



Part 1: Management

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Part I: Management

Course 3

Organizing

- Organizing functions
- Job descriptions
- Compartments making
- Organizational chart

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Organizing functions:

In Greek "organon" means harmony.

In the dictionary of the Romanian language, the verb "to organize" is defined as follows: "To make a social group, an institution etc., function or act organically (by distributing the tasks and coordinating them according to an adequate plan).

The firms organizing is achieved according to a systemic concept by means of some independent subsystems connected between them in a hierarchical structure (each subsystem is subordinated to the immediately superior one). Such a structure is called **The firm organization chart**.

A business, no matter how small, requires an organizing structure for normal operation, because this is the only way to make use of authority (the right to control a group of employees to act within the firm).

The harmonious perception of the tasks assigned to the firm employees requires that each person involved in the business know quite precisely: **who has to carry out a task?**, **what is it about?**, **by whom shall it be carried out?** Thus, the division of labour within the firm depends on the correlation **authority ↔ responsibility**, and the independent subsystems of the firm organization chart are based on the model **superior ↔ subordinate**. (Fig. 1)

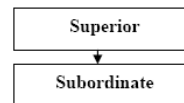


Fig. 1

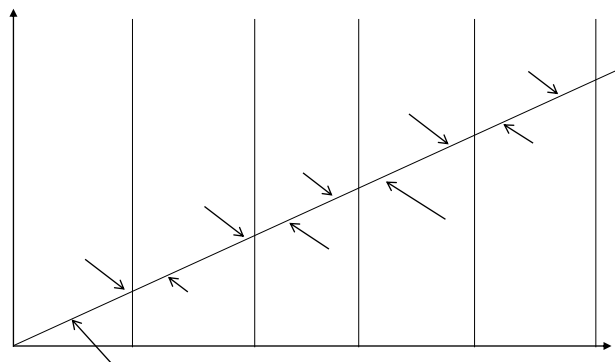
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Organizing functions:

Generally, small and medium size businesses suppose a gradual organization chart, according to the extent of the firm field of activities maturing stages.

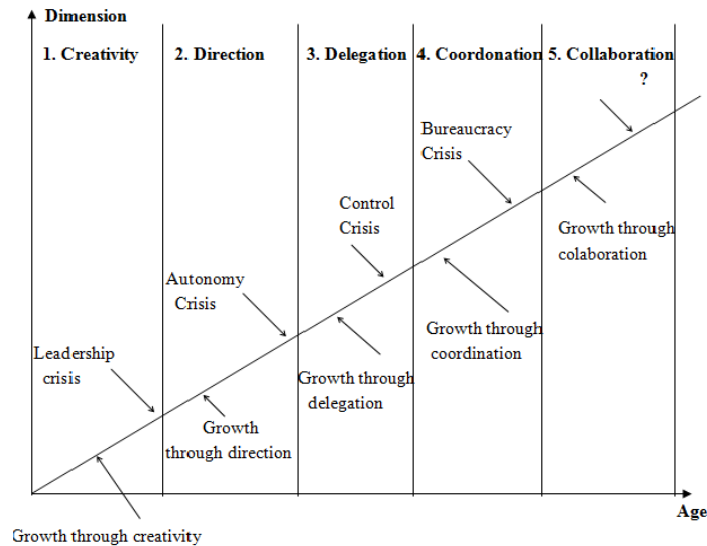
The economic performances of a firm are closely connected with the way of organizing structuring. The organizing structure is determined by grouping, assigning specialized tasks, respectively, to various compartments and subcompartments for the efficient directing of the efforts made, for the establishing of some easy connections between compartments.

On account of the specific types of firms (organizations), of their features, respectively, the organizing structure differs from one firm to another.



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Organizing functions



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Job descriptions:

The design of the organizing structure supposes:

- **The assessment of the firm strategic plan**, - there are assessed the objectives of the enterprise, there are chosen and grouped the tasks that result from it, respectively.
- **The establishing of the tasks grouping criteria**, which are based on the division principles
 1. **vertically**, by establishing the hierarchical levels, the problems connected with control and centralizing – decentralizing.
 2. **horizontally**, by establishing the specialized tasks, the designing of the jobs, respectively.
- **The designing of the compartments** – by grouping the jobs, and by establishing the relations between them, respectively.
- **The determining of the optimum variant** – there will be elaborated several variants for the organizing structure (the establishing of the hierarchy), of which there will be selected the optimum one as function of the weight of advantages, and the facilities for eliminating the disadvantages, respectively.
- **The establishing of the interdependences** – the divisions of the organizing structure are conceived with a view to minimize the dependence between the specific and individual objectives of the tasks, abilities and responsibilities.
- **The assessment of the functionality** of the organizing structure that has been obtained.

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Job descriptions:

The job designing

During the stages of the firms growth, there also increase the responsibilities, the number of activities and tasks which become more specific. Consequently, the jobs assigned to each employee shall be adequately designed.

The job – represents the structural unit within the organization chart of a firm

- specifies the number of specialized tasks, obligations, and responsibilities that have to be carried out permanently and in an organized way by an employee so that he or she may reach the organizational objectives.

Initially, by the job designing there was understood the specification of the **specialized tasks** for a certain employee to render efficiently his work.

Specialized tasks can be identified by breaking up the production system processes into elementary actions that are subsequently assigned to the persons with adequate training.

The present trend is to employ persons with skills that enable the approach of several **specialized tasks**, which means that they are able to solve the various unexpected situations generated by the economic turns of today.

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Job descriptions:

The job analysis – represents the process of systematic investigation and determining of the tasks, characteristics, duties, and responsibilities, and of the knowledge, abilities, and skills that the person in a certain position shall have.

The results of the job analysis are used in the job designing.

The job designing – represents the process of establishing the set of specialized tasks for the person employed in the given position, of his responsibilities and authority in the taking of decisions, in the relations with other jobs.

The job description

The jobs description comprises two parts:

1. the job presentation
 2. the job specification (the requirements for the person employed in the given job)
- } For nonmanagerial jobs

namely:

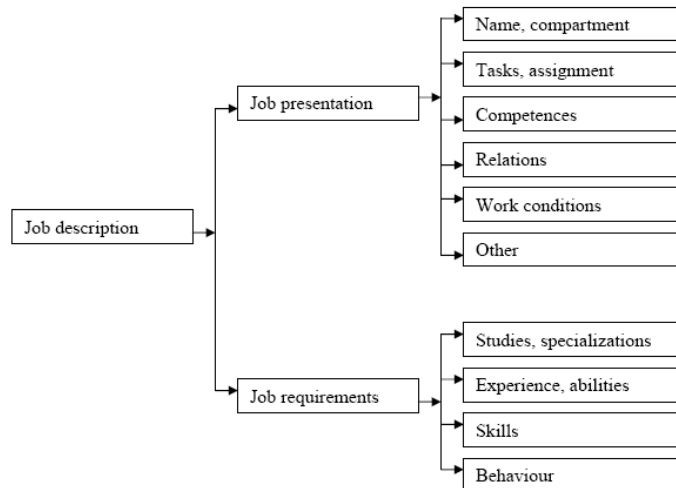
1. the presentation of the position
 2. the specification of the position (the requirements for the person employed in the given job)
- } For managerial jobs

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Job descriptions:



The jobs description enables the employees selection, employment, and assessment.



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Example: The description of the job of software programmer

Job: "Associated software programmer" in a functional compartment

Tasks: - debates with the analysts, superiors and / or the compartments representatives with a view to clarify the need for that software and the programming requirements;

- codes, checks, tests the required software when there are given the software specifications for a problem or a task;
- elaborates, writes softwares;
- requests consultations and assistance from the superior when there occur problems that exceed his sphere of understanding;
- informs the superior about the ideas concerning the development and designing in the field where he works;
- is present at the proposed system implementation and contributes to the training of the final users;
- elaborates the directions for use of the proposed systems;
- progressively undertakes complex independent tasks, to the extent of his experience;
- carries out all the tasks by observing the standards of the department, of the company.

Relations: -Is supervised by a technical superior or by a functional manager.

Studies and abilities: - Education: Has graduated (a long or short form of university studies) in computers, mathematics, or other field closely connected with the previous ones.

- Experience: There is no need of experience in a previous work place of computers programming.
- Knowledge and skills: The knowledge of the operating systems; the knowledge of a structured language; the capacity to develop work relations with superiors; abilities to solve decision problems; abilities to design logic diagrams.

Desirable qualifications: To know to work in languages such as PASCAL, C.

- To have knowledge about the economic management practices, to have writing and oral communication capacities.

Adaptation from:



Updated: Apr. 2009

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Updated: Oct. 2019

IT PP Consultant



ContiTech Romania SRL
ERP Timisoara SAP PP IT Architect Continental
Nivelul carierei
Middle (2-5 ani), Senior (5-10 ani)
Limbi vorbite
engleză - avansat

Description

Collaborate with IT teams to review and understand business requirements, assess available solutions, recommend options and implement solutions.
Translate business requirements into functional and technical designs, specifications and solutions.
Interact closely with internal and external teams and stakeholders to ensure technical and quality targets are met in the development and delivery of services and solutions.
Use SAP ERP functional knowledge, combined with strong knowledge of best practices and business processes to drive to the best solution across people, processes and technology. (Knowledge about S/4 desirable)
Provide functional and technical support for existing and future implementations of SAP PP and related modules to business users and peers.
Work with developers and other end users to ensure solution meets business requirements and achieves user satisfaction.
Develop and maintain a deep understanding business process, procedures, solutions and systems.
Support business users in development and delivery of end user and ongoing training and education programs.

Qualifications

University degree in a Technological field;
English – Advanced;
Minimum of 3-5 years SAP PP functional support;
Expert knowledge in configuration and has supported SAP PP and understands the integration points of with other SAP applications and modules – specifically MM, IM, WM, SD, and FICO;
Expert knowledge of how the SAP PP module integrates with shop floor systems and equipment. Knowledge of SAP MII and ME is a plus;
Solid knowledge and understanding of the main business processes within production planning and operations; Forecasting, APO and IBP is a plus;
Solid knowledge of inter-personal skills, combining technical competence with business and commercial awareness especially in handling contacts of all types and at all levels within and external to the organization;

What we offer

Salary package & Benefits (transport, canteen, Bookster, different discounts at our partners);
Health & Wellness (Private Health Insurance, Sport activities);
International Work Environment & Traveling Opportunities;
Flexibility program including flexible hours, mobile work and sabbaticals;

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Engineer 2nd Line Fixed Core Operations



Vodafone Shared Services Romania
core Engineering
Nivelul carierei
Middle (2-5 ani), Senior (5-10 ani)
Limbi vorbite
germană, engleză

Description

2nd Line Operations of Fixed Voice & Data Platforms in a multi-vendor; Preventive and corrective second level troubleshooting ensuring quality and continuity of service and the restoring time for Fixed Voice and Data networks.
In collaboration with 1st Line Operations teams, work out procedures related to the analysis of alarms in order to detect and eliminate faults. Perform data configuration, software rollout and support integration activities with planning and delivery functions.

Key accountabilities:

- In case of incident, assure trouble shooting analysis and all the repair actions, including vendor support escalation, in order to achieve service restoration of Fixed Voice and Data network
- Analyze customer complaints . for VoIP, Cable, ISDN, Carrier Interconnect
- Perform proactive maintenance activities to prevent incidents and constantly optimize the network.
- Assure planned work activities, network rollout, software upgrades and parameter changes in Fixed Voice and Data network ensuring quality of service and avoiding regression on network functionalities
- Knowledge sharing in order to increase technical skills of other teams involved in deployment and operations activities in the network



Updated: Oct. 2019

Core competencies, knowledge and experience:

- Very good knowledge of networking principles – Fixed PSTN, BRAS, SBC, Cable Networks, PCRF, CRS, IMS
- Deep knowledge in the analysis of telecommunication protocols (SIP, SS7, ISDN, PPPoE etc.)
- Very good knowledge in vendor architectures of Huawei, Oracle, Nokia,
- Analyse and interpret traces (Wireshark traces, network element traces, logs);
- Team working oriented
- English (spoken and written)
- German (spoken and written)
- University degree: faculty of Electronics , Telecommunications and Information Technology
- 1-3 years of experience in:
- Fixed Network Operations and Maintenance activities
- GSM/UMTS/LTE and mobile data knowledge
- Scripting knowledge (Python) desirable

Sounds like the perfect job? We've got even more to offer:

- Work from Home; You can have home office 2 days per week
- Medical and dental services
- Life insurance
- Dedicated employee phone subscription
- Special discounts for gyms and retailers
- Annual Company Bonus
- Ongoing Education; we continuously invest in you to ensure you have everything needed to excel on the job and enhance your skills
- Flexible Vacation; Take time off when you need it, we trust you

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Compartments making:

The identified and specified jobs are subsequently grouped according to certain criteria in compartments (departments). The most currently used criteria for compartments making are as follows: **function, product, location and customer**.

Compartments making according to the criterion of function represents the grouping of the designed jobs which on the whole have a function within the firm.

For instance, the assembly of jobs whose specific tasks have the specific function of production within the firm are grouped in the production compartment. Similarly, there are grouped the marketing compartment, the financial accounting compartment, the human resources compartment.

On account of the fact that the employees from a compartment grouped according to the criterion of function have knowledge and skills in the same specialization field, the management of such compartments is quite efficient. This is the reason why in most of small and medium size firms the compartments making is carried out according to the criterion of function.

In the stage of a small business setting up, the organization chart is that which is presented in Fig. 2. In such a beginning stage, the manager-owner is in most of the cases a worker, the same as the other employees.

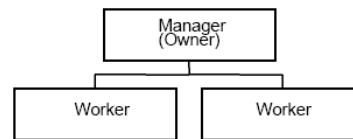
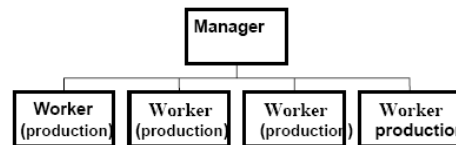


Fig. 2

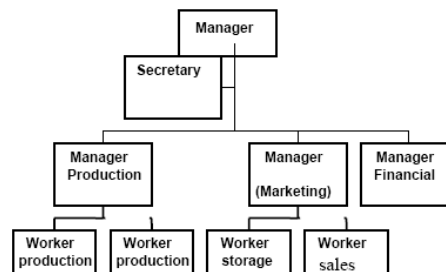
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Compartments making:

As the firm activities develop and the firm offer has an increasing demand, there can be employed other workers, and thus the first stage of the firm growth will be run through (Fig. 3).



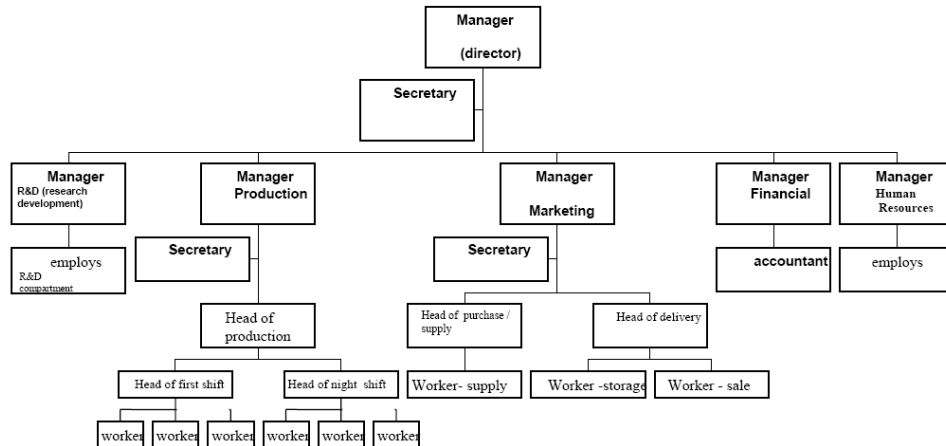
Both in the setting up stage and in the first stage of the firm growth, the firm manager-owner is the only person responsible for the carrying out of all the firm functions (research-development, production, marketing, financial, human resources). As the firm matures, the manager-owner is in the position to delegate in turn the firm functions, and thus there will be created a new level of authority.(Fig. 4)



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The organization chart of a firm that is already in an advanced stage of maturing is presented in Fig. 5. As can be observed, this figure already contains additional authority levels.

In the advanced stage of maturing, obtained by extending the production capacity and the installing of new equipments, it is possible to set up partnership businesses which can also be limited liability companies from the juridical point of view.



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Compartments making:

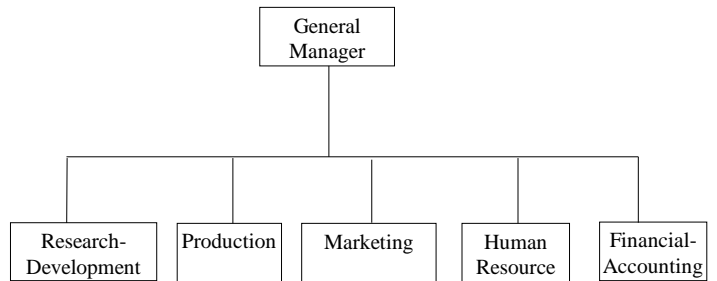
Compartments making according to the criterion of product represents the grouping of the designed jobs which on the whole contribute to the manufacture of a product or a family of products, e.g. the literature in the field cites the case of **Digital Equipment Corporation**, one of the biggest companies which produces computers and which has initially been organized in 18 separate groups of products. The essential problem facing the company staff was that each products department was in competition with the other departments rather than in cooperation relations as it would be normal. Instead of working together for the common objectives of the company, the departments personnel was working preponderantly for the carrying out of specific objectives.

Compartments making according to the criterion of location refers to the grouping of all the activities from a geographical area (this is the case of multinational firms), to the territory of several regions of a country (i.e. the firms at the national level), or to certain places (i.e. the small firms). This type of compartments making enables the organizing of the firm so that it may answer any time the demand of specific customers from various places, but it also implies a great disadvantage, namely the great size of the required leadership and administrative personnel, as well as greater supervision system for the coordination of the activity of the various zones.

Compartments making according to customers consists in the grouping of all the activities so as to satisfy the requirements of various groups of customers. The advantage of this type of departments is that the firm may efficiently work with unique customers or groups of customers. The disadvantage is similar to the previous form of organizing, i.e. there is required a large number of administrative personnel. The alternative of compartments making according to customers can be successfully applied to commercial organizations, learning, public health, public administration.

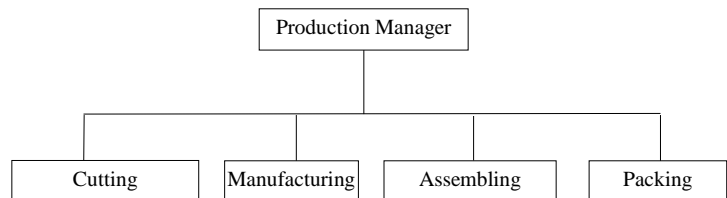
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Functional:



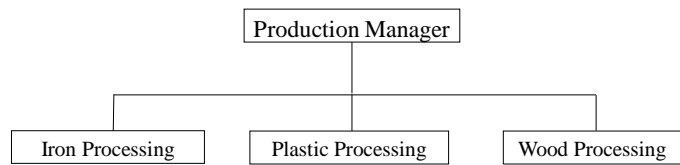
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Technological:



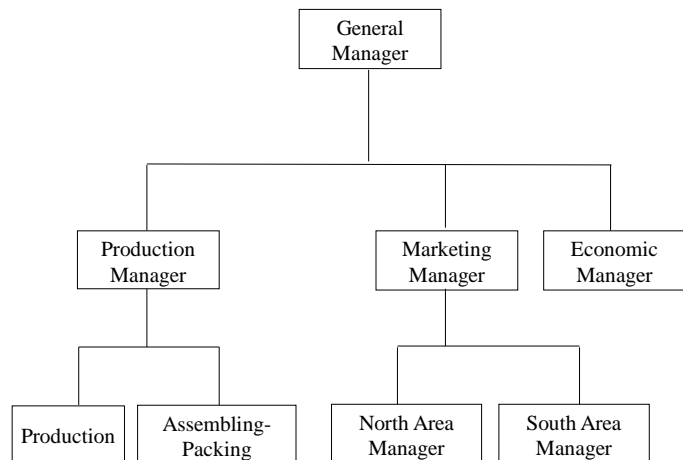
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Product/ material use:



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Multiple criteria:



Compartments making according to multiple criteria is met with in big firms, which at a certain level of the organization chart use a certain compartments making criterion, and at the inferior levels they use other criteria, respectively.

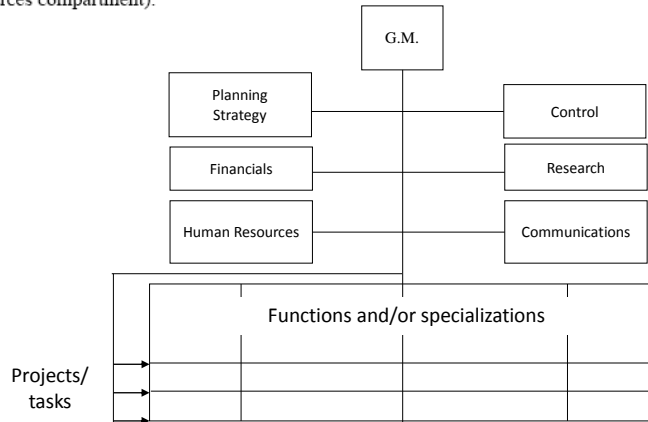
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Staff and support compartments:

Compartments making according to a matrix implies the compartments double subordination, coordination, respectively, by combining the functional structures with the evolution of each individual product or project.

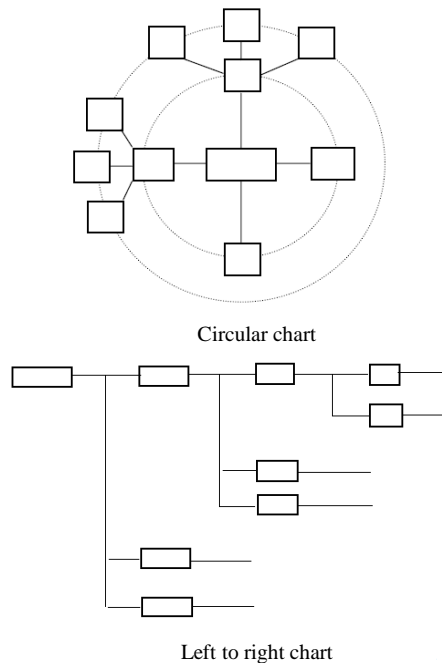
The compartments directly involved in the achievement of the firm objectives are called **line (Basic) compartments** (e.g. in case the firm objective is to manufacture a product, and sell it, respectively – the line compartments are those responsible with the product manufacture and selling).

The compartments involved in supporting the line compartments are called **support compartments (staff)** (e.g. the financial-accounting compartment, the human resources compartment).

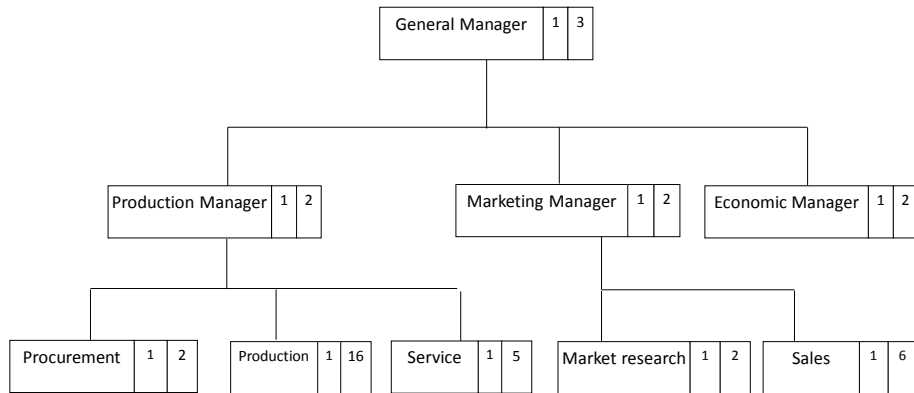


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Other types of organizational charts:



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1. Complete the diagram with possible functional and collaboration relations.
2. Calculate direct hierarchic weight for all elements of the diagram.
3. Calculate average hierarchic weight for every level of the diagram and for the entire diagram.
4. Calculate the centralism and peripheral indicators for all diagram elements.
5. How can you interpret the results from the point of view of this business.