

Organizing : Elements of Organizing and processes

It is often said that good people can make any organization structure work. Some people even assert that vagueness in organization is a good thing in that it forces team work, since people know that they must cooperate to get anything done. However there can be no doubt that good people and those who want to cooperate will work together most effectively if they know the parts they are to play in any team operation and the way their roles relate to one another. Designing and maintaining these systems of roles is basically the managerial function of organizing.

For the organizational role to exist and be meaningful to people, it must incorporate (1) verifiable objectives, which are a major part of planning; (2) a clear idea of the major duties or activities involved and (3) an understood area of discretion or authority so that the person filling the role knows what he or she can do to accomplish goals. In addition, to make a role work out effectively, provision should be made for supplying needed information and other tools necessary for performance in that role.

It is in this sense that we think of organizing as:

- * The identification and classification of required activities.
- * The grouping of activities necessary for attaining objectives.

- * The assignment of each group to a manager with authority (delegation) necessary to supervise it.
- * The provision for coordination horizontally (on the same or similar organizational level) and vertical (eg. between corporate head quarters, division and department) in the organization structure.

An organization structure should be designed to clarify who is to do what tasks and who is responsible for what results in order to remove obstacles to performance caused by confusion and uncertainty of assignment and to furnish decision making and communication networks reflecting and supporting enterprise objectives.

Elements of Organizing

The four common elements of organizing include

1. Common Purpose: An organization without a clear purpose or mission soon begins to drift and become disorganized. A common purpose unifies employees or members and gives everyone an understanding of the organization's direction. Ensuring that the common purpose is effectively communicated across organizations (particularly large organization with many moving parts) is a central task for managers. Managers communicate this purpose by educating all employees on the general strategy, mission statement, values and short term objectives of the organization.

2. Coordinated Effort: Coordinating effort involves working together in a way that maximizes resources. The common purpose is achieved through the coordinated effort of all individuals and groups within an organization. The act of coordinating organizational effort is perhaps the most important responsibility of managers because it motivates and distributes human resources to capture value.

3. Division of Labor: Division of labor is also known as work specification for greater efficiency. It involves delegating specific parts of a broader task to different people within the organization based upon their particular abilities and skills. Using division of labor, an organization can parcel out a complex work effort for specialists to perform. By systematically dividing complex tasks into specialized jobs, an organization uses its human resources more efficiently.

4. Hierarchy of Authority: Hierarchy of authority is essentially the chain of command - a control mechanism for making sure the right people do the right things at the right time. While there are a wide variety of organizational structures, hierarchy in decision-making is a critical factor for success. Knowing who will make decisions under what circumstances enables organizations to be agile, while ambiguity of authority can often slow the decision making process. Authority enables organizations to set directions and select strategies which can in turn enable a common purpose.

Process of organizing

One of the most important functions of management, organizing follows a meticulous process. The following are the steps in the process of organizing.

1. Identifying the work: The obvious first step in the process of organizing is to identify the work that has to be done by the organization. This is the ground level from which it will begin. So the managers need to identify the work and the task to be done to achieve the goals of the organization. Identification of work helps avoid miscommunication, overlapping of responsibilities and wastage of time and effort.

2. Grouping of work: For the sake of a smooth flow of work and smooth functioning of the organization, similar tasks and activities should be grouped together. Hence we create departments within the company and divisions within each department. Such an organization makes the functioning of the company way more systematic.

Depending on the size of the organization and the volume of work, an organization can have several departments and divisions. And every department has a manager representing them at the top level of the management.

In smaller organizations sometimes these departments are clubbed under one manager.

3. Establish Hierarchy: The next step in the process of organizing is to establish the reporting relationships for all the individuals/employees of the company. So a manager establishes the vertical and horizontal relationships of the company.

This enables the evaluation and control over the performances of all the employees in a timely manner. So if rectification need to be made, they can be made immediately.

4. Delegation of authority: Authority is basically the right an individual has to act according to his wishes and extract obedience from the others. So when a manager is assigned certain duties and responsibilities he must also be delegated authority to carry out such duties effectively.

If we only assign the duties, but no authority he will not be able to perform the task and activities that are necessary. So we must always assign authority and clearly specify the boundaries of the duties and the authority which has been delegated.

5. Coordination: Finally, the manager must ensure that all activities carried out by various employees and groups are well coordinated. Otherwise, it may lead to conflicts between employees, duplication of work and wastage of time and efforts. He must ensure all the departments are carrying out their specialized tasks and there is harmony in their activities. The ultimate aim is to ensure that the goal of the organization is fulfilled.