



**ESTRUTURAS
ORGANIZACIONAIS
ORGANIZATION
CHARTS**

T1_4



2. ORGANIZATIONAL STRUCTURES

1. ORGANIZATIONAL CHARTS

1. ORGANIZATIONAL PROCESSES

2. ORGANIZATIONAL LINKS

3. THE COMMUNICATION PROCESS

4. TEAM BEHAVIOUR

1. FORMAL AND INFORMAL GROUPS

2. LEADERSHIP ROLE

3. COMMAND E CONTROL

4. POWER

5. POLITICAL INFLUENCE

6. CONFLICT



2. PROGRESS OF ORGANIZATIONAL STRUCTURES

1. FUNCTIONAL ORGANIZATION

- 1. THE CLASSICAL ORGANIZATION CHART**
- 2. ADVANTAGE, DISADVANTAGE**

2. PRODUCT MARKET ORGANIZATION

- 1. BY PRODUCT, BY GEOGRAPHY, BY CUSTOMER**
- 2. ADVANTAGE, DISADVANTAGE**

3. MATRIX ORGANIZATION

- 1. DIFFERENT FORMS**
- 2. ADVANTAGE, DISADVANTAGE**



2. ESTRUTURAS ORGANIZACIONAIS

1. ORGANOGRAMAS

1. PROCESSOS ORGANIZACIONAIS
2. LIGAÇÕES
3. COMUNICAÇÕES
4. COMPORTAMENTOS DE GRUPO
 1. GRUPOS FORMAIS
 2. GRUPOS INFORMAIS
 3. LIDERANÇA
 4. COMANDO E CONTROLO
 5. PODER
 6. POLITICA E CONFLITO

2. EVOLUÇÃO DAS ESTRUTURAS ORGANIZACIONAIS

1. ESTRUTURA FUNCIONAL
 1. A ESTRUTURA CLÁSSICA
 2. Advantages Disadvantages



2. EVOLUÇÃO DAS ESTRUTURAS ORGANIZACIONAIS

2. ESTRUTURA DIVISIONAL

- 1. POR PRODUTO, ÁREA, CLIENTE**
- 2. Advantages E Desadvantages**

3. Matrix Structure

- 1. FORMAS PRINCIPAIS**
- 2. Advantages E Desadvantages**

4. ESCOLHA DA ESTRUTURA MATRICIAL

- 1. ACEITAÇÃO DA ESTRUTURA MATRICIAL**
- 2. FASE DE TRANSIÇÃO E CONCEITOS BÁSICOS**



❖ ORGANIZATIONAL STRUCTURES

- ❖ THERE ARE NO GOOD OR BAD ORGANIZATIONAL STRUCTURES, THERE ARE STRUCTURES THAT ARE MORE OR LESS SUITED TO MANAGE THE SHIPYARDS
- ❖ THE ORGANIZATIONAL STRUCTURES ARE ORGANIZATIONAL COMMITMENTS BETWEEN THE "CLASSICAL SCHOOL" AND THE "MODERN SCHOOL"
- ❖ ALL ORGANISATIONS HAVE IN A CERTAIN WAY FORMALISED STRUCTURES. INTERCONNECTED AMONG THEM, SUPPORTED BY A SET OF RULES AND PROCESSES, ENSURING THAT THE COLLECTIVE EFFORT IS ORGANIZED TO ACHIEVE THE OBJECTIVES

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- ❖ **ORGANIZATIONAL STRUCTURES** (continuation)
- ❖ **THE STRUCTURE OF AN ORGANIZATION IS COMPOSED OF FUNCTIONAL UNITS AND THAT CAN HAVE MULTIPLE NAMES E.G., DIVISIONS, DEPARTMENTS, SERVICES, SECTIONS, ETC.**
- ❖ **THE FUNCTIONAL UNITS ARE FORMALLY CONSTITUTED BY GROUPS OF PEOPLE WHOSE ACTIVITIES ARE LINKED BY PROCESSES AND WORKING METHODS, PROJECTS, PRODUCTS, CUSTOMERS, GEOGRAPHIC AREAS OR PROFESSIONAL SKILLS.**
- ❖ **THE STRUCTURES DEFINE WHO IS RESPONSIBLE FOR DIRECTING AND COORDINATING, WHICH CHAIN OF COMMAND EXISTS, WHO IS RESPONSIBLE FOR WHAT AND AT WHAT LEVEL IN THE ORGANIZATION.**



❖ ORGANIZATIONAL STRUCTURES

❖ ORGANIZATIONAL STRUCTURES, ARE REPRESENTED IN GRAPHIC FORM BY RECTANGLES CONNECTED BY LINES, CONSTITUTING A NETWORK AND THAT USUALLY ARE CALLED ORGANIZATION CHARTS.

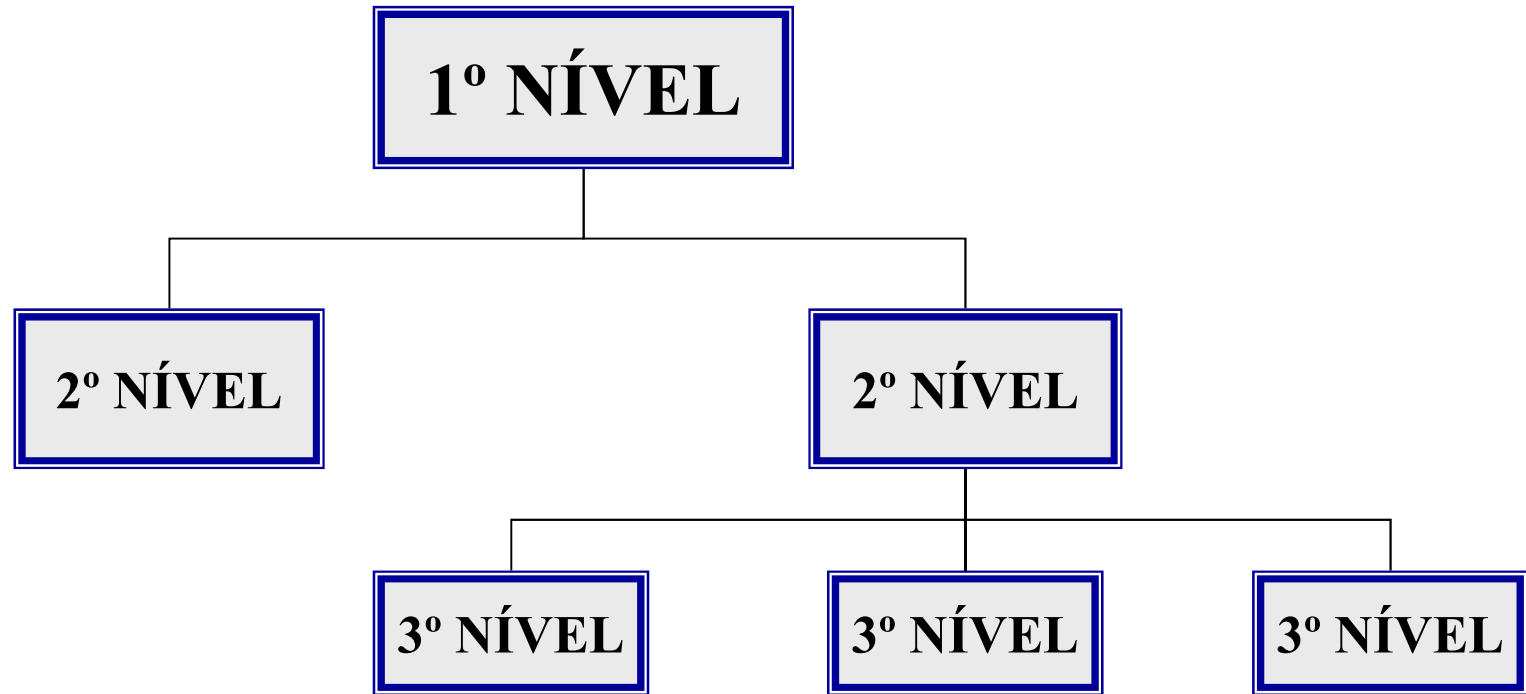


❖ THE RECTANGLES, CALLED FUNCTIONAL UNITS, MAY OR MAY NOT BE AT DIFFERENT LEVELS (**RELATIVE POSITION IN THE HIERARCHY**), WHERE INDIVIDUALS ARE GROUPED BY EQUIVALENT SKILLS OR SIMILARLY ACTIVITIES AND THE RECTANGLES LINKED BY LINES, SETTING THE HIERARCHICAL MANAGEMENT DEPENDENCY (**COMMAND AND CONTROL**).





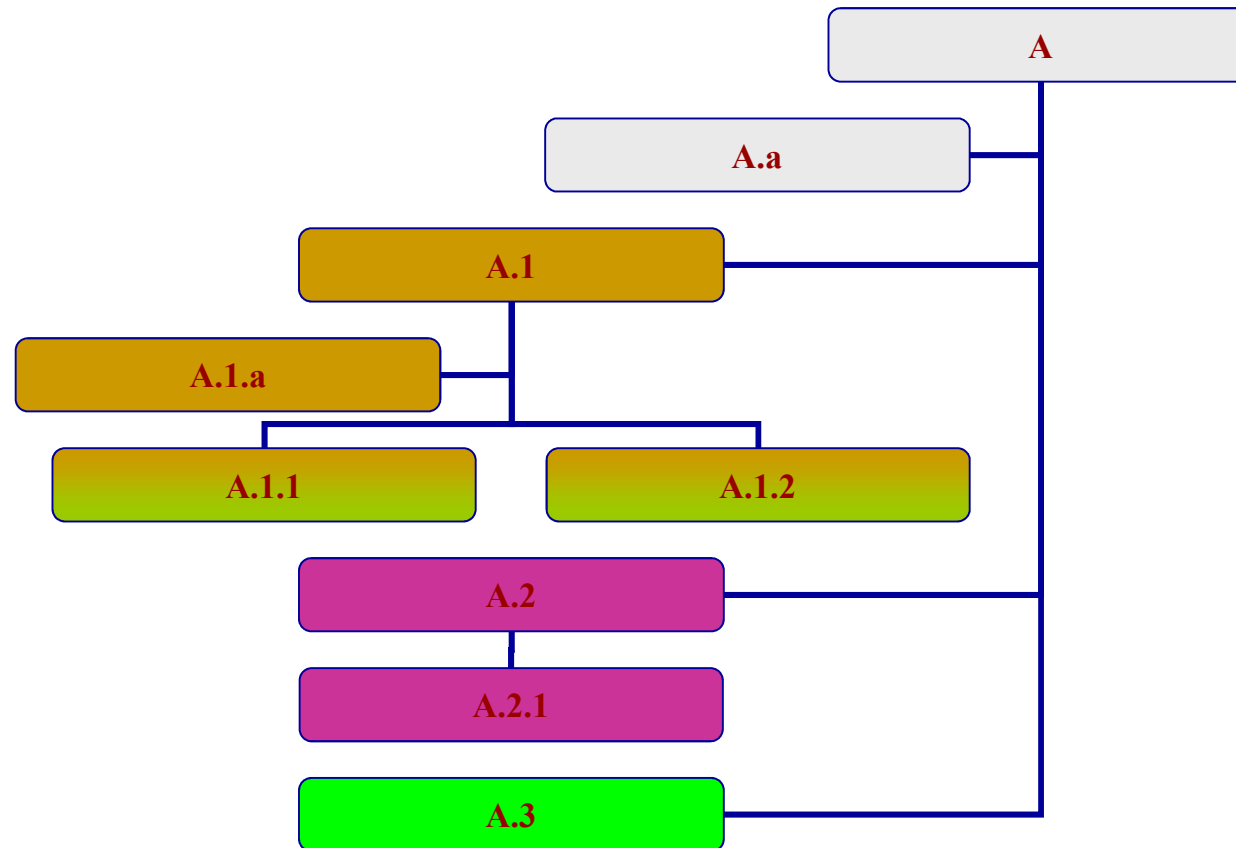
❖ ORGANIZATION CHARTS



NÍVEL \diamond LEVEL



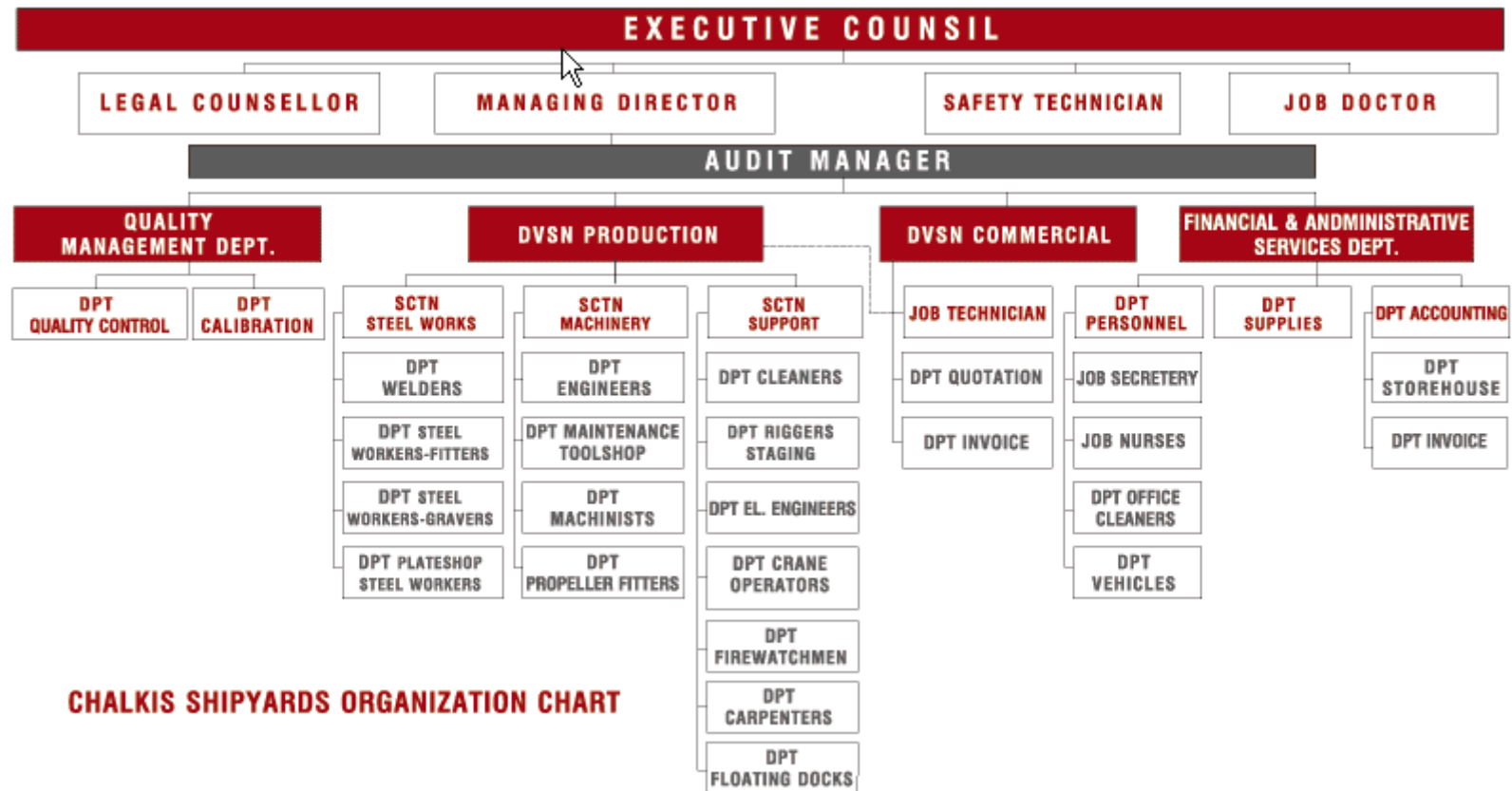
❖ DESIGN







ORGANIZAÇÃO E GESTÃO DE ESTALEIROS NAVAIS

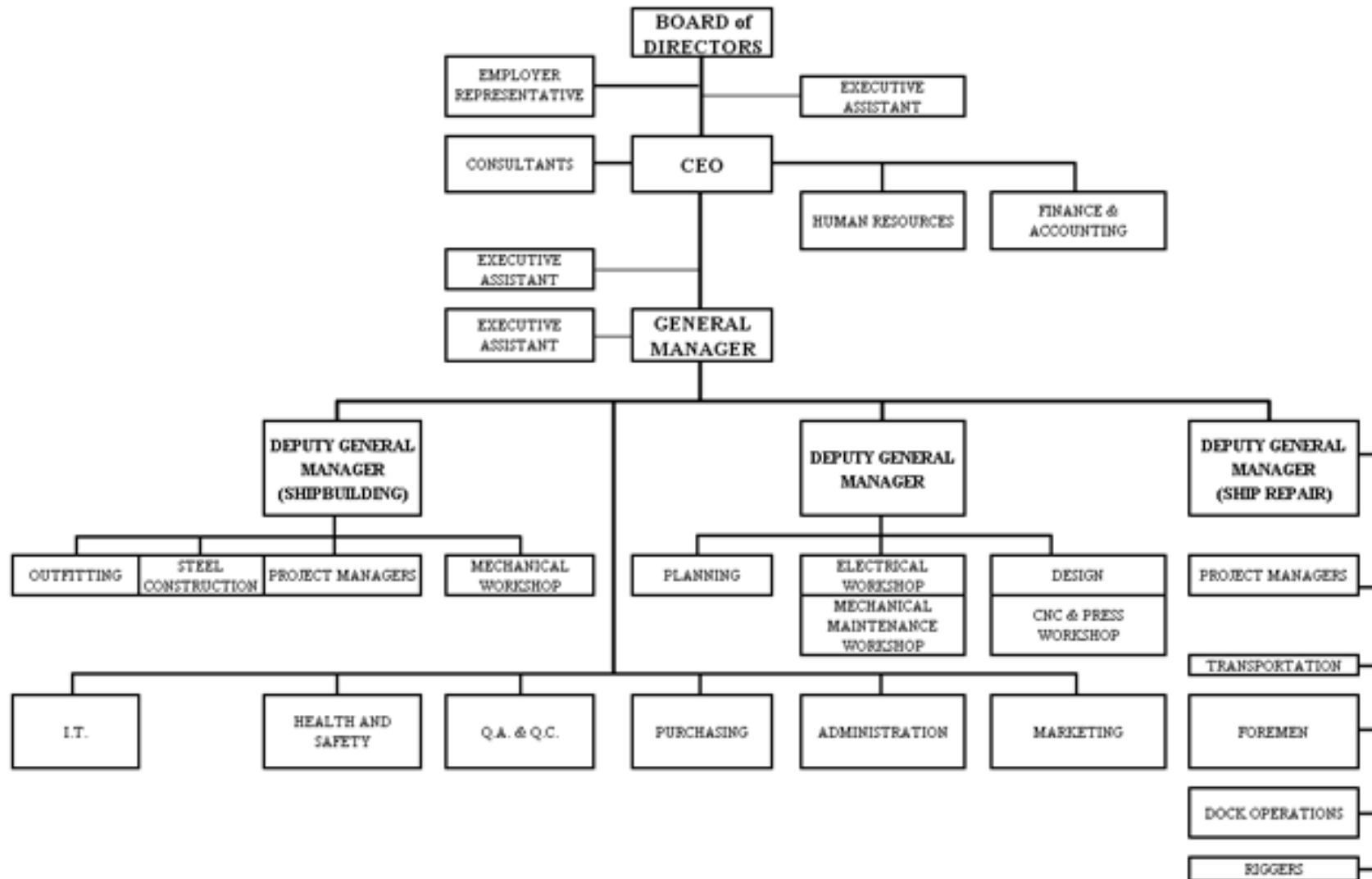


CHALKIS SHIPYARDS ORGANIZATION CHART



ORGANIZAÇÃO E GESTÃO DE ESTALEIROS NAVAIS

DESAN SHIPYARD

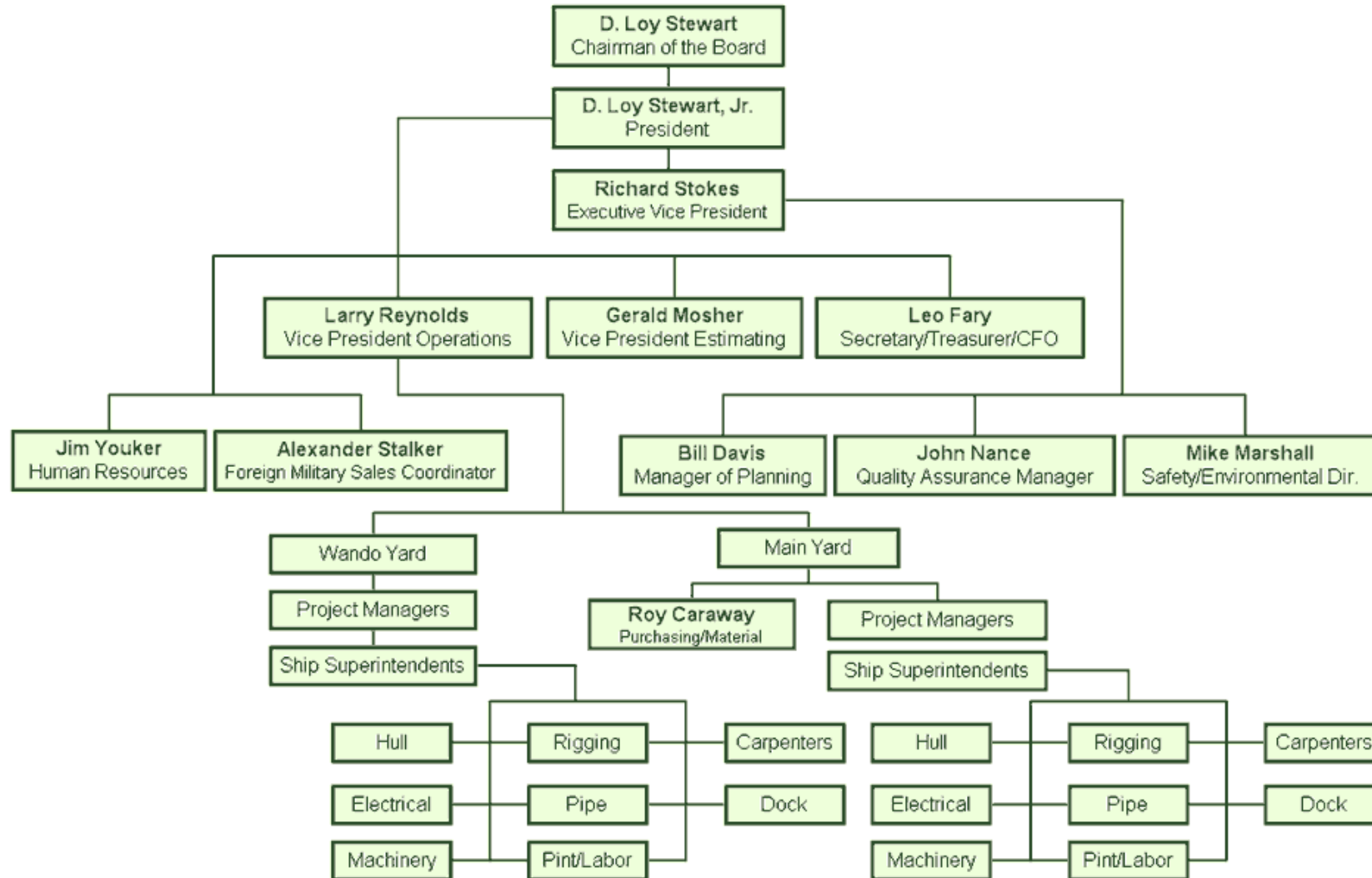




ORGANIZAÇÃO E GESTÃO DE ESTALEIROS NAVAIS

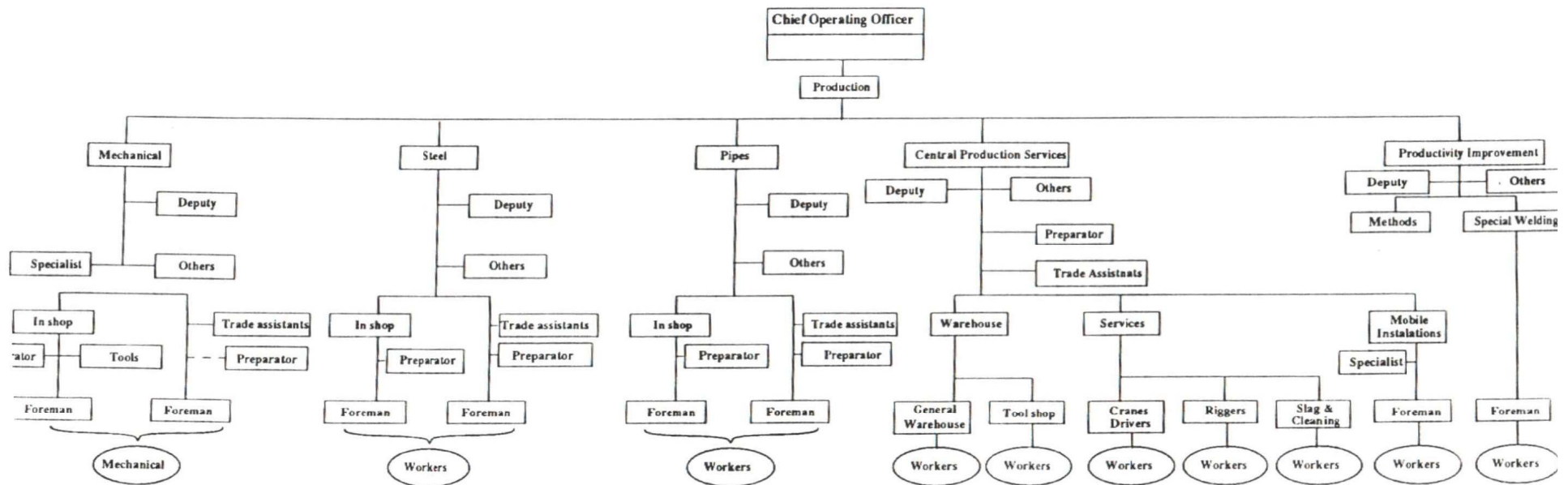
ORGANOGRAMA ESTALEIRO NAVAL

ORGANIZATIONAL CHART





ORGANIZAÇÃO E GESTÃO DE ESTALEIROS NAVAIS





❖ ORGANIZATIONAL PROCESSES

THE CHART GIVE US AN IDEA HOW THE COMPANY IS ORGANIZED, BUT DOESN'T TELL HOW IT WORKS

FOLLOWING ARE THE VARIOUS PROCESSES WHICH TAKE PLACE WITHIN THE ORGANISATIONAL STRUCTURES

- ❖ **LINKS**
- ❖ **COMMUNICATION**
- ❖ **GROUP BEHAVIORS**
- ❖ **LEADERSHIP**
- ❖ **COMMAND AND CONTROL**
- ❖ **POWER**
- ❖ **POLITICAL**
- ❖ **CONFLICT.**

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❖ LINKS

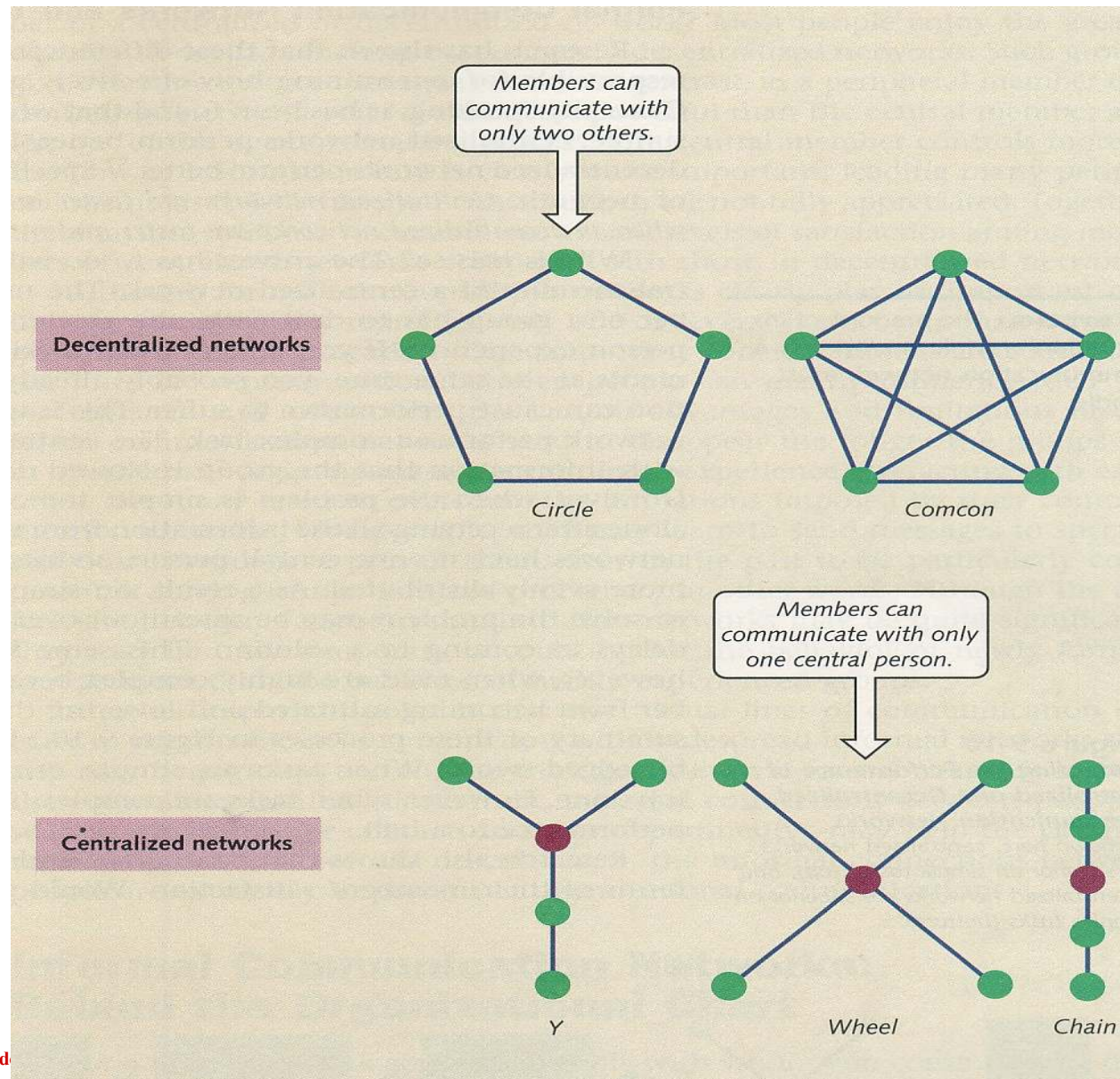
- ❖ THE LINKS CAN BE AN IMPORTANT VEHICLE TO GIVE FLEXIBILITY IN ORDER TO MAKE THE ORGANIZATIONAL PROCESSES, WITH FLUIDITY WHERE IS NECESSARY FOR THE INTEGRATION OF INDIVIDUALS AND GROUPS.
- ❖ WORKERS USING THEIR KNOWLEDGE ABOUT THE ORGANIZATION (**INFORMAL CONNECTIONS**), SOMETIMES THEY PERFORM TASKS IN LESS TIME, THEN IF THEY FOLLOW THE NORMAL LINKED STRUCTURE.
- ❖ WHEN USING THE "**INFORMAL CONNECTIONS**", FRIENDSHIP LINKS ARE ESTABLISHED IN A SUCH WAY THUS MAKING CONTACTS EASIER AND MORE FLUID WITHIN COMPANIES.

Ligações, Comunicação, Comportamentos de grupo Liderança, Comando e Controlo, Poder, Política, Conflito



ORGANIZAÇÃO E GESTÃO DE ESTALEIROS NAVAIS

LINKS STRUCTURES





❖ COMMUNICATIONS

- ❖ COMMUNICATION PROCESSES USED IN BUSINESS HAS A VERY STRONG EFFECT, ESPECIALLY IF THESE COMMUNICATIONS ARE CARRIED OUT THROUGH THE "INFORMAL LINKS" AND NOT THROUGH THE REGULAR AND FORMAL LINK CHAIN OF COMPANY
- ❖ NOWADAYS E-MAIL ENCOURAGES COMMUNICATION, BUT INHIBITS THE CONTACT, THE KNOWLEDGE AMONG PEOPLE AND THE HUMAN WARMTH THAT EMPLOYEES OF COMPANIES SHOULD HAVE.
- ❖ SOW SCOPE OF THE WORK

EVERY THING STARTS HERE



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❖ **GROUP BEHAVIORS**

- ❖ **ORGANIZATIONS ARE GROUPS OF PEOPLE WHO WORK FOR A COMMON GOAL. THE INTEGRATION TAKES PLACE WITHIN GROUPS AND THE DEGREE OF FORMALIZATION OF THIS PROCESS VARIES ACCORDING TO THE CONTEXT OF THE ORGANIZATION**

- ❖ **TO BETTER UNDERSTAND THE INFLUENCE OF GROUPS BEHAVIOR IN THE ORGANIZATION FIRST IT SHOULD BE UNDERSTOOD WHAT ARE:**
 - **FORMAL GROUPS;**
 - **INFORMAL GROUPS;**
 - **GROUP PROCEDURES.**

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❖ FORMAL GROUPS

- ❖ Are well defined groups created by organizations to achieve certain objectives. People are usually together with the same professions or related professions, to perform certain tasks and systems exist to direct, coordinate and control their activities.
- ❖ The structure, composition and size of these groups depend on a lot of tasks to perform and the more conventional organizations, **the Managers** has direct influence on the "content" of these groups.

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❖ INFORMAL GROUPS

- ❖ Are groups created by people who have a certain affinity in the organizations;
- ❖ It can be said that formal groups meet the needs of organizations while the informal meeting the needs of the people that belongs to that group;
- ❖ Organizations must prepare the work so that these groups work for the Organizations and not against them.

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❖ LEADERSHIP

The Bosses have 2 important roles related to:

- 1. WORK** - Must do all efforts to ensure that the tasks are performed
- 2. GROUP** - Must maintain effective relationship between him and the Group and between him and each elements of the group, in the sense of contributing to the good performance of tasks

❖ COMMAND AND CONTROL

The command and control within organizations is sometimes seen with great scepticism. Is more acceptable in organizations with high degree of decentralization and should be exercised in their bases.

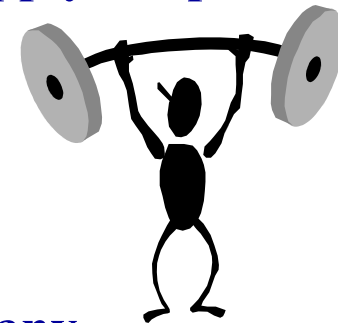
Ligações, Comunicação, Comportamentos de grupo Liderança, Comando e Controlo, Poder, Política, Conflito

❖ POWER

❖ Is the ability to exert influence in other individuals. Organizations exist to carry out business and in the processes to perform business the people (**managers, specialists**) or groups (**formal or informal and workers representatives**) directly or indirectly apply the power

❖ The power is clearly connected

- To the position in the organization
- The hierarchical level within the company



❖ The **Power** is always exercised in all levels.

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❖ POLITICS

- ❖ Politics and power are always connected and in organisations there is always someone who want to achieve power by legal means or not
 - a. Naively some individuals think that using political influence to achieve their objectives, they benefit the Organization and themselves,
 - b. Others are rational in your thoughts, don't mix politics with work,
 - c. And there are other groups that do not look the means to achieve the ends.

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❖ CONFLICT



- ❖ No matter how much you want to eliminate conflicts in an organization these are inevitable, because between the various competitive elements of the Organization, **works through agreements and commitments.**

Conflicts can be **horizontal** between elements of the same level or between **vertical** elements of hierarchical levels, above or lower.

- ❖ **Conflicts** that arise between individuals gives less problems that the ones between groups. Individuals can act alone and solve the problems, the same does not happen with groups, where their members **MUST ACCEPT THE NORMS, VALUES AND OBJECTIVES OF THE OTHER GROUPS.**

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❖ EVOLUTION OF ORGANIZATIONAL STRUCTURES

- ❖ A Company must be continuously reorganized so that it position to respond at changes in the business environment

The organizational structure can be divided into:


FUNCTIONAL

DIVISIONAL

MATRIX



❖ **FUNCTIONAL STRUCTURE** (TRADITIONAL CLASSICAL)

- ❖ For more than 2 centuries the structures based on **classical management** survived with organization charts of type of figure. 
- ❖ Employees within the functional divisions of an organization tend to perform a specialized set of tasks. This leads to operational efficiencies within that group. However it could also lead to a lack of communication between the functional groups within an organization, making the organization slow and inflexible.
- ❖ This organization chart, quite usual to the late 80s, begins to be inadequate with the event of new markets and the development of technological means, in particular computer and communication.





ORGANIZAÇÃO E GESTÃO DE ESTALEIROS NAVAIS

NÍVEL I ADMINISTRAÇÃO

ADMINISTRAÇÃO

NÍVEL II DIR. GERAL

DIRECÇÃO GERAL OPERACIONAL

DIRECÇÃO GERAL ADMINISTRATIVA

NÍVEL III DIRECÇÃO

DIRECÇÃO COMERCIAL

DIRECÇÃO TÉCNICA

DIRECÇÃO PRODUÇÃO

DIRECÇÃO PESSOAL

DIRECÇÃO FINANCEIRA

NÍVEL IV DEPARTAMENTO

MECÂNICA

CALDEIRARIA

TUBOS

NÍVEL V SERVIÇO

OFICINA

PREPARAÇÃO

PARQUE

NÍVEL VI SECÇÃO

CORTE

MONTAGEM

SOLDADURA



❖ **FUNCTIONAL STRUCTURE**

❖ **ADVANTAGES AND DISADVANTAGES**

❖ **Advantages**

- **Communications are vertical and well established;**
- **Ease to perform the functional budget, cost and technical control ;**
- **The specialties can be grouped together to exchange knowledge and responsibilities;**
- **Workers can be used in different projects;**
- **All projects benefit from the best state of the art of the functional units;**
- **Labor allocation flexibility;**
- **Easy control of the resources under the responsibility of the functional units;**
- **Rapid response to change, but dependent on the priorities given to the functional Managers.**



❖ **FUNCTIONAL STRUCTURE** (continuation)

❖ **ADVANTAGES AND DISADVANTAGES**

❖ **Disadvantages**

- **IF THERE ARE PROJECTS UNDER WAY THE WORKERS HAVE MORE THAN ONE RESPONSIBLE BOSS;**
- **THE COORDINATION BECOMES COMPLEX AND WEAK ADAPTATION FOR THE DECISION MAKING OF ADDITIONAL WORK;**
- **NOT CUSTOMER ORIENTED;**
- **THE ANSWER TO THE CLIENT'S NEEDS IS WEAK;**
- **THE "IDEAS" ARE FOCUSED ON SECTORS AND NOT IN THE PROJECTS.**



❖ **DIVISIONAL STRUCTURE**

Also called a "product structure", the divisional structure groups each organizational function into a division

30

- ❖ **The Divisional Structure by Product**, where it designs, manufactures and commercializes a product or a group of related products, this being the more generalized FRAMEWORK. The Hewlett Packard Company worked with this model since the 80s until the mid 90s

31

- ❖ **The Divisional Structure for Geographic Area**, organizations that are spread over a wide area may find advantages in organizing along geographic lines so that all the activities performed in a region are managed together.

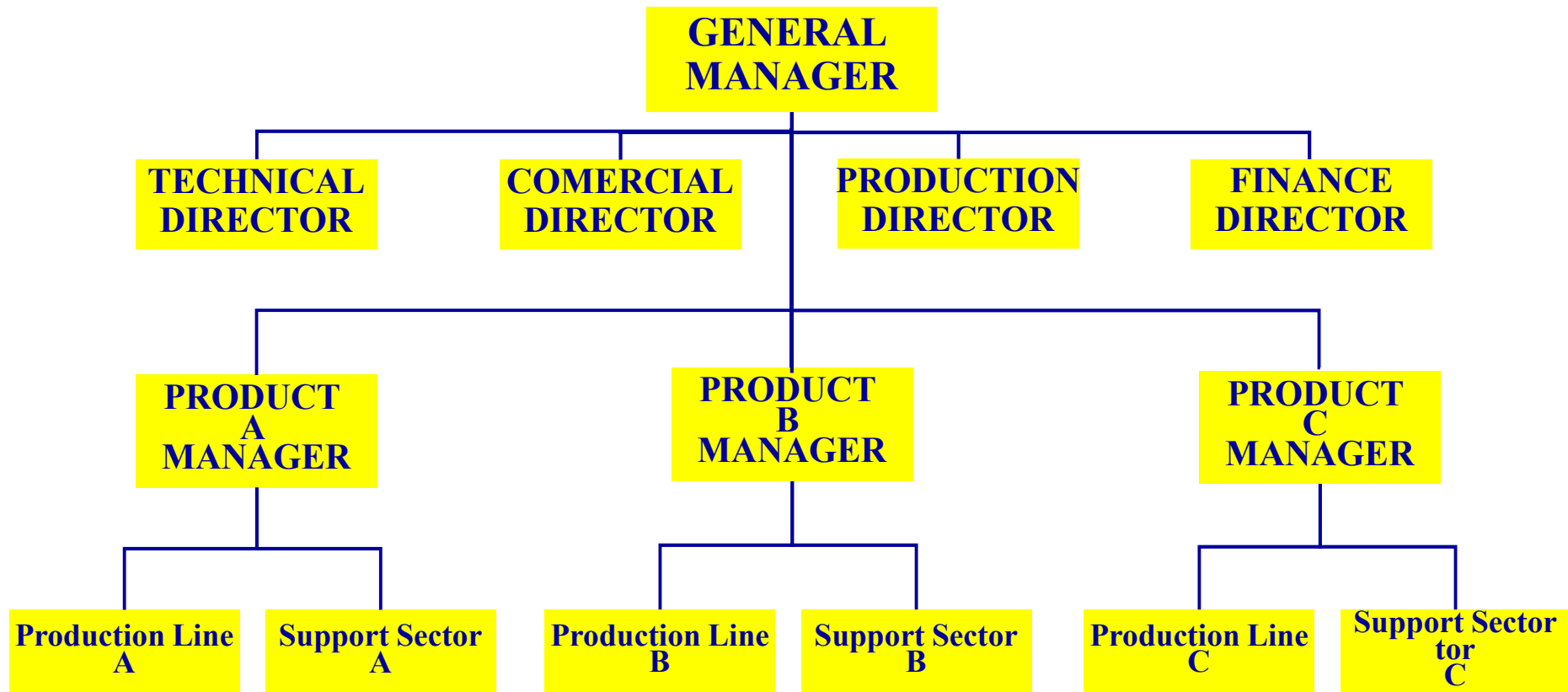
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- ❖ **The Divisional Structure by Client**, usually divided according to how customers use the products. Many authors advocate that such structure is ideal because it is focused on the client.

36



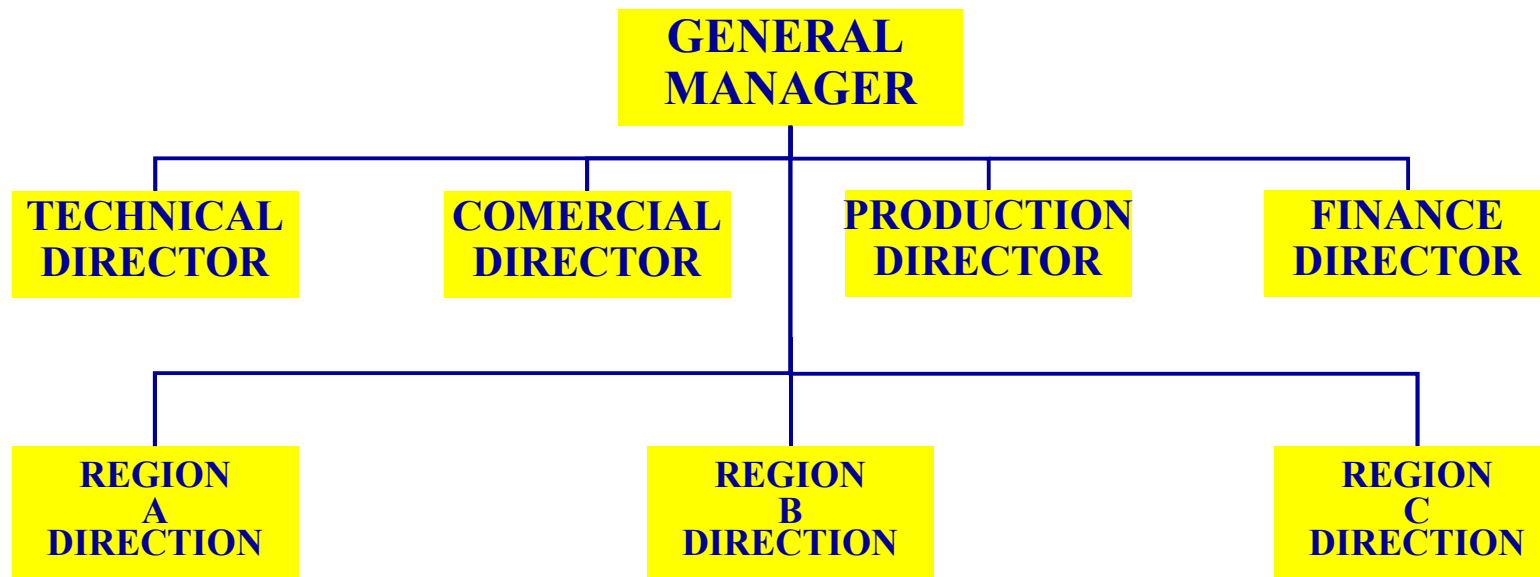
DIVISIONAL STRUCTURE BY PRODUCT



Directions support functionally the Product Managers



DIVISIONAL STRUCTURE BY GEOGRAPHICAL AREA

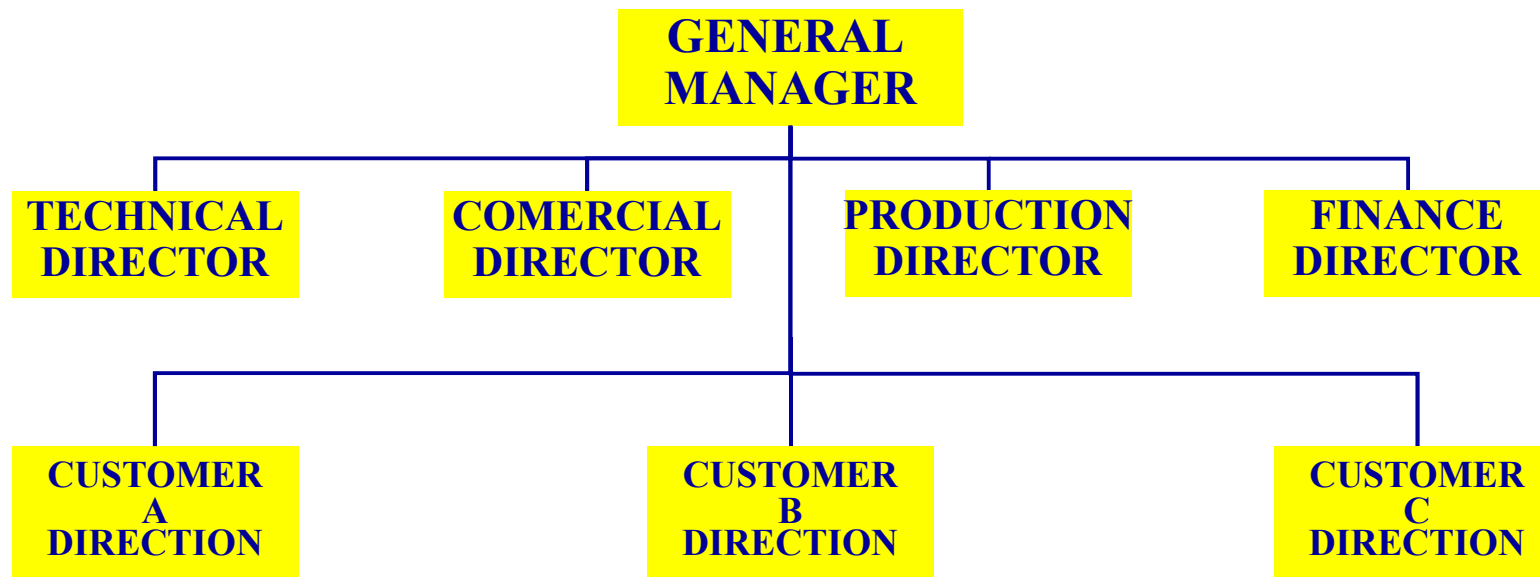


The Directors manage the business for each geographical area. The Functional Directors support the regions





DIVISIONAL STRUCTURE BY CUSTOMER



**Customer Directors manage the business for each client or group of clients.
The Functional Directors support the Customer Directors**



❖ MATRIX STRUCTURE

- ❖ This structure combines the advantages of Functional Structure with the Divisional and is ideal for business-driven projects such as: construction, ship repair and other related
- ❖ The project manager reports directly to the Head of the Functional Units, in this case the Director. As a project represents a business centre the project manager's authority comes directly from the operational Chief
- ❖ The project manager has the responsibility for managing the cost (**when and how much**), the Functional Manager is responsible for keeping the project within the technical standards (**where and how**)
- ❖ The creation of synergies through the sharing of responsibilities between functional units and project managers, is the basis of matrix organization.

❖ **Matrix Structure** (continuation)

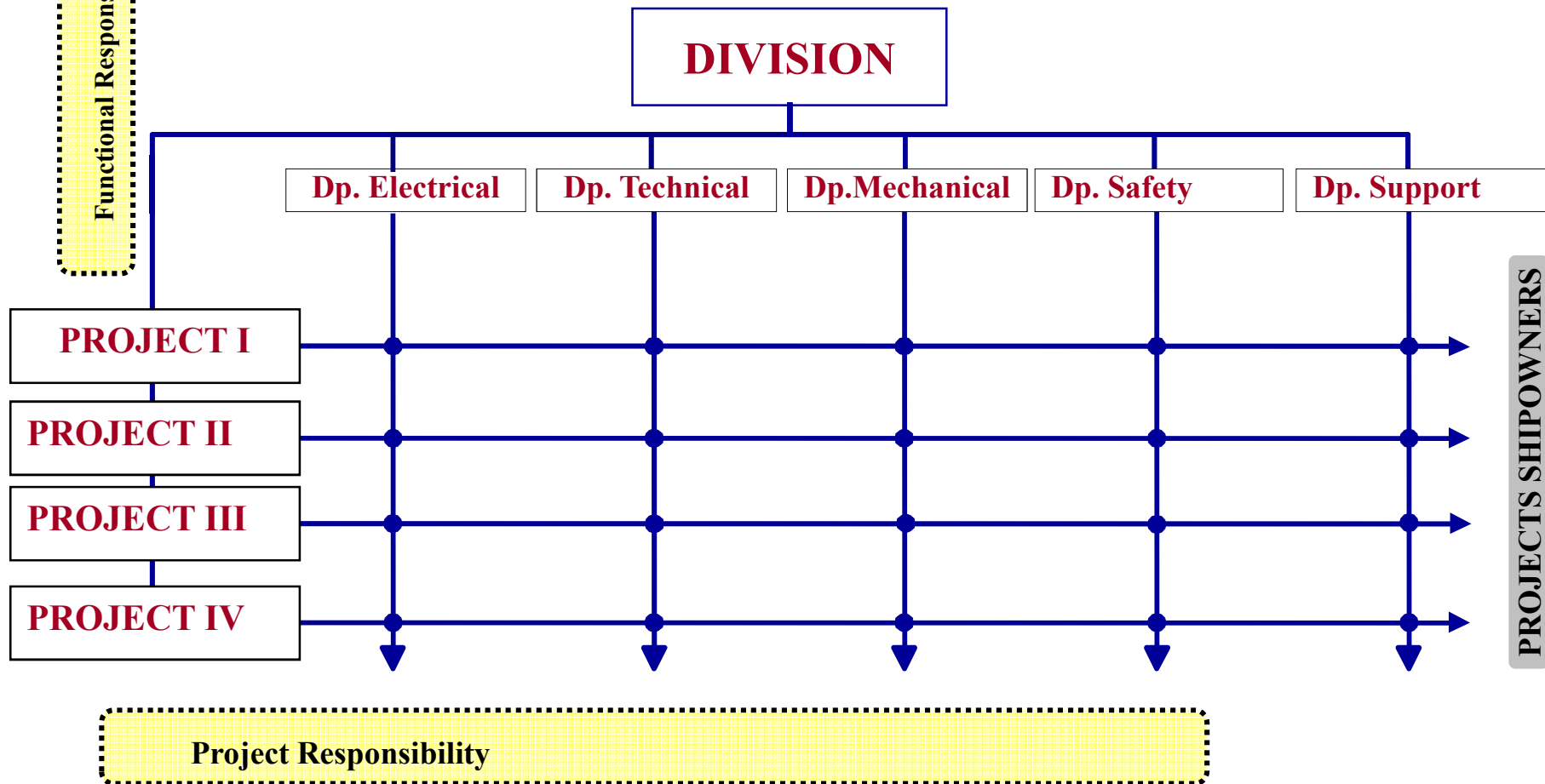
- ❖ **Before implementing a Matrix Structure the following issues must be put forward:**
 - **How do you create synergies, if part of the work is performed by functional units and by subcontractors?**
 - **Who decides which are the most important activities of the project?**
 - **How does the functional units are “conquered” for the objectives of more than one project?**

- ❖ **The answer lies in the way Project Managers and Functional Managers understand each other. For the project manager “his project” is the most important, to the Functional Manager “his organization” is always above any project.**





MATRIX STRUCTURE





❖ **MODEL CONSIDERED QUARRELSOME**

- ❖ **The Functional Managers control their sector resources, and the project manager shall exercise control of all costs;**
- ❖ **Workers are under two lines of authority, the **vertical, Functional Managers** and **horizontal, the Project Managers**.**
- ❖ **Merit awards, promotions and layoffs, are the responsibility of **F. M. (vertical authority)**, however the promotions on merit generally are carried out after recommendation of the **P.M. (horizontal)****
- ❖ **P.M. "blame" the F.M. of costs slippage, F.M. "blame" the P.M. for keeping the same delivery date even with systematic change of the work content (scope) and without anticipating additional work..**



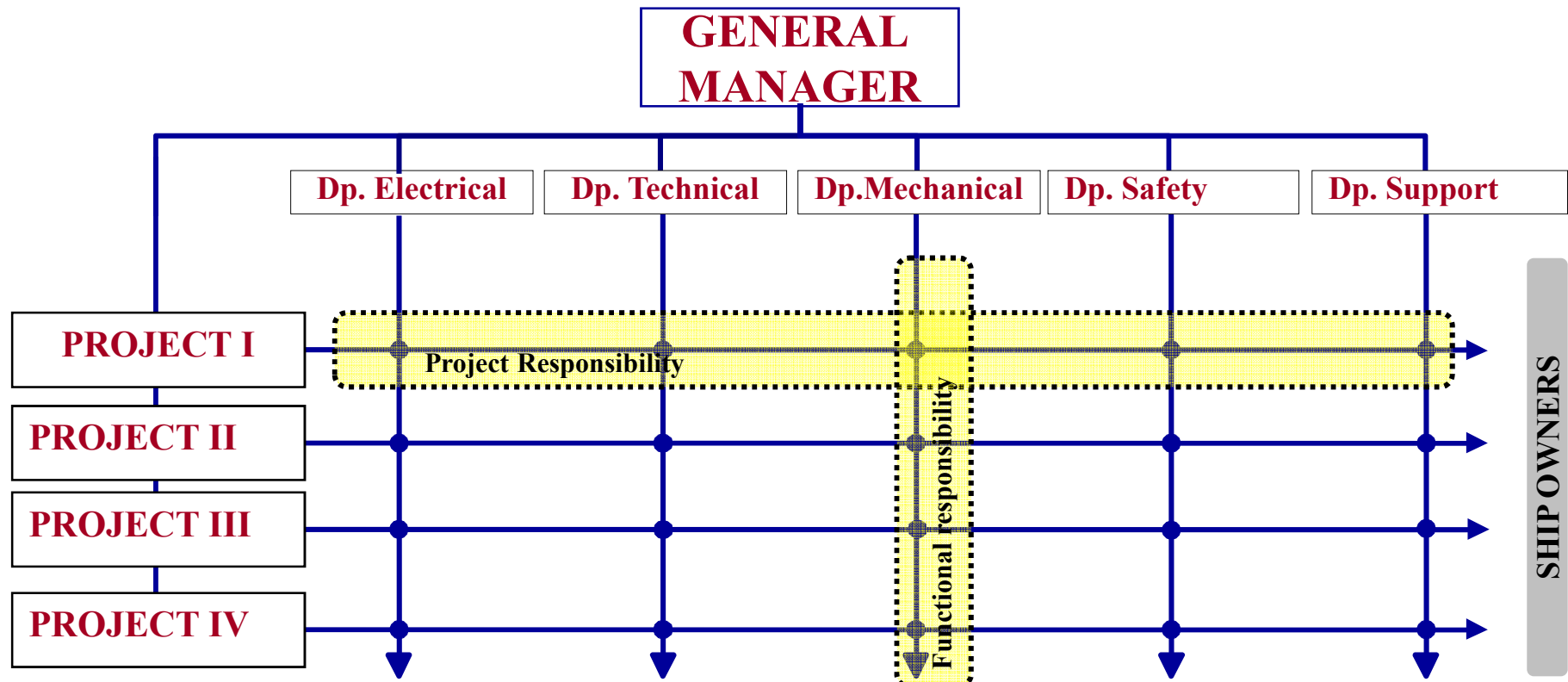
❖ FORMS MATRIX STRUCTURE

The Matrix Structure can have 3 different ways and each one represents a different degree of authority assigned to the Project Manager and the different forms are related with:

- a.** The size of the Shipyard;
- b.** When the projects are frequent and of short duration;
- c.** When the projects are technologically complicated and with tight deadlines;
- d.** When projects are multiple task and require different specialties;
- e.** When the reaction of the market is constantly changing.

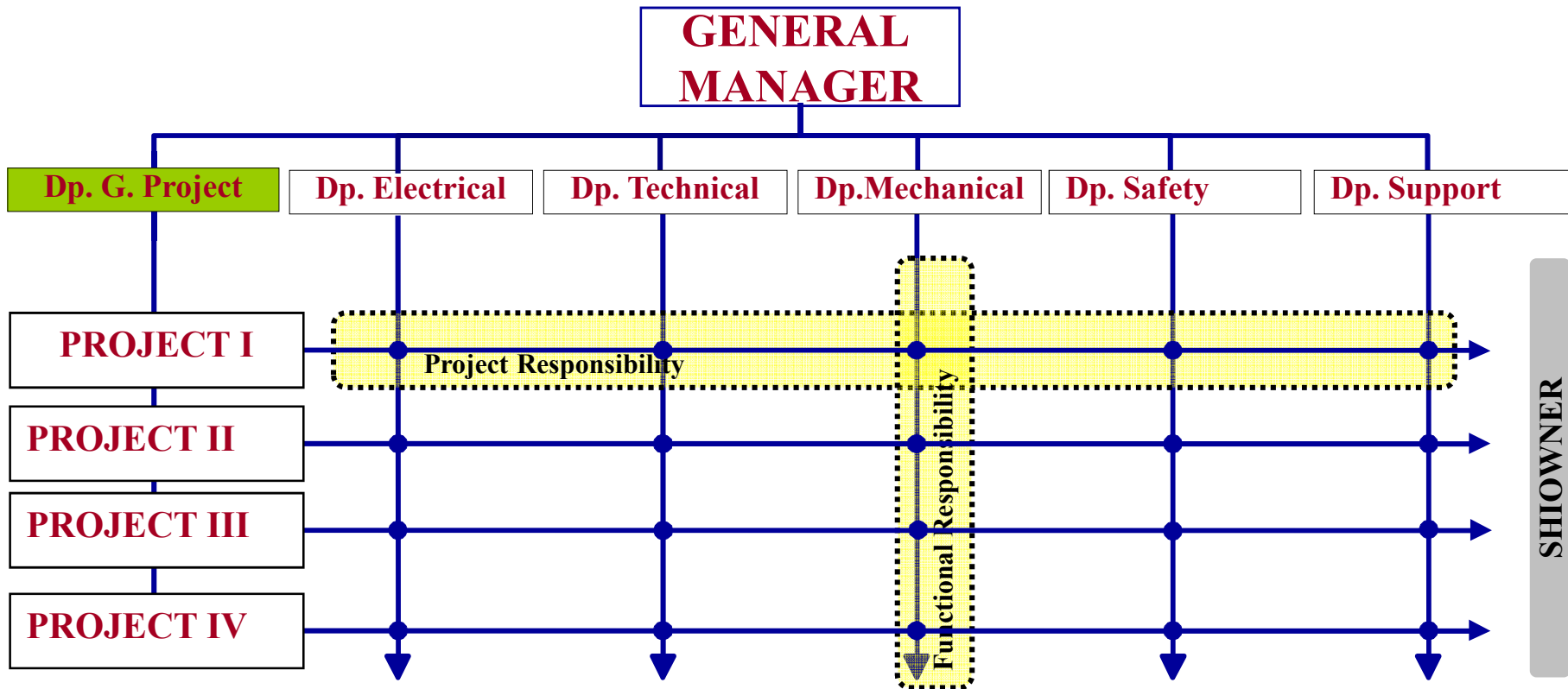


SMALL AND MEDIUM SHIPYARDS In this structure the Project Managers reports directly to the General Manager. This Organization Chart is ideal for small or medium-sized, assuming that the General Manager has time to coordinate operational activities and is the top of the pyramid in conflict resolution



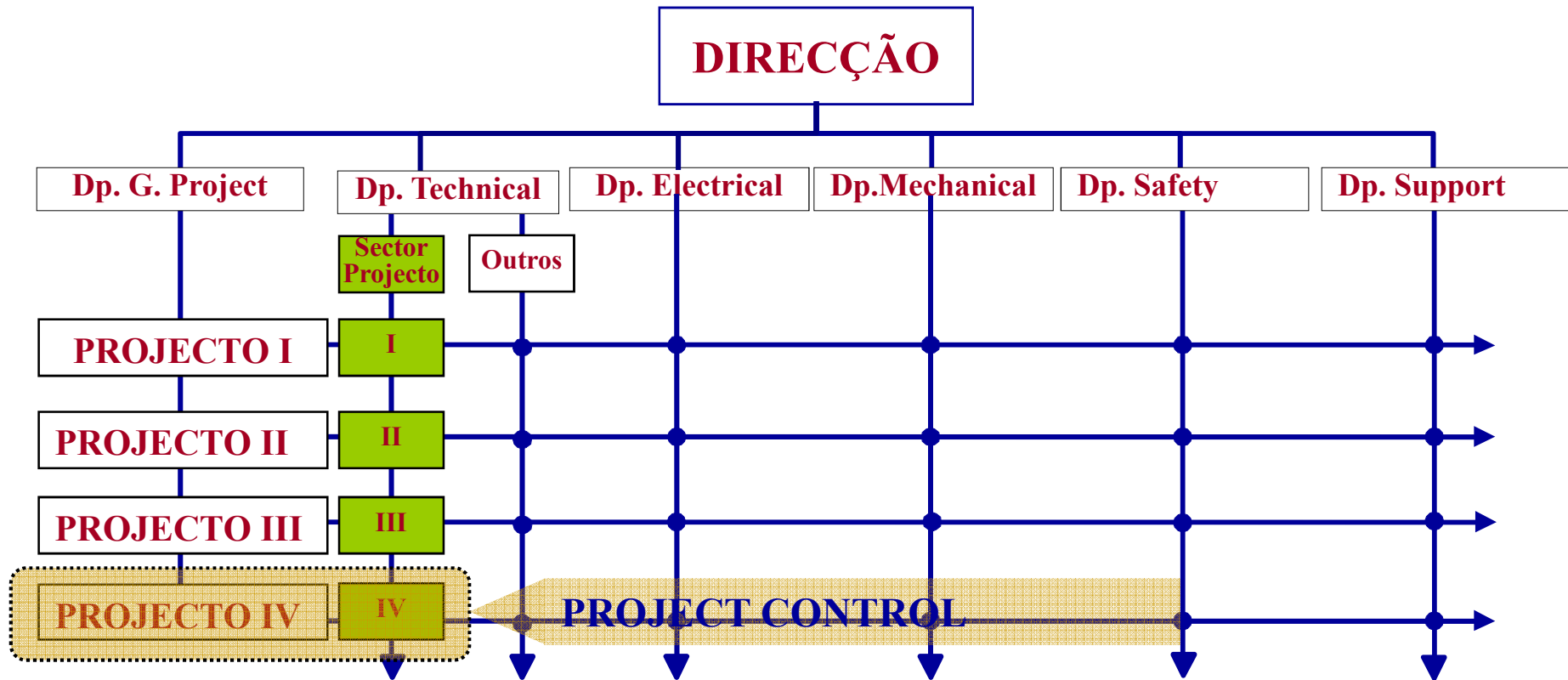


BIG SHIPYARDS- Shipyards with a large number of projects running at same time. The **role of a project management coordinator sector** must exist and be at the same hierarchical level of other functional units





COMPLETE CYCLE SHIPYARDS - Shipyards that perform the full project cycle where staff of the **technical support offices** are allocated directly to the project manager. These elements become Deputy Project Manager, but with the particularity of dependency of their Functional Manager too.





❖ **Matrix Structure**

Advantages e Disadvantages

❖ **Advantages**

- ✓ **The people who belong to the various functional units can be distributed through out different projects, leaving the company with low unemployment**
- ✓ **Functional managers have more spare time to devote themselves to state-of-the-art analysis of the sector and to the technical training resources**
- ✓ **Due to the authority that the project manager has to be able to manage the resources in your own project, the conflict with the other projects decreases.**
- ✓ **The project manager has the control over the project costs**
- ✓ **The procedures and policies can be applied independently to each project, provided they do not conflict with the organizational rules.**





❖ **Matrix Structure** **Advantages e Disadvantages**

❖ **Advantages**

- ✓ **Functional organizations exist to support projects**
- ✓ **Each worker, after the project is over and even during its execution, can return to his functional, unit not burdening the project with unnecessary costs**
- ✓ **The technical resources can be dismissed in accordance with the needs and priorities of the projects**
- ✓ **The conflicts that depend on the top management are easily solved**
- ✓ **There is a better balance between cost, time and performance**
- ✓ **The authority and responsibility is shared**
- ✓ **The stress that normally exists in the course of a project is shared by the team.**





❖ **Matrix Structure**

Advantages e **Disadvantages**

❖ **Disadvantages**

- ✓ **Information flows and multidimensional work**
- ✓ **Priorities with constant mutation**
- ✓ **Conflicts are latent and constant but with fast resolution**
- ✓ **The balance between the power of the project manager and the Functional Manager, must be frequently verified by higher hierarchy**
- ✓ **The resources they feel sometimes unmotivated because they receive information from two sources.**





ORGANIZAÇÃO E GESTÃO DE ESTALEIROS NAVAIS

JOB DESCRIPTION PROJECT MANAGER

Position:	Project Manager	Rank:	
Reporting to:	Project Management Director		
Tasks:	He manages the repair <ol style="list-style-type: none">1. Attends the internal kick-off meeting with Sales Executive and Trade Managers2. Supervision of the work planning and jobs preparation before vessel's arrival3. Attends the kick-off meeting with client4. Attends the daily production meeting5. Systematic Deviation Analysis6. Pricing of additional works7. Invoicing preparation8. Negotiation with Trade Manager man load availability9. Manages the relationship with superintendent/officers/surveyors/underwriters/representatives10. Identification works on board		
Objectives:	<ol style="list-style-type: none">1. Fulfill tender estimation or improve it2. Invoice finished on sailing date3. Repair finished on dead line4. Reduction of repair cycle time by 10% annually5. Reduction of dry-dock cycle time by 10% annually6. Minimum average sales volume in additional works 30% above tender7. Follow the Fixed Business Manager's Commercial Strategy during repair		
Responsibilities:	<ol style="list-style-type: none">1. Overall responsibility on the ship repair2. Cost control3. Corrective actions on deviations4. Relations with superintendent/officers/surveyors5. Delivery date6. Invoicing on date		
Competences:	<ol style="list-style-type: none">1. Development of work planning2. Approval of expenses above XXX PTE3. Approval of expenses > estimation4. Pricing on additional works5. Overview invoicing		
Subordinates:	Assistant Project Managers Project team during repair		
Signed:	
Date:	



ORGANIZAÇÃO E GESTÃO DE ESTALEIROS NAVAIS

JOB DESCRIPTION FUNCTIONAL MANAGER

Position: Trade Manager	Rank:
Reporting to: Production Director	
Tasks: <ol style="list-style-type: none">1. Coordinates the service activities according to objectives defined by the Head of Department2. Supports project management regarding delivery time of the vessel3. Defines priorities of workload4. Defines requirement of subcontractors for his trade and assists Project Manager / Solisapro in contracting5. Controls budget and costs of his service6. Defines investments in new equipment and technology7. Defines training of personnel in his service8. Plans resource distribution for holidays periods	
Objectives: <ol style="list-style-type: none">1. Improve productivity according to goals defined by Head of Department2. Train personnel by Lisnave Training Centre or external institutions and periodically re-train all personnel3. Reduce costs by productivity improvement, cost & budget control, employing improved methods and technologies4. Execute work by optimal employment of materials and resources	
Responsibilities: <ol style="list-style-type: none">1. Cost control in particular for overtime, materials, investments and maintenance2. Execution of work in given time frame3. Quality of work executed and materials used4. Over the personnel in his service	
Competences: <ol style="list-style-type: none">1. Allocation of personnel according to planning and work load2. Technical execution of work3. Training4. Wage increases and promotions according to guide lines of Director of Production5. Employment and dismissal of personnel in accordance with Personnel Department	
Coordinates:	



FIM