



Lesson 3: Basic Concepts of Organization

Organizing is a process of co-coordinating employee's activities in an orderly manner. It is a managerial job. It specifies how work or duties shall be divided among the departments in the company, the policies to be followed while accomplishing the objectives, the scope and limits of responsibilities and the relationship of one job to another etc.

Organization defines the relationship between person to person, position to position, job to job and so on. It specifies orderly communication between various levels of responsibilities. It defines their authority and responsibility in a formal manner.

LESSON OBJECTIVES:

By the end of the lesson the students must be able to:

- Identify the different ways in which organizations can be best described.
- Examine various forms of organization and its effects.
- Illustrate the principles of management in formulating organizational structures.

LESSON MATERIALS:

I. ORGANIZATION AS A PROCESS

According to Kumar (2021), Organizing in a general sense means systematic arrangement of activities. Organizing is a process of grouping the various activities to be done and assigning duties and responsibilities to people in groups or departments. Organizing process involves determining what work is needed to accomplish the goal, assigning those tasks to individuals, and arranging those individuals in a decision-making framework (organizational structure). The end result of the organizing process is an organization. The purpose of an organization structure is to help in creating an environment for human performance.

Organizing, like planning, must be a carefully worked out and applied process. If organizational goals and plans define what to do, organizing defines how to do it. The primary purpose of organizing is to bring order to the organization so that there is no confusion in the conduct of the business. It involves determining how necessary resources and activities of an organization can be effectively arranged and integrated to perform the designated functions. It is actually a process of defining and grouping of activities and then establishing authority responsibility relationship among them. Organizing also helps managers to build, develop and maintain working relationships. A properly implemented organizing process should result in a work environment where all team members are aware of their responsibilities.

The performance of any activity requires different type of work. Suppose the manager of a sugar mill decides to produce 100 tons of sugar. This is his objective. Now to achieve this, he has to divide the activities and operations into certain departments. The production work is given to the production department; finance department is



assigned the work of arranging funds; personnel department is to procure people with required skills and the sales department is to take care of sales. Thus, the organizing function of management involves creating departments and defining the duties and responsibilities of people in different positions within each department.

Organizations Definitions:

It is often define as, “A collective entity of people who continuously engaged in same activity on a sustained basis to achieve an objective or objectives.”

According to Oliver Sheldon, “A person of so combining the work which individuals or groups have to perform with facilities necessary for its execution that the duties to so perform provide the best channel for the efficient, systematic, positive & co-ordinate application of the available efforts.”

According to Chester Bernard, “Organization is a system of consciously coordinate activity of two or more persons.”

A manager performs organizing function with the help of following steps:

1. Identification of activities - All the activities which have to be performed in a concern have to be identified first. For example, preparation of accounts, making sales, record keeping, quality control, inventory control, etc. All these activities have to be grouped and classified into units.

2. Departmentally organizing the activities - In this step, the manager tries to combine and group similar and related activities into units or departments. This organization of dividing the whole concern into independent units and departments is called departmentalization.

3. Classifying the authority - Once the departments are made, the manager likes to classify the powers and its extent to the managers. This activity of giving a rank in order to the managerial positions is called hierarchy. The top management is into formulation of policies, the middle level management into departmental supervision and lower level management into supervision of foremen. The clarification of authority helps in bringing efficiency in the running of a concern. This helps in achieving efficiency in the running of a concern. This helps in avoiding wastage of time, money, effort, in avoidance of duplication or overlapping of efforts and this helps in bringing smoothness in a concern’s working.

4. Coordination between authority and responsibility - Relationships are established among various groups to enable smooth interaction toward the achievement of the organizational goal. Each individual is made aware of his authority and he/she knows whom they have to take orders from and to whom they are accountable and to whom they have to report. A clear organizational structure is drawn and all the employees are made aware of it.

ORGANISING PROCESS

1. Identification and division of work: The organizing function begins with division of work into smaller units. Each such unit is called a job. One individual is assigned only one job according to his capabilities and qualification. This leads to systematic working and specialization.



2. Departmentalization: Once the work is divided into smaller manageable units, related jobs are grouped together and put under one department. This grouping process is called departmentalization. The most common ways of departmentalization are functional departmentalization and divisional departmentalization.

3. Assignment of duties: once departments are formed, each department is put under the charge of an individual. The work must be assigned to those who are best suited for it.

4. Establishing reporting relationships: After assigning the duties, all individuals must also be assigned matching authority. This assignment of authority and responsibility results in the creation of authority responsibility relationship between superior and subordinate. With this, a managerial hierarchy is created (chain of command) where everyone knows who he has to take orders from and to whom he is accountable.

IMPORTANCE OF ORGANIZING FUNCTION

1. Coordination: Organization is a means of creating co- ordination among different departments of the enterprise. It creates clear cut relationships among positions and ensures mutual co- operation among individuals. Harmony of work is brought by higher level managers exercising their authority over interconnected activities of lower level manager.

Authority responsibility relationships can be fruitful only when there is a formal relationship between the two. For smooth running of an organization, the co- ordination between authority- responsibilities is very important. There should be co- ordination between different relationships.

Clarity should be made for having an ultimate responsibility attached to every authority. There is a saying, —Authority without responsibility leads to ineffective behaviour and responsibility without authority makes person ineffective. Therefore, co- ordination of authority- responsibility is very important.

2. Effective administration: The organization structure is helpful in defining the jobs positions. The roles to be performed by different managers are clarified. Specialization is achieved through division of work. This all leads to efficient and effective administration.

3. Expansion and growth: With optimum utilization of resources, proper division of work and departmentalization, companies can easily meet the challenges and can expand their activities in a planned manner. They can easily add more job positions, departments, and even diversify their product lines. New geographical areas can also be added to increase sales and profits. A company's growth is totally dependent on how efficiently and smoothly a concern works. Efficiency can be brought about by clarifying the role positions to the managers, co-ordination between authority and responsibility and concentrating on specialization. In addition to this, a company can diversify if its potential grows. This is possible only when the organization structure is well defined. This is possible through a set of formal structure.

4. Sense of security: Organizational structure clarifies the job positions. The roles assigned to every manager are clear. Co- ordination is possible. Therefore, clarity of powers helps automatically in increasing mental satisfaction and thereby a sense of security in a concern. This is very important for jobsatisfaction.



5. Scope for new changes: Where the roles and activities to be performed are clear and every person gets independence in his working, this provides enough space to a manager to develop his talents and flourish his knowledge. A manager gets ready for taking independent decisions which can be a road or path to adoption of new techniques of production. This scope for bringing new changes into the running of an enterprise is possible only through a set of organizational structure.

6. Clarity in working relationships: Organising function clearly defines the authority or power enjoyed by every individual. Everyone knows very clearly to whom he can give orders and from whom he has to receive orders. This also helps in the creation of managerial hierarchy.

7. Optimum utilization of resources: Organising helps in proper usage of men, material and money. Jobs are properly assigned, so there is no confusion or duplication. This helps in minimizing the wastage of resources.

8. Adaptation to change: Organising function helps in the creation of different departments and managerial hierarchy. This structure helps in adapting and adjusting to the activities in response to the changes in the external environment.

9. Effective administration: Organizing function provides a clear description of jobs, there is no confusion and duplication. Every individual knows his role and position very clearly. Thus, management becomes easy and this brings effectiveness in administration.

10. Development of Personnel: through organizing structure, managers reduce their workload by assigning their routine jobs to their subordinates. This allows the manager to develop new methods and ways to perform the job. This also gives them the opportunity and time to innovate and thus help in strengthening the company's competitive position. Such delegation also develops the subordinate by giving them the ability to handle challenges and to realize their full potential.

II. PRINCIPLES OF ORGANIZATION

The organizing process can be done efficiently if the managers have certain guidelines so that they can take decisions and can act. To organize in an effective manner, the following principles of organization can be used by a manager.

1. Principle of Specialization: According to the principle, the whole work of a concern should be divided among the subordinates on the basis of qualifications, abilities and skills. It is through division of work specialization can be achieved which results in effective organization.

2. Principle of Functional Definition: According to this principle, all the functions in a concern should be completely and clearly defined to the managers and subordinates. This can be done by clearly defining the duties, responsibilities, authority and relationships of people towards each other. Clarifications in authority- responsibility relationships help in achieving coordination and thereby organization can take place effectively. For example, the primary functions of production, marketing and finance and the authority responsibility relationships in these departments should be clearly



defined to every person attached to that department. Clarification in the authorityresponsibility relationship helps in efficient organization.

3. Principles of Span of Control / Supervision: According to this principle, span of control is a span of supervision which depicts the number of employees that can be handled and controlled effectively by a single manager. According to this principle, a manager should be able to handle what number of employees under him should be decided. This decision can be taken by choosing either from a wide or narrow span.

There are two types of span of control:

a. Wide span of control- It is one in which a manager can supervise and control effectively a large group of persons at one time. The features of this span are:

- i. Less overhead cost of supervision
- ii. Prompt response from the employees
- iii. Better communication
- iv. Better supervision
- v. Better co-ordination
- vi. Suitable for repetitive jobs

According to this span, one manager can effectively and efficiently handle a large number of subordinates at one time.

b. Narrow span of control- According to this span, the work and authority is divided among many subordinates and a manager doesn't supervises and control a very big group of people under him. The manager according to a narrow span supervises a selected number of employees at one time. The features are:

- i. Work which requires tight control and supervision, for example, handicrafts, ivory work, etc. which requires craftsmanship, there narrow span is more helpful.
- ii. Co-ordination is difficult to be achieved.
- iii. Communication gaps can come.
- iv. Messages can be distorted.
- v. Specialization work can be achieved.

Factors influencing Span of Control

Managerial abilities - In the concerns where managers are capable, qualified and experienced, wide span of control is always helpful.

Competence of subordinate s- Where the subordinates are capable and competent and their understanding levels are proper, the subordinates tend to very frequently visit the superiors for solving their problems. In such cases, the manager can handle large number of employees. Hence wide span is suitable.

Nature of work - If the work is of repetitive nature, wide span of supervision is more helpful. On the other hand, if work requires mental skill or craftsmanship, tight control and supervision is required in which narrow span is more helpful.



Delegation of authority - When the work is delegated to lower levels in an efficient and proper way, confusions are less and congeniality of the environment can be maintained. In such cases, wide span of control is suitable and the supervisors can manage and control large number of subordinates at one time.

Degree of decentralization - Decentralization is done in order to achieve specialization in which authority is shared by many people and managers at different levels. In such cases, a tall structure is helpful. There are certain concerns where decentralization is done in very effective way which results in direct and personal communication between superiors and sub-ordinates and there the superiors can manage large number of subordinates very easily. In such cases, wide span again helps.

4. Principle of Scalar Chain: Scalar chain is a chain of command or authority which flows from top to bottom. With a chain of authority available, wastages of resources are minimized, communication is affected, overlapping of work is avoided and easy organization takes place. A scalar chain of command facilitates work flow in an organization which helps in achievement of effective results. As the authority flows from top to bottom, it clarifies the authority positions to managers at all level and that facilitates effective organization.

5. Principle of Unity of Command: It implies one subordinate-one superior relationship. Every subordinate is answerable and accountable to one boss at one time. This helps in avoiding communication gaps and feedback and response is prompt. Unity of command also helps in effective combination of resources, that is, physical, financial resources which helps in easy co-ordination and, therefore, effective organization.

III. TYPES OF ORGANIZATION

Internally every organization has to be divided into smaller groups called 'Department or Section'. Proper co-ordination has to be maintained between all of them. This makes possible to attain organizational objectives by dividing the work among several individuals. For smooth functioning formal organization plays an important role. It shows responsibility and authority of each individual. For the convenience organization is designed in any of the following way:

A. LINE ORGANIZATION: Line organization is the simplest form of organization structure. Line organization is the oldest and simplest method of administrative organization. According to this type of organization, the authority flows from top to bottom in a concern. The line of command is carried out from top to bottom. This is the reason for calling this organization as scalar organization which means scalar chain of command is a part and parcel of this type of administrative organization. In this type of organization, the line of command flows on an even basis without any gaps in communication and co-ordination taking place. The line structure is based on the scalar principle, which states that authority and responsibility should flow in a direct line vertically from the highest level of the organization to the lowest level. The primary emphasis in the line organization is upon the superior-subordinate relationship. Every person in the organization is in the direct chain of command. (Figure 1).

Line Organizational Structure

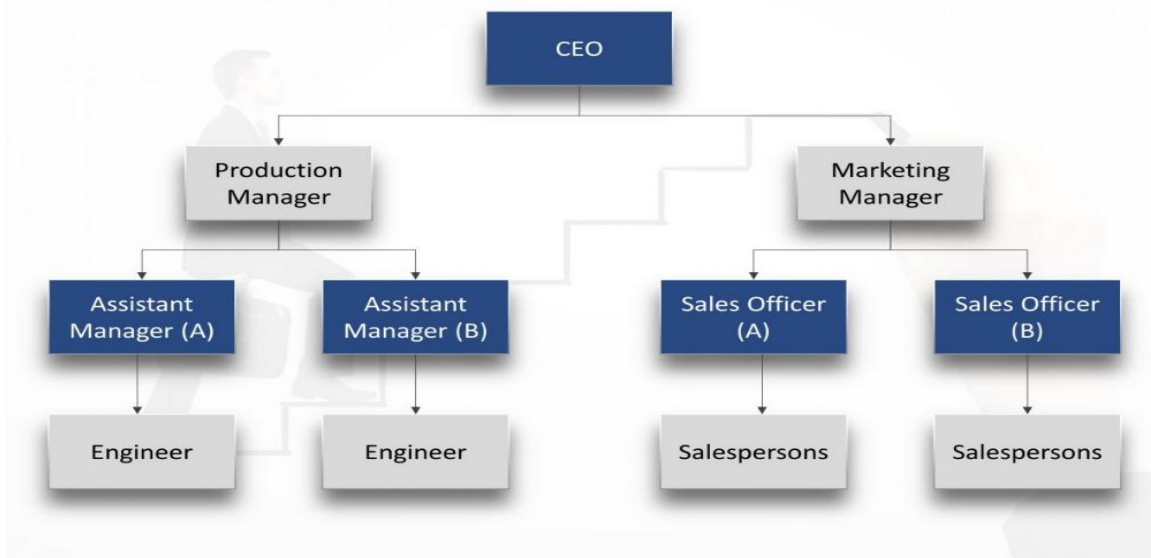


Figure. 1

Features of Line Organization

1. It is the simplest form of organization.
2. Line of authority flows from top to bottom.
3. Specialized and supportive services do not take place in these organizations.
4. Unified control by the line officers can be maintained since they can independently take decisions in their areas and spheres.
5. This kind of organization always helps in bringing efficiency in communication and bringing stability to a concern.

Merits of Line Organization

1. **Simplest-** It is the most simple and oldest method of administration.
2. **Unity of Command-** In these organizations, superior-subordinate relationship is maintained and scalar chain of command flows from top to bottom.
3. **Better discipline-** The control is unified and concentrates on one person and therefore, he can independently make decisions of his own. Unified control ensures better discipline.
4. **Fixed responsibility-** In this type of organization, every line executive has got fixed authority, power and fixed responsibility attached to every authority.
5. **Flexibility-** There is a co-ordination between the top most authority and bottom line authority. Since the authority relationships are clear, line officials are independent and can flexibly take the decision. This flexibility gives satisfaction of line executives.
6. **Prompt decision-** Due to the factors of fixed responsibility and unity of command, the officials can take prompt decision.



Demerits of Line Organization

1. **Over reliance-** The line executive's decisions are implemented to the bottom. This results in over-relying on the line officials.
2. **Lack of specialization-** A line organization flows in a scalar chain from top to bottom and there is no scope for specialized functions. For example, expert advices whatever decisions are taken by line managers are implemented in the same way.
3. **Inadequate communication-** The policies and strategies which are framed by the top authority are carried out in the same way. This leaves no scope for communication from the other end. The complaints and suggestions of lower authority are not communicated back to the top authority. So there is one way communication.
4. **Lack of Co-ordination-** Whatever decisions are taken by the line officials, in certain situations wrong decisions, are carried down and implemented in the same way. Therefore, the degree of effective coordination is less.
5. **Authority leadership-** The line officials have tendency to misuse their authority positions. This leads to autocratic leadership and monopoly in the concern.

- B. LINE AND STAFF ORGANIZATION:** Line and staff organization is a modification of line organization and it is more complex than line organization. According to this administrative organization, specialized and supportive activities are attached to the line of command by appointing staff supervisors and staff specialists who are attached to the line authority. The power of command always remains with the line executives and staff supervisors guide, advice and counsel the line executives. Personal Secretary to the Managing Director is a staff official.

Most business organizations, except the very small, have this type of structure. As the organizations have grown complex, the problems of line executives have become sufficiently complicated. The line executives being generalists need the advice of personnel with specialized knowledge and functions to tackle these problems. For this purpose, the staff positions are created in the organization. In line and staff organization, the line authority remains the same as it does in the line organization i.e. the authority flows from top to bottom; and the line executives perform the major functions; the staff functionaries support and advise the line executives. For example, for sound management of human resources, the line managers are provided specialized assistance through personnel/Human Resource managers. As staff functionaries are employed to perform supportive role, they do not have any power of command in the organization (Figure 2).

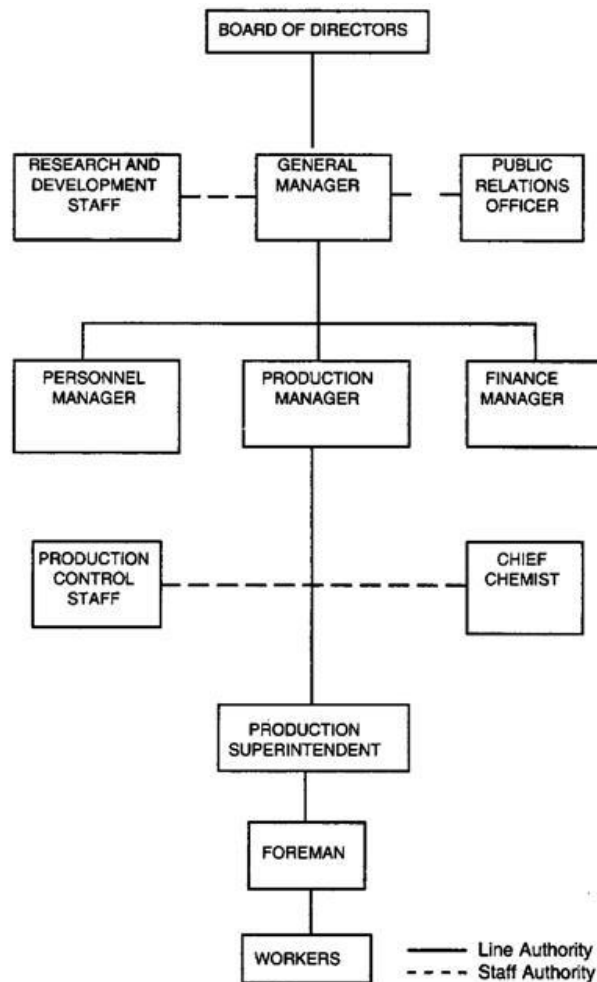


Figure. 2

Features of Line and Staff Organization

1. There are two types of staff :
 - a. **Staff Assistants**- P.A. to Managing Director, Secretary to Marketing Manager.
 - b. **Staff Supervisor**- Operation Control Manager, Quality Controller, PRO
2. Line and Staff Organization is a compromise of line organization. It is more complex than line concern.
3. Division of work and specialization takes place in line and staff organization.
4. The whole organization is divided into different functional areas to which staff specialists are attached.
5. Efficiency can be achieved through the features of specialization.
6. There are two lines of authority which flow at one time in a concern :
 - a. Line Authority
 - b. Staff Authority
7. Power of command remains with the line executive and staff serves only as counselors.



Merits of Line and Staff Organization

1. **Relief to line of executives-** In a line and staff organization, the advice and counseling which is provided to the line executives divides the work between the two. The line executive can concentrate on the execution of plans and they get relieved of dividing their attention to many areas.
2. **Expert advice-** The line and staff organization facilitates expert advice to the line executive at the time of need. The planning and investigation which is related to different matters can be done by the staff specialist and line officers can concentrate on execution of plans.
3. **Benefit of Specialization-** Line and staff through division of whole concern into two types of authority divides the enterprise into parts and functional areas. This way every officer or official can concentrate in its own area.
4. **Better co-ordination-** Line and staff organization through specialization is able to provide better decision making and concentration remains in few hands. This feature helps in bringing co- ordination in work as every official is concentrating in their own area.
5. **Benefits of Research and Development-** Through the advice of specialized staff, the line executives, and the line executives get time to execute plans by taking productive decisions which are helpful for a concern. This gives a wide scope to the line executive to bring innovations and go for research work in those areas. This is possible due to the presence of staff specialists.
6. **Training-** Due to the presence of staff specialists and their expert advice serves as ground for training to line officials. Line executives can give due concentration to their decision making. This in itself is a training ground for them.
7. **Balanced decisions-** The factor of specialization which is achieved by line staff helps in bringing co- ordination. This relationship automatically ends up the line official to take better and balanced decision.
8. **Unity of action-** Unity of action is a result of unified control. Control and its effectively take place when co- ordination is present in the concern. In the line and staff authority all the officials have got independence to make decisions. This serves as effective control in the whole enterprise.

Demerits of Line and Staff Organization

1. **Lack of understanding-** In a line and staff organization, there are two authority flowing at one time. This results in the confusion between the two. As a result, the workers are not able to understand as to who is their commanding authority. Hence the problem of understanding can be a hurdle in effective running.
2. **Lack of sound advice-** The line official get used to the expertise advice of the staff. At times the staff specialists also provide wrong decisions which the line executives have to consider. This can affect the efficient running of the enterprise.
3. **Line and staff conflicts-** Line and staff are two authorities which are flowing at the same time. The factors of designations, status influence sentiments which are related to their relation, can pose a distress on the minds of the employees. This leads to minimizing of co- ordination which hampers a concern's working.
4. **Costly-** In line and staff concern, the concerns have to maintain the high remuneration of staff specialist. This proves to be costly for a concern with limited finance.

- 5. **Assumption of authority-** The power of concern is with the line official but the staff dislikes it as they are the one more in mental work.
- 6. **Staff steals the show-** In a line and staff concern, the higher returns are considered to be a product of staff advice and counselling. The line officials feel dissatisfied and a feeling of distress enters a concern. The satisfaction of line officials is very important for effective results.

C. FUNCTIONAL ORGANIZATION

This is the most widely used form of organization structure because of its simple logic and commonsense appeal. Here the tasks are grouped together on the basis of common functions. So, all production activities or all financial activities are grouped into a single function which undertakes all the tasks required of that function. A typical chart of a functional organization is presented in Figure 3.

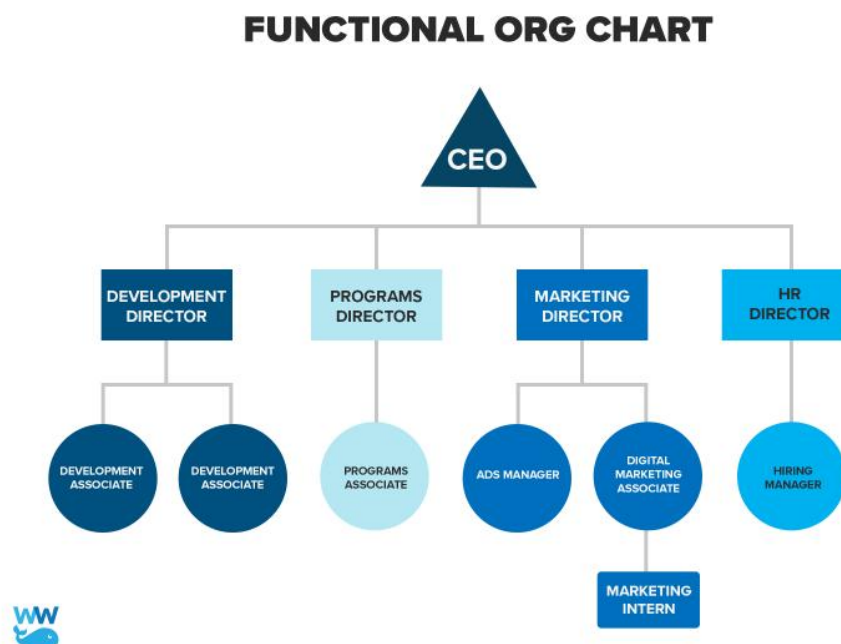


Figure. 3

The functional structure suits best to the small to medium organizations producing one or a few products, where the goals of the organization emphasize functional specialization, efficiency and quality. When the activities or jobs are grouped keeping in mind the functions to be performed then it is called functional structure. These functions are organized in to separate departments. For example, in a manufacturing concern division of work into key functions will include production, purchase, marketing, and personnel.

Functional organization has been divided to put the specialists in the top position throughout the enterprise. This is an organization in which we can define as a system in which functional department are created to deal with the problems of business at various levels. Functional authority remains confined to functional guidance to different departments. This helps in maintaining quality and uniformity of performance of different functions throughout the enterprise.



The concept of Functional organization was suggested by F.W. Taylor who recommended the appointment of specialists at important positions. For example, the functional head and Marketing Director directs the subordinates throughout the organization in his particular area. This means that subordinates receives orders from several specialists, managers working above them.

Features of Functional Organization

1. The entire organizational activities are divided into specific functions such as operations, finance, marketing and personal relations.
2. Complex form of administrative organization compared to the other two.
3. Three authorities exist- Line, staff and function.
4. Each functional area is put under the charge of functional specialists and he has got the authority to give all decisions regarding the function whenever the function is performed throughout the enterprise.
5. Principle of unity of command does not apply to such organization as it is present in line organization.

Merits of Functional Organization

1. **Specialization-** Better division of labour takes place which results in specialization of function and its consequent benefit.
2. **Effective Control-** Management control is simplified as the mental functions are separated from manual functions. Checks and balances keep the authority within certain limits. Specialists may be asked to judge the performance of various sections.
3. **Efficiency-** Greater efficiency is achieved because of every function performing a limited number of functions.
4. **Economy-** Specialization compiled with standardization facilitates maximum production and economical costs.
5. **Expansion-** Expert knowledge of functional manager facilitates better control and supervision.
6. **Easy supervision-** Since the tasks to be done in one department are of similar nature, it becomes easy for the supervisor to guide and supervise the employees performing the jobs.
7. **Easy coordination-** Similarity of tasks being performed help in promoting control and coordination within the departments.
8. **Effective training-** Training of employees become easy as focus is only on a limited range of skills.

Demerits of Functional Organization

1. **Confusion-** The functional system is quite complicated to put into operation, especially when it is carried out at low levels. Therefore, coordination becomes difficult.

2. **Lack of Co- ordination-** Disciplinary control becomes weak as a worker is commanded not by one person but a large number of people. Thus, there is no unity of command.
3. **Difficulty in fixing responsibility-** Because of multiple authority, it is difficult to fix responsibility.
4. **Conflicts-** There may be conflicts among the supervisory staff of equal ranks. They may not agree on certain issues.
5. **Costly-** Maintenance of specialist’s staff of the highest order is expensive for a concern.

D. MATRIX ORGANIZATION

Matrix organization is hybrid structure. It is the combination of two structure i.e. functional department & project structure. Project team is created for specific project with high degree of technical skill and functional structure is permanent characteristic of matrix organization. Matrix organization has two dimensional structures. It is the combination of project structure and traditional functional department. The project manager is responsible for the success of particular project. He has authority over the members of project staff. Such project has definite time duration. Matrix organization is originated in defense & aerospace industries in U.S.A.

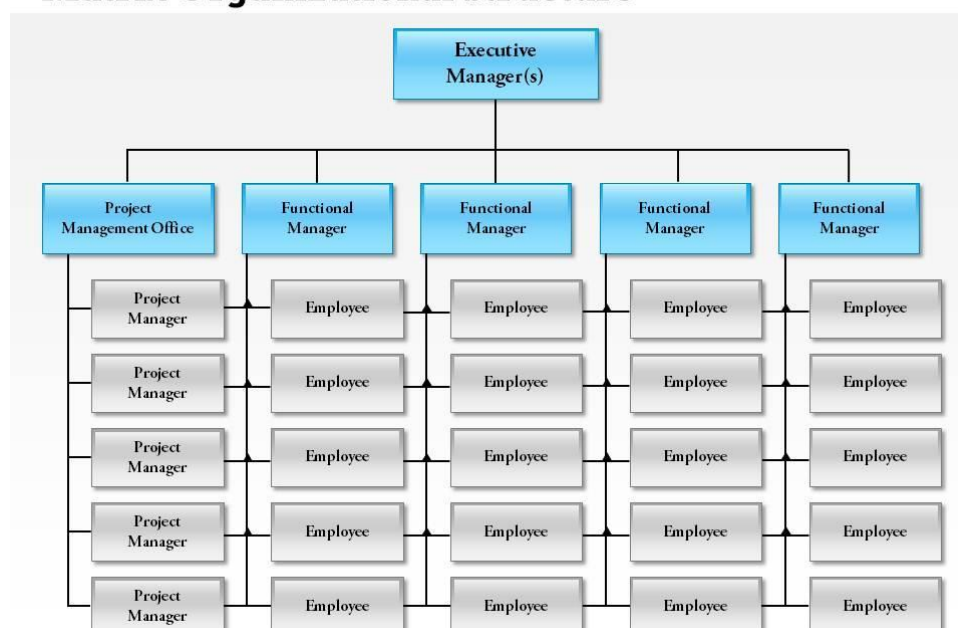
Matrix organization has been defined as ‘Any organization that employees a multiple command system, that include not only the multiple command structure & behaviour pattern. Sometimes matrix & project structures are considered to be same. However there is difference between these two. In project organization the person who is the head of the project is completely responsible for that project. Matrix organization is applied when organization has large number of small projects and resources are diverted to other project.

In matrix organization project manager is appointed to co-ordinate the activities of project personnel. Each functional staff has two bosses.

1. Administrative head
2. Project manager.

There should be co-ordination between these two.

Matrix Organizational Structure





Merits of Matrix Organization

1. **Flexible & better response:** It is the combination of traditional & project structure. So it can be easily changed according to changes in marketing condition, technology etc. which is helpful for the progress of the project. Effective information system helps to response quickly.
2. **Motivation:** The project staff is motivated as the members are focuses directly for the completion of particular project. It helps to increase communication, coordination & co-operation.
3. **Avoidance of duplication:** Each project is assigned the physical resources and personnel as per the requirement & duplication is avoided. Functional department provides support to project manager to balance between time, cost & performance.
4. **Proper environment for professionals:** A proper environment helps the professionals to complete the job in time & make maximum contribution. Maximum contribution helps decision making process smoothly & helps in better control with proper chain

Demerits of Matrix Organization

1. **Problem of co-ordination:** Conflicts may arise between team members & functional heads. Working relationship is not clearly balanced.
2. **Complex organizational relationship:** In matrix organization, organizational relationship becomes very complex. Apart the formal relationship, informal relationship will also arise, that will create the problem of co-ordination.
3. **Conflicts & problems of co-ordination:** The problem of co-ordination violates the principle of unity of command. Each employee has two bosses 1) Functional 2) Project manager. Multiple flow of authority create problem of co-ordination.
4. **Low moral:** The success or failure of functional group depends upon its performance in the project. This may lead to emphasis on own group & on own function only. Therefore it will lead to conflicts between functional groups.
5. **Time consuming process:** Matrix organization is time consuming it requires major organizational changes which may give rise to number of problems. Re-organisation may lead to harm to the status and security of he employee. It will lead to delay in decision.
6. **Lack of clarity:** In matrix organization there is multiplicity of vertical and horizontal relationship. This will lead to decrease in efficiency and increase in the cost of project.
7. **Violation of scalar principle:** The scalar principle is also violated as there is no proper balance between functional and project manager. Working relationship is not clearly defined.



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