

[Unit-1]

- What is Organisation
- Components of Organisation
- Nature and Variety of Organisation
- (Objectives & structure)
- Model of analysing Organisation
- Phenomenon
- Organisation and Business variable
- Organisation in Indian Context
- Institution & structure

Questions asked previously-

- ① Explain the concept of Organisation
- ② What are the main elements of Organisation?
- ③ Explain the features of Organisational Behaviour
- ④ Dimensions of Organisational structure
- ⑤ Models of OB
- ⑥ Give the features of line and staff Organisation. How is ~~the~~ staff superior to line Organisation.

① Organization-

According to Barnard, organization is an identifiable group of people contributing their efforts towards the attainment of goals. An organisation comes into existence when there are number of persons in communication and relationship to each other and are willing to contribute towards a common endeavour.

② Elements of Organisation-

- (i) Determination of objectives-
It is essential for management to identify objectives before the start of any activity.
- (ii) Identification & Grouping of Activities-
There must be the proper divisions of major activities into well defined jobs.
- (iii) Fitting individual into jobs-
Fit suitable and qualified person into these major activities.
- (iv) Creation of Authority- Responsibility Relationship-

Some positions must be placed over others so that they have authority to bind others by their decisions.

- (v) Coordination of Activities—
Coordination refers to the job of ensuring that the work of one employee contributes to, rather than conflicts or overlaps with, the work of other employees.

③ Characteristics of Organisation

- (i) Organisation denotes group of persons
- (ii) Organisation is always related to objectives
- (iii) Communication is the nervous system of organisation
- (iv) It represents a structure of relationship.
- (v) It involves a network of authority and responsibility relationship
- (vi) It is a continuous process.

④ Line Organization =

④ Line & Staff organization

- ★ Staff organization is a modified and complex form of line organisation
- ★ Division of work and specialisation takes place
- ★ The whole organisation is divided into different functional areas
- ★ Efficiency can be achieved through the features of specialization.
- ★ Powers and of commands remain with the line executive and staff serves only as counselors

Merits +

- ★ Relief to line of executives
- ★ Expert advice
- ★ Benefit of specialization
- ★ Better coordination
- ★ Benefits of Research and Development
- ★ Training
- ★ Balanced decision
- ★ Unity of Action

Demerits -

- ★ lack of Understanding
- ★ lack of sound advice
- ★ line and staff conflicts.
- ★ ~~Cost~~ costly
- ★ assumption of authority
- ★ Staff steals the show

(5) Features of OB -

- (i) An Integral part of management system
- (ii) A field of study
- (iii) Goal oriented
- (iv) Human tool.
- (v) Science and Art
- (vi) Satisfaction of Employers Needs

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⑥ Models of OB -

A model defines the abstraction of reality and simplifies the representation of real life phenomenon called OB.

Model	Autocratic	Custodial	Supportive	Collegial
Basis of power model	Power	Economic resources	Leadership	Partnership
Managerial orientation	Authority	Money	Support	Team work
Employee orientation	Obedience	Security & benefits	Top Performance	Responsible Behaviour
Employee Psychological result	Dependence on boss	Dependence on organization	Participation	Self discipline
Employee needs met	Subsistence	Security	Status & Recognition	Self Actualization
Performance Result	Minimum	Passive Co-operation	Awakened Drives	Moderate Entusias

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⑤ Qualities of a manager -

(i) Wide knowledge

(ii) Foresight

(iii) Open minded

(iv) Adaptability

(v) Business Morality and Social Relationship.

(vi) Self confidence

(vii) ~~Int~~ Innovative attitude.