

MERCER PUBLIC WORKSHOP

美世公开研讨会

组织结构与设计

在不断变化的环境下，由于增长有限以及经济减速，企业必须保持对市场的敏锐度，灵活调整其业务战略以保持竞争力。然而调查发现，许多此类战略失败的原因并非战略方向不够明确，而是组织架构和组织能力不能应对变化，原有的组织结构成为了阻碍企业前进的锁链。构建竞争性地组织结构将使企业实现对战略的有效支撑，并促进流程效率大幅提升，从而在激烈的市场竞争中处于有利地位。

美世为期 2 天的研讨会旨在从战略、管控、流程及相关配套体系来梳理有效提升组织竞争性的实战工具。研讨会将以互动和演练的形式，融入许多公司的业务战略和管理实践。在学习形式上，将采用美世复合式教学模式—在线学习、线下面授与在线测试。美世会在课前开通 1 门与课程内容相关的在线课程，线上学习与测试有助于预习和复习理论知识和工具方法，面授研讨则更加关注重点知识的融会贯通、实战演练、实际案例的讨论和问题解决，线上线下相结合，强化巩固学习效果，为每位学员带来精彩充实的学习旅程。

课程概述

组织设计基本概念与组织发展趋势

- 组织结构的定义及基本要义
- 影响组织结构的主要因素
- 企业生命周期的不同发展阶段对组织模式有不同的要求
- 美世组织结构设计方法论

战略解读与核心能力

- 战略的组成部分
- 战略目标分解
- 将战略目标转化为核心组织能力
- 将核心组织能力转化为组织结构设计元素

组织结构的管控模式

- 组织管控的核心问题
- 3 种典型的集团管控模式
- 集团管控模式选择的主要要素
- 集团总部创造价值的 5 种主要方式

联络

美世学习与发展热线电话
电话: 400 600 5599
电邮:
learning.china@mercer.com

组织结构的管控流程

- 管控流程的定义及与企业战略和组织结构的联系
- 管控流程分层梳理
- 管控流程优化方法：ESIA
- 管控流程优化的步骤
- 管控流程与职责分析工具

组织结构模型

- 4 种常见的职能型组织结构模型
- 产品与职能矩阵
- 客户与职能矩阵
- 矩阵式组织运行中的常见问题和应对措施

综合案例练习：某公司的组织结构设计

学员收获

- 形成组织结构设计的战略性和竞争性思维
- 了解组织结构设计的基础概念及组织发展的总体趋势
- 理解和掌握战略解读和战略分解工具
- 理解组织管控模式选择方法和组织流程梳理及优化方法
- 掌握组织设计的基本模式、以及各组织模式的优势和风险
- 通过实战演练，把握如何有效整合关键组织要素，构建竞争性的组织结构

目标学员

人力资源总监和经理，业务领导者

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ORGANIZATION STRUCTURE AND DESIGN

Nowadays, due to limited growth and economic slowdown, organizations need to ensure they maintain their sensitivity to the market and can easily adjust business strategy to maintain their competitive advantage. However, the survey found the main reason causes such strategic failure is not unclear strategic direction, but organizational structure and organizational capacity is not able to cope with the change. The original organization structure hinders enterprises moving forward. A competitive organization structure can support company strategy and bring about a remarkable improvement in the efficiency of business processes.

Mercer's 2-day workshop will introduce practical tools to effectively improve the competitive ability of your organization from the perspective of strategy, control model, process, and matching systems. The workshop will be run interactively and practically, and many case studies highlighting business strategy and managerial practice will be integrated into the course. We will take the method of Mercer blended learning: online learning, offline training and online assessment. Mercer will open 1 related online module before the workshop. The on line learning and assessment will help participants preview and review theory, knowledge, tools and methods, the face to face workshop will focus on practicing key knowledge, discussing real cases and learning how to deal with practical HR problems. The highly effective on line to off line learning method will consolidate learning effect, and bring participants a fruitful learning journey.

TOPICS COVERED

Basic Concept of Organization Design and Organization Development Trend

- The definition and essentials of organization structure
- The main factors influencing the organizational structure
- The different development phases of the enterprise life cycle have different requirements on the organization mode
- Mercer's methodology on organizational structure design

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Development
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E: learning.china@mercer.com

Strategy Interpretation and Core Competence

- Strategy components
- Decomposition of strategic objectives
- Convert strategic objectives to core organizational competencies
- Convert core organizational competencies to organizational structure design elements

Management and Control Mode of Organization Structure

- Key issues of organizational management and control
- Three typical modes of group management and control
- The main factors of group management and control mode selection
- Five main ways by the group headquarters to create values

Management and Control Process of Organization Structure

- The definition of management and control process and the relationship between the corporate strategy and organizational structure
- The hierarchies of management and control process
- The optimization method of management and control process: ESIA
- The optimization steps of management and control process
- The management and control process and responsibility analysis tool

Organization Structure Model

- 4 types of common functional organization structure model
- Product and function matrix
- Customer and function matrix
- The common problems and countermeasures in the operation of matrix organization

Overall Case Study: Organization Structure Design

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BENEFITS TO PARTICIPANTS

- Develop the strategic and competitive thinking on organization structure design
- Understand basic concept of organization design and organization development trend
- Understand and master strategy analysis and decoding tools
- Learn the selection method of organizational management and control mode, as well as organization process analysis and optimization method
- Master basic organization structure modes and their advantages and risks
- Master how to effectively integrate the key success elements of an organization and set up a competitive organization structure through practice

TARGET PARTICIPANTS

HR directors and managers, senior business leaders

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