TIME	WORK ACCOMPLISHED	TYPE OF WORK
0800 to 0900	Inspection—Assignment.	Regular work
0900 to 1000	Letters—Reports.	Routine
1000 to 1200	Work orders—Material—Equipment.	Regular work
1200 to 1230	NOON	
1230 to 1330	Planning—Evaluating Checking with supervisor.	Special work
1330 to 1430	Assignments—Material.	Regular work
1430 to 1530	Giving special training—Staff meeting—Personal contacts—Planning.	Creative
1530 to 1630	FINAL CHECK	Regular work

TYPES OF WORK

<u>TYPES</u>	<u>%</u>	<u>HOURS</u>	<u>ACTION</u>
1. Routine	10	1	Delegate to subordinates
2. Regular	65	5	Do efficiently
3. Special	15	1	Provide for
4. Creative	10	1	Seek

<u>WEEKLY TIME BUDGET</u>						
	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
0800						
0900						
1000						
1100						
1200						
LUNCH						
1300						
1400						
1500						
1600						
1700						

Conference 5, Worksheet 18

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