

What are the two main families Westfield's group their divisions under?

- asset support and business management
- asset management and business support
- asset development and business maintenance
- asset monitoring and business development

How Westfield uses its organisational design to encourage a learning organisation?

Westfield Group has been the focus of both management and business support

Division	Business Unit	Business Unit
Asset Management	Asset Management	Asset Management
Asset Development	Asset Development	Asset Development
Asset Support	Asset Support	Asset Support
Asset Monitoring	Asset Monitoring	Asset Monitoring
Asset Maintenance	Asset Maintenance	Asset Maintenance
Asset Development	Asset Development	Asset Development
Asset Support	Asset Support	Asset Support
Asset Monitoring	Asset Monitoring	Asset Monitoring
Asset Maintenance	Asset Maintenance	Asset Maintenance

How Westfield's strategy and environment have influenced its structure

- Environment
- Dynamic Business Environment
 - Consumer Demand and Performance
 - Account for demographic, social and economic factors for each individual shopping center
 - Local consumer needs
 - Changing urban and suburban retail centers
 - Global

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Product - group employees based on major product areas in the organization (e.g., all footwear shops, all grocery stores)
Customer - group employees based on customers' needs and preferences (e.g., wholesale groceries)
Geographic - group employees based on location served (e.g., Australia, South Africa)
Process - group employees based on the basis of work or customer flow (e.g., leasing, payment)
 These forms are not sufficient as the same processes would be repeated by many different employees all over the world.

How can Westfield use its organisational design to encourage a learning organisation?

Westfield's organisational design is based on:

Can Westfield not only create but foster a learning organisation within its business?

If so, what are the key characteristics of a learning organisation?

Discussion Question #3

What is the most important aspect of the learning organisation?

- Organisational design
- Information sharing
- Leadership
- Organisational culture

Returning To Winning Performance: Designing Effective Structures, Systems And Processes

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References:

- Robbins, S., DaCruz, R., Coulson, M., and Womels, H. (2014). Management: The Essentials 2nd Edition, Pearson Education
 Westfield Labs (2014). Retrieved April 18th, 2014, from <http://support.westfield.com/about/>
 Senge, P. M. (1995). The Fifth Discipline: The art and practice of the learning organization. Performance - Instruction, 30(5), 37-37.

Does Westfield have an Organic or Mechanic organisational structure? Why?

Organic

- Strategy must be relatively fluid to adapt to consumer needs within different locations.
- Must be able to adapt to the dynamic environment.

Mechanic

- Formalized communication
- Centralized decision authority
- Rigid hierarchical relationships

Discussion Question #2

Does Westfield have an Organic or Mechanic organisational structure? Why?

Westfield's Organisational Structure

- Business support divisions:
 - Business support divisions
 - Business support divisions
 - Business support divisions
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- Business support divisions
- Business support divisions

Case Overview

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- Westfield Group largest retail property group in the world
- Handle every aspect of managing a retail property - designing and constructing to leasing
- Main source of revenue - rental income

Maximising revenue generated by retailers is key to Westfield's success.

Case Overview

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- Retail is a dynamic industry
- There is a continuously evolving mix of retail stores in Westfield complexes
- Growth of online shopping and social media presents challenges - Westfield's Labs Division

Discussion Question #1

Departmentalisation comes in many forms other than functional. What other forms of departmentalisation could The Westfield Group employ? Why are these efficient?

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Principles of organisational design that Westfield has used to develop its organisational structure

DEPARTMENTALISATION

WORK SPECIALISATION

CENTRALISATION - DECENTRALISATION

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Westfield's Organisational Structure

- two families of divisions: asset management and business support
- asset management division:
 - development, design and construction division
 - leasing and national shop openings division
 - property and facilities management division
 - centre management and customer service division
 - marketing division
 - sales division
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How Westfield's strategy and environment have influenced its structure

Strategy

- Strategy influences business structure and accounts for environmental aspects
- Defined roles and functions
- Specific goals of each 'family' can be achieved
- Competitive nature of the marketplace
- Provide consumers with a center that meets their needs

Learning organisation introduction

"The basic meaning of a 'learning organisation' is a organisation that is continually expanding its capacity to create its future" (Senge, 1995, pp. 14)

Therefore, the success of a learning organisation can be measured on its ability of...

...its employees to concentrate on business ventures throughout the entire business at whatever level of functional level (Dobson, 2010)

Diagrammatic representation of a Learning organisation (Senge, 1995)



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"Evolution and change are the words for shopping centre success."
 - Frank Lowy, Chairman

- a) asset support and business management
- b) asset management and business support
- c) asset development and business maintenance
- d) asset monitoring and business development

- Westfield uses dividend families in the form of asset management and business support

Need Assessment	Exercises/Project 1
Developing a Strategic Plan	Business Plan
Developing a Marketing Strategy	Business Plan
Developing a Financial Statement	Business Plan
Marketing	Business Plan
Finance	Business Plan
Human Resources	Business Plan
Legal	Business Plan
Insurance	Business Plan
Technology	Business Plan
Environmental	Business Plan
Other	Business Plan

Environment

- Dynamic Business Environment
- Consumer Need and Preferences
- Account for demographic, social and economic factors for each individual shopping center.
- Local consumer needs
- Maintaining union and cohesion with all centers globally

- Product** - groups employees based on major product areas in the organisation (e.g. all footwear shops, all grocery stores)
- Customer** - groups employees based on customers' needs and problems (e.g. wholesale, government)
- Geographic** - groups employees based on location served (e.g. Australia, Brazil, UK)
- Process** - groups employees based on the basis of work or customer flow (e.g. testing, payment)

These forms are all inefficient as the same processes would be repeated by many different employees all over the world.

With Westfield's organisational design in mind...

Can Westfield not only create but foster a learning organisation within its business?

If so, what are the key characteristics of a learning organisation?

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- Robbins, S., DeCenzo, D., Coulter, M. and Woods, M. (2014).
Management: The Essentials 2nd Edition. Pearson: French
Forest, NSW.

Westfield Labs. (2014). Retrieved April 18th, 2014, from <http://corporate.westfield.com/about/>

Senge, P. M. (1991). The fifth discipline, the art and practice of the learning organization. *Performance + Instruction*, 30(5), 37-37.

Westfield

- Business support division:
 - human resources, IT, research, legal and finance divisions
 - corporate affairs division
 - retail relations division
 - business development team
 - business improvement group

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