



### Short Answer Type Questions

1. Define 'Organising'?

Ans: Organising is defined as a process that initiates implementation of plans by clarifying jobs, working relationships and effectively deploying resources for attainment of identified and desired results.

2. What are the steps in the process of organising?

Ans: Organising involves following steps that need to be taken in series

- (i) Identification and Division of Work: Organising process begins with identifying and division of total work into small units.
- (ii) Departmentalisation: After dividing the work, related and similar jobs are grouped together and put under one department.
- (iii) Assignment of Duties: After departmentalisation, the work is assigned according to the ability of individuals.
- (iv) Establishing Reporting Relationship: Assigning duties is not enough. Each individual should also know, who he has to take orders and to whom he is accountable. Thus, reporting relationship helps in co-ordination among various departments.

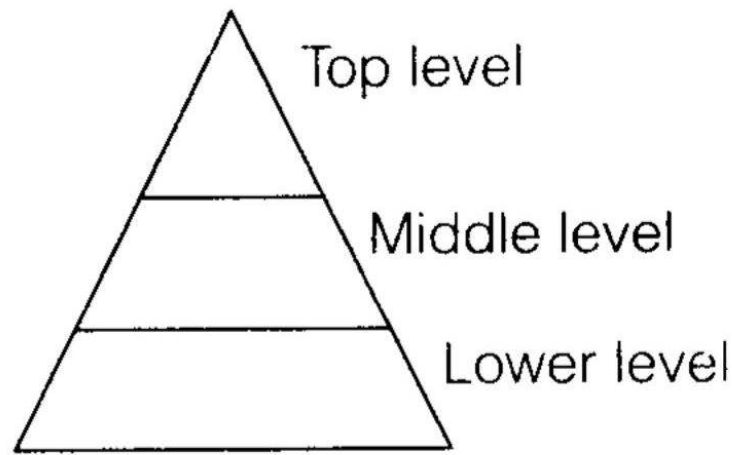
3. Discuss the elements of delegation.

Ans: The elements of delegation are as follows

- (i) Authority: It refers to the right of an individual to command his subordinates and to take action within the scope of his position. The concept of authority arises from the established scalar chain, which links the various job positions and levels of an organisation. It must be noted that authority is restricted by laws and the rules and regulations of the organisations. Authority flows downward.
- (ii) Responsibility: Responsibility is the obligation of a subordinate to properly perform the assigned duty. It arises from a superior-subordinate relationship because the subordinate is bound to perform the duty assigned to him by his superior. Responsibility flows upward.
- (iii) Accountability: Accountability implies being answerable for the final outcome. Once authority has been delegated and responsibility accepted, one cannot deny accountability. It cannot be delegated and flows upwards i.e., a subordinate will be accountable to a superior for satisfactory performance of work.

4. What does the term 'Span of management' refer to?

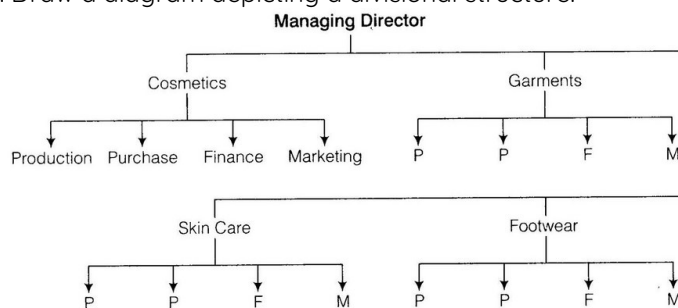
Ans: Is the number of subordinates under a superior or we can say, it means how many employees can be effectively managed by a superior. The span of management, to a large extent gives shape to the organisational structure, e.g., if the number of subordinates under a superior keep increasing when we move downward then the shape of the organisational structure will be as follows.



5. Under what circumstances would functional structure prove to be an appropriate choice?

Ans: Functional structure would prove to be most suitable when the size of the organisation is large, has diversified activities and operations require a high degree of specialisation. It promotes control and co-ordination within a department, increased managerial and operational efficiency, results in increased profits.

6. Draw a diagram depicting a divisional structure.



7. Can a large sized organisation be totally centralised or decentralised? Give your opinion.

Ans: No large organisation can not be totally centralised or decentralised. Complete centralisation would imply concentration of all decision making functions at the apex of the management hierarchy. Such a scenario would obviate the need for a management hierarchy. On the other hand, complete decentralisation would imply the delegation of all decision making functions to the lower level of the hierarchy and this would finish off the need for higher, managerial positions. Both the situations are unrealistic.

As an organisation grows in size and complexity, there is a tendency to move towards decentralised decision making. This is because, in large organisations those employees, who are directly and closely involved with certain operations tend to have more knowledge about them than the top management, which may only be indirectly associated with individual operations. Hence, there is a need for balance between these co-existing forces.

8. Decentralisation is extending delegation to the lowest level.  
Comment.

Ans: Decentralisation is extending delegation to the lowest level. Decentralisation explains the manner in which decision making responsibilities are divided among hierarchical levels.

Decentralisation refers to delegation of authority throughout all the

levels of the organisation. Decision making authority is shared with lower levels and is consequently placed nearest to the point of action. In other words, decision making authority is pushed down the chain of command. Delegation is the process and decentralisation is the end result, e.g., If the director give the responsibility to production head to complete the target of 20,000 units and authorise him to hire the workers, production head further shares his responsibility with manager to select the worker. Manager shares his responsibility with supervisors, who are dealing with workers, authorise him to select workers. Here, the responsibility distributed at every level. That's why we say systematic delegation leads to decentralisation.

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