

Unit - III

Organising

Organisation :-

It's a mechanism / Structure which help the activities to be performed effectively. It is established for the purpose of achieving the business objectives.

The word Orgn. is derived from "Organism" which means an Organised body with connected inter dependant parts sharing common life.

Definition:-

According to G.R.Terry, " Organising is the establishing of effective behavioural relationships among persons so that they may work together effectively and gain personal satisfaction in doing selected tasks under given envt. conditions for the purpose of achieving some goal or objective

Nature of Organisation / characteristics

1. ⇒ Division of Labour:-

The total work can be divided into many parts for effective performance of the work. Each part to be completed by one person or group of persons.

2. ⇒ Co-ordination:-

Different persons are assigned different works in one Orgn. It implies that there is a need of Co-ordination among the Workers in an Orgn.

3. \Rightarrow Objectives :-

The objectives of the Orgn. should be defined clearly. The objectives cannot be achieved without the existence of a good Orgn. structure. In turn the Orgn. cannot exist without objectives for a long period.

4. \Rightarrow Authority - Responsibility Structure :-

An Orgn. means an arrangement of position of executives by adopting a rank system.

5. \Rightarrow Communication :-

Every Orgn. has its own Communication system and the methods. The success of mgt. depends upon the effective system of communication.

Importance of Orgn. :-

- 1 \Rightarrow Facilitate Administration
- 2 \Rightarrow Increase the Efficiency of mgt.
- 3 \Rightarrow facilitates growth & diversification
- 4 \Rightarrow Ensures Optimum utilisation of material & human efforts.

5 \Rightarrow Adoption of new technology.

6 \Rightarrow Encourages Creativity & initiative

7 \Rightarrow facilitates Co-ordination.

Classification of Organisation

On the basis of authority & responsibility assigned to the personnel to be classified under 2 types.

⇒ Formal Organisation

⇒ Informal Organisation

Formal Organisation

It represents the classification of activities within the enterprise, indicates who reports to whom and explain the vertical journal of communication which connects the chief executive to the ordinary workers.

Characteristics

- ⇒ It is properly planned
- ⇒ It is based on delegated authority
- ⇒ Organisational charts are drawn
- ⇒ Unity of Command is normally maintained
- ⇒ It provides for division of labour

Advantages :-

- * The definite boundaries of each worker is clearly defined / fixed
- * Overlapping of responsibility is easily avoided
- * It makes the Orgn. less dependent on one man
- * A sense of Security arises from classification of the task

Informal Organisation

It is an Org. structure which establishes the relationship on the basis of the likes & dislikes of officers without considering the rules, regulation & procedures.

Characteristics:-

- * It arises without any external cause
- * It is a Social structure formed to meet personal needs.
- * It has no place in the Org. chart.
- * It acts as an agency of Social control
- * Rules & tradition of informal Org. are not written but are commonly followed.

Advantages:-

- * It fills up the gaps & deficiency of the formal Organisation
- * It gives satisfaction to the Workers.
- * It's a useful channel of Communication

Disadvantages:-

- ⇒ It has the nature of upsetting the morality of the workers.
- ⇒ It acts according to mob psychology.
- ⇒ It's indirectly reduces the efforts of mgt. to promote greater productivity.

Delegation of Authority :-

According to Henry Taylor, "Authority is the right to give Orders & the power to exact obedience".

Characteristics:-

- ⇒ Basis of getting things done.
- ⇒ Legitimacy
- ⇒ Decision-Making
- ⇒ Implementation

Delegation:-

It is a process which enables a person to assign a work to others & delegate them with adequate authority to do it.

Elements of Delegation:-

- ⇒ Assignment of duties or Responsibilities
- ⇒ Delegation of Authority
- ⇒ Accountability

De centralisation :-

It means that each section has its own workers to perform activities within the department.

Advantages :-

- * Savings of time
- * Greater efficiency & output
- * Maintenance of secrecy.
- * Departmental loyalty.

Disadvantages:-

- * No proper division of work
- * Duplication of work
- * No standardisation
- * Heavy expenditure

Departmentation

→ The process by which similar activities of the business are grouped into units for the purpose of facilitating smooth administration at all levels.

Process

- ⇒ Identification of work.
- ⇒ Analysis of details of each work.
- ⇒ Description of the function of the Orgn.
- ⇒ Ensuring the functions
- ⇒ Fixing the scope of authority

Line & Staff Organisation Authority

The line officers have authority to take decisions and implement them to achieve the objectives of the Orgn.

Types of Staff

- ⇒ Personal staff
- ⇒ Specialised staff
- ⇒ General staff assistant

Job Design :-

It refers to the way that tasks are combined to form complete jobs. Job design is the process of determining the specific tasks to be performed, the methods used in performing these tasks & how the jobs relates to other work in the Organisation.

Objectives

Meeting the Requirements.

Meeting the needs of job holders.

Integrating the needs of job holder.

Methods of job Design

- ⇒ Job Rotation
- ⇒ Job enlargement

Human Resource Planning:-

It is a process of forecasting demand for, and supply of, the right type of people in the right ~~number~~ number.

Features:-

- ⇒ It is a Continuous process.
- ⇒ It includes planning & devlpmt of human resources.
- ⇒ It has a Systemic approach.
- ⇒ It is a predetermined Course of action.

Limitations

- * Expensive.
- * Resistance by Trade Unions
- * Rigid.
- * Not focused on Quality of HR

Recruitment :-

Discovering potential Candidates for actual or anticipated Organisational vacancies.

Process :-

Planning

↓
Determine the Vacancies

↓
Identifying the sources.

↓
Drafting Information for advertisement.

↓
Selecting the Suitable mode.

↓
facilitate Selection process .

↓
Evaluation & Control.

Sources of Recruitment :-

Internal

↓
Promotion
Job Rotation
Retention
Upgrading
Transfer

External

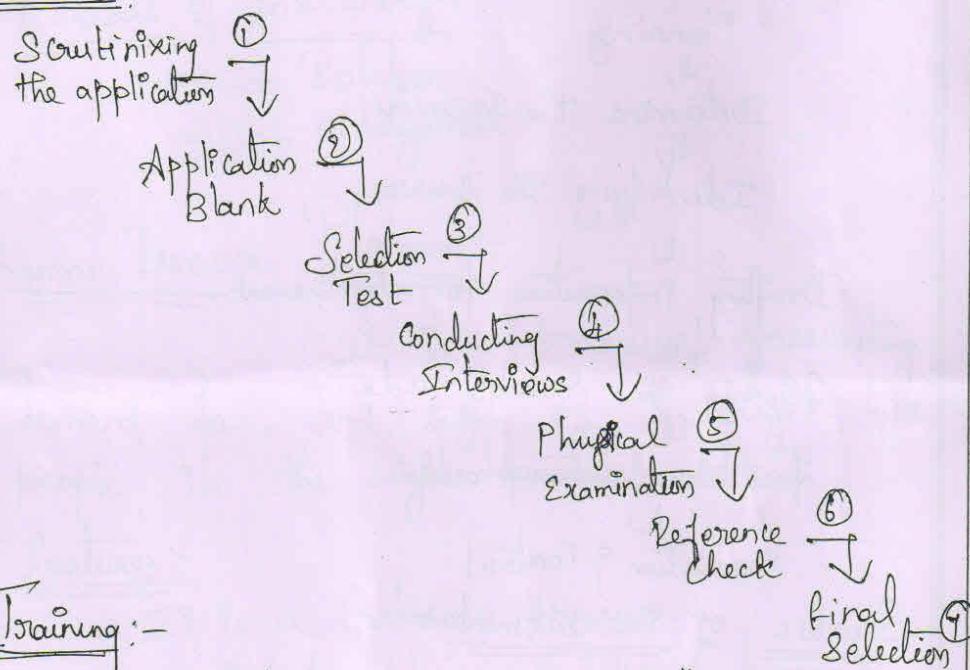
↓
Direct
Advertisement.
Walk-ins.
Campus.
e-Recruitment

↓
Indirect.
Deputation
Empl't agencies
Word of mouth
Outsourcing
Poaching

Selection

"The process by which candidates for employment are divided into two classes - those who will be offered employment and those who will not"
-Yoder.

Process



Training:-

It is a process of acquiring skills necessary to do the job. -Robert N. Lusier

Development:-

It is a process designed to impart learning experiences in order to help managerial employees acquire skills & competencies for future responsibilities.

Types of Training

On the job

Apprenticeship

Coaching

Brainstorming

Job rotation

Internship

Special assignment.

Off the job.

Role playing

In basket exercise

Case Study

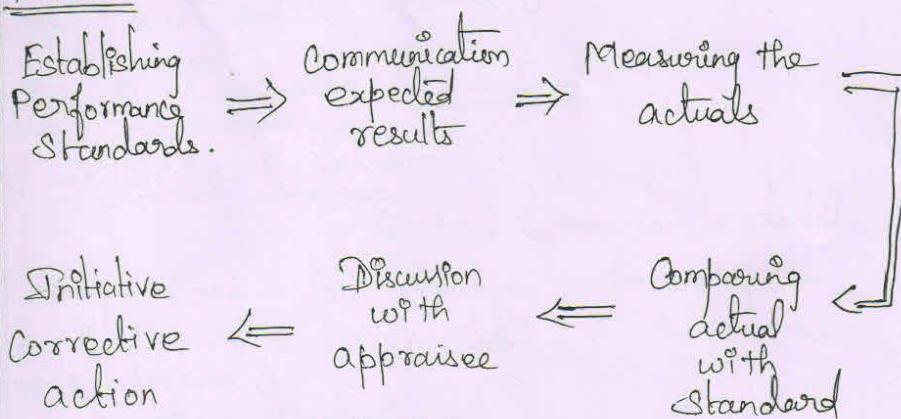
Management game

Performance Appraisal :-

"It may be defined as evaluating individual job performance as a basis for making objective personnel decisions"

— Robert Kreitner.

Process



Career Planning & development

It is a systematic process by which an individual decides his career goals & identifies the means for achieving them.

Career Dvlpt:-

It is the process by which an individual's career plans are accomplished.

Stages:-

Establishment stage

Advancement stage

Maintenance stage

Withdrawal stage