



**Concepts of Enterprise and Organizational Structures**  
 HROM 100  
 Unit 3  
 Organizational Management

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**Unit 3 – Organizational Management**

- Topic 1 – Organizational Structure
- Topic 2 – Organizational Units and Relationships
- Topic 3 – Organizational Units at Purdue
- Topic 4 – Org Units and Cost Centers
- Topic 5 – Jobs
- Topic 6 – Positions
- Topic 7 – Organizational Structure: a Summary
- Topic 8 – HR Roles in Organizational Management
- Unit 3 Summary




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**Unit 3 – Objectives**

After completing this module, you will:

- Describe the organizational structure of OnePurdue (at the org unit level)
- Define org units, positions and jobs
- Explain the concepts of relationships, attributes and inheritance
- Describe the role of HR in managing the organizational structure of OnePurdue




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## Organizational Structure

The **organizational structure** (organizational plan) defines the relationship between three levels of objects:

- Organizational units
- Positions
- Jobs

```

    graph TD
      OU1[Org Unit 1] --> OU1a[Org U 1a]
      OU1 --> OU1b[Org U 1b]
      OU1a --> Pos1[Pos 1]
      OU1a --> Pos2[Pos 2]
      OU1a --> Pos3[Pos 3]
      Pos1 --> Job1[Job]
      Pos2 --> Job2[Job]
      Pos3 --> Job3[Job]
      OU1b -.-> Dots[...]
  
```

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## Organizational Units and Relationships

Organizational units are the different administrative and business areas within the University.

They are created and link together into a multilevel hierarchical structure.

Once created, org units can be tied to other objects in a **relationship** that can be:

- One-way
- Reciprocal.

```

    graph TD
      BOT[Board of Trustees] --> President
      President --> Provost
      Provost --> CollegeA[College A]
      Provost --> CollegeB[College B]
      Provost --> CollegeC[College C]
      CollegeA --> Dept1[Dept 1]
      CollegeA --> Dept2[Dept 2]
      CollegeB --> Dept3[Dept 3]
      CollegeC --> Dept4[Dept 4]
  
```

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## Organizational Units at Purdue

```

    graph TD
      BOT[Board of Trustees] --> President
      President --> VP[VP]
      President --> VP2[VP]
      President --> VP3[VP]
      President --> VP4[VP]
      President --> VP5[VP]
      President --> VP6[VP]
      President --> VP7[VP]
      President --> VP8[VP]
      President --> VP9[VP]
      President --> VP10[VP]
      President --> VP11[VP]
      President --> VP12[VP]
      President --> VP13[VP]
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      President --> VP97[VP]
      President --> VP98[VP]
      President --> VP99[VP]
      President --> VP100[VP]
  
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### Organizational Units and Cost Centers

One of the most important relationships of an org unit is its linkage to a cost center:

- Cost centers are “cost collectors” that are created in the Controlling module of OnePurdue
- Cost centers are used to monitor costs and plan budgets
- A cost center may be assigned to an org unit or inherited from a superior org unit
- The cost center, along with a fund, is used as the default payroll account for its org unit




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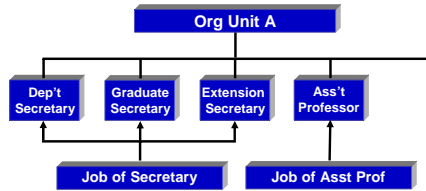
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### Jobs

Jobs are a classification of functions in an enterprise defined by the tasks and characteristics assigned to them.




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### Jobs

When jobs are created, specific values or **relationships** are defined for several key data parameters, including:

- Title
- Exemption status
- EEO
- AAP
- Pay grade
- Workers' comp
- Job group
- Job family
- Staff group
- Census Code




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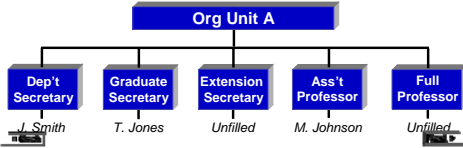
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## Positions

Positions are held by **persons** who accomplish the work and fulfill the responsibilities of an org unit:

- One org unit can possess many positions, but one position can be linked to only one org unit
- Positions must exist before personnel actions (such as hiring an employee) can occur
- Data on persons are maintained in the PA module




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## Positions

There are two types of positions:

1. One-to-one positions:
  - Held by only one employee
  - Position title is unique to the position and may be customized
  - Position type for clerical, service, admin/professional and tenured/tenure-track faculty




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## Positions

There are two types of positions:

1. One-to-one positions
2. Grouped positions:
  - Held by multiple employees
  - Position title is not unique: it defaults from the job title
  - Position type for graduate and undergraduate students, limited-term lecturers and other




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## Positions

Positions are created in specific places within the enterprise and personnel structures - that is, with specific values for:

- Company codes
- Personnel area and subarea codes
- Employee group and subgroup codes

Org Unit B

CC: PUR  
PA: Z040 WL  
PSA: Z001 Pay w/Benefits  
EG: B Clerical  
ESG: Z4 12 Month Nonexempt

Dep't Secretary

Graduate Secretary

CC: PUR  
PA: Z040  
PSA: Z001  
EG: B  
ESG: Z5 9Month Nonexempt

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## Positions

The enterprise and personnel structure values of positions:

- Subdivide employees into unique groups
- Are used by HR to execute payrolls, apply benefits and manage time entry accrual and quotas
- Are used by FICO to track employee costs

Org Unit B

CC: PUR  
PA: Z040  
PSA: Z001  
EG: B  
ESG: Z8

Dep't Secretary

Graduate Secretary

CC: PUR  
PA: Z040  
PSA: Z001  
EG: B  
ESG: Z5

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## Positions

When a person is placed in a position, he or she *inherits* its enterprise and personnel structure values:

- The default values are entered automatically in their HR master data records
- The default values can be changed if necessary

Org Unit B

CC: PUR  
PA: Z040  
PSA: Z001  
EG: B  
ESG: Z8

Dep't Secretary

Graduate Secretary

CC: PUR  
PA: Z040  
PSA: Z001  
EG: B  
ESG: Z5

J. Smith

T. Jones

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 **Positions**



When they are created, positions are linked to jobs and inherit the properties or **attributes** of those jobs:

- General required work skills and work duties
- Relationships (default values for key parameters)

In addition, positions are often created with:

- **Characteristics:** additional required skills and work duties that are specific to them
- Additional relationships



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 **Organizational Structure: A Summary**

The organizational structure of OnePurdue defines:

- What administrative and academic units exist and how they relate to one another (that is, which reports to which)
- What positions are related by the org units of the University, and what are their characteristics
- What jobs and general job attributes are related to those positions
- What position is held by an employee, and what are the required skills and work duties of that position-holder



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 **Organizational Structure: A Summary**

Org units, positions and jobs:

- Are stand-alone objects with their own characteristics and relationships
- Are created and maintained separately, but linked into a single structure with relationships
- Can be reported on as stand-alone objects or with their related objects



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### HR Roles in Organizational Management

- *Org Management Processors* create, maintain and display data on jobs and positions, and possess basic reporting capabilities
- *HR Compensation Analysts* create, maintain and display data on jobs and positions, and possess enhanced reporting capabilities
- *Org Structural Analysts* create, maintain and display data on org units, and possess enhanced reporting and configuration capabilities positions and jobs



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### Unit 3 – Summary

You can:

- Describe the organizational structure of OnePurdue (at the org unit level)
- Define org units, positions and jobs
- Explain the concepts of relationships, attributes and inheritance
- Describe the role of HR in managing the organizational structure of OnePurdue



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