



Teacher guide

Organisational structure and teamwork – Capco

Where does the lesson fit?

This session would serve as an introduction to organisational structure in a people or human resources (HR) module.

Suggested resources & activities related to Capco and organisation structure and teamwork

- Full Capco case study
- Capco MP3 of case study
- Organisation structure and teamwork PowerPoint
- Capco crossword
- Capco word search

Suggested timings for the session

5 mins	Starter e.g. Capco word search
5 mins	Use the organisation structure and teamwork PowerPoint to discuss the topic
5 mins	Read the case study
10 mins	Questions
25 mins	Task – drawing up an organisation chart
10 mins	What have you learned?

Answers to questions

1. Define organisation structure?
Organisational structure refers to how the workers within a business are organised and how they relate to each other.
2. Describe the purpose of a matrix structure.
The purpose of a matrix structure is to draw together workers with a range of necessary skills, in order to complete a given project. Matrix teams tend to be fairly short term, being disbanded once the project is completed.
3. Analyse the factors that influence the effectiveness of teams in the workplace.
The factors influencing effectiveness of teams include:
 - The skills and abilities of the team members
 - The size of the group
 - The task to be undertaken



THE TIMES 100

BUSINESS CASE STUDIES

4. Evaluate whether a flat organisational structure is better than a tall structure for organisations like Capco.

On one hand:

- Capco's flat structure creates an innovative environment where employees share ideas a tall structure could make skilled and motivated workers feel stifled
- The flat structure allows employees to have freedom in decision making
- Tall structures can lead to poor vertical communication as there are so many intermediaries for information to pass through whereas Capco's flat structure creates open and honest channels of communication

However:

- Tall structures allow for a high level of control but this is not necessary in the entrepreneurial culture at Capco

What have you learned?

Expected learning is likely to include:

- Definitions of:
 - Organisation structure
 - Organisation chart
 - Hierarchy
 - Span of control
 - Chain of command
- Definitions, examples, advantages and limitations of:
 - Flat/Tall structure
 - Communication channels
 - Matrix structures
 - Teamwork
 - Formal and informal teams
 - Decision making within a team
- Reasons why different organisations adopt different structures