

UNIT III - ORGANISING

1. Define organizing.

Organising is the process of identifying and grouping of activities required to attain the objectives, delegating authority, creating responsibility and establishing relationships for the people to work effectively.

2. Mention any four characteristics of an organization.

- ❖ Common objectives
- ❖ Specialisation or Division of labour
- ❖ Authority of structure
- ❖ Group of persons

3. State the advantages of organization.

- ❖ Facilitate administration
- ❖ Increases the efficiency of management
- ❖ Facilitates growth and diversification
- ❖ Ensures optimum use of man and material resources

4. List out the steps involved in organization process.

- ❖ Determination of activities
- ❖ Grouping of activities
- ❖ Assignment of Duties
- ❖ Delegation of authority

5. Mention the three categories of span of management.

- ❖ Direct single relationship
- ❖ Direct group relationships
- ❖ Cross relation

6. What are the types of departmentation?

- ❖ Departmentation by numbers
- ❖ Departmentation by time
- ❖ Departmentation by Enterprise function
- ❖ Departmentation by Territory or Geography
- ❖ Departmentation by customers
- ❖ Departmentation by Equipment or process
- ❖ Departmentation by Product or service

7. Give a note departmentation by customers.

This type of departmentation is preferred when the needs of customers are different in nature. Some big organisation is providing special services to different of customer.

8. Define authority.

Authority is the right to give orders and the power to exact obedience.

9. List out the sources of authority.

- ❖ Formal authority theory
- ❖ Acceptance authority theory
- ❖ Competence theory

10. What is line authority?

Line authority is the direct authority which a superior exercises over a number of subordinates to carry out orders and instructions. In organisation process, authority is delegated to the individuals to perform the activities.

11. What is staff authority?

The relationship between a staff manager and the line manager with whom he works depends in part on the staff duties.

12. List the steps involved in process of delegation.

- ❖ Determination of result expected
- ❖ Assignment of duties
- ❖ Delegation of authority
- ❖ Creation of obligation or accountability

13. What are the steps to be followed in making staff works effective?

- ❖ Understanding authority relationship
- ❖ Making line listen to staff
- ❖ Keeping staff informed
- ❖ Requiring completed staff work
- ❖ Making staff work a way of organisational life

14. State the kinds of organizational charts.

- ❖ Vertical chart
- ❖ Horizontal chart or left to right chart
- ❖ Circular chart or concentric chart

15. Define staffing.

Staffing is the part of the management process which is concerned with the procurement utilization, maintenance and development of a large satisfied work force on the organisation.

16. Write any two roles of staffing.

- ❖ Effective utilization of skills and potential of the work force
- ❖ Development and maintenance of quality of work life

17. What is job analysis?

Job analysis is a detailed study of a job to identify the skills, experience and aptitude required for the job.

18. What is job design?

The job design is usually broad enough to accommodate people's need and desires.

19. What is job rotation?

Job rotation refers in the movement of an employee from the job to another .

20. Define recruitment.

B.Flippo defined recruitment as “the process of searching for prospective employees and simulating to apply for jobs in the organisation.

21. What is selection?

Selection is the process of finding out the most suitable candidate to the job out of the candidates attracted.

22. Write down the tests used in selection process.

- ❖ Aptitude test
- ❖ Intelligence test
- ❖ Psychomotor test
- ❖ Personality test

23. What is orientation?

Orientation refers to the activities involved in introducing the new employees to the organisation and its policies, procedures, rules, and regulations.

24. What is performance appraisal?

Performance appraisal evaluates the performance of worker also his potential for development.

25. What are roles of manager?

- ❖ Inter-personal role
- ❖ Information role
- ❖ Decisional role

UNIT 3 ORGANIZING**1. A) Explain the nature and purpose of organization. (Nov'06)****Definition of Organization**

Koontz and O'Donnell define organizing as "the grouping of activities necessary to attain objectives, the assignment of each grouping to a manner with authority necessary to supervise it, and the provision for co-ordination horizontally in the enterprise structure".

Nature of organization:

- Common objectives
- Specialization or division of labour
- Authority of structure
- Group of persons
- Co-ordination
- Communication
- Environment
- Rules and regulations,

Purpose of organization:

- Facilitate administration
- Increases the efficiency of management
- Facilitates growth and diversification
- Ensures optimum use of man and material resources.
- Facilitates co-ordination and communication
- Permits optimum use of technological innovations
- Stimulates creativity and initiative
- Facilitates development of managerial ability.

b) Explain the qualitative forecasting. (Nov'06)**Forecasting**

Process of predicting future conditions that will influence and guide the activities, behavior and performance of the Organization.

Def- "Forecasting is the formal process of predicting future events that will significantly affect the functioning of the enterprises.

Forecasting Techniques

Qualitative (use of Statistical tools) and Quantitative (employ human judgments to predict future).

Qualitative forecasting methods:

1. Jury of executive opinion,
2. Delphi method,
3. Consumer market survey,
4. Sales force opinion composite,
5. Scenario building,
6. Judgment decomposition.

2. A) Discuss the role of manager. (Nov'06)

The modern manager job is very complex and multi dimensions. Mintzberg has identified ten roles of a manager which are grouped into three categories.

➤ **Inter-Personal Role:**

1. Head of the organization
2. Liaison
3. Leader.

➤ **Informational Role:**

1. Monitors
2. Disseminator
3. Spokesman.

➤ **Decisional Role:**

1. Entrepreneurial
2. Disturbance handler
3. Resource allocator.

b) Explain the importance of performance appraisal on Human Resource Management. (Nov'06)

- Before on appraisal system the objectives should be communicated to all employees. The objectives may be promotion, pay increase, training and development.
- The raters should be carefully selected and trained. They must be familiar with the job and the person to be rated.
- Cordial relationship is essential between superiors and subordinates. The rating should be discussed with the person concerned. This will help him to know his strengths and weaknesses and what steps he should take to improve performance.
- Employees often feel feedback becomes threatening. The manager should realize that performance appraisal is not just a fault-finding system but it is meant for improving performance.
- Follow up is important for effective appraisal.

3. Discuss the merits and demerits of a line and staff organization.**(May'07)**

S.NO	Line Authority	Staff Authority
1	Right to decide and command	Right to provide advice,
2	Contributes directly to the accomplishment of Organizational objectives	Assist line in the effective accomplishment of Organization objectives
3	Relatively unlimited and general	Relatively restricted to a particular function
4	Flow downward from a superior to subordinate	May flow in any direction depending upon the need of
5	Creates superior and subordinate relation	Extension of line and support line
6	Exercise control	Investigates and reports
7	Makes operating decision	Provides idea for decision
8	Bears final responsibility for results	Does not bear finalresponsibility
9	Doing function	Thinking function
10	Provides channel of communication	No channel of communication is created

4. List the functions of staffing in HRM. Discuss in detail the steps involved in a selection of human resources. (May'07)

Functions of staffing:

- “Staffing is a function of all managers or it is to be performed by

specialized department known as personnel department.

- “Personnel department which is being changed to human resources department.
- “Staffing can be equated with HR management as both have the same objectives.

The steps involved in a selection of human resources:

1. Recruitment:

Recruitment is defined as" a process to discover the source of man power to meet the requirements of the staffing schedule and to employ effective measures for attracting that manpower in adequate numbers to facilitate effective selection of an efficient work force".

Source of Recruitment:

The sources of recruitment may be classified in to

(1) Internal sources

(2) External sources.

Internal sources:

- Present permanent employees.
- Present temporary/casual employees.
Retired employees.
- Depends of deceased, disabled, retired and present employees.

Merits of internal sources:

- Internal recruitment can be used as a technique of motivation.
- Trade unions can be satisfied.
- Employees become loyal to the enterprise.

External sources:

- It includes Educational and Training Institutes.
- Private Employment Agencies
- Public Employment Exchange
- Casual applications.

Merits of External sources:

- The suitable candidates with knowledge, talent, skill etc. are generally available.
- Latest knowledge, skills and creative talent can be brought into the organization on.

2. Selection:

The selection procedure is the system of functions and devices adopted in a given company to ascertain whether the candidate's specifications are matched with the job specifications and requirements.

Selection process:

- Screening of applications,
- Selection tests,
- Preliminary interview,
- Reference check,
- Medical Examination,
- Final interview,
- Approved by appropriate authority,
- Placement.

Interview:

Interview is the most widely used technique of employee selection.

Employment interviews can be divided into three categories.

Types of interview:

- ✓ Preliminary interview,
- ✓ Core interview,
- ✓ Decision making interview.

Preliminary interview:

- ✓ Informal interview,
- ✓ Unstructured interview

Core interview:

- ✓ Background informal interview,
- ✓ Formal and structured interview
- ✓ Stress interview,
- ✓ Group interview,
- ✓ Panel interview,
- ✓ Depth interview.

Decision making interview:

In this interview interviewer examines the interest of the candidate in the job, carrier planning, promotional opportunities, work adjustment etc. the personnel manager interviews the candidates acceptance regarding salary, allowances, benefits, promotions etc. the interviewers jointly inform their decisions to the top management who finally make the decision of the candidates performance and their ranks in the interview.

Tests:

A test is an instrument to measure selected psychological factors. The tests may be classified in to various types.

1. Aptitude test,
2. Intelligence test,
3. Psychomotor test,
4. Personality test.

5. Bring out the factors affecting centralization! Decentralization. Also highlight the merits and demerits of centralization and decentralization with examples. (May'08)

Centralization and decentralization refer to the location of decision - making authority in an organization. Centralization means that the authority for most decisions is concentrated at the top managerial hierarchy whereas 'decentralization' requires such authority to be dispersed by extension and delegation through all levels of management. Actually, these different degrees of delegation of authority.

Louis A. Allen has defined both the terms as, "centralization is the systematic and consistent reservation of authority at central points within an organization. Decentralization applies to the systematic delegation of authority in an organization-wide context".

Centralization and decentralization are opposite but relative terms because every organization contains both the features. There cannot be absolute centralization and absolute decentralization in practice. In case of having absolute centralization, each and every decision is to be taken by top level management. But practically, it is not possible, some decentralization, there is no control over the activities of the subordinates which is also not practicable. Therefore, effective decentralization of

authority requires a proper balance between dispersal of authority among lower levels and adequate control over them.

Advantages of Decentralization:

- It reduces burden of the management so that it can focus more attention and strategic management.
- It encourages decision making and assumption of authority and responsibility.
- It facilitates growth and diversification in the organization.
- It enables the department staff members to complete work early.
- It facilitates setting up of profit centers.

Disadvantages of Decentralization:

- It is difficult to have a uniform policy and procedure.
- There is an increase in complexity of coordination of decentralized organizational units.
- If it is not followed properly, decentralization will create chaos in the organization in the absence of proper control.
- There is a possibility of duplication of work.
- It may be limited to external factors like trade labour unions, government control, tax policies, market uncertainties etc.

Making decentralization effective:

- Central top policy,
- Appreciation of concept of decentralization,
- Development of managers,
- Competition among units,
- Open communication,
- Effective co-operation.