



THE TIMES 100

Edition 14

KBR: Roles and responsibilities within an organisational structure **Lesson plan**

Content area

- Organisational structures
- Hierarchy, flat and matrix structure
- Roles
- Responsibility and authority

Method

This resource can be used for general classwork, homework or learning skills for investigation.

It is a good simple exercise in bringing the various terminologies together in understanding what it means, and how it can be used in context. This allows the pupils to bring out more in discussion and understand that the topics covered in Business Studies are not insular. The outcome will be by differentiation.

First Activity:

Using the case study and any other resources, define the following words:

Global corporation; primary sector; secondary sector; tertiary sector; employees; expertise; production; added value; logistics; acquisition; partnerships; plc; ltd; organisational structure; span of control; hierarchy; subordinates; delegation; empowerment; core values; culture; health and safety; transparency; accountability; financial responsibility; corporate social responsibility; ethics; private costs; private benefits; social costs; social benefits; profit centre; cost centre; subsidiaries; economies of scale; ventures; infrastructure; diversification; matrix structure; project managers; goals; strategy; intermediaries; communication; chain of command; responsibility; job specification; job description; adaptability; competency framework; workforce planning; budgets; recruitment; selection; induction; training; assets; centralised; decentralised.

Second Activity

Once you have completed the definitions link the following words together to form a paragraph. The words do not necessarily have to be in any order but must be in context of KBR.



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Questions

1. How was KBR formed?
2. What are KBR's core businesses?
3. How many employees does KBR have?
4. Why might a matrix style structure be favoured over a traditional organisational structure within KBR?
5. In your opinion why is it important for KBR to have a 12 week probationary period for new starters?
6. Why is it important to write specific job descriptions and job specifications when recruiting for various roles?
7. A manager will often delegate and hence have a wide span of control. Is this a good or bad thing?
8. Why might businesses join forces on particular projects e.g. KBR and G&I business unit and Carillion to form the Aspire Defence?
9. What are advantages and disadvantages of centralised and decentralised businesses?

Activities

- Produce an organisational structure of your school / college. Label span of control, chain of command and subordinates on it.
- Using the case study and KBR website, list as many different types of occupation that are used in this organisation.
- Find 4 types of job advert and highlight the job specification and job description.

Other resources

- MP3 download of the full case study
- Summary of the case study . 500 words
- Brief of the case study. for lower ability pupils
- Interactive online quizzes
- Revision theory :
 - <http://www.thetimes100.co.uk/theory/theory--recruitment-selection--349.php>
 - <http://www.thetimes100.co.uk/theory/theory--roles-departments--387.php>
 - <http://www.thetimes100.co.uk/theory/theory--roles-people-organisations--203.php>
 - <http://www.thetimes100.co.uk/theory/theory--business-structure--356.php>
 - <http://www.thetimes100.co.uk/theory/theory--delegation-decentralisation--259.php>
 - <http://www.thetimes100.co.uk/theory/theory--growth--268.php>
 - <http://www.thetimes100.co.uk/theory/theory--the-formal-informal-organisation-structure--308.php>
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