



THE TIMES 100

Edition 14

Syngenta: Developing an effective organisational structure

Answer sheet

1. What does Syngenta do?
Syngenta is a plant science business that finds way to make plants more sustainable, faster growing with greater yields.
2. How many employees does Syngenta have worldwide?
It has 24000 employees in 90 countries.
3. Why does Syngenta benefit from an organisational structure?
It ensures that there is order, who people report to in terms of managers and subordinates and that objectives set, are met with greater efficiency.
4. What is the difference between a matrix structure and a traditional organisational structure?
A matrix structure has people from different departments working together as a team in order to complete a project, whereas an organisational structure has specific lines of communication and the different departments work individually.
5. True or False - in theory the organisation structure gets taller as the business grows.
True.
6. In your opinion is it better for Syngenta to have managers with wide spans of control or not?
Yes because it means that the manager can get on with managing the business because the majority of work has been delegated. No because if there is someone who is incompetent in one area, the work delegated could be detrimental to the business.
7. What is the difference between delegation and empowerment?
Delegation is to give responsibility to subordinates through job enlargement and job enrichment, whereas empowerment is to receive responsibility.
8. What could cause Delayering to occur in an organisational structure?
Delegation, leading to redundancy because the job / role no longer exists.
9. Is delayering a good thing in a business?
It can be as it reduces the number of employees and wage bill, but employees might not want the extra workload and the redundancies may cause morale and motivation to fall.



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10. List the different functional areas of Syngenta.
Research and development; global supply; sales and marketing; global support.
11. Why is clear leadership essential in Syngenta?
Clear leadership will ensure that objectives are met. Understanding of what the other departments have on offer and who is the best person / team for the job. Ensuring that SMART objectives are set and staff are motivated to achieve these objectives.