

## 5.6: Conclusion

Section 5 has focused on three HR activities: HR planning, organisational design and structure, and job design and role development. HR planning identifies current and future HR requirements, and develops plans to meet them. Included in these plans are the identification of patterns of work, organisational structures and jobs or roles to enable the organisation's products and services to be produced. These activities are of critical importance both to the implementation of HR strategy and to the achievement of business goals. In addition, a key argument of this section has been the importance of integrating these activities in the process of business planning. Hence, their completion should involve both line management and HR practitioners, although the precise responsibility will depend on the organisational context.

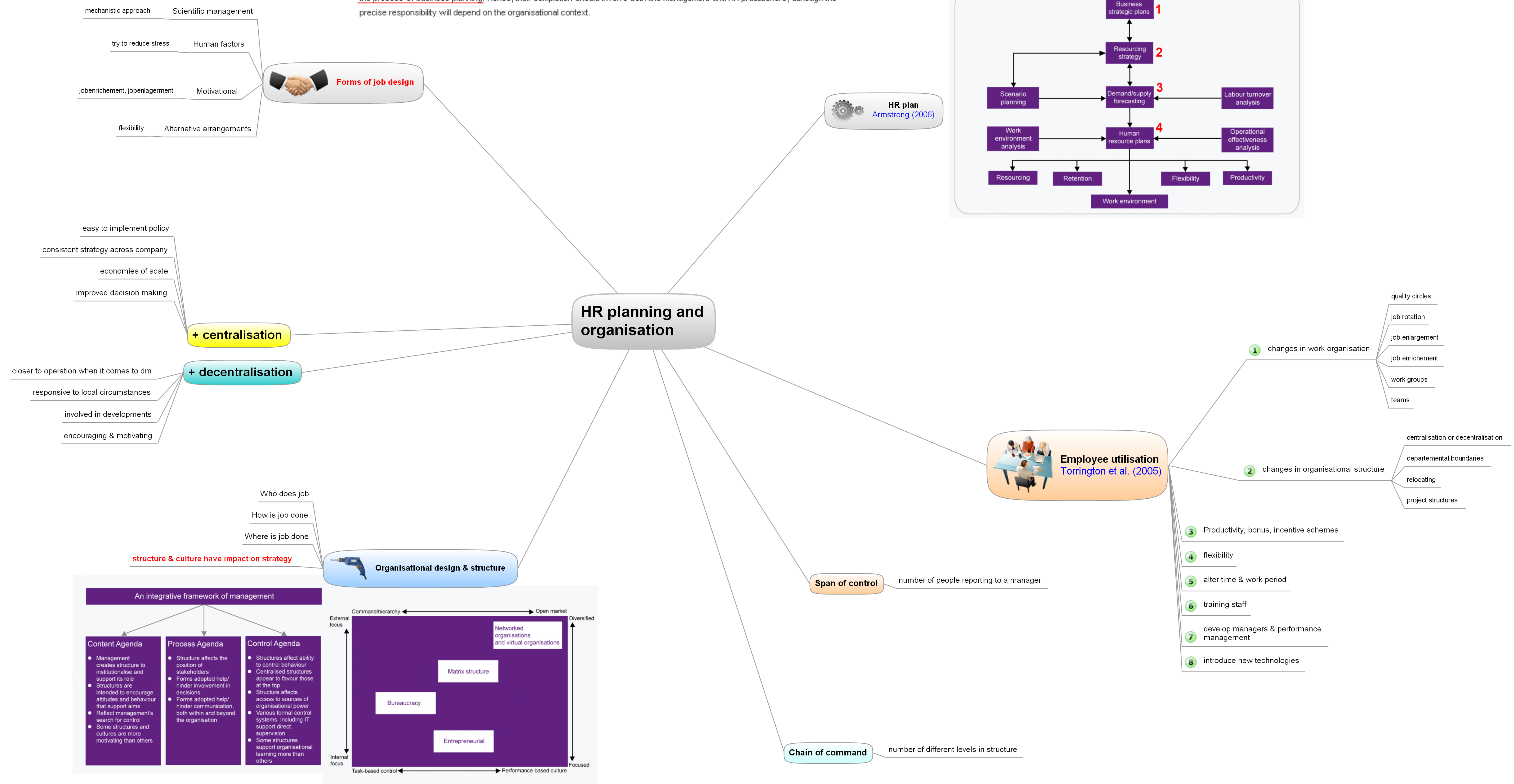


Figure 4: Basic matrix organisation

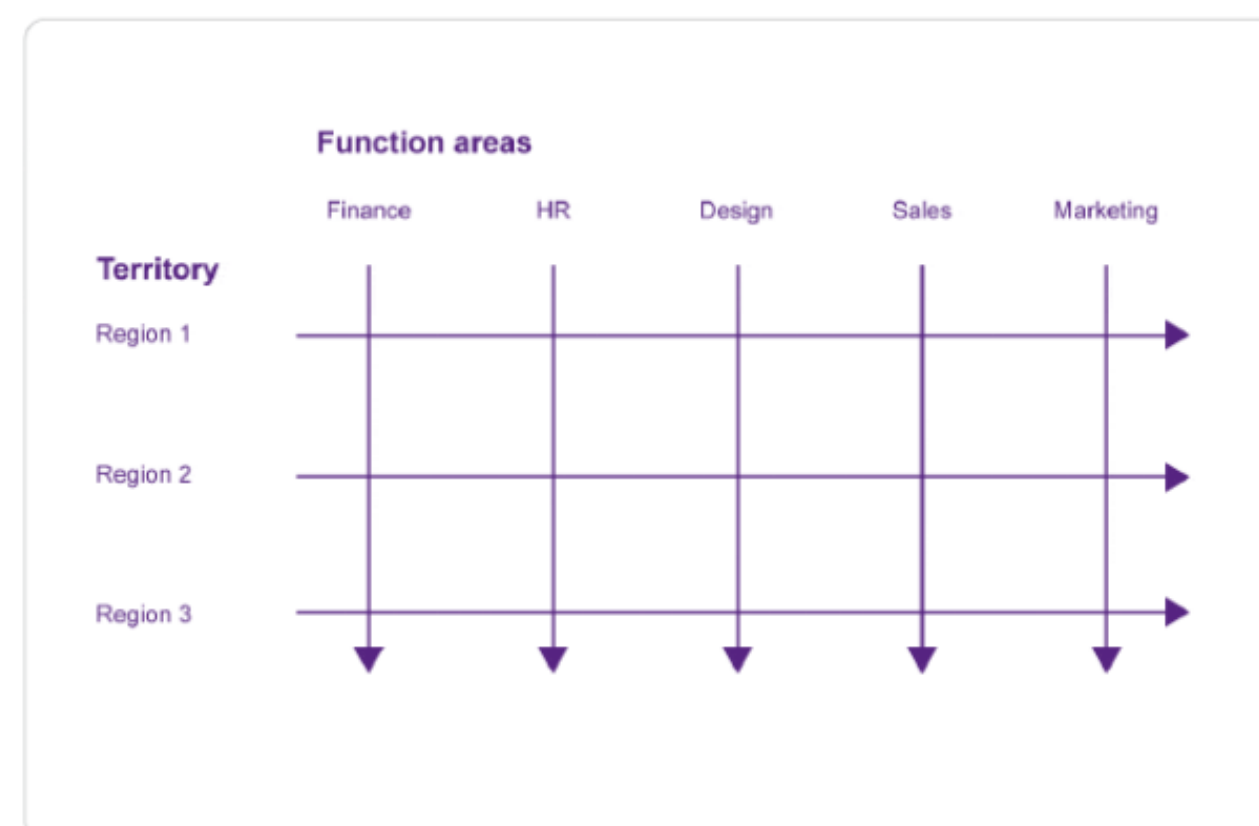


Figure 3: Flat hierarchy

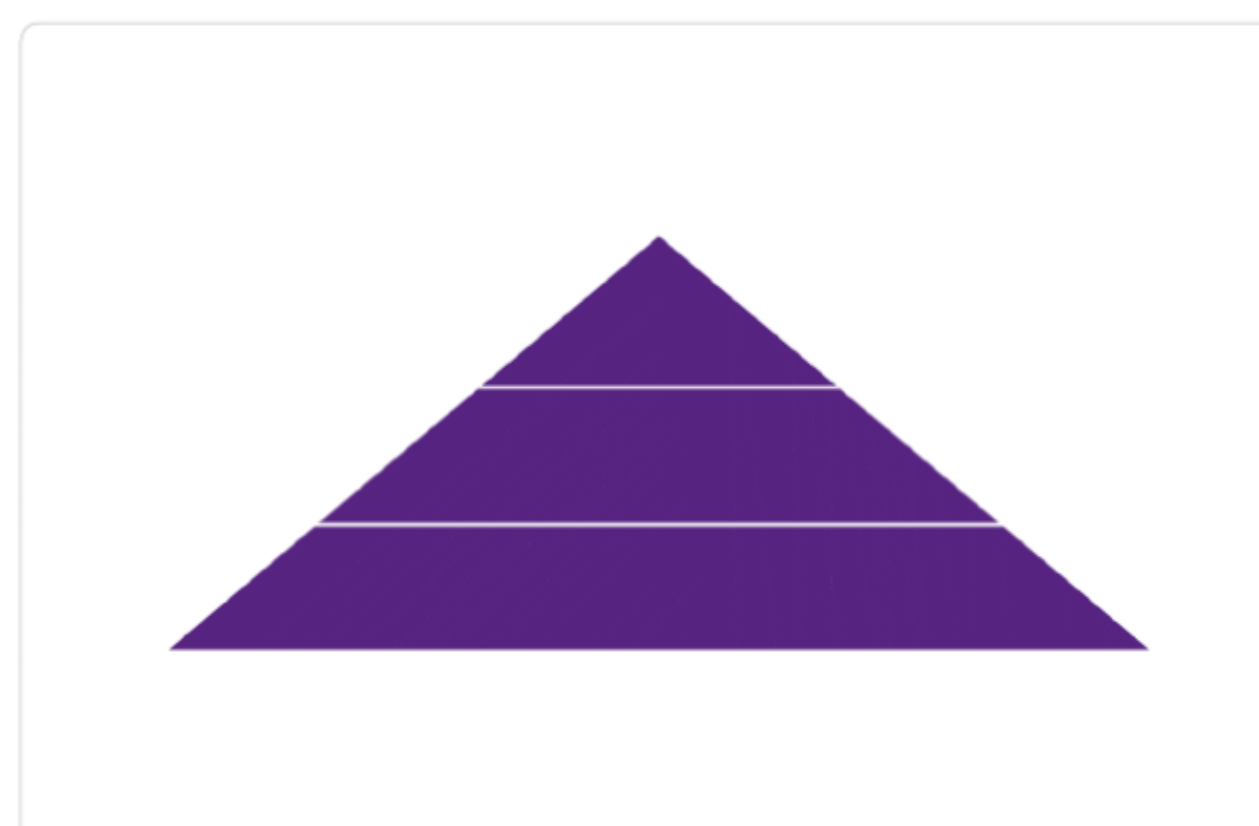


Figure 2: Hierarchical structure

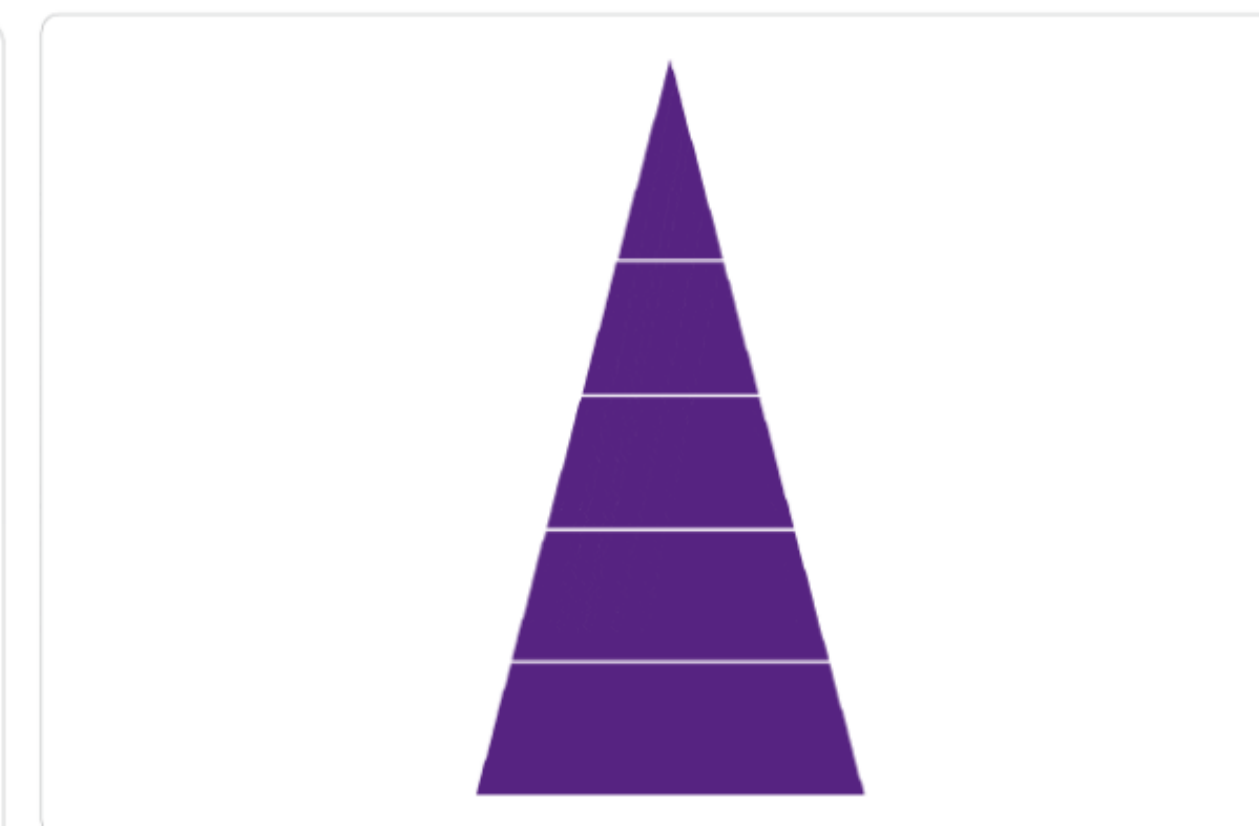


Figure 6: A dominant network

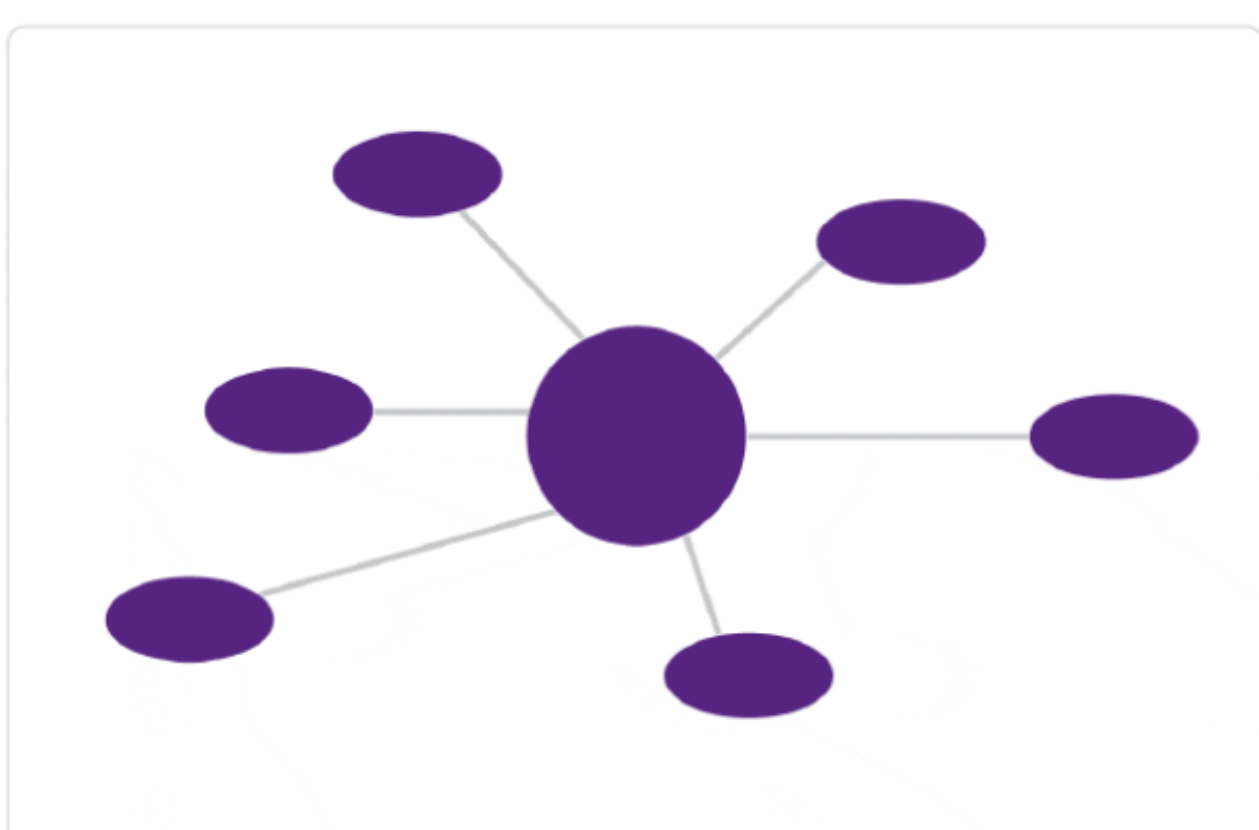


Figure 5: An equal networked structure

