19MEEC1015-PRINCIPLES OF MANAGEMENT

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Organizing

Nature & Purpose of Organizing, Organization Structure, Formal and Informal Organization

Subject: Principles of Management

Unit: 3

Lecture:1

organizations…

▸ Pervades all important phases of man's life

▸ Satisfy and sometimes frustrate different kinds of human needs

▸ Help managers to work effectively

Organizing means...

▸ Identification and classification of required activities

▸ Grouping of activities for attaining objectives

▸ Assignment of each group to a manager

▸ Determining the span of management

  ▸ "Organization – A formalized intentional structure of roles or positions"

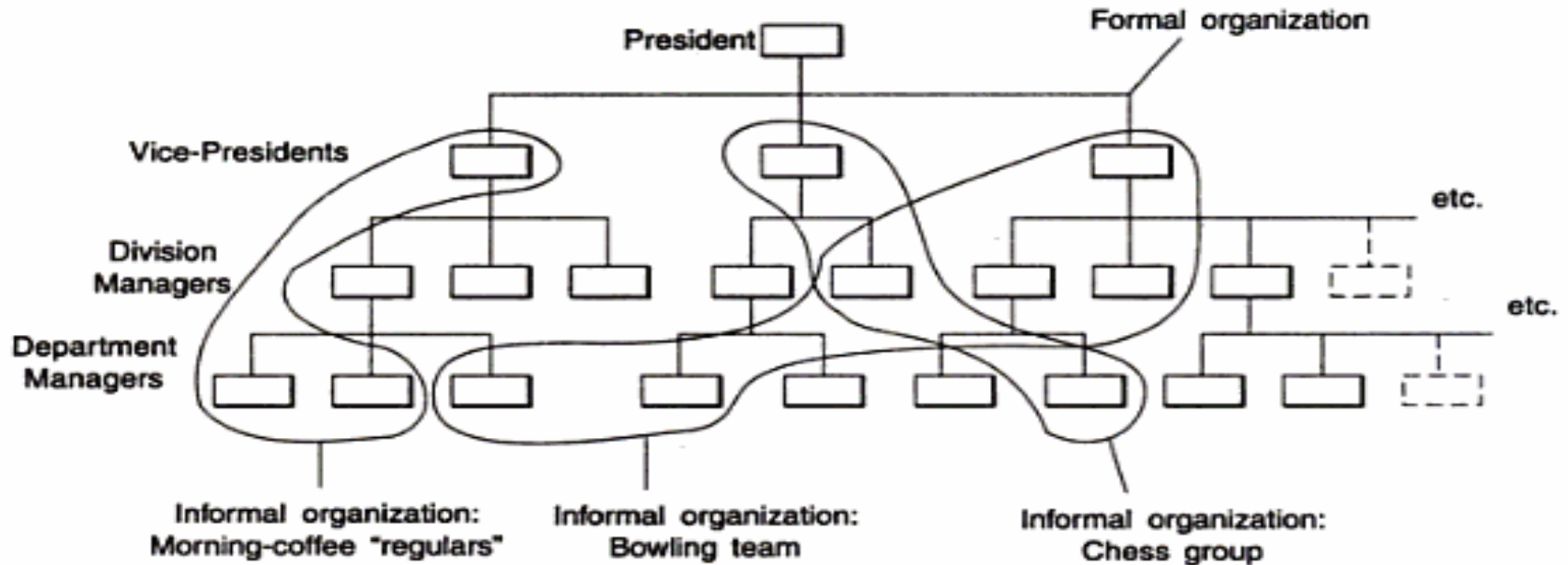# Formal and Informal Organization

- Formal Organization
    - Intentional structure of roles in a formally organized enterprise
    - Flexible
    - Contributing to group goals

- Informal Organization
    - Network of interpersonal relationships that arise when people associate with each other
    - Joint personal activity contributing to joint results

Organization Chart
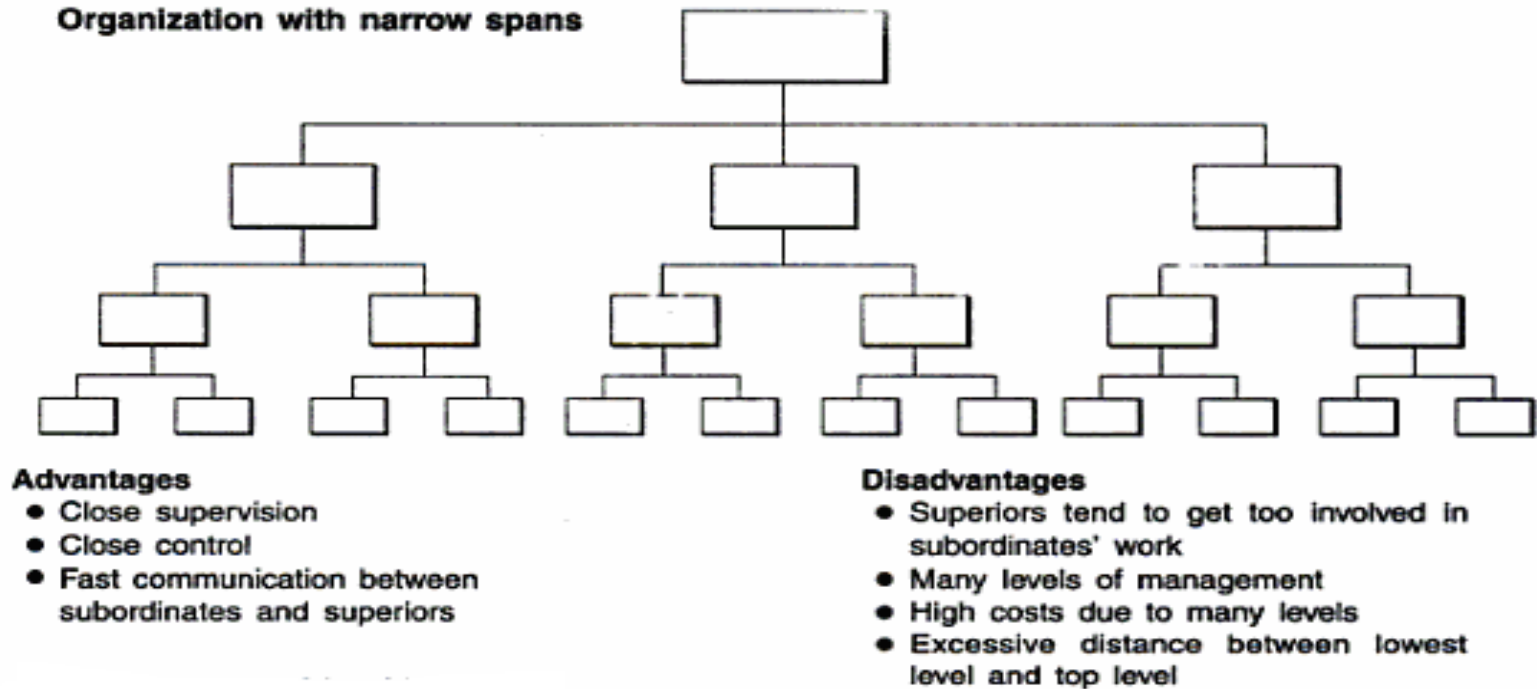

Formal and Informal Organizations.

President — Formal organization

Vice-Presidents

Division Managers

Department Managers

etc.

etc.

Informal organization: Morning-coffee "regulars"

Informal organization: Bowling team

Informal organization: Chess group

Distinction

DISTINCTION BETWEEN FORMAL AND INFORMAL ORGANISATION

| *Formal organisation*	*Informal organisation*
1. It is a prescribed structure of roles and relationships consciously coordinated towards a common objective.	1. It is natural and spontaneous structure, arising out of the social tendency of people to associate and interact. In other words, management has no hand in its emergence, evolution and functioning.
2. Its values, goals and tasks are predominantly oriented towards productivity, profitability, efficiency, growth and so on.	2. Its values, goals and tasks predominantly centre around individual and group satisfaction, esteem, affiliation, friendship, etc.
3. It is well-defined in shape. Majority of formal organisations are pyramid-shaped. Ranks of individuals are made clear by the use of titles. Communication is simple. One can easily chart all relationships.	3. It is shapeless. There are a number of multi-directional, intricate relationships which cannot be easily charted. Sociograms which depict the attraction, repulsion and indifference among members do not present any well-defined shape. Ranks of members are implicit.
4. There is a prescribed, mostly written system of reward and punishment. Rewards can be both monetary and non-monetary.	4. There is an unwritten system of reward and punishment. Rewards take the form of continuous membership, social esteem, satisfaction, group leadership, etc. Punishments are isolation, censure, harassment, etc.
5. This organisation is usually very enduring and may grow to any size.	5. This organisation is not very enduring, being dependent on the sentiments of members, which often change. It also tends to remain small within the limits of personal relationships.

Organizational Levels and Span of Management

Organization with narrow spans

Advantages
- Close supervision
- Close control
- Fast communication between subordinates and superiors

Disadvantages
- Superiors tend to get too involved in subordinates' work
- Many levels of management
- High costs due to many levels
- Excessive distance between lowest level and top level

▸ "Span – Number of subordinates who report directly to a manager"

Organizational Levels and Span of Management contd....

Organization with wide spans

level and top level
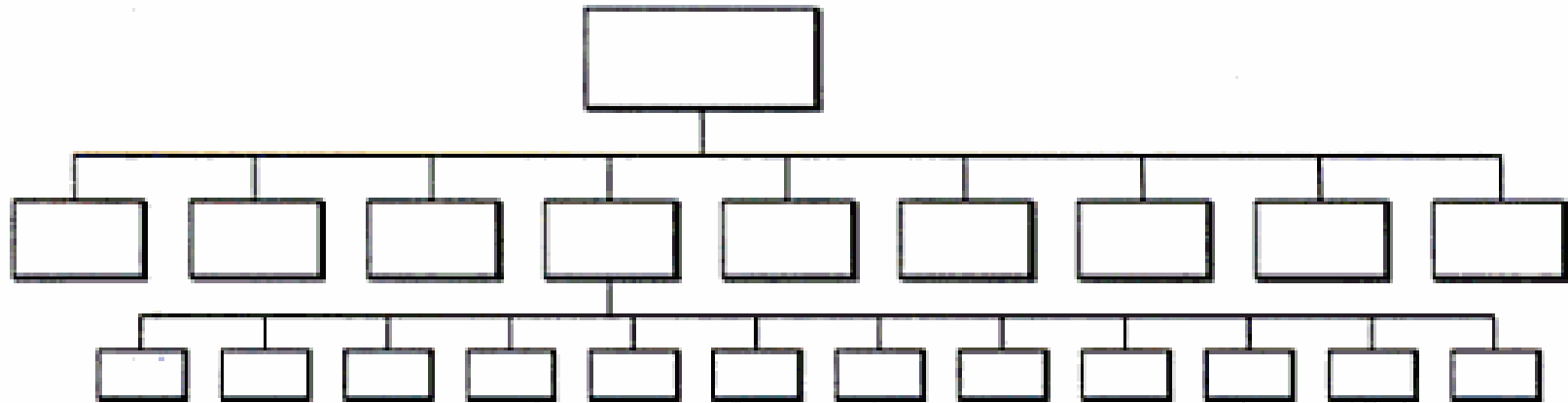
Advantages
- Superiors are forced to delegate
- Clear policies must be made
- Subordinates must be carefully selected

Disadvantages
- Tendency of overloaded superiors to become decision bottlenecks
- Danger of superior's loss of control
- Requires exceptional quality of managers

Factors determining an Effective Span

▶ Span of management is determined by "the manager's particular situation"

- ▶ Ability of the manager
- ▶ Ability of the employees
- ▶ Type of work
- ▶ Well-defined authority and responsibility
- ▶ Geographic location
- ▶ Level of management
- ▶ Economic considerations

Principles of organizing

- Objectives
- Specialization
- Span of control
- Exception
- Scalar principle
- Unity of command
- Delegation
- Responsibility

- Authority
- Efficiency
- Simplicity
- Flexibility
- Balance
- Unity of direction
- Personal ability

Organization Structure

▸ Organization chart – Way of depicting a formal organization.

▸ Two-dimensional

  ▸ Horizontal – Differentiation of total organizational job into different departments

  ▸ Vertical – Hierarchy of authority relationship with a number of levels from top to bottom

▸ Limitations are

  ▸ Not indicate the degree of authority and responsibility

  ▸ Not indicate the organization's informal relationships and channels of communication

Organization Structure Contd….

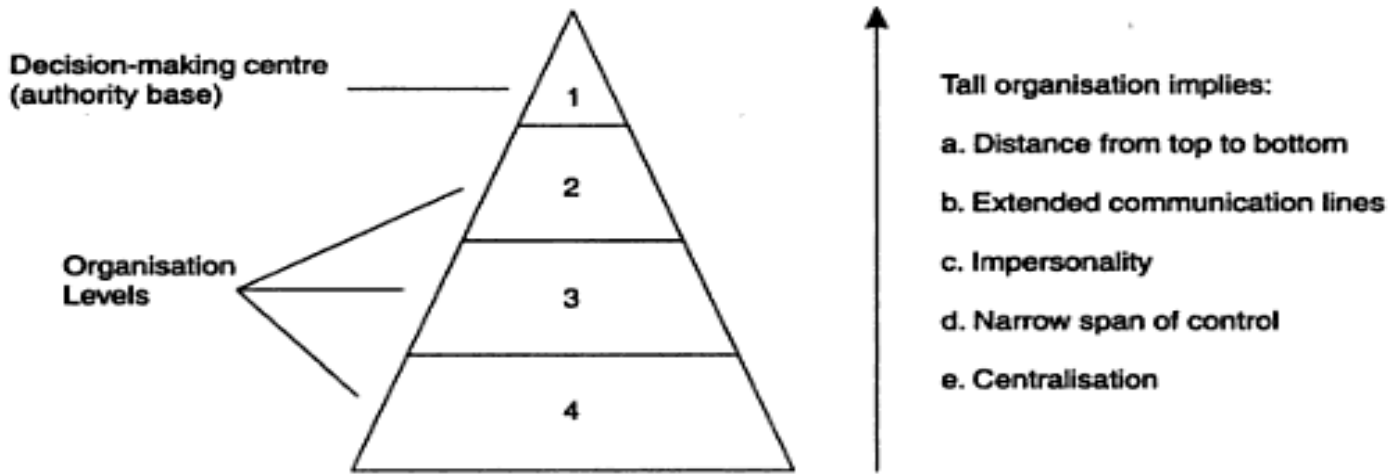▶ Mechanistic – Pyramid shaped

  ▶ Narrow span of supervision

Fig. 7.4 Tall organisation

Tall organisation implies:

a. Distance from top to bottom

b. Extended communication lines

c. Impersonality

d. Narrow span of control

e. Centralisation

Organization Structure Contd....

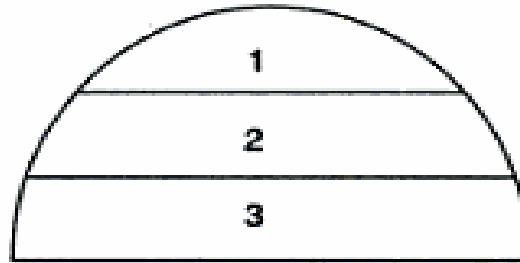▸ Organic or behavioral – flat form

    ▸ Wider span of control

Fig. 7.5   *Flat organisation*

Flat organisation implies:

a. High levels of decentralisation.

b. Extremely wide spans of control determined on the basis of each superior's interpersonal skills.

C. Less extended communication lines.

What type of structure is best....

- Flatter structure is the best way to design
  - Type of structure depends on
    - Environment
    - Culture
    - Task
    - Technology
    - Strategy
    - Size
    - Span of control
    - Form
    - Managerial characteristics
    - Employee characteristics

Organizing
Departmentation

Subject: Principles of Management

Unit: 3

Lecture:2

Departmentation by Difference Strategies

▶ Departmentalization – Horizontal differentiation of tasks or activities into discrete segments.

   ▶ Several bases are

   ▸ Departmentation by Enterprise function

   ▸ Departmentation by Products

   ▸ Departmentation by Territory or Geography

   ▸ Departmentation by Customers

   ▸ Departmentation by Time

   ▸ Departmentation by Process

   ▸ Departmentation by Combined base

Departmentation Contd….

▶ Departmentation by Function
 ▶ Grouping of activities according to the functions of an enterprise, such as production, sales and finance.

▶ Advantages
  ▸ Simple form for small organizations
  ▸ Excellence through specialization
  ▸ Improved planning and control
  ▸ Resources are effectively utilized

▶ Drawbacks
  ▸ Interdepartmental conflicts and disagreements
  ▸ Poor implementation in Decision Making
  ▸ Does not offers good training for whole department
  ▸ Unsuitable – geographical dispersal units and product lines

A Functional Organization Grouping (in a Manufacturing Company).
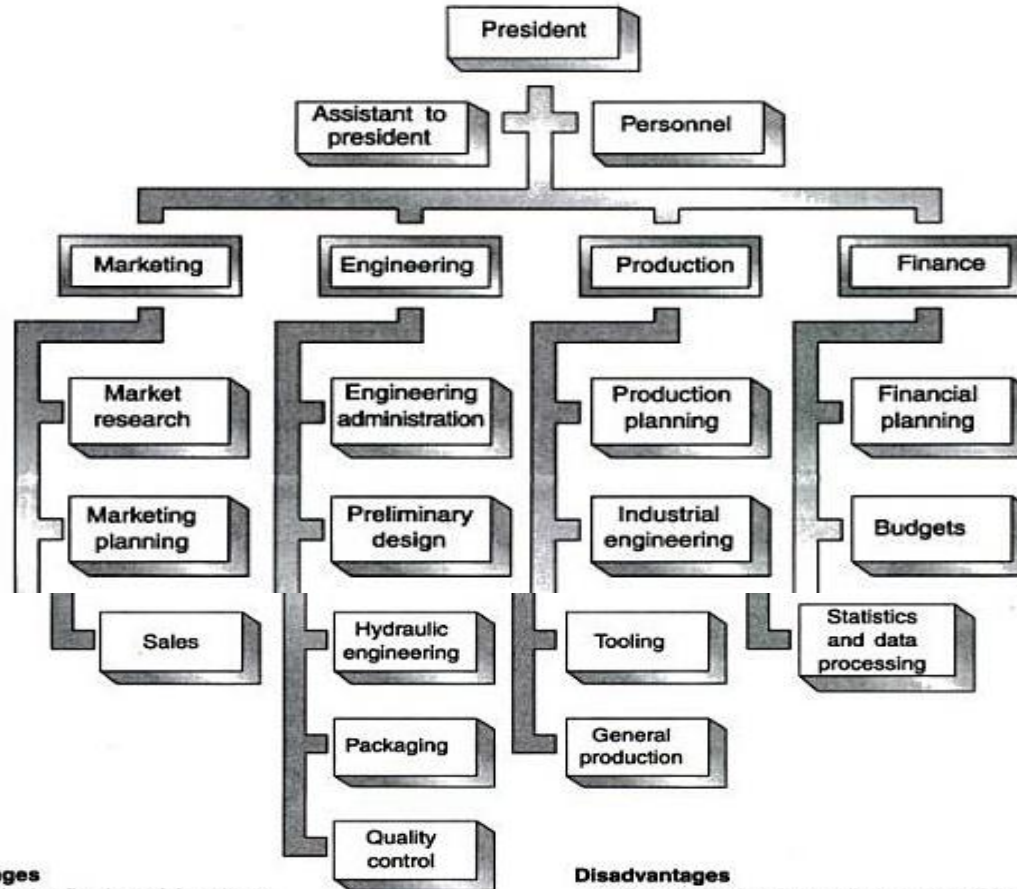
Advantages
- Logical reflection of functions
- Maintains power and prestige of major functions
- Follows principle of occupational specialization
- Simplifies training
- Furnishes means of tight control at top

Disadvantages
- De-emphasis of overall company objectives
- Overspecializes and narrows viewpoints of key personnel
- Reduces coordination between functions
- Responsibility for profits is at the top only
- Slow adaptation to changes in the environment
- Limits development of general managers

Departmentation Contd….

▸ Departmentation by Products

  ▸ Grouping of activities according to products or product lines, especially in multiline, large enterprises.

▸ Advantages

  ▹ Enables top management to compare the performances
  ▹ Derive greater satisfaction

▸ Drawbacks

  ▹ Duplication of staff and facilities
  ▹ Needs extra expenditure
  ▹ Requires large managerial personnel
  ▹ Limited usage of resources

A Product Organization Grouping (in a Manufacturing Company).
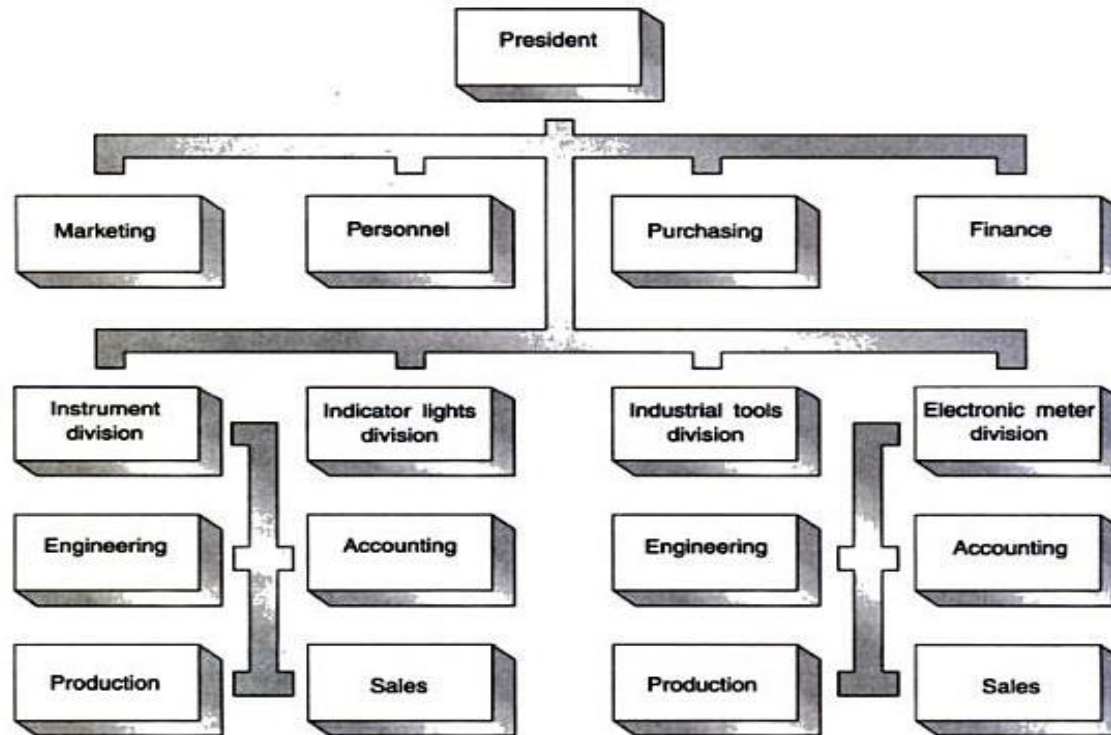
Advantages
- Places attention and effort on product line
- Facilitates use of specialized capital, facilities, skills, and knowledge
- Permits growth and diversity of products and services
- Improves coordination of functional activities
- Places responsibility for profits at the division level
- Furnishes measurable training ground for general managers

Disadvantages
- Requires more persons with general manager abilities
- Tends to make maintenance of economical central services difficult
- Presents increased problem of top management control

Departmentation Contd….

- ## Departmentation by Territory

  - Grouping of activities by area or territory is common in enterprises operating over wide geographic areas

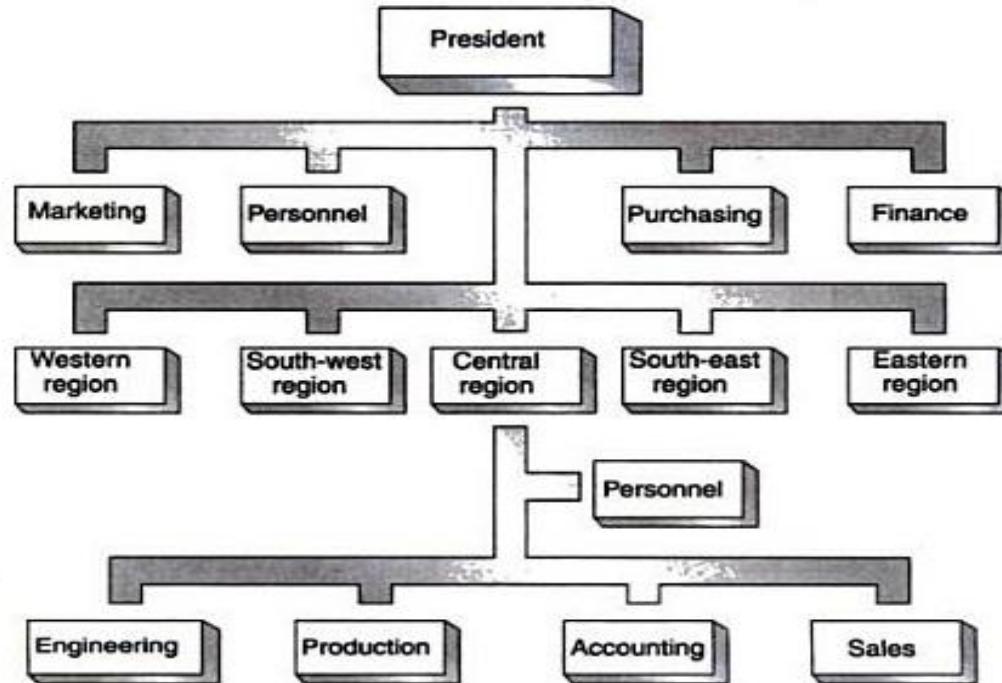- ## Advantages

  - Motivates to achieve high performance
  - Adapt to his local situation and customer needs
  - Compare the regional performance and invest more resources

- ## Drawbacks

  - Gives rise to duplication of activities
  - Engrossed in short-run competition

A Territorial or Geographic Organization Grouping (in a Manufacturing Company).

Advantages
- Places responsibility at a lower level
- Places emphasis on local markets and problems
- Improves coordination in a region
- Takes advantage of economies of local operations
- Better face-to-face communication with local interests
- Furnishes measurable training ground for general managers

Disadvantages
- Requires more persons with general manager abilities
- Tends to make maintenance of economical central services difficult and may require services such as personnel or purchasing at the regional level
- Increases problem of top management control

Departmentation Contd….

▶ Departmentation by Customers

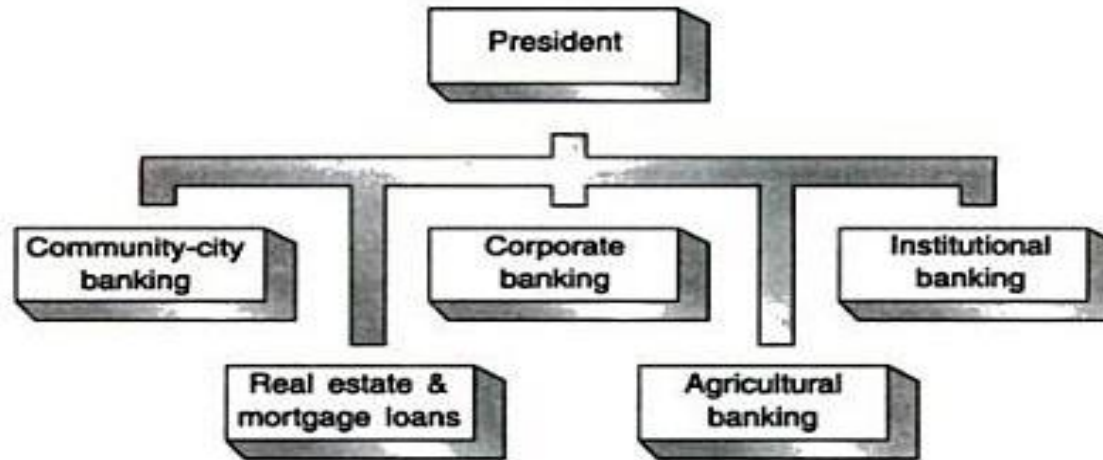 ▶ Grouping of activities that reflects a primary interest in customers.

▶ Advantages

 ▶ Ensures full attention to major customer groups
 ▶ Helps company to earn goodwill

▶ Drawbacks

 ▶ Under-utilization of resources and facilities in some departments
 ▶ Duplication of facilities

Customer departmentation (in a large bank).

Advantages
- Encourages concentration on customer needs
- Gives customers feeling that they have an understanding supplier (banker)
- Develops expertness in customer area

Disadvantages
- May be difficult to coordinate operations between competing customer demands
- Requires managers and staff expert in customers' problems
- Customer groups may not always be clearly defined (for example, large corporate firms vs. other corporate businesses)

Departmentation Contd….

▶ Departmentation by Time

  ▶ Activities are grouped on the basis of timing of their performance

▶ Advantages

  ▸ Shops grow in size by adding extra shifts

  ▸ Renting two or more shops

▶ Drawbacks

  ▸ Accidental Occurrences

  ▸ Tendency to pass incomplete work to next shifts

  ▸ Difficult for the management to correctly measure the performance

Departmentation Contd….

▶ Departmentation by Process

  ▶ Grouping of activities on the basis of technologies involved in the manufacture of a product

▶ Advantages

  ▷ Usage of equipment's in effective manner

  ▷ Principle of specialization

  ▷ Products involves number of processes

▶ Drawbacks

  ▷ Not providing good training ground for overall development

  ▷ Dependent departments passes inferior work to their successive departments

  ▷ Difficult to compare the process of different departments

Departmentation Contd….

- Departmentation by Combined base
  - Product, Territory and function as the base
  - Choice of Suitable base – Specialization, Coordination, Economy and whole task
  - Combined base – Matrix Organisation
    - Functional and Product departmentalization
- Advantages
  - Acts as an integrator to relate personnel from diverse disciplines
  - Availability of expertise to all projects
  - Economy in cost
  - Effective information decision system
- Drawbacks
  - Violates the principle – Unity of command
  - Conflicts due to heterogeneity of team members

Matrix Organization (in Engineering).
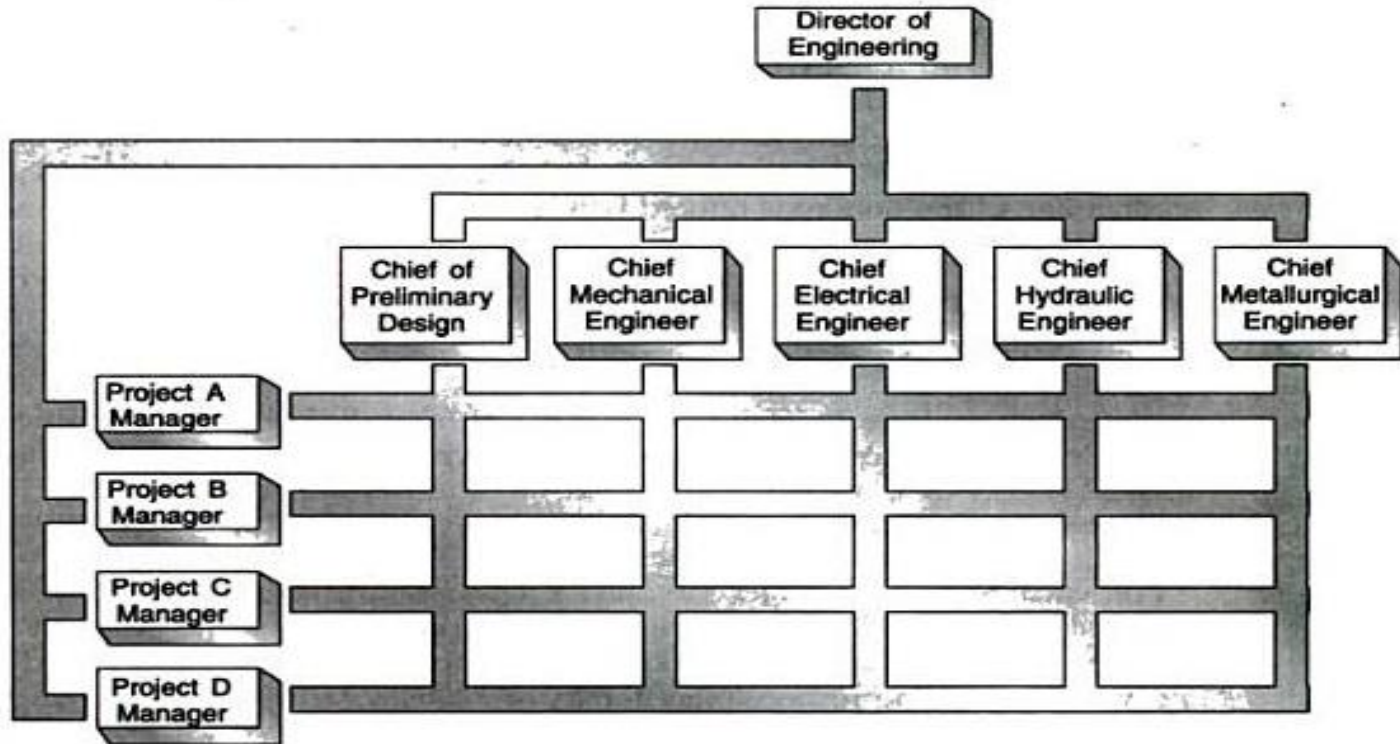
Advantages
- Oriented toward end results
- Professional identification is maintained
- Pinpoints product-profit responsibility

Disadvantages
- Conflict in organization authority exists
- Possibility of disunity of command exists
- Requires manager effective in human relations

19MEEC1015 -PRINCIPLES OF MANAGEMENT

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Organizing
Line and Staff Authority

Subject: Principles of Management
Unit: 3
Lecture:3

Authority

- ## Authority Meaning
  - Able to discharge various managerial functions
  - Formal right of the superior to command and compel his subordinates to perform a certain act
  - Henry Fayol – Right to give orders and power to exact obedience

- ## Sources of Formal Authority
  - Classical view – Authority originates at the top in the formal structure of an organisation and then flows downwards to subordinates
  - Human view – Authority of a superior depends on the willingness of his subordinates to accept it

Authority contd…

- Subordinate accepts his superior's authority based on
  - Tradition, Rationality and Charisma
- Four conditions must exist to make an order acceptable
  - Understand the order
  - Believe that it is not inconsistent with the purpose of the organisation
  - Believe that it is not incompatible with his personal interest
  - Mentally and physically able to comply with it
- Uses of authority
  - Enforces obedience to norms
  - Expertise in making decisions
  - Permits centralization of decision-making and coordination of activity

Difference between Authority and Power

Authority	Power
1. It is the institutionalised right of a superior to command and compel his subordinates to perform a certain act.	It is the ability of a person to influence another person to perform an act.
2. It rests in the chair (or position). With the change in position, the authority of the individual also changes.	It rests in the individual. Hence even when his position has changed, his power remains with him.
3. It is delegated to an individual by his superior.	It is earned by an individual through his own efforts. The individual gets it from people below him or from his peers.
4. It is mostly well-defined, conspicuous (shown on the organisation chart) and finite (i.e., commensurate with responsibility).	It is undefined, inconspicuous and infinite. Its location cannot be known from the formal organisation chart. As a matter of fact, one might find it in unspecified places.
5. It is what exists in the eye of law. It is a *de jure* concept. It is mostly nominal. We find many organisational figure-heads who are administrators in name only. They may be regarded as "reigning without ruling".	It is what exists in fact. It is a *de facto* concept. Some people in organisations exercise significant power far beyond the accepted borders of their authority. They are the real wire pullers behind the figureheads.
6. It serves as a basis of formal organisation.	It serves as a basis of informal organisation.

Line and Staff Authority

- ## Line Authority
    - Superior exercises direct command over a subordinate
   - Standard chain of command from top – bottom

- ## Staff Authority
    - Merely advisory, Staff means "Stick" and Authority of ideas
    - Information which a staff officer furnishes or the plans he recommends flow upward to his line superior who decides whether they are to be transformed into action

Difference between Line Authority and Staff Authority

Line Authority vs Staff Authority	
Line authority is the type of authority that reflects superior-subordinate relationships characterized by the power of decision making.	Staff authority refers to the right to advice on improving the effectiveness for line employees in performing their duties.
Main Responsibility	
Line managers are responsible for directing, motivating and supervising employees towards achieving organizational goals.	Main responsibility of line staff is to provide expert advice and support to line staff to allow smooth flow of operations.
Specialization	
Level of specialization is low in line authority.	High specialization is seen in staff authority.
Adaptation to Environment	
Line authority is mostly suitable for small and medium scale organizations.	Staff authority can bring wider benefits for large-scale organizations.

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Levels of Authority
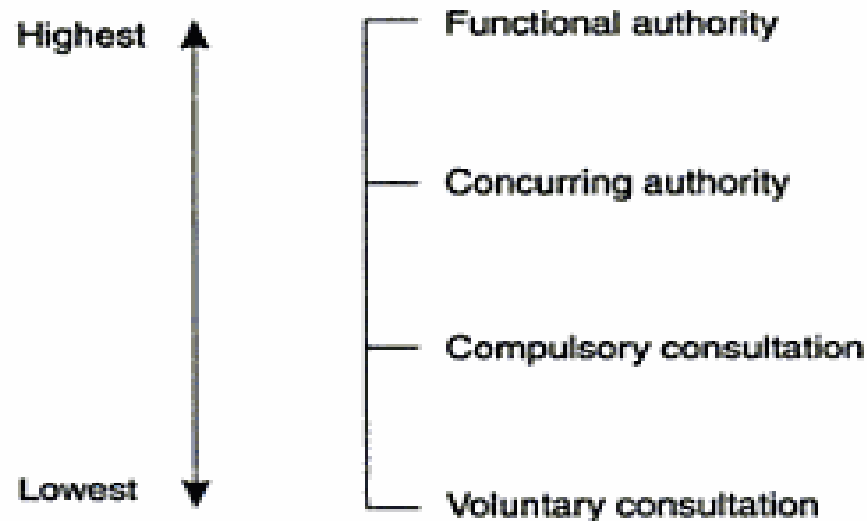
Levels of authority of a staff man

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Line and Staff Conflict

▸ Line departments complain that

  ▸ Staff people encroach upon their authority and prerogatives

  ▸ Advice given by staff people is mostly academic and unhelpful in achieving goals

  ▸ When a project is unsuccessful, it is the line people who are blamed and held responsible for its failure but when it is successful, the staff people receive credit

▸ Staff departments complain that

  ▸ Ignorant and bull headed

  ▸ Distrust, non-cooperative and even sabotage staff plans

  ▸ Not enough authority to translate advice into action

Types of Staffs

1. ## Personal Staff

   ▶ Staff Official is attached as a personal assistant or advisor to the line manager

     ▸ Eg. Assistant to Managing director

2. ## Specialized Staff

   ▶ Staff acts as a expertise specialized areas like R&D, Personnel and accounting etc.

3. ## General Staff

   ▶ Consists of set of experts in different areas who are meant to advice and assist the top management on matters called for expertise

     ▸ Eg. Financial advisor, Technical advisor etc..

Features of Line and Staff Organisation

▸ Line officers who have authority and command over the subordinates and are accountable for the tasks entrusted to them

▸ Staff officers are specialists who offer expert advice to the line officers to perform their tasks efficiently.

▸ Staff officers prepare the plans and give advice to the line officers

▸ Line officers execute the plan based with the help of workers

▸ Both organisation is based on the principle of specialization

Benefits and Limitations

▶ Benefits

- ▶ Line managers get benefits from the staff specialists at various levels

- ▶ Expert advice and guidance from the staff benefits the entire organisation

- ▶ Staff officers look over the entire managerial activity

- ▶ Staff specialists have sound managerial decisions

- ▶ Maintains the unity of command based on the principle of undivided authority and responsibility

- ▶ Line and staff organisation has greater flexibility

Benefits and Limitations contd..

▶ Limitations

  ▶ Considerable confusion unless the duties and responsibilities of staff members are clearly indicated

  ▶ Conflict between the line and staff executives i.e., staff specialists don't give right type of advice to the line managers

  ▶ Line managers sometimes may resent the activities of staff members

  ▶ System is quite expensive

  ▶ Lack of misunderstanding and misinterpretation

  ▶ Line mangers deals the problems in practical but not the staff managers.

Organizing
Staffing and Recruitment

## Subject: Principles of Management
Unit: 3
Lecture:4

Staffing

▶ Filling and keeping the positions filled in the organization structure with the right people is the staffing phase of the management function

▶ Sub-functions of staffing

  ▶ Recruitment or getting applicants for the jobs as they open

  ▶ Selection of the best qualified from those who seek the jobs

  ▶ Transfers and promotions

  ▶ Training those who need further instruction to perform their work effectively or qualify for promotions

Importance and need for proper staffing

▸ Discovering talented and competent workers and developing them to move up the corporate ladder

▸ Greater production by putting the right man in the right job

▸ It helps to avoid a sudden disruption of an enterprise's production run by indicating stages of personnel, if any, in advance

▸ It helps to prevent under-utilization of personnel through over manning and the resultant high labor cost and low profit margins

▸ It provides information to management for the internal succession of managerial personnel in the event of an unanticipated turnover

Systems Approach to Staffing
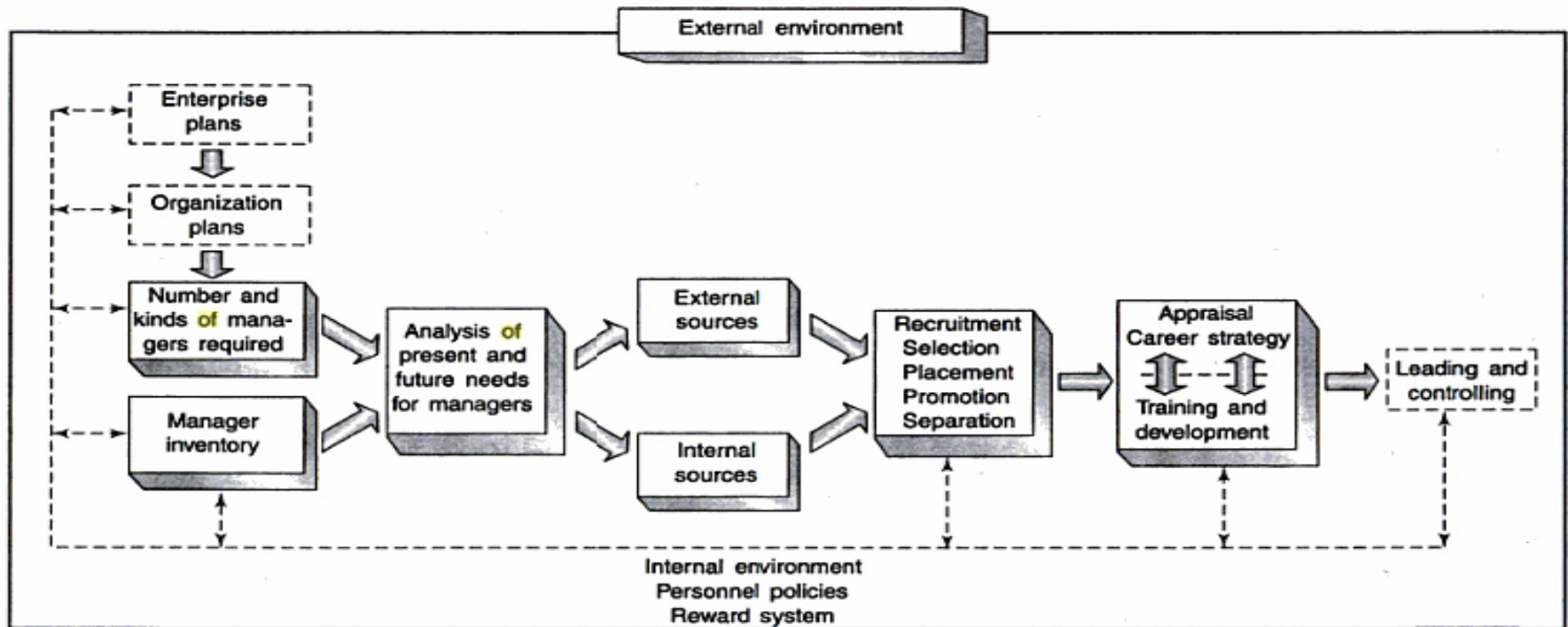
Manpower Planning

- Manpower Planning – Forecasting, developing and controlling
  - Short term planning
  - Long term planning
- Short – Term Manpower Planning
  - Planning is done to find a temporary match between the existing individuals and the existing jobs
  - Aims at quick removal of anomalies in posting and placements
- Long – Term Manpower Planning
  - Planning is done to find a proper match between the future jobs and their future incumbents

Recruitment

▸ Definition
  ▸ Process of identifying the sources for prospective candidates and to stimulate them to apply for the jobs
  ▸ Generating of applications or applicants for specific positions
  ▸ Process of attracting potential employees to the company

▸ Sources of Recruitment – Internal and External
  ▸ Internal sources– Present working force of a company
  ▸ External sources
    ▸ Re-employing former employees
    ▸ Friends and relatives of present employees
    ▸ Applicants at the gate
    ▸ College and technical institutions
    ▸ Employment exchanges
    ▸ Advertising the vacancy
    ▸ Labor unions

Advantages and Disadvantages of Internal Recruitment

▶ Advantages

  ▸ Security among employees

  ▸ Loyalty

  ▸ Do not need induction training if recruited inside

  ▸ Motivation

  ▸ Suppliers and customers remain intact

  ▸ Better employer – employee relation

▶ Disadvantages

  ▸ Limits the choice of selection

  ▸ No ideas of their own

  ▸ Involves extra expenditure for training

Advantages and Disadvantages of External Recruitment

▸ Advantages

 ▸ Fresh outlook, originality and new ideas

 ▸ Possibility of selecting people with rich and varied experience

▸ Disadvantages

 ▸ Employees generally feel frustrated and their morale is adversely affected

 ▸ Present employees may lose their sense of security and become disloyal to the employer

 ▸ Great turnover of labor

 ▸ Deterioration in the employer – employee relation, resulting in industrial unrest, strikes and lock - outs

Selection Process and Techniques

- Definition
  - Choosing from among candidates, from within or outside the organisation, the most suitable person for a position
    - Validity – Degree to which the data predict the candidate's success as a manager
    - Reliability – Accuracy and consistency of measurement
- Steps in the Selection Process
  - Job Analysis
    - Through observation of workers, interviews, questionnaire responses, published manuals, bulletins, etc.,
  - Job descriptions and
    - It gives the nature and type of job
  - Job specifications

Job Specification

- Definition
  - Statement of the minimum acceptable human qualities necessary to perform a job satisfactorily
- Steps
  - Application
  - Initial Interview
  - Employment tests
    - Aptitude test, Interest test, Intelligence test, performance test and personality test
  - Checking references
  - Physical or medical examination
  - Final interview

Skill and Personal Characteristics Needed in Managers

▸ **Personal Characteristics**
  - ▸ Desire to Manage
  - ▸ Communication Skills and Empathy
  - ▸ Integrity and Honesty
    - ▸ Intragroup communication – Communication with people in the same organizational unit
    - ▸ Intergroup communication – Communication with other departments as well as with groups outside the enterprise

▸ **Skills**
  - ▸ Technical, Human, Conceptual and design
  - ▸ Analytical and Problem – solving abilities in addition

Organizing
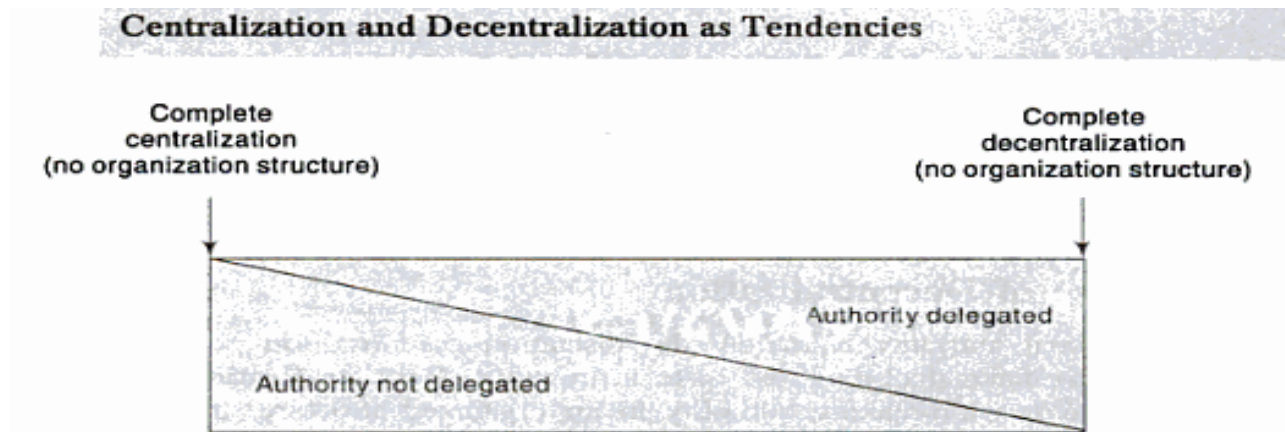## Centralization and Decentralization

Subject: Principles of Management
Unit: 3
Lecture:5

Centralization & De-Centralization of Authority

▸ The tendency to disperse decision – making authority in an organized structure

▸ Centralized set-up - The decision making authority is concentrated in a few hands at the top

▸ De-Centralized set-up – It is delegated to the levels where the work is to be performed

Centralization and Decentralization as Tendencies

Complete centralization (no organization structure)

Complete decentralization (no organization structure)

Authority delegated

Authority not delegated

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Difference

Basis	De -Centralization	Centralization
Definition	Decision-making capabilities delegated across multiple levels	Decision-making capability rests with the top management
Flow of Information	Open and free	Vertical
Ideal for	Decentralization is ideal for large-sized organizations	Centralization is ideal for small-sized organizations
Decision-making speed	Significantly faster	Comparatively slow
People Involved	In decentralization, a higher number of people from each level are involved in the decision-making process	In centralization, only a few handpicked people are involved in the decision-making process
Employee Motivation	Highly motivated employee	Demotivated employee
Conflict in Decision	Most likely to occur	Least likely to occur
Burden	The burden gets shared among many levels	Only one group is carrying the burden
Stability	Prone to instability due to multiple conflicting decisions	Relatively stable as decisions are made by a central authority sharing a common ideology

3

Distinction

Delegation

- Process of granting authority and creation of responsibility as between one individual and other.

- Work delegated to subordinates.

- Subordinates can be involved in the organization.

Decentralization

- End result of delegation and dispersal of authority.

- Superior is relieved from his responsibility.

- May or may not be practiced as a systematic policy.

Advantages of De-Centralization

▸ Reduces problems of communication.

▸ Permits quicker and better decision making.

▸ Recognizes and actually capitalizes on the importance of the human element under de-centralization, Managers are able to exercise more autonomy.

▸ Leads to a competitive climate within the organization.

▸ Ensures the development of more capable managers.

▸ Facilitates diversification of products, activities and markets.

Limitations of De-Centralization

▸ It may lead to coordination problem.

▸ It increases administrative cost.

▸ Maintaining global standards is difficult.

▸ Extra infrastructure cost is encountered.

▸ Complexity in coordination of decentralized unit.

▸ It may lead to absence of uniformity at organizational level.

How much De-centralization

▸ Following factors are considered in determining the amount of de-centralization

  ▸ Size of the organization

  ▸ History and age of the organization

  ▸ Philosophy of Top Management

  ▸ Abilities of Lower-level managers

  ▸ Strategy and the organization's environment

  ▸ Nature of management function

Organizing
Delegation of Authority

Subject: Principles of Management

Unit: 3

Lecture:6

Delegation of Authority

▶ Authority is delegated when a superior gives a subordinate discretion to make decisions.

  ▶ Process of delegation involves

   ▸ Determining the results expected from a position

   ▸ Assigning tasks to the position

   ▸ Delegating authority for accomplishing these tasks

  Art of delegation

  ▶ Most failures in effective delegation occurs due to the personal attitudes towards delegation

Difference between Authority and Responsibility

Authority	Responsibility
It is the legal right of a person or a superior to command his subordinates.	It is the obligation of subordinate to perform the work assigned to him.
Authority is attached to the position of a superior in concern.	Responsibility arises out of superior-subordinate relationship in which subordinate agrees to carry out duty given to him.
Authority can be delegated by a superior to a subordinate	Responsibility cannot be shifted and is absolute
It flows from top to bottom.	It flows from bottom to top.

Personal Attitude towards Delegation

- Receptiveness
  - Managers who will delegate authority is a willingness to give other people's ideas a chance
- Willingness to let go
  - Managers who will effectively delegate authority must be willing to release the right to make decisions to subordinates
- Willingness to allow mistakes by subordinates
  - Subordinate must be allowed to make some, and their cost must be considered an investment in personal development
- Willingness to trust subordinates
  - Superiors have no alternative to trusting their subordinates, for delegation implies a trustful attitude between them
- Willingness to establish and use broad controls
  - Authority is being used to support enterprise or departmental goals and plans

Overcoming Weak Delegation

▸ To facilitate successful delegation

  ▸ Before delegating authority, make the nature and scope of the task clear.

  ▸ Assign authority proportionate to the task.

  ▸ Make the subordinate clearly understand the limits of his authority.

  ▸ Give the subordinate some positive incentives for accepting responsibility.

  ▸ Train the subordinate properly.

  ▸ Create a climate of mutual trust and goodwill.

  ▸ Do not make the subordinate accountable to more than one superior.

  ▸ Let there be no overlaps or splits in delegation.

Advantages and Barriers of effective delegation

▶ Following are the advantages

  ▶ It relieves the manager of his heavy workload

  ▶ It leads to better decisions

  ▶ It speeds up decision making

  ▶ It helps to train subordinates and builds morale

  ▶ It helps to create a formal organisation structure

▶ Following are the Barriers to effective delegation

  ▶ Fear of loss of power

  ▶ I can do it better myself

  ▶ Lack of confidence in subordinates

  ▶ Fear of being exposed

  ▶ Difficulty in briefing