ICT158

Introduction to Information Systems

Topic 3

Organisations and what they do

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Learning objectives

After completing this topic you should be able to:

- **Describe** organisations in terms of industry, sector and size

- **Describe** some types of organisational structure, and how these influence communication and decision making in the organisation

- **Recognise** the significance of organisational culture to the functioning of an organisation

Readings

Stair & Reynolds (2014) Principles of Information Systems, 11ed. Cengage. Section 'Organisational Structures' p56-58.

http://www.businessdictionary.com is a useful quick reference for terms.

Overview

What an organisation is

Categorising organisations

Organisational structure

Metaphors, images and organisational culture

3.1 What an organisation is

3.1.1 Definitions

What an organisation is

"A *social unit of people* that is structured and managed to meet a need or to pursue collective goals. All organizations have a *management structure* that determines *relationships* between the different *activities* and the *members*, and subdivides and assigns roles, responsibilities, and authority to carry out different tasks. Organizations are open systems - they affect and are affected by their environment"

http://www.businessdictionary.com/definition/organization.html

What an organisation is

We often think of organisations in spatial terms:

- buildings
- organisational charts
- furniture
- products

Organisations are *social* systems concerned with:

- people
- influence
- distribution of information
- control of behaviour

We need to understand how we can work effectively with them and in them

Recap

An organisation is a

$\qquad$ *social unit of people concerned with:*

- *people*

- *influence*

- *distribution of information*

- *control of behaviour*

3.2 Categorising organisations

3.2.1 Economic sectors

3.2.2 UN classification

3.2.3 Size

Categorising organisations

- Organisations can be classified in various ways:
  - by economic sector
  - by industry
  - by size
  - by business structure

- These categories affect how organisations are understood in official statistics, how they are taxed and otherwise regulated

- The categories also have implications for the types of information systems that are relevant

Economic sectors

Private sector

- commercial, for-profit business organisations or households

Public sector

- government, at various levels (local, national...) (see for example http://www.australia.gov.au/about-government/departments-and-agencies/list-of-departments-and-agencies)

Third sector (NGO)

- voluntary, community, charity and not for profit organisations (see http://dfat.gov.au/aid/who-we-work-with/ngos/Pages/list-of-australian-accredited-non-government-organisations.aspx)

Economic sectors

Primary
- producers or primary industries
- Farming, mining, forestry…

Secondary
- *manufacturers*
- Manufacturing, processing, construction

Tertiary
- *service* industries
- Finance, transport, retail, healthcare, …

Quaternary
- *information* based
- *professional* and intellectually highly skilled specialisations
- Education, IT, R&D, innovation and information services

Australian industries

Percentage contributions by industry, 2011–12

IVA · Investment · Exports · Employment

■ Services ■ Manufacturing ■ Mining ■ Agriculture, forestry and fishing
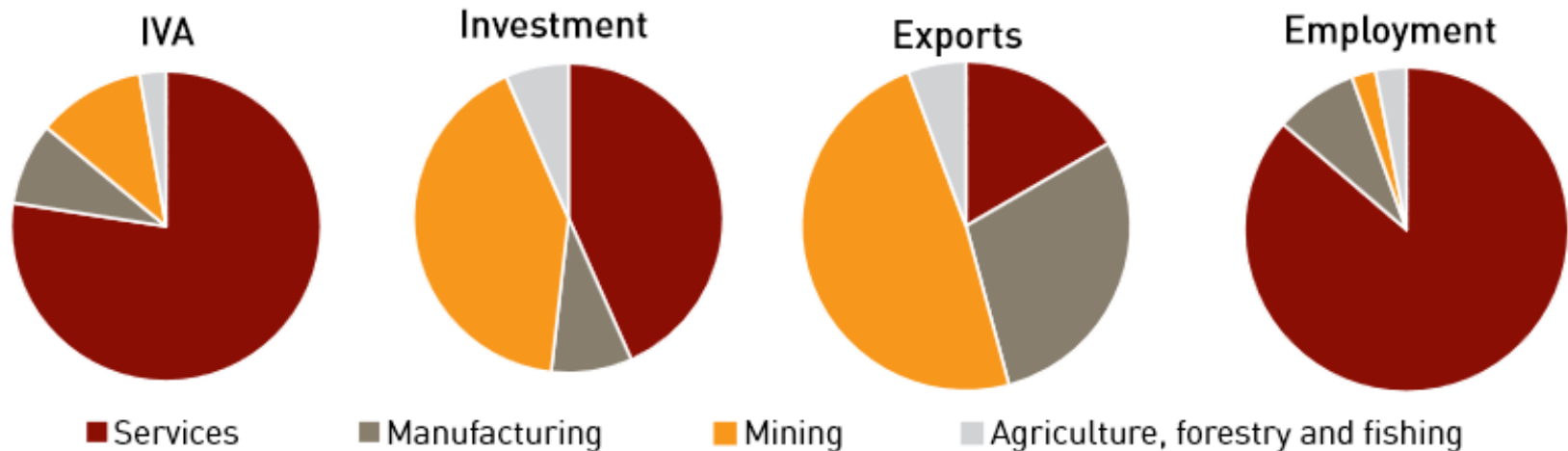
(note: IVA = Industry Value Added)

Source:
http://www.industry.gov.au/industry/ReportsandStudies/Documents/KeyFactsAustralianIndustry.pdf

UN classification of industry types

ISIC Rev.4

(International Standard Industrial Classification of All Economic Activities, Rev.4)

- A - Agriculture, forestry and fishing
- B - Mining and quarrying
- C - Manufacturing
- D - Electricity, gas, steam and air conditioning supply
- E - Water supply; sewerage, waste management and remediation activities
- F - Construction
- G - Wholesale and retail trade; repair of motor vehicles and motorcycles
- H - Transportation and storage
- I - Accommodation and food service activities
- J - Information and communication
- K - Financial and insurance activities
- L - Real estate activities
- M - Professional, scientific and technical activities
- N - Administrative and support service activities
- O - Public administration and defence; compulsory social security
- P - Education
- Q - Human health and social work activities
- R - Arts, entertainment and recreation
- S - Other service activities
- T - Activities of households as employers; undifferentiated goods- and services-producing activities of households for own use
- U - Activities of extraterritorial organizations and bodies

Source: http://unstats.un.org/unsd/cr/registry/regcst.asp?Cl=27&Lg=1&Top=1

Size

Organisations can be distinguished by size:

Size	General	Australia
Large	> 250 employees	> 200 employees
Medium	> 50	21-199
Small	10-50	< 20
Micro	1-10	< 5

Most organisations are in the small and medium category, known as **SME**s (small to medium enterprises)

- Definitions of small, medium and large vary between countries, and can be measured in different ways (eg number of employees, turnover, etc)

Source for Australian figures:

http://www.ausstats.abs.gov.au/Ausstats/subscriber.nsf/0/C639A01ED725ADABCA256C54000336D1/$File/13210_2001.pdf

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Australian business size

HOW BUSINESS SIZES ARE CHANGING

Business size (by employee no.)	2016 Businesses	2014 Businesses	% Change
0 employees	1,318,568	1,273,873	4%
1-4 employees	599,392	571,674	5%
5-19 employees	198,655	199,806	-1%
20-199 employees	50,808	51,406	-1%
200+ employees	3,774	3,615	4%
TOTAL AUSTRALIA	2,171,197	2,100,374	

Source: ABS Catalogue 8165.0 Counts of Australian Businesses, including Entries and Exits, June 2012 to June 2016
Note: Business counts include Self-Managed Superannuation Funds.

Source: http://www.theaustralian.com.au/business/opinion/bernard-salt-demographer/australia-a-nation-of-small-businesses/news-story/a73834c0f227f0d0a83f0aefb3e8ff3b

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Autralian business by employment size

Business counts ('000)
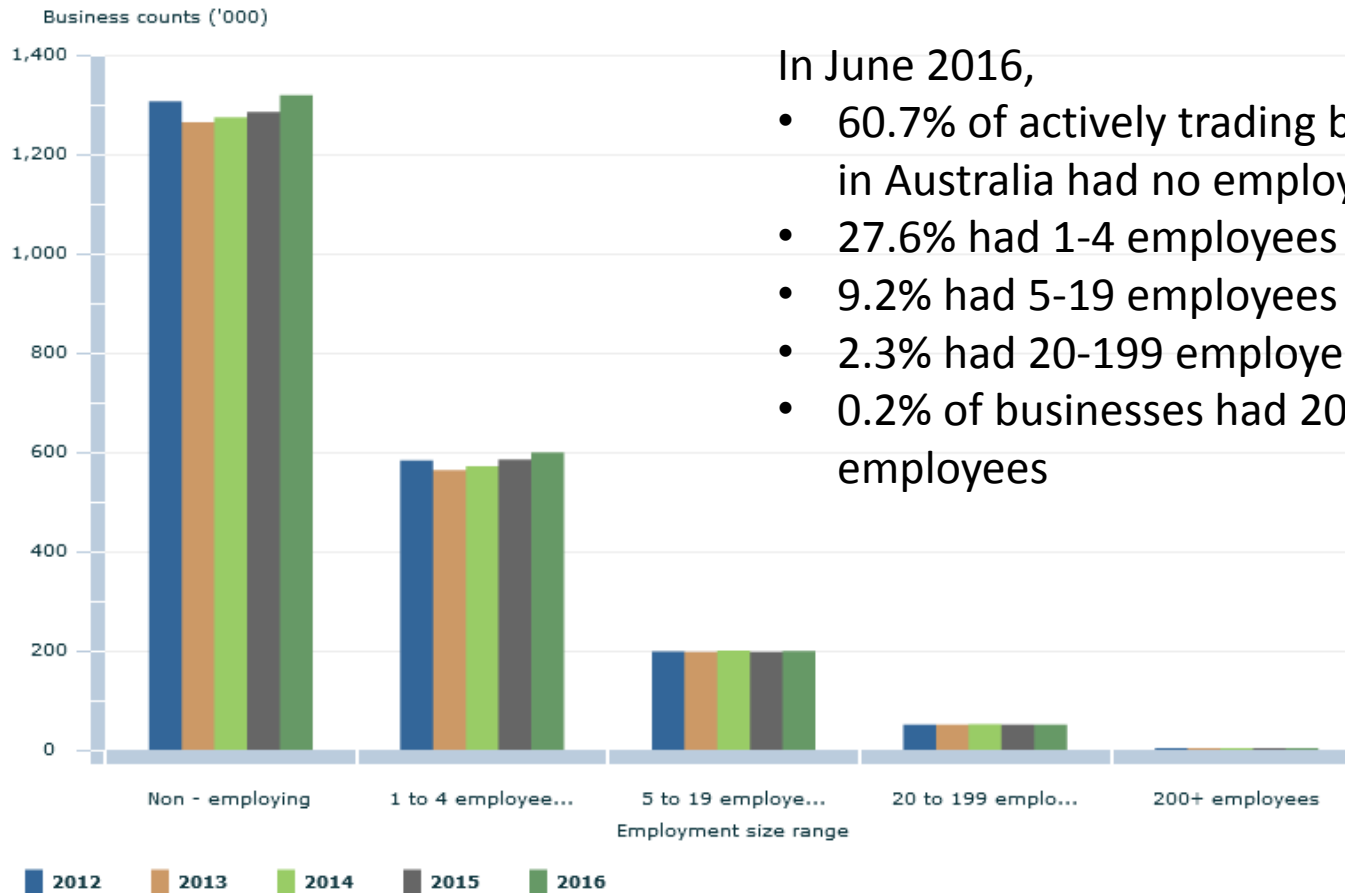
In June 2016,
- 60.7% of actively trading businesses in Australia had no employees
- 27.6% had 1-4 employees
- 9.2% had 5-19 employees
- 2.3% had 20-199 employees
- 0.2% of businesses had 200 or more employees

Employment size range

| 2012 | 2013 | 2014 | 2015 | 2016 |

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Source:
http://www.abs.gov.au/ausstats/abs@.nsf/mf/8165.0

There are several ways of categorising organisations by economic factors:

- *Private/public/third*

- *Primary/secondary/tertiary/quartenary*

- *Industry type*

and /or size

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3.3 Organisational structure

3.3.1 Business

3.3.2 Dimensions of structure

3.3.3 Types of organisation structure

Business structures

Various business structures exist, with different legal requirements, eg:

- Sole trader
- Partnership
- Company
- Trust
- Cooperative
- Association

(see http://www.smallbusiness.wa.gov.au/business-structures/)

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Principles of organising

Organisations can be described in terms of how their components are put together and operate

- Organisational structure explains the position and official relationships between various individuals in the organisation

- It provides the foundation on which processes and workflow are built

Organisational charts…

Summarise the various sub-units in an organisation and how they relate:
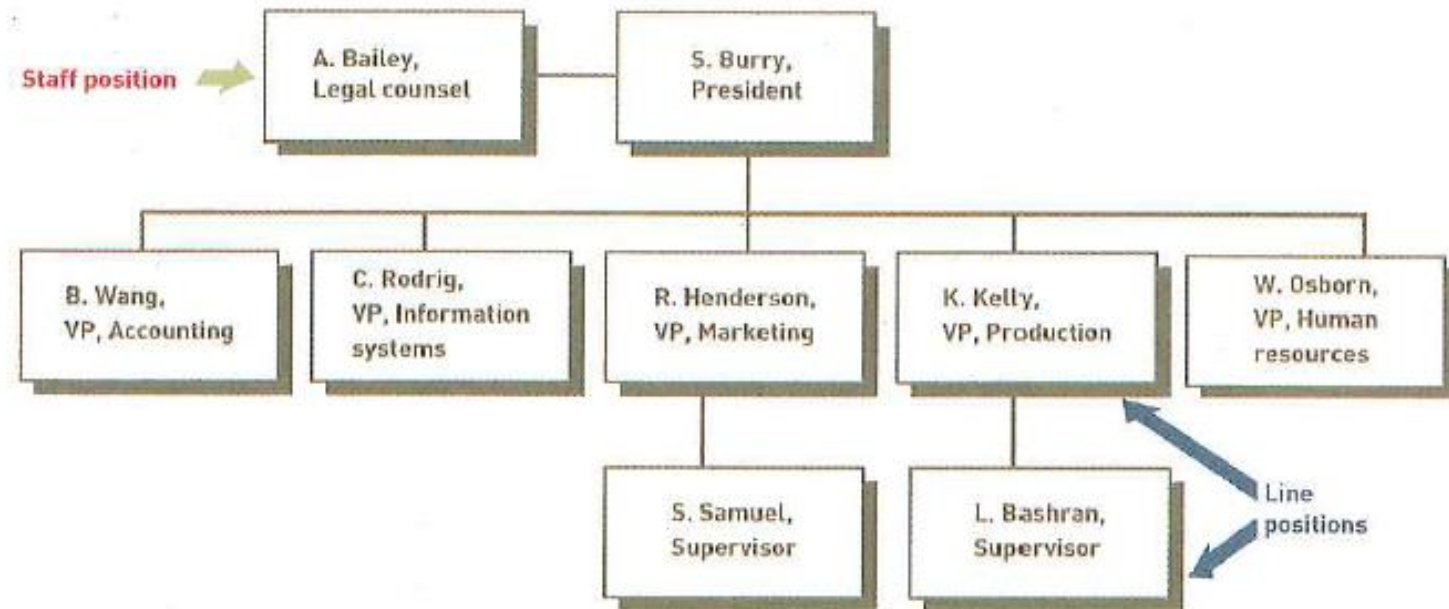
Image source: Figure 2.5 from Stair & Reynolds

Some dimensions of structure

- Concentration of power and decision making

- Reporting structure

- Span of control

- How the work is divided into specific jobs

Putting these ideas together into different configurations gives us different organisational structures

Decision-making

Decentralisation vs centralisation

refers to where management responsibility and decision making are concentrated:

-- Centralised – at the top of the organisation's hierarchy

-- Decentralised – decision making and responsibility are delegated to employees at lower levels

Reporting

-- Unity of command means every subordinate has only one superior

-- Chain of command refers to how information flows up and down levels without skipping any levels

Span of Control

Tall vs flat

Refers to the number of levels of authority and the size of each level

Narrow Span of Control	Wide Span of Control
Allows for closer supervision of employees	Gives subordinates the chance for more independence
More layers in the hierarchy may be required	More appropriate if labour costs are significant – reduce number of managers
Helps more effective communication	

Narrow span of control

Manager
Employee   Employee
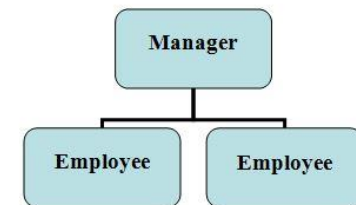
Figure 01: Narrow span of control

Wide span of control

Manager
Employee Employee Employee Employee Employee Employee
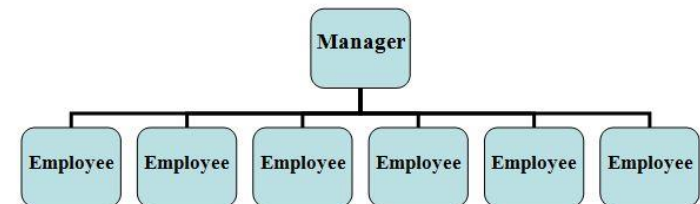
Figure 02: Wide span of control

Source:
http://beta.tutor2u.net/business/reference/the-span-of-control

Source: http://www.thereformingleader.com/category/uncategorized/

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Line vs line-and-staff

Line and *staff* are different types of functions in the organisation

Image source: Figure 2.5 from Stair & Reynolds
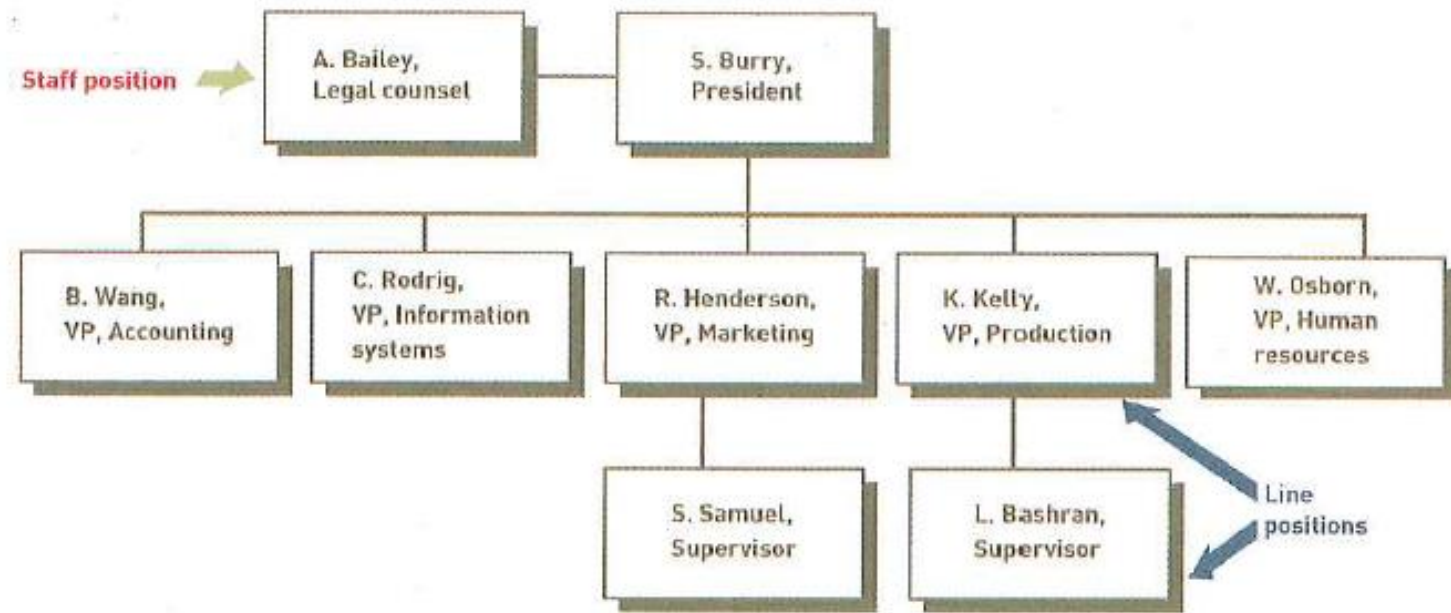
Line organisation

In a line organisation, top management has complete control, and the chain of command is clear and simple

Exhibit 10.3 : Line Organisational Structure
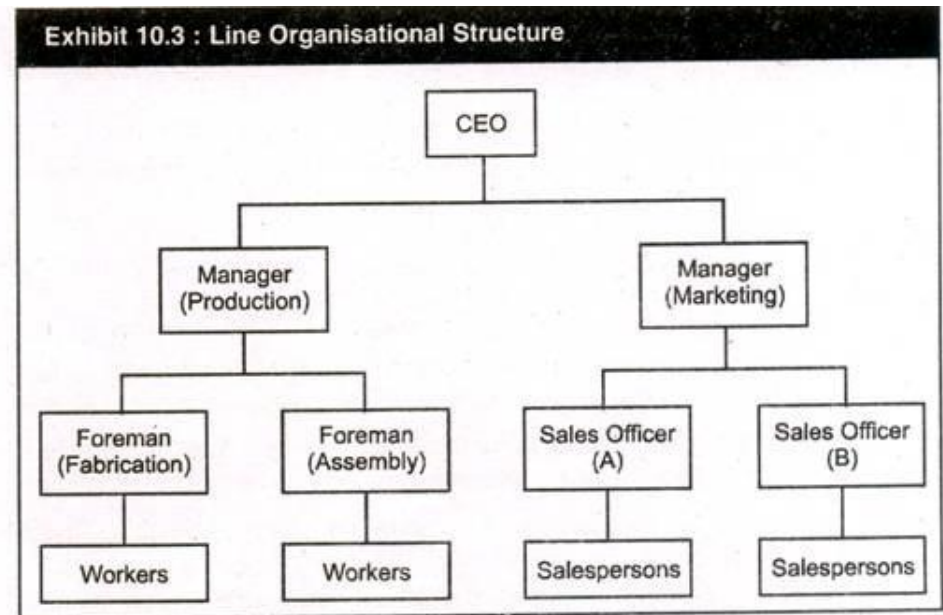
What are the advantages?

Source:
http://www.yourarticlelibrary.com/organization/8-types-of-organisational-structures-their-advantages-and-disadvantages/22143/

Line: advantages

- Simple and easy to establish
- Authority and responsibility clearly defined
- Prompt decision making
- Speedy action taken
- Unity of command – full control over subordinates
- High level of discipline
- Better scope of supervision

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Line-and-staff organisation

- The line-and-staff organisation combines the line organisation with staff departments that *support and advise* line departments

- The distinguishing characteristic between simple line organisations and line-and-staff organisations is the multiple layers of management within line-and-staff organisations

See e.g.
http://www.referenceforbusiness.com/management/Int-Loc/Line-and-Staff-Organizations.html

Staff

- A position intended to provide expertise, advice and support for the line positions.

Exhibit 10.4 : Staff or Functional Authority Organisational Structure

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Source:
http://www.yourarticlelibrary.com/organization/8-types-of-organisational-structures-their-advantages-and-disadvantages/22143/
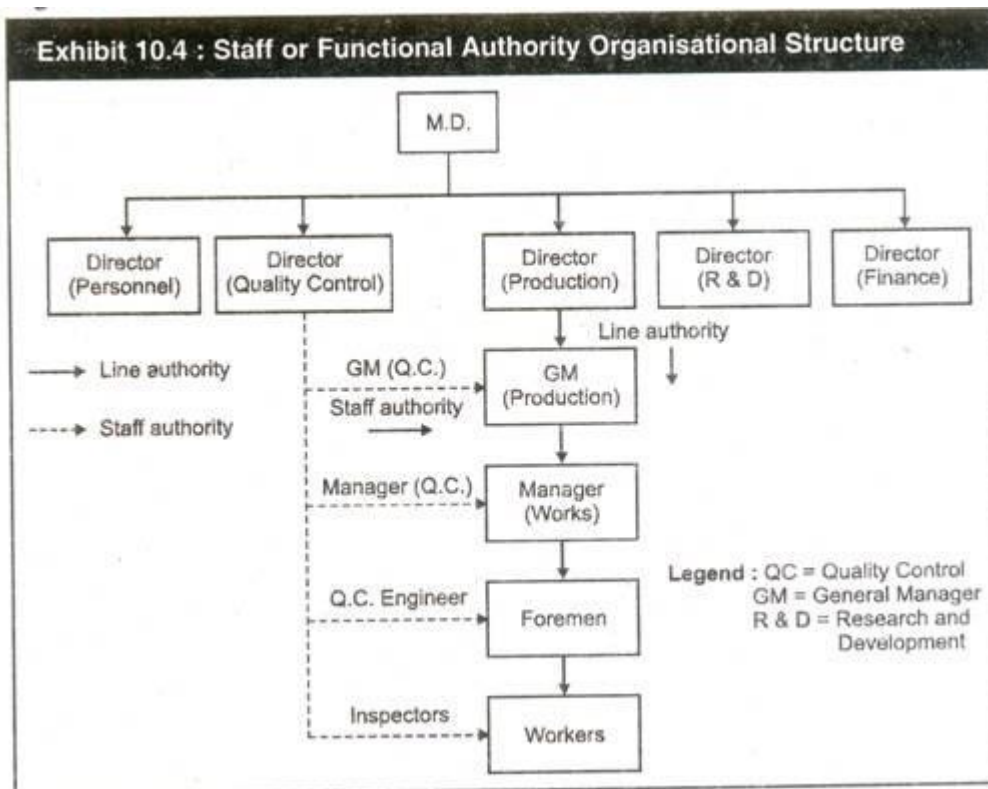
Line-and-staff in a hospital

E.G.
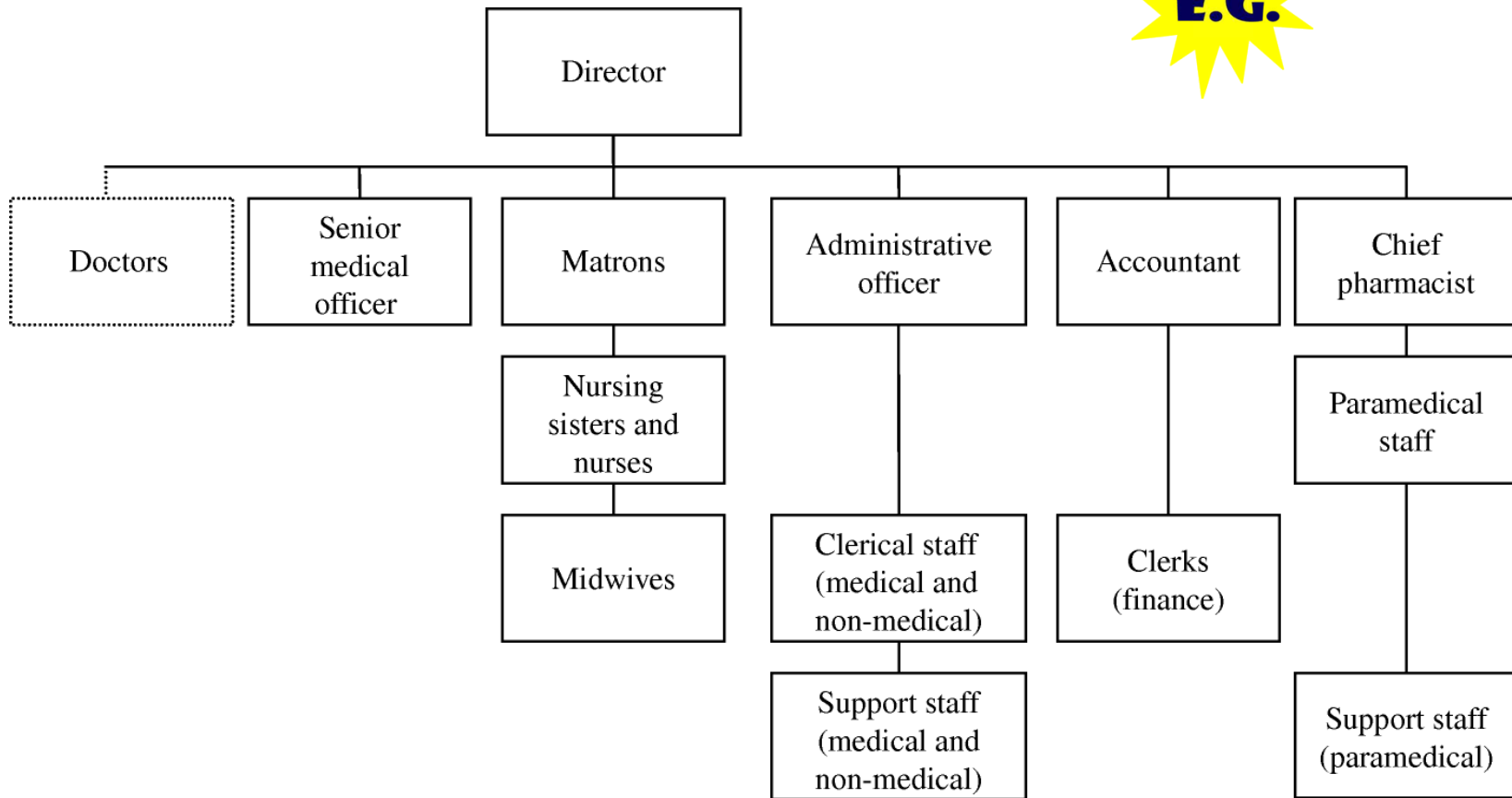
Line-and-staff: disadvantages

- May be confusion or conflict on decision making between line and staff
- Communication is downward only
- Does not ensure effective performance

Recap

Organisational structure explains the position and official relationships between various individuals in the organisation.

Dimensions of structure include:

- *Concentration of power and decision making*
- *Reporting structure*
- *Span of control*
- *How the work is divided into specific jobs.*

Types of organisation structure

- Hierarchical (traditional)
- Flat
- Functional
- Divisional
- Matrix
- Team

Traditional (hierarchical) organisation

- Pyramid shape, often tall, with employees at various levels

- Top, middle, lower level managers, often for particular functional areas

- Roles are clearly defined and most important decisions are made by senior management

- May be uncommunicative between departments and unresponsive to change

Flat organisation

Fewer layers between top management and workers

Lower levels are empowered to take decisions

More interaction among levels of staff

Faster response to changing conditions

Typical of smaller organisations – tend to become more complex as they grow

Functional organisation

- One popular way of organising is by *function*, where the company is divided into separate units based on role or business activity

- Some common functions within an organisation include production, marketing, accounting, research and development or distribution

Functional – Health

DEPARTMENT OF HEALTH - FUNCTIONAL ORGANIZATIONAL CHART

E.G.

...ealth and the Premier's Office

Minister of Health

Community Hospital Boards (5)

Community Hospital Administrators (5)

Deputy Minister Health

Assistant Deputy Minister Operations

y

Director Finance

Budget
Forecasting
Financial Analysis
Financial Planning
Payroll
Materials Management
Internal Audit
Accounts Payable

Director Health Recruitment & Retention Secretariat*

Physician Recruitment
Nursing & Allied Health Professionals Recruitment
Health Human Resources Planning

Executive Director Queen Elizabeth Hospital/ Hillsborough Hospital

Nursing
Hospital Services
Support Services

Director Community Hospitals & Continuing Care

5 Community Hospitals
Continuing Care - Long Term Care, Home Care, Dialysis, Palliative Care
Sherwood Home
Adult Protection

Director Corporate Services

Human Resources
Labour Relations
Policy & Evaluation
Results Measurement
Quality & Risk Management
Records Info Management
Legislation Processes
French Language Services

Director Communications**

Executive Director Prince County Hospital

Nursing
Hospital Services
Support Services

Chief Health Office

Public Health Act & Regs
Vaccine Program
Communicable Disease
Immunization
Environmental Health
Reproductive Care
Emergency Preparedness
Epidemiology/Health Research

Director Medical Programs

Medicare Services Planning
Physician Resource Planning
Medical Education
Medicare Program Admin
Medical Residency Program
Out of Province Liaison
Medical Technology Assessment
Ambulance Services
Ambulance Inspection

Director Primary Care

Community Mental Health
Addictions
Primary Health Care
Public Health Nursing
Community Nutrition
Chronic Disease Management
Primary Health Care Policy
Diabetes Education Program
Speech Language Pathology/ Audiology

Functional: disadvantages

- Poor communications across functional areas (silo mentality)
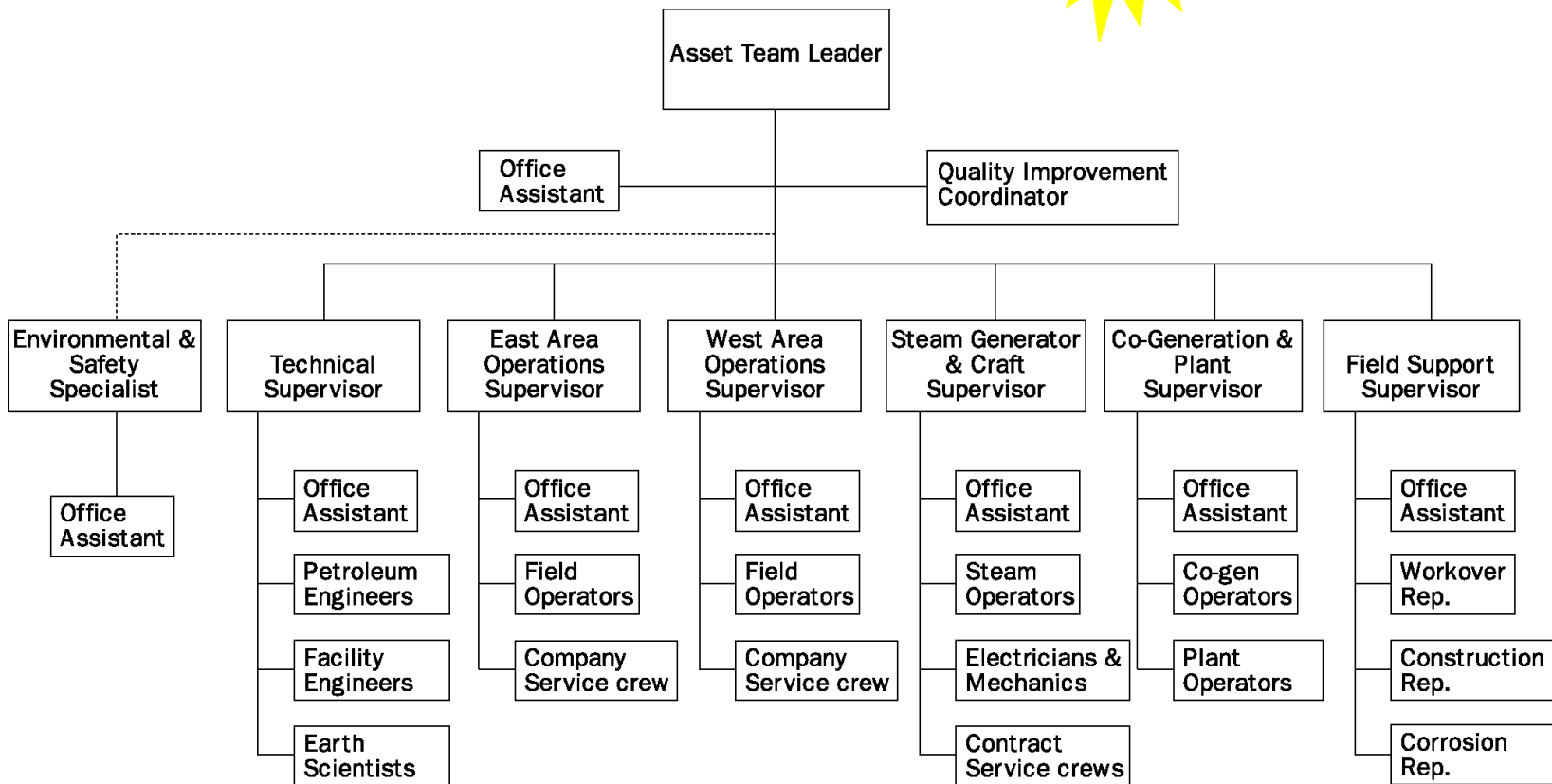
- Limited view of organisational goals

Divisional organisation

Divides the organisation into self-contained units by, eg:

- Products or services
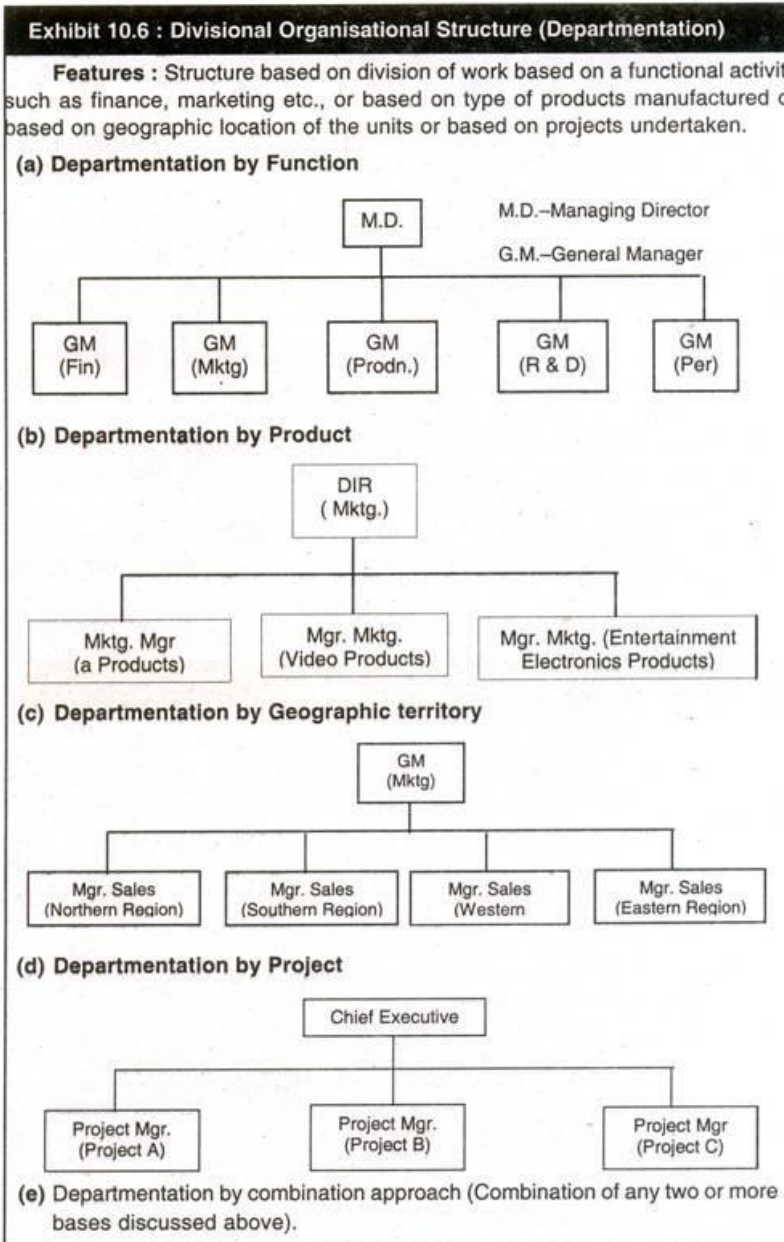- Geographic location
- Customer

Divisional organisation

E.G.

Asset Team Leader

Office Assistant

Quality Improvement Coordinator

Environmental & Safety Specialist
- Office Assistant

Technical Supervisor
- Office Assistant
- Petroleum Engineers
- Facility Engineers
- Earth Scientists

East Area Operations Supervisor
- Office Assistant
- Field Operators
- Company Service crew

West Area Operations Supervisor
- Office Assistant
- Field Operators
- Company Service crew

Steam Generator & Craft Supervisor
- Office Assistant
- Steam Operators
- Electricians & Mechanics
- Contract Service crews

Co-Generation & Plant Supervisor
- Office Assistant
- Co-gen Operators
- Plant Operators

Field Support Supervisor
- Office Assistant
- Workover Rep.
- Construction Rep.
- Corrosion Rep.

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Divisional

E.G.

Source:

http://www.yourarticlelibrary.com/organization/8-types-of-organisational-structures-their-advantages-and-disadvantages/22143/

Exhibit 10.6 : Divisional Organisational Structure (Departmentation)

Features : Structure based on division of work based on a functional activity such as finance, marketing etc., or based on type of products manufactured or based on geographic location of the units or based on projects undertaken.

(a) Departmentation by Function

M.D.

M.D.--Managing Director

G.M.--General Manager

GM (Fin) — GM (Mktg) — GM (Prodn.) — GM (R & D) — GM (Per)

(b) Departmentation by Product

DIR (Mktg.)

Mktg. Mgr (a Products) — Mgr. Mktg. (Video Products) — Mgr. Mktg. (Entertainment Electronics Products)

(c) Departmentation by Geographic territory

GM (Mktg)

Mgr. Sales (Northern Region) — Mgr. Sales (Southern Region) — Mgr. Sales (Western — Mgr. Sales (Eastern Region)

(d) Departmentation by Project

Chief Executive

Project Mgr. (Project A) — Project Mgr. (Project B) — Project Mgr (Project C)

(e) Departmentation by combination approach (Combination of any two or more bases discussed above).

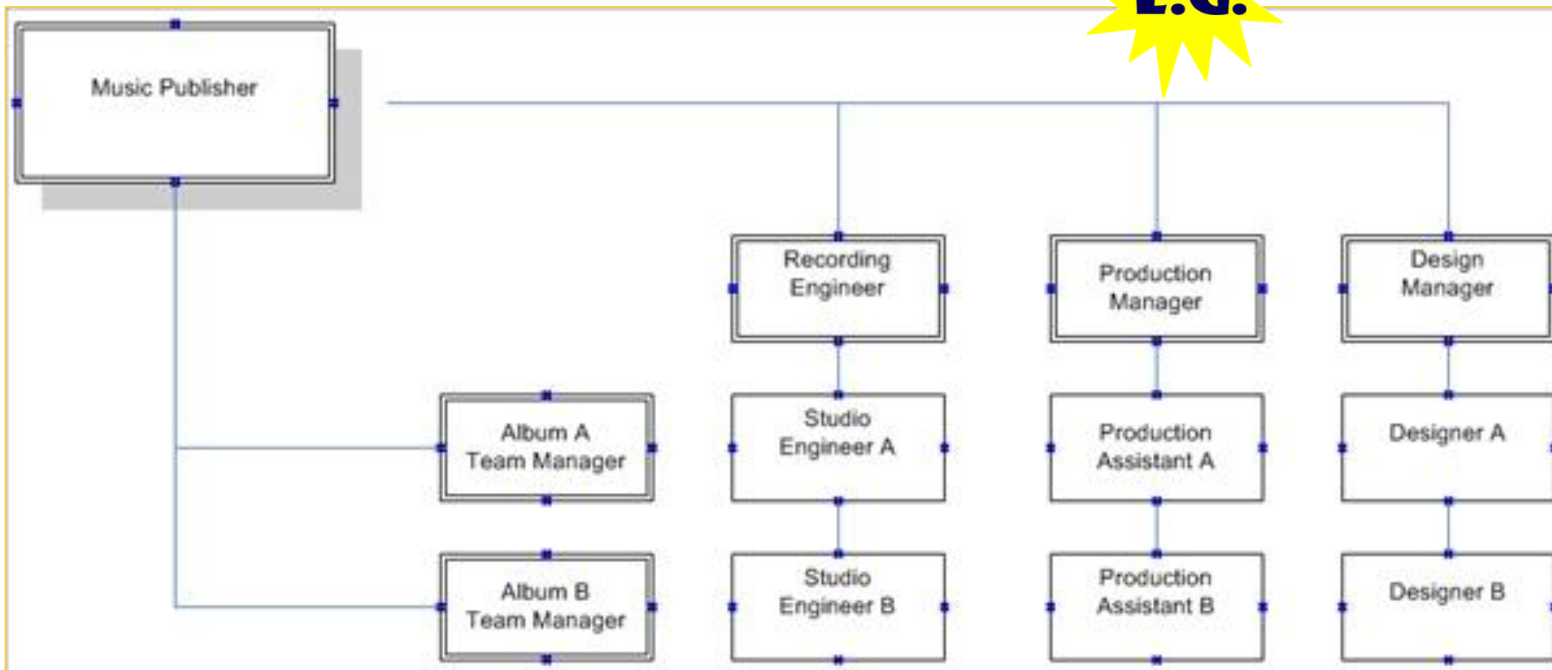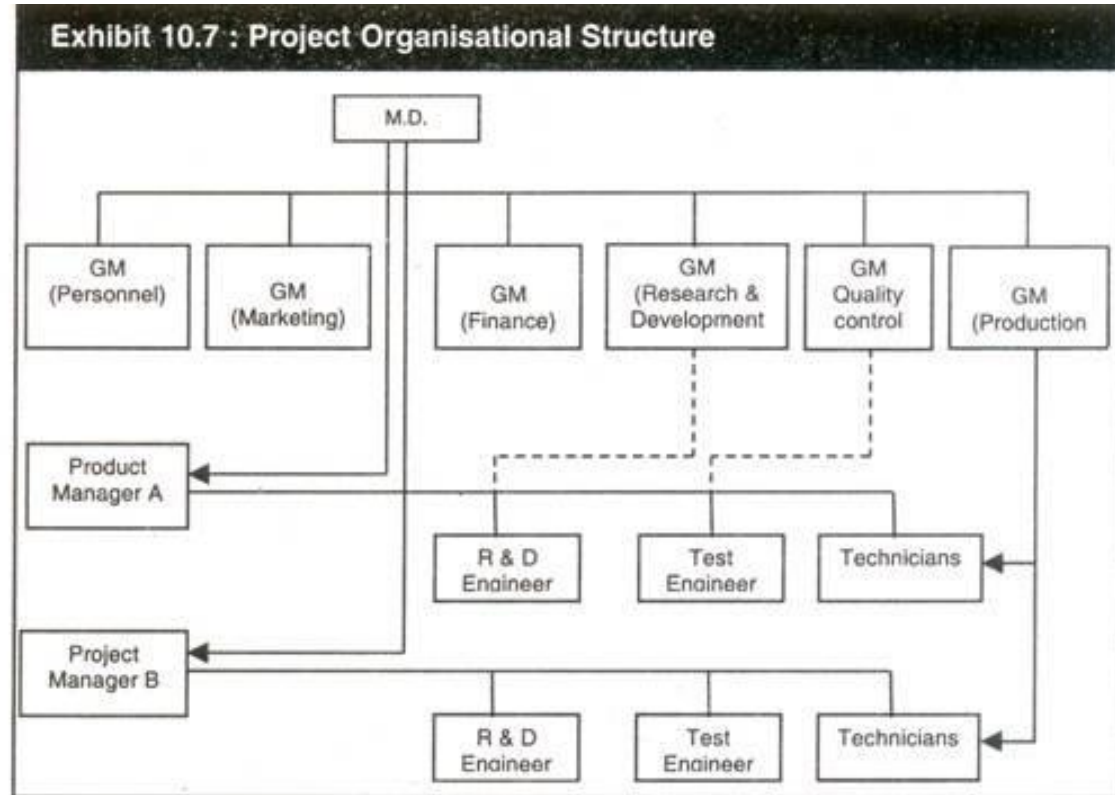ICT 158 Introduction to Information Sy

Matrix organisation

Employees have more than 1 formal boss:

- They are brought together as a team to solve a problem/develop a project

- Report day-to-day performance to (eg project) manager, across departmental boundaries

- Report overall performance to line (eg functional) manager

Matrix - not a hospital

How could a matrix structure for a hospital look?

Team

Newer, centred on work groups, usually formed for a particular project such as product development

Shared leadership and planning

Self-managing

Adaptable and responsive

Team/Project

E.G.

Source:
http://www.yourarticlelibrary.com/organization/8-types-of-organisational-structures-their-advantages-and-disadvantages/22143/

Exhibit 10.7 : Project Organisational Structure

Organisational structure is not static

Organisational structure evolves as the organisation grows and changes over time

It can also be changed deliberately to **align** more closely with business strategy and objectives

Business process redesign involves reviewing and improving business processes, organisational structures and associated information systems to streamline operations
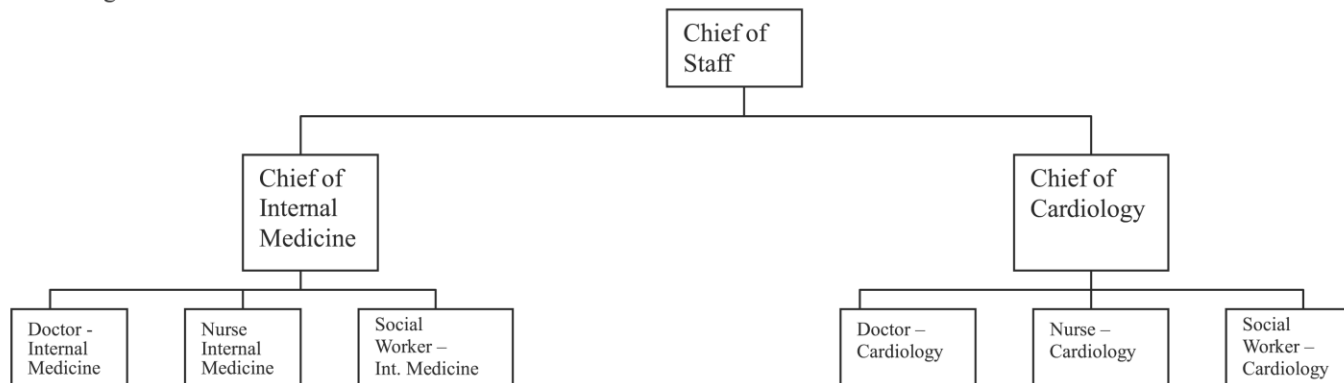
Organisational structure is not static

E.G.

Previous Organization Structre:

```
                              Chief of
                               Staff
         ┌──────────────┬───────────┴──────────┬────────────────┐
    Chief of         Chief of              Chief of         Chief of
    Internal         Cardiology            Nursing          Social
    Medicine                                                Work
    ┌────┴────┐      ┌─────┴─────┐        ┌────┴────┐      ┌────┴────┐
 Doctor -  Doctor -  Doctor –   Doctor –  Nurse    Nurse   Social   Social
 Internal  Internal  Cardiology Cardiology               Worker   Worker
 Medicine  Medicine
```
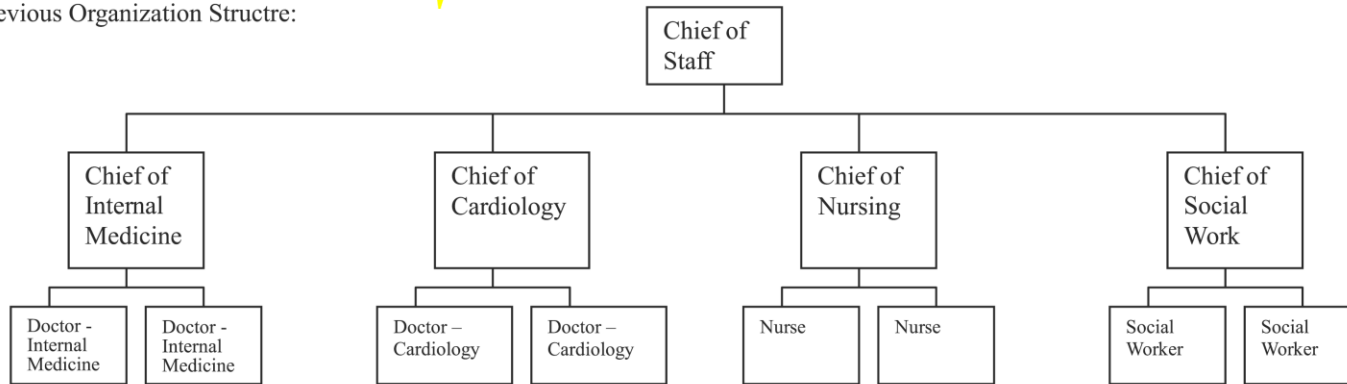
Current Organization Structure

```
                              Chief of
                               Staff
              ┌──────────────────┴──────────────────┐
         Chief of                               Chief of
         Internal                               Cardiology
         Medicine
    ┌────────┼────────┐                  ┌────────┼────────┐
 Doctor -  Nurse    Social            Doctor –  Nurse –   Social
 Internal  Internal Worker –          Cardiology Cardiology Worker –
 Medicine  Medicine Int. Medicine                          Cardiology
```

Mechanistic vs Organic

We can summarise many of these ideas in the contrast between mechanistic and organic organisations (Burns & Stalker)

Mechanistic are hierarchical, with centralised authority, formalised procedures and specialised functions

Organic are flatter, decentralised and more participative; highly adaptable and flexible so suited to an unpredictable and changing environment

Recap

There are a number of *types* of structure for

organisations:

- Hierarchical (traditional)/Flat/Functional/Divisional/ Matrix/Team

Organisational structure evolves as the organisation grows and changes over time

We can summarise many of these ideas in the contrast between mechanistic and organic organisations

3.4   Organisational culture

3.4.1 Metaphors & images

Morgan

Miles & Snow

Cameron & Quinn

Constantine

3.4.2 Culture

Murdoch UNIVERSITY

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Murdoch University is the place where free-thinkers come to succeed.

At Murdoch University we are proud to have staff and students who have a desire to discover, use their imaginations, think independently and ultimately make a difference. We actively support and encourage our community to share ideas, pool knowledge and find new ways of thinking.

The way we embrace free-thinking at Murdoch is being recognised by an increasing number of people and industries around the world. We have received a five-sta... industries are investing...

E.G.

It takes many types of thinking to make a difference in the world.

Our Murdoch community of staff and students share stories, pool their knowledge and find new...
Our community includes:

- **Visionary thinkers,** who find opportunities in everything and can explore different wa... happen.
  Our scientists, for example, are making amazing discoveries, including new ways to tre...
  + Find out more
- **Creative thinkers,** who use the imaginative powers of the mind to explore approaches... such as investigating a connection between native plants and climate change.
  + Find out more
- **Practical thinkers,** who value practical solutions and look at what can be done with wh... Our Psychology team, for example, have found a way to use online technology to offer... communities.
  + Find out more
- **Compassionate thinkers** who enjoy enriching people's lives and will tend to focus on th... finding solutions, such as through our work with genocide survivor groups and other a...
  + Find out more

The kind of thinking that changes the world

It takes different kinds of thinking to make great discoveries. We're proud to have staff and students who think differently to make collective discoveries - from helping in the global fight against HIV Aids to working with the local community right here in WA. Explore some insights from our freethinking Murdoch community, and find out how our freethinkers are working collaboratively to make a difference.

Sustaining reconciliation in Rwanda

We've been working in partnership with Rwandan genocide survivor groups and other agencies. Murdoch University is helping to help sustain reconciliation and reconstruction in Rwanda. Together, the teams involved have been building capacity for trauma counselling, documenting and recording the effects of the 1994 genocide and boosting social connectivity through new mobile technologies.

Thought clouds

Our Professor Tom Lyons made an interesting climatic discovery when he noticed blue sky over cleared farmland on one side of a fence and big clouds over native vegetation on the other. He concluded that native plants produce moisture that lifts and forms clouds. His belief - introduce more native plants to agriculture and you'll get more clouds.

Bridging the tyranny of distance

How can we offer face-to-face counselling to people thousands of kilometres away? Our Murdoch Psychology team has come up with the answer. They've worked together to establish an on-campus remote video-connection with regional and rural communities to train colleagues and open Psych students' minds.

What happens when great minds band together?

One of the biggest world breakthroughs in the fight against infectious diseases. Our Professor Simon Mallal and his team of scientists are developing personalised medicine that individually tests to see if a person will negatively react to the anti-HIV drug Abacavir. This breakthrough opens doors to medicine in other disease areas.

Metaphors and images

We can also use more subjective ways of classifying organisations

Metaphors can be a powerful way of understanding and viewing things:

- Each 'image' of an organisation provides a metaphorical framework of ideas that can be used (consciously or unconsciously) to understand an organisation
- This in turn will tend to condition the way in which solutions are developed

Various classifications based on metaphors have been developed

Metaphor	Indicative characteristics
I. Machine	Clear functions, efficiency, optimisation, quality, reduction to parts, manager as rational brain, workers as cogs, closed systems
II A. Organism	Open systems adapting in their environments; Darwinian, evolution in an ecology
II B. Flux And Transformation	Dynamic, chaotic processes, proactive, self organising adaptation activities in an ecology, equilibrium, cycles, stable states and chaotic behaviour
III A. Brain	Rational decision making, information processing, problem solving and learning emphasising cognitive functions

III B. Culture	Socially constructed, shared understanding and way of life, rituals, interpretive frameworks and communication norms within organisations
III C. Psychic Prison	Socially constructed "reality" based on the organisation members' psychodynamics – subconsciousness, denial or displacement of impulses, fear, sublimation, desire, "dark side", the unconscious
III D. Political System	Exercise and distribution of power, ruling mechanisms, conflicts, individuals with divergent interests, multi-agent coalitions, power plays
III E. Instrument of Domination	Power concentrated at elite level, exploitation, clinging to power, powerful players behave selfishly, entrenched, self-serving market domination

Morgan's (1986) metaphors for organisations

Morgan's metaphors of organisation

E.G.

The prevailing metaphor 'shapes' language and priorities in the organisation, eg:

- I'm just a cog in the wheel here
- We need to produce outputs more efficiently
- It's running like clockwork
- We need better performance measures
- That threw a spanner in the works
- We need to re-engineer our processes
- It's ticking over nicely

… suggest the metaphor of organisation as a ***machine***

Organisational culture

Organisations can also be classified in terms of their dominant **organisational culture**

- The "way of doing things" understood within the organisation

- Based on shared norms (what to do and not do); rituals and stories; values; underlying assumptions; goals

- Again there are many typologies of culture – the next slide illustrates one of them

Miles & Snow

Defender		Analyzer
Reactor		Prospector
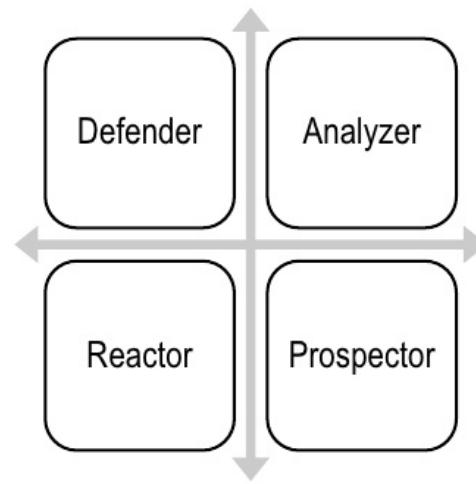
Miles and Snow's Strategy Typology.

	Strategy	Environment	Organizational Characteristics
Prospector	Innovate. Find new market opportunities. Grow. Take risks.	Dynamic, growing	Creative, innovative, flexible, decentralized
Defender	Protect turf. Retrench, hold current market.	Stable	Tight control, centralized, production efficiency, low overhead
Analyzer	Maintain current market plus moderate innovation	Moderate change	Tight control and flexibility, efficient production, creativity
Reactor	No clear strategy. React to specific conditions. Drift.	Any condition	No clear organizational approach; depends on current needs

Source: Based on Raymond E. Miles, Charles C. Snow, Alan D. Meyer, and Henry L. Coleman, Jr., "Organizational Strategy, Structure, and Process," *Academy of Management Review* 3 (1978), 546–562.

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Cameron and Quinn's classification

Major dimensions reflect an *inward* or an *outward* focus, and *flexibility* versus *stability*

Flexible

Clan
Values cohesion, partici-pation, communication, a personal place, like a family; mentoring, nurturing, tight social networks

Adhocracy
Dynamic, entrepreneurial; people take risks; values innovation, adaptability, growth, innovation, cutting-edge services or products

Structure

Hierarchy
Favors structure & control; coordination & efficiency; stability is important, efficiency, timeliness, smooth processes.

Market
Results-oriented, getting the job done; values competition & achievement, customer-driven, achievement

Stable

Focus

Inward   **Outward**

SOURCE: ADAPTED FROM K. S. CAMERON, R. E. QUINN, J. DEGRAFF, AND A. V. THAKOR, COMPETING VALUES LEADERSHIP (NORTHAMPTON, MA: EDWARD ELGAR, 2006), P. 32.

IMAGE source:
http://leadstrategic.com/2013/04/29/new-wineskins/

Cameron and Quinn's classification

	Inward focus	Outward Focus
Stability	Hierarchical	Market
Flexibility	Clan	Adhocracy

Four main types of organisational culture are implied:

- **Hierarchical**: A traditional, stable, mature bureaucracy valuing steadiness and efficiency
- **Clan**: An extended family, friendly, cooperative, valuing harmony and teamwork
- **Adhocracy**: Innovative, risk taking and entrepreneurial, valuing flexibility and creativity
- **Market**: Competitive, sees environment as a threat, valuing control, productivity and advantage

Constantine's classification

CLOSED
* stable
* secure
* less flexible
* hierarchical
* top-down decisions
* less innovative
* traditional authority

OPEN
* innovative
* collaborative
* negotiating
* sharing
* adaptive
* consensus decisions
* problem solving

SYNCHRONOUS
* harmonious
* aligned
* quietly efficient
* slow to change
* effortless coordination
* smooth operation
* visionary leadership

RANDOM
* independent initiative
* creatively inventive
* individualistic
* less stable
* autonomous
* informal
* freewheeling

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Google

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About Google   Company   Who we are   Our culture

Company overview

Who we are

Our culture

Locations

Management team

What we believe

What we do

Our culture

It's really the people that make Google the kind of company it is. We hire people who are smart and determined, and we favor ability over experience. Although Googlers share common goals and visions for the company, we hail from all walks of life and speak dozens of languages, reflecting the global audience that we serve. And when not at work, Googlers pursue interests ranging from cycling to beekeeping, from frisbee to foxtrot.

We strive to maintain the open culture often associated with startups, in which everyone is a hands-on contributor and feels comfortable sharing ideas and opinions. In our weekly all-hands ("TGIF") meetings—not to mention over email or in the cafe—Googlers ask questions directly to Larry, Sergey and other execs about any number of company issues. Our offices and cafes are designed to encourage interactions between Googlers within and across teams, and to spark conversation about work as well as play.

Let's work together

We're always on the lookout for new Googlers.

Find out more on our Jobs site.

E.G.

Hatching ideas
Meeting eggs in Zurich, Switzerland

ogle™

VERSITY

← Tech

TGIF

Source:
https://www.google.com/about/company/facts/culture/

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Financial

2012 year-end from continuing worldwide operations

Revenue: $104.5 billion

Net income: $16.6 billion

Total assets: $119.2 billion

Number of employees (worldwide): 434,246

Stockholders of record: 491,541

* All dollar figures are US

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About us

About us

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Murdoch UNIVERSITY

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Annual report
Organisational structure
Getting in touch with us

Murdoch University is the place where free-thinkers come to succeed.

At Murdoch University we are proud to have staff and students who have a desire to discover, use their imaginations, think independently and ultimately make a difference. We actively support and encourage our community to share ideas, pool knowledge and find new ways of thinking.

The way we embrace fre... have received a five-sta... industries are investing...

The kind of thinking that changes the world

It takes different kinds of thinking to make great discoveries. We're proud to have staff and students who think differently to make collective discoveries - from helping in the global fight against HIV Aids to working with the local community right here in WA. Explore some insights from our freethinking Murdoch community, and find out how our freethinkers are working collaboratively to make a difference.

Sustaining reconciliation in Rwanda

We've been working in partnership with Rwandan genocide survivor groups and other agencies. Murdoch University is helping to help sustain reconciliation and reconstruction in Rwanda. Together, the teams involved have been building capacity for trauma counselling, documenting and recording the effects of the 1994 genocide and boosting social connectivity through new mobile technologies.

Thought clouds

Our Professor Tom Lyons made an interesting climatic discovery when he noticed blue sky over cleared farmland on one side of a fence and big clouds over native vegetation on the other. He concluded that native plants produce moisture that lifts and forms clouds. His belief - introduce more native plants to agriculture and you'll get more clouds.

Bridging the tyranny of distance

How can we offer face-to-face counselling to people thousands of kilometres away? Our Murdoch Psychology team has come up with the answer. They've worked together to establish an on-campus remote video-connection with regional and rural communities to train colleagues and open Psych students' minds.

What happens when great minds band together?

One of the biggest world breakthroughs in the fight against infectious diseases. Our Professor Simon Mallal and his team of scientists are developing personalised medicine that individually tests to see if a person will negatively react to the anti-HIV drug Abacavir. This breakthrough opens doors to medicine in other disease areas.

It takes many types of thinking to make a difference in the world.

Our Murdoch community of staff and students share stories, pool their knowledge and find
Our community includes:

- **Visionary** thinkers, who find opportunities in everything and can explore different
  happen.
  Our scientists, for example, are making amazing discoveries, including new ways t
  + Find out more
- **Creative** thinkers, who use the imaginative powers of the mind to explore approac
  such as investigating a connection between native plants and climate change.
  + Find out more
- **Practical** thinkers, who value practical solutions and look at what can be done with
  Our Psychology team, for example, have found a way to use online technology to of
  communities.
  + Find out more
- **Compassionate** thinkers who enjoy enriching people's lives and will tend to focus o
  finding solutions, such as through our work with genocide survivor groups and oth
  + Find out more

Organisational culture

May also influence such things as:

- How the organisation reacts to competition

- Whether the organisation is risk-taking or risk averse

- Whether it is an early adopter of technology or a laggard

Culture, structure and strategy

- Organisational culture, structure and strategy all need to be *aligned* if the business is to be successful

- While many reviews and reorganisations concentrate on strategy and formal structure, the prevailing culture also needs to be taken into account

A number of metaphors are used to characterise organisations.

The metaphor that applies to an organisation

'shapes' language and priorities in the organisation.

Organisational culture, structure and strategy all

need to be *aligned* if the business is to be successful

Summary

- Organisations can be categorised in various different ways, with implications for information system support

- And have different internal structures that determine their business processes and decision making

- Organisational structure and function influence the organisation's business strategy, and how it can be supported by information systems

- The organisation's prevailing 'personality' and culture also play a role

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