

Which Organizational Structure is Right?

By Leo Sun

When setting up a new business, you should pay careful attention to designing your company's organizational structure. This should be decided according to your company's size, industry, and aims. You should think of organizational structures as communication flowcharts. Poorly conceived organizational structures will result in sluggish, inefficient communication in which managers at various levels are required to deliver information to too many people for too many levels of approval. Well-designed organizational structures will produce efficient communication channels and encourage fast, clean decisions. Let's take a look at several of the most common forms of organizational structures.

Functional
The functional structure is most commonly used by most businesses. It's a top-down flowchart with a high-ranking executive at the top and multiple middle managers—such as the human resources,

marketing, accounting, and engineering department heads—all directly reporting to the top executive. These departments are managed separately from each other by the department heads, and they only answer to the top-level manager. The strength of this system is that it's easy to understand, and keeps businesses neatly compartmentalized. However, the weakness is glaring—if a weak, poorly organized executive is at the top, then cases where the right hand fails to talk to the left will occur, causing frustrating problems.

Product
A variant of the functional structure is the product structure, which is designed for larger companies. In this flowchart, a group of the highest executives sits at the top, while different products are separated into mini-companies. For example, a food products company might be split into beverages, snacks, dairy products, frozen dinners and condiments, with the managers of each segment reporting to the top. In this case, it won't matter if the right hand fails to talk to the left, since products don't depend directly on each other.



Customer
If your company offers services, such as healthcare, you can use the customer-based organizational structure. This is simply a variation of the product structure, in which the different

Small Business Exchange • Voice of Small, Emerging, Diversity-Owned Businesses Since 1984 [Click to read more](#)

Sub-Bid Requests

SMALL BUSINESS EXCHANGE NORTHEAST

SBE OUTREACH SERVICES

With over 1.6 million businesses in our active database—the country's largest non-public diversity database—SBE sets the professional standard for diversity outreach across the nation. For three decades, we have served small businesses, prime contractors, and agencies—with proven results.

Advertisements
Placed in various Small Business Exchange Northeast digital publications each month, and at www.sbenortheast.com

Fax, Email, and Postal Solicitations
Targeted mailings sent to businesses chosen according to your criteria

Live Call Center Follow-Up
Telephone follow-up calls using a script of five questions that you define

Computer Generated Reports
Complete documentation that will fit right into your proposal, along with a list of interested firms to contact

Special Services
Custom design and development of services that you need for particular situations such as small business marketing, diversity goal completion, and agency capacity building

Call for more information: 800-800-8534



SKANSKA Kiewit Posillico

SKANSKA KIEWIT POSILILICO JOINT VENTURE

IS SOLICITING COST PROPOSALS FROM NEW YORK STATE CERTIFIED M/WBE AND SDVOB SUBCONTRACTORS/VENDORS FOR THE

Long Island Railroad Expansion Project from Floral Park to Hicksville
MTA LIRR Contract No. 6240
Bid Date: July 20, 2017

Description of project:
The LIRR Expansion Project from Floral Park to Hicksville is a strategic component in Governor Andrew Cuomo's comprehensive plan to transform New York's vital transportation infrastructure while improving the economy, environment, and future of Long Island. The Expansion is decades in the making. Residents and commuters along the Main Line corridor have long sought a mass transit solution to reduce congestion, improve safety and the environment, and provide an appealing alternative to driving, with minimal disruption to existing services and without residential property takings. The new plan includes construction of a 9.8 mile third track between the Floral Park and Hicksville stations, the elimination of 7 grade crossings to improve safety and reduce road traffic, and upgrades to infrastructure, stations, and parking along the route.

Subcontracting opportunities include, but are not limited to:
Civil Work, Professional Services, Mechanical Work, Architectural Work, Metals, Electrical Work, and Design Services.

If you are interested in bidding on this project, please contact: info@skanskakiewitposillico.com

Shea McNally JV
BIDDING OPPORTUNITY
MBE/WBE/DBE Certified with the following certifying authority:

A DBE is a Disadvantaged, Minority, or Woman Business Enterprise that has been certified by an entity from which EPA accepts certifications as described in 40 CFR 33.204-33.205 or certified by EPA. EPA accepts certifications from entities that meet or exceed EPA certification standards as described in 40 CFR 33.202.

Inviting qualified contractors, specifically MBE/WBE/DBE firms certified/eligible as listed above, to contact Shea McNally JV (Prime Contractor listed below) regarding subcontracting services and material supply opportunities in connection with the upcoming tunnel and shafts project.

The Work under this contract is located in Long Island (Babylon), New York. The Work consists of:

Southwest Outfall Replacement, Capital Project No. 8108
Owner: County of Suffolk – Dept. of Public Works-Yaphank, NY
Capital Project No. 8108
BID DATE: June 29, 2017 at 11:00 AM

Opportunities to participate exist in the following specific areas of soil and rock excavation, hauling, excavation support systems, underground blasting, structural steel, engineering, survey, instrumentation and monitoring services, materials testing, demolition and site preparation, environmental investigation, utility relocation, paving, fencing and gates, geotechnical and structural instrumentation, slurry wall, cased auger shaft construction, secant piles, cast-in-place concrete structures, reinforcing steel, ground stabilization, rock-bolts, steel dowels, shotcrete, concrete finishing, waterproofing, service utilities, grouting, mechanical equipment – hydraulic, sluice & wear gates, electrical services, pest control, IT services, security, waste disposal, cleaning services, and security services.

Any business seeking to participate as a MBE/WBE/DBE in the Contract that is not currently certified DBE by the EPA and the requirements set forth above should review 40 CFR 33.204-33.205 or certified by EPA shown above to obtain current certification.

Shea McNally JV set up an FTP site where you can view all plans, specifications and addendums for your convenience. Please contact Steve Fiore at (909) 595-4397, Steven.Fiore@jfshea.com, to receive instructions on accessing the FTP Site.

Shea McNally JV
An EEO Employer
(J.F. Shea Construction, Inc. – McNally Tunneling Corporation)
667 Brea Canyon Road, Suite 22 • Walnut, CA 91789
909-594-0990 • 909-869-0827 (fax)
Attn: Dennis Poulton, Chief Engineer

Advertise in our digital **EXTRA**

weekly or whenever wherever to whomever you need to reach among agencies contractors diversity firms



Welcome SMALLVILLE NORTHEAST

Decca Paving, Inc.
Rochester, New York
www.deccapaving.com

J. F. White Contracting Co.
Framingham, Massachusetts
www.jfwhite.com

Scrub Clean Maintenance
Bronx, New York
www.scrubcleanmaintenance.com

Silverite Construction Company
Hicksville, New York
www.silverite.com

Sessler Wrecking Inc.
Waterloo, New York
www.sesslerwrecking.com

Diamond Security Service
Babylon, New York
www.diamondsecurityservices.com

NJ&C Associates
Carmel, New York
www.njcassociates.com

Skanska Koch
Carteret, New Jersey
www.usa.skanska.com

Lammy & Giorgio, PA
Haddon Township, New Jersey
www.lgarch.com

GCCOM Construction Company
College Point, New York
www.gccom.us

Railroad Construction Company
Paterson, New Jersey
www.railroadconstruction.com

SKANSKA

SKANSKA USA CIVIL

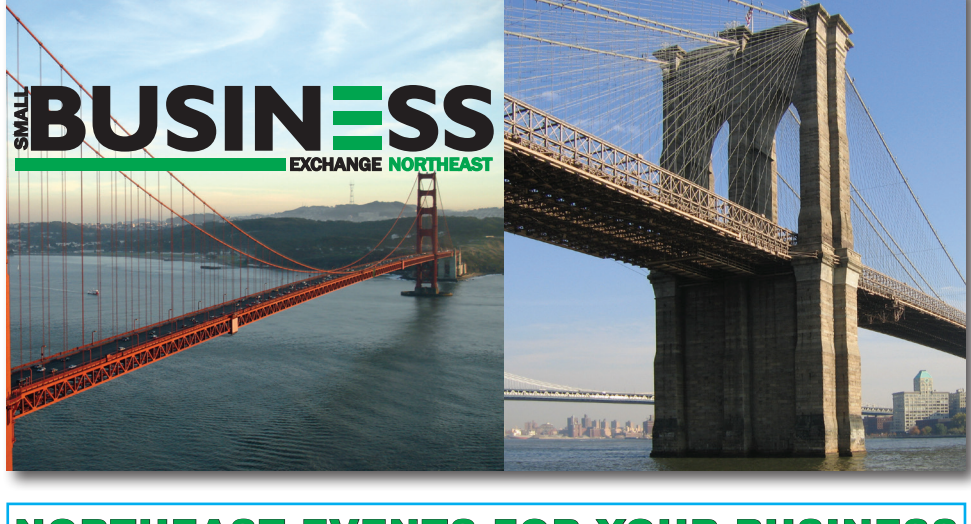
IS SOLICITING COST PROPOSALS FROM NEW YORK STATE CERTIFIED MWBE SUBCONTRACTORS/VENDORS

Morris Locomotive Shop and Employee Facility
MTA LIRR Contract No. 6241
Bid Date: June 2017

Description of project:
The LIRR intends to construct a new locomotive repair shop to replace the existing 125-year-old Morris Park Round House, which has outlived its useful life and is presenting an additional maintenance burden on operating resources. The new facility will be better equipped to maintain the LIRR's current fleet of diesel locomotives used in revenue service, as well as the fleet of diesel work locomotives. In addition, the project will provide new electrical service to the facility for lighting and shop equipment. The work shall include, but is not limited to: Shop Facilities—Front Shop Which Includes the Following: Four Service Tracks, One Release Track, Drop Table Tracks, and Inspection Pits.

Many bidding opportunities available.

If you are interested in bidding on this project, please contact Skanska's Outreach Coordinator: Matthew.DeGudicibus@skanska.com



NORTHEAST EVENTS FOR YOUR BUSINESS

2017

Create the Business Plan That's Right for You
Wednesday, June 28, 2017, 10:00 am–4:00 pm
Wells Fargo Bank, 150 East 42nd Street, Lower Level Conference Room, New York, NY
Main Sponsor(s): SCORE
Contact: 203-378-8664, 203-450-9484
Fee: Free; registration required

A business plan is not one size fits all—it depends on your business strategy, goals, and financial resources. As a rule, your small-business plan should be flexible and proceed through affordable steps. Take into account customer acceptance, revenue and cash-flow growth, and the market for the product/service itself. An effective plan includes a timeline for implementing your business model. This workshop will give you the tools to articulate your reasons for a business plan; develop achievable plans to deliver value to your customers; formulate your business model and goals; project financial needs and results; communicate your strategy to stakeholders (potential investors, partners, and lenders); encourage stakeholders to participate. SCORE, America's premier source of free and confidential small business advice for entrepreneurs and small businesses, is a nonprofit resource partner with the Small Business Administration.

SBA Summertime Morning Mixer
Thursday, July 13, 2017, 9:00 am–12:00 pm
Tip O'Neill Building, 10 Causeway Street, Auditorium, Boston, MA
Main Sponsor(s): Small Business Administration

Contact: David Polatin, david.polatin@sba.gov
Fee: Free; registration required
Get an edge partnering with business with public agencies, municipalities, large primes, and universities. Light refreshments served. Space is limited and you won't want to miss out! Marketing your products and services to decision-makers in the procurement and supplier diversity markets can be difficult. Learn how to put together a winning strategy, get connected to purchasers, and get certified. Learn how to partner instead of selling to leading buying officers. Understand the steps to take before winning a contract. Come for networking and meet small business liaisons. Meet representatives from United States Army Corps of Engineers, Environmental Protection Agency, Natick Army, Department of Transportation, General Services Administration, Procurement Technical Assistance Center, Harvard University, Mass Office of Supplier Diversity, Colt, City of Boston, and more.

Working in the Cloud, a Guide for Small Business Tuesday, July 18, 2017, 6:00 pm–8:00 pm
New Canaan Library, 151 Main Street, New Canaan, CT
Main Sponsor(s): Small Business Administration, SCORE Fairfield County
Contact: SCORE business mentor, 203-831-0065, score.fairfieldcounty@gmail.com
Fee: Free; registration required
It is estimated there are 6.4 billion Cloud connected things. Are you one of them? This revolutionary change in computing continues to change our small business way of life. In this workshop, we will review Cloud computing concepts and help you assess what Cloud offerings are right for your business.

