

Stratford Collage Of Business and Management UK

Fahad Umar

Abstract: The paper contains a detail analysis of organizational behavior discussing issues facing cutting age organizations on leadership behavior, organizational effectiveness, organizational structures and human resource management. The paper further analyzed the structure and culture of Coca-Cola Company with emphasis on issues relating to ricks and uncertainties in the company’s decision making. Recommendations are laid based on the study to address the company’s issues and align decision-making with the company’s structure.

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**Fall**

Organizational Behavior

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# Introduction

According to Fombrun (1984) Leadership can simply be defined as a complex process of leading people toward attaining some certain predefines goals and objectives. Throughout human history people had always being strive for leadership position. During the twentieth century, people became more interested in leadership position. In the early beginning, leadership theories were based on qualities that differentiate leaders from followers while successive theories were based on variables, which include skills level and situational factors. These theories are classified into eight different categories some of which will be evaluated.

# The Great Man Theories

The phrase ‘Great Man’ is being used during the time when leadership position can only be attain by male especially military leaders. This theory believes that leaders are born with their internal required leading qualities not created, qualities includes charisma, intelligence, skills, confidence etc. The theory also assumes that those qualities can be inherit which is why a people use the common phrase “born to lead” signifying that leaders are born not made. Great Man theories usually portray leaders as mythic and heroic. However, the theory also believes leaders are destined to rise and proclaim the leadership position whenever the time comes.

# The Trait Theories

The trait theories is similar to the great man theories, the theory also believes that people inherits some certain leadership qualities but it’s the traits that shaped these inherited qualities and shaped them into a better suited leaders. This theories identifies some common leadership qualities shared by various leaders, qualities includes self-confidence, courage and extraversion, which could be linked to some great leaders. However, these qualities mentioned above could potentially be found in people and yet they could be discovered not to be seeking for any leadership positions.

# The Contingency Theories

Contingency theories laid more emphasis on some precise environmental variables that are consider to be determinates of leadership style suited for the situation. The theories suggest that there should be no general leadership style suited for all situations but rather the success of leadership style depends upon the number of precise situation be it in quality of followers or state of environment.

# The Situational Theories

Situational leadership theory suggested that leaders make the best decisions based on situational variables. The theory also suggested that implementing various types of leadership styles would be more suitable making different decisions. For instance, a situation where the leaders happens to be the most educated and experienced in the decision making council, authoritarian leadership style might be the best practice or in a situation where the council members are also educated and experience as the leader, democratic leadership style might also be the best practice.

# The Behavioural Theories

Behavioural leadership theory is the opposite of Great Man Theory, the theory is laid upon the belief of made leaders. That leaders are made not born. As from the name behavioural, the theory emphasized more on the leaders actions not mental or internal qualities. This theory strongly suggested that anyone could learn to be a leader through some certain observations and studies.

# The Management Theories

This is also known as the transactional theories, laying more emphasis on the importance roles of organisation, performance and supervision. The managerial theories recommended a leadership style based on rewards for the good and punishments for the bad, this form of leadership style is mostly adopted in business organisations where employee id being rewarded for good performance and penalized for failing.

# The impact of managerial style on organisational effectiveness

As asserted by Bratton and Gold (1999) several leadership theories have been considered in creating more effective organisation over the time. Some researchers suggested that employee can be motivated only if their personal matters are pleased while other researches argue that employee can be motivated through creation of strong relationship bond between the employer and employee. Various theories have made a serious impact in increasing employee performance in many global organisations.

Managerial theories have proven to be very effective in improving organisational performance over the years; the theories include many features that are to be considered and followed in managing organisation. Features such as employee specialization that has to be considered before task is being assert to the employee, secondly is the employee’s capability as to his desire to work and the which of the work best suited the employee. So also positive feedback to employee can serve as a motivation, which will prompt the employee to perform better with positive frame of mind. Furthermore, salary is considered to be one of the major motivations for employee. Salary on time will ensure job deliverance on time; this will impact the organisation as a whole by bringing its operations up to speed.

# Motivational theory

The word motivation is derived from a latin word “motivus” meaning a moving cause which signify to the process of activating the psychological motive of an individual. Various theories are being put I place for studying individual/team motivation, some of which include theories of Maslow (1943) and Hertzberg’s (1959) both theories are based on psychological need while Vroom’s (1964) based his idea of motivation on a process theory of intrinsic and extrinsic motivation. These researchers have made a huge contribution in evaluating the motivational theories and its impact on job satisfaction and employee retention.

# The Theories of Job Satisfaction

Job motivation can simply be define as a psychological drive that indicate the behavioural direction of employee in an organisation, which are measured by three factors, level of effort, level of persistence and direction of behaviour.

The behavioural direction of employee is measured by the degree an employee chooses to perform on the slated task assigned within the organisation; the degree of performance of an employee on a given assign task measured the level of effort and when an employee faced a challenge or an obstacles what determines his persistence is whether the employee gave up or continue. Motivation is a significant factor that enhances the level of persistence of an employee. Motivated employee are highly needed in organisation, in a highly competitive global marketplace motivated employee are more productive and will contribute to the effectiveness of the organisation. These are some of the reasons why effective managers are expected to identify what motivate their employees within the context of their various task.

# Motivational theory and implications

For effective managers, improving organisation’s employee performance is very much significant to the development and improvement of the organisation. This can be expressed as

Performance = Motivation \* Ability

In improving employee performance as well as the organisational performance, a pleasing working environment is needed to be created, which will support and encourage employee to work consistently toward achieving organisational goals and objectives, this will also increase the level of their competence.

Over the years researchers have invested a lot of time extensively developing theories as to what motivate or demotivate employee, most of which shows that the key factors that persuade employee motivation are two, which are individual and complex. More also the concept has been categorized into intrinsic motivation and extrinsic motivation.

The intrinsic motivation is known to be internal self-granted motivation, an employee sense of satisfaction/achievement by engaging in activity he/she enjoy. Example is, if learning new things is the inner drive of an employee then, engaging in a creative, developing or skills tasks might be a motive force for the employee. Completing these interested task will brings a feelings of profound inner job satisfaction to the employee, especially if the relevant tasks are in contrast to learning new things.

On the contrary, extrinsic motivations are considered to be external motivators. These include salary, praise, promotion, bonuses, security, other incentives, punishment and withdrawal of privileges to mention few. These motivators are usually being determined at the top management level of an organisation likewise the motivation impact is relatively low and reciprocal.

# Theories relating to work relationships and interactions

Theories as to work relationship and interactions firstly have to do with organisational culture on value chain and strategy. Organisational culture signifies to the total behaviour of an organisation toward the employee and the relationship between employee and employee. However, value chain is the total process of inflow of goods/services into and out of the organisation to the final consumer. Managers use the value chain framework to analyze and plan the strategy to be implemented in managing resources. Strategies is usually based on resource allocation, which if an organisation is cultural oriented managers do involve employee in developing strategy, this will gives manager variety of choices to base the strategy on.

**Characteristics of different organisational structures**

Nodmann (2004) Organisational structure refers to the formal formation, grouping or coordination of task. In structuring task managers consider the following six factors, which include work specialization, formalization, span of control, chain of command, centralization and decentralization. The three basic structures that most organisations are using are the simple structure, bureaucracy and matrix structure.

# The simple structure

Based on the upper mentioned six determinates of organisational structure, a simple structure can be characterised with wide span of control, low level of departmentalization, low level of formalization and centralized authority single person mostly. This structure is mostly common to small businesses with two/three vertical levels, loose amount of employee with total level of authority centralized to single individual. Some other key characteristics of this structure is that, the structure is simple, the structure is fast, the structure is flexible and the structure is relatively inexpensive to implement with clear accountability. However, as the organisation grow bigger this structure is not advisable to implemented because, decision-making will eventually be slow down due to low level of formalization and single centralized authority.

# The bureaucracy structure

Standardization is the main characteristic this structure is built upon. The structure is characterized by high level of standardization, highly routine tasks, operations required specialization, high level of formalization, limited spans of control, authority is also centralized, decision making required to follow strict chain of commands and lastly tasks are grouped into fully functional departments. The structure is highly efficient by putting specialise personnel together in the same departments and highly standardized/formalized operations centralized the decision-making. However, this structure can as well promote conflict which could result functional department to put more attention in achieving their various goals rather that the organisational goals as a whole. Other obstacle that the structure might encounter is in its explicit concern in formalities, in this regards there is no room for modification, the structure is only efficient in as long as it’s confront familiar dimensions of processes and problems.

# The Matrix Structure

This structure is mostly found in advertising agencies, research agencies, consulting firms, universities, entertainment industries, and government agencies to mention few. The structure is characterized by merging two structures of departmentalization such as product and functional. It’s similar to bureaucracy in a way by combining specialists simultaneously to give avenue for sharing of ideas across products. The structure provide employee with clear assigned responsibilities by breaking units of concept. Nevertheless, high challenge in coordination’s is likely to occur due to diverse functional operations.

# The importance of organisational culture theory in developing organisational effectiveness

Many scholars have developed an organised cultural framework for organisational effectiveness, but minute consensus has being made as regards to a general theory. According to Dolan and Grarcia (2002) The fact that culture is divers and complicated phenomenon varying from practices, beliefs, assumptions and perceptions on whether culture of an organisation can be measured in a relative sense. Furthermore, research on the relationship relating culture and effectiveness of an organisation is also minute due to high level of misunderstanding on measures of organisational effectiveness among scholars.

However, in the early 80’s Deal and Kennedy (1982) made a significant research on strategic importance of culture in an organisation and its significant impact on organisational efficiency, which was letter expanded on the importance of organisational adaptability to environment as well as culture. This intensive chain of research from 764 organisations developed an explicit theory of culture and organisational effectiveness with a valid measurement method by Denison and Mishra (1995). The theory recommended four cultural traits that are related to criteria for organisational effectiveness, these are consistency, involvement, adaptability and mission. Further studies shows that traits of consistency and mission are best used in predicting profitability, so also trails of adaptability and involvement are best used in predicting innovation whereas trails of mission and adaptability are being used in predicting sales growth. Nevertheless, importance of organisational culture in developing organisational effectiveness can be laid on the four criteria mentions above.

Mission. Effective organisations possess clear unambiguous mission statements that define the organisational sense of purpose likewise the direction that also defines the strategic goals and objectives. This expresses the vision of how the organisation is anticipated to be in future and any change in the underlying mission will simultaneously result to a change in other phases of organisational culture.

Involvement. An effective organisation engage in investing on human capital development at all levels at the same time empowering its people, secondly an effective organisation is known to be built on a solid foundation with an explicit guiding rules and regulation. The managers, employee and the executives are expected to be dedicated to their various assign tasks with the mindset of owning a portion of the organisation and when it comes to decision making people at all level are expected to get involve in a way, this will make everyone feel their work is important and will make an impact in achieving the organisational goal.

Consistency. An organisation with strong effective cultures of well coordination, well integrated and highly consistent has a high tendency of being effective. Behaviour is embedded in a set of core principles, and a skilled way of negotiation between leaders and followers even when they posses different point of view. This consistency is considered to be very powerful foundation of stability and organisational internal integration as a result of a shared degree of common mindset and high level of conformity.

Adaptability. Highly integrated organisations are usually the once that resist change be its internal or external. Organisation adaptability is often driven by the organisation’s customers, taking ricks and learning from self-mistake with high potential and experience of adapting and creating change. Organisations of this nature are know to be in a continuous change of system, reason behind this is to improve the organisation’s total abilities to support and provide their customer’s values.

# Analysis of how organisation can facilitate innovation and creativity.

As suggested by Burns and Stalker (1961) Innovation is something that makes companies great, not just about the innovations but how corporate comfortably accepts and welcomes new ideas and ricks. Diversity of employee could facilitate innovations due to different ideas shared among people with diverse experience, skill sets and mind-sets. A diverse employee collection is considered to be a fuel for organisational innovation and a key to employee’s ability to adapt different categories of people.

Organisational willingness to consume certain amount of calculated risks is another factor that will facilitate innovation in the organisation. Organisations decision makers should be willing to accept some risky ventures in order to promote innovations and maintain balance. Most times innovation arise surprisingly usually when an organisation is being challenged with issues such as competitive pressure, new governmental policies, budget challenges, leadership change to mention few.

Characteristics of organisations that promote creativity and innovation

1. Growth focussed: this involves organisation with high long-term goals and objective but determine to achieve in short term with available limited resources.
2. High Sensing: organisations that have high sensing abilities as to opportunities and threats, such organisations usually carry out PESTL analysis on frequent basis.
3. Committed to technology: organisations that are committed to developing their technology and long-term commitment to new development in technology.
4. Innovation process awareness: organisations that are fully aware of processes involve in innovation and gives individuals chance to bring their ideas to table.

According to Joseph V creativity is mainly going beyond boundaries in developing ideas, be it is technological, economical, social norms, knowledge, existing practices or beliefs. Creativity is being used to add values to the organisation, be it in it social, economical, aesthetic or psychological.

Creativity is the main factor for innovation, and facilitating this factor means that the organisation create an atmosphere favourable for employees to be able to transform their ideas into practice, used their knowledge to generate new ideas, analyse available options and make decision on how to implement those ideas.

# The importance of learning in an organisation

According to Bratton and Gold (1999) The primary reason for organisation providing learning to their employee is to ensure employee’s full capability in carrying out their assign tasks within and outside the organisation, some trainings are mandatory relative to health and safety organisational issues which the organisation will eventually benefit from in one way or the other by having a more highly skilled and knowledgeable employees.

Organisations that are devoted in bringing a positive change by improving profitability, efficiency and productivity have to go beyond such mandatory trainings and consider relevant learning and development activities that will help employee in maximizing his/her potentials there by providing the organisation with a more valuable input. Supporting learning and development could be strong competitive advantage for the organisation; this stands out their employee in terms of skills and knowledge. This issue raised a strong argument as to organisations should invest on developing their employee so as to gain the benefit of having a more efficient employees and distinguish themselves from competitors.

However, providing learning and development training to employees alone do not guaranty the improvement of the organisation, various factors are expected to be considered in supporting employee learning and development. Factors such as the content and medium of deliverance, is it in line within the context of organisational values? And what positive impact will it have on the organisation as a whole. These questions have to be addressed properly and fully before engaging employees. Many scholar argue that learning and development programs are only effective if it’s convey in practical approach and transferred back to organisation. Furthermore, many organisations are acquainted with the importance of rendering learning and developments through an accredited certify body.

# Effectiveness of teamwork

An organisation comprised of people sharing common mission combined in a structured and organized conduct with the aim of achieving some certain pre-define goals and objectives. For a team to be effective, members are expected to possess qualities as asserted by Wilkins (1983) some of which include:

1. Members should fully understand their various positions within the team.
2. Members should be committed to their assign task.
3. At any given time, it’s team leader that give a directives on direction.
4. Members should work to achieve the team success not for individual success.
5. They should support and be concern with each other’s wellbeing.
6. Member should put in their best to success.

Nevertheless, the success of a team lies beyond the dimension of the members but in the extra-dimension of team dynamic, which is team formation. Intensive research has been made on the subject “Team development” which will be discussed below.

# Team development.

Team begins when group of people with different qualities are brought together to achieve a specific task together, in which case most of which are not familiar with each other. All team members are expected to declare work practise and abilities at the same time prescribe a rule on how the team will operate by the leader, who is the person that brought the team together. This is regarded as the forming stage, a sniffing stage when animals meet strange animals.

After the forming stage, the team move forward toward being an interdependent instead of depending on leader, this in know as the storming stage where every team member open up their hidden irritations and objections which will eventually bring the team into an open conflict, this is very necessary for a team to be effective. The next stage of team development is to use the storming stage in developing crisis remedy at the same time moving the team to be more productive.

Furthermore, for a team to be fully effective, its norms have to be clear and accepted by each and every member which is the next stage of the team development, this will prompt team members to feel secured with each other and commit to working together in achieving team mission. Following these stages, it is achievable to build and sustain an effective team. Nevertheless, effective managers are expected to be able to structure and sustain a team where each and every member is committed to the success of the team.

# Effect of management change in an organisation

According to Dolan and Grarcia (2002) Management change is a systematic advance method that enable employee of an organisation to transit from their present state to a desired future state. In the absence of adequate management change in an organisation, the organisation is exposed to high ricks of falling in implementing new business strategies, operating models, or newly improves cost efficient operations. For an effective management change both formal and informal involvement of all parties, this is to ensure that leaders drive employee all through the transition to adapt to the new changes and at the same time enlighten them on the benefits that come along with the changes.

Techniques and tools for management change are becoming more sophisticated and prevalent so also the rate of special skilled professionals is increasing. The success of management change is measured by some attributes, which includes employee focus, systemic, formal and informal pedals and performance management. For a management change to be effective, the change should not alter employee behaviour in the organisation, secondly is that the change should be systemic in such a way that new barriers are totally understood before implemented. Next it’s the formal and informal pedals, pre-defined opportunities for workers that will help in shaping the transformation through peer-to-peer and informal networks, this will significantly add value and balance the integrated change. However, it is also necessary to drive management change in formal organisational processes such as reward management, recruitment processes and performance management to mention few.

The impact of change in an organisation is that the tempo of change will continue to increase; this is a great requirement for an organisation to perform in a sustainable manner and organisations of this nature have the propensity of capitalizing on future opportunities. However, organisations that constantly oppose change are usually being exposed to increase cost and slow transitions.

# The culture and structure of Coca-Cola Company

As analysed by the Israeli association of rick managers on a site (<http://www.iarm.co.il/articledetails/262>) The Coca-Cola Company is the world largest multinational beverage company at the same time the world number one producers and marketers of soft beverages drinks and the company with the most valuable and recognised brand globally. This success of the company rotates around five key factors, which includes recognised brand, quality, marketing, availability and innovation.

The company is structured on a global level with flexible adjustment features so as to comply with its regional markets sensitivity. The structure is not only based on its internal factors but it also includes external factors that include their bottling subordinates.

The company produces syrups and concentrates which are being sold to the authorised bottling companies that have the mandate to produce, market and distribute products to the final consumers, this process is known and COCA-COLA SYSTEM. The external relationship with its bottling subordinates is one of the company’s key strength, the Coca-Cola company work hand in hand with the bottling companies to ensure compliance with product requirements, quality and services.

Organisations may be structured on its function, product or process. The function reflect on its distinct specialism be it in production, marketing, finance or distribution while the product reflect directly on it product and the process could be in its manufacturing, packing, storing or delivering. However, organisational structure is usually design in order to meets its aims. In this regards a structure should be design to accommodate different ideas sharing within the organisation and flexible decision-making and a proper management control.

A multinational global organisation like the Coca-Cola Company has a flexible structure that not only focused on product, marketing, distribution of finance but also profoundly encourages team work in each of their innovations. In every product development example Coca-Cola Zero, the company assemble an employee team of different specialities to analyse all the possibilities. In such teams, marketing specialists is expected to shed light on the result of his/her market research in regards to the new product, food technologies to clarify the changes and how feasible the new product is while the financial expert is to give report on the financial implications as regards to the new product.

Aside from structure, an organisation is expected to have culture. An organisational culture describes the norms and values of the organisation in its dealings with both internal and external subordinates. The Coca-Cola Company also based its culture on enhancing and empowering its employee, this is so because the company consider employee as its most valuable asset.

Motivated employee are often the engine drive in moving an organisation forward, the Coca-Cola Company often organise its employee into teams in carrying out there operations. This makes the employee feel valuable within the team by contributing different ideas on proposed operations at the same time by being innovative. The company by this strategy create a friendly and innovative culture, which made it possible for the company to depend on its workforce in maintaining it brand reputation globally. Furthermore, trust is being established as part of its culture. This is very important in every relationship, as regards to the Coca-Cola Company. Customers put their trust on the company to provide good quality product and high level of attention to customer’s needs, bottling subordinates trust the company to operate in the best interests of Coca-Cola System and so also the employee’s trust their voice will be heard and their various contributions are being valued.

An open free communications is belief to be a means to sustain culture, based on that the Coca-Cola Company provide a good number of communication channels thus; monthly leadership team meetings and workers team brief sessions, departmental team meetings holding on weekly basis, each region have a consultative group with one European council representative and lastly, frequent surveys are being sent out to monitor employee’s complains or suggestions.

# Approaches to organisational decision-making

According to Corneilssen (2008) Decision-making is a significant factor in every good and successful organisation, the question still remain on ‘how can good decision be made?’ one portion of the answer is relevant information and good interpretation of the information. Consulting an expertise could also be a good advantage so also ability to admit wrong. There exist various logical aids and approaches to decision-making, which of these is the best?

The questions is not as simple as it sounds, there are many references that made a situational suggestions on decision-making but still there has not been clear agreed best approach in this regards. Version-led approach in this approach decision is precisely depends on the person with the vision, and if for instance something went wrong he/she leaves the organisation that decision is likely to be abandon. Plan-led approach is usually excessively dependent on the planner’s point of view; usually one directional professional that might ignore some crucial factors and needs carry along the stakeholders and politicians as well. Consensus-led approach is based on agreement and unless if the agreement between the parties can be reach in short time, decision is likely to be delayed. This are some of the reasons why most organisation adopt to work on mix approach, for example the united kingdom use the mix approach in the sense that vision, problems and objectives decisions are based on consultation while experience approach is being used in developing and reviewing strategies. Hence, the best approach is relatively based on the situational circumstances.

# Management approach to risks and uncertainty decision-making

The management of an organisation are often challenged with situations of uncertainty and risk. Decision-making being a process to reduce or eliminate the tendency of ricks and uncertainties occurring, with that being noted, its clear that decision managers are the driving force in eliminating the extent to which an organisation faces ricks and uncertainty.

Ricks and uncertainties both play a significant role in decision-making but its important to note out the difference, in decision-making uncertainty quite simple effect by slowing decision. Usually when managers are confronted with such uncertain circumstances, they hold their decisions and put some measures to reduce the uncertainty level before making a final decision, which clearly delayed the decision-making. Risk on the other hand, is another form of uncertainty that involve loosing at different level depending on the result yield by the decision.

Management approach to decision-making with ricks and uncertainty should involve some parameter to identify and measure the level of ricks involves, this will allow the organisation to know the exact business rick involve in the decision-making. Business ricks includes operational risk, legal ricks, financial ricks and strategic ricks. After the management have identify the type of ricks involve, its expected of the organisation to quantify the level of the rick. In this stage organisation should make certain of the cost to be encounter if the risk prevail, this could be mathematical in some cases of financial ricks. A general formula that is being used in calculating risk is as follows: Risk = ((probability of rick outcomes) \* anticipated lost as result of outcomes).

In management decision-making it is highly required of the organisation or the management rather to be able to manage, transfer and contain ricks, this will define the potential of the management in handling and containing ricks.

# Organisational decision in Coca-Cola Company

As studied by Taylor (2000) Coca-Cola Company organisation decision has to do with the board members. The members of the board are being elected by the company’s shareholders to assume responsibility of protecting their interest and to ensure the success of the company. The board members serve fundamentally as the ultimate business decision-making board of the company, only for those decisions that needed the consultation of shareholders. The board are positioned to oversees senior officers of the company and are being expected to guide and advice them in safeguarding company’s asset, maintaining absolute control with proper governance and following rule, regulations and laws. Furthermore, in making decision the board member are expected to consider every single factual details and possible circumstances before proceeding into conclusion.

One of the main responsibilities of a director on decisions is to exercise their absolute judgment and to act in accordance to what they reasonably believe to be of best interest of the company as well as the shareholders. The corporate level of the company involves five hierarchic levels, the team consist of eight operating directors form various divisions, and this made it possible for the board to get wide range of suggestions on decisions.

# Conclusion and recommendations

The Coca-Cola Company has an organised structure that foster employee involvement in all its aspect except for decision making which is considered to be a relatively inadequate decision-making practice in a global company of that nature. The company’s decision making practice does not match with any of the company’s practices, the company operate on a decentralized practices only for the decision-making.

The company can improve its decision-making practises firstly by frequent switch of directors to handle relevant tasks, this will enable them to think outside the box in given suggestions to the board on decisions. Secondly, the company should operate decision open door policy by involving voluntarily employees in suggesting to their various line directors on their ideas on how to go about solving a proposed problem and also to propose on possible problems that are about to erupt. This will give decision-making board the ability to widen their possibilities on solutions and to tackle small problems before growing bigger.

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