

10.10
2019

span = subordinates
under supervision

PAGE NO.

DATE:

ORGANISING * *

* Characteristics of organising :

- i) Tasks of goals to be achieved
- ii) Major duties required to achieve the objective
- iii) Classification of activities in jobs
- iv) establishment of relations b/w the jobs

* typology of Organising :

- i) Organisation which benefit their owners.
- ii) " which benefit their members
(unions, cooperative, club members)
- iii) " which benefit their clients
(school, universities, insurance based companies)
- iv) " which benefit the whole societies
(governmental organisation, NPO's)

* Process of Organising :

- i) Consideration of objectives
- ii) grouping of activities into departments.
- iii) deciding which departments are the key departments.
- iv) determining levels at which various types of decisions are to be made.
- v) determining span of management.
- vi) setting up a coordination mechanism.

* Peter Drucker developed the process of organising.

* Principles of organising : E.F.L. Brech

- i) * Objectives of organising = well defined,
- ii) specializations : dividing work according to specialization
- iii) span of control : should be minimum and max. is 6.
- iv) Exception : top level should be excluded from the minimal decision.
- v) scalar Principle (chain of command) :
- vi) Unity of Command : only one superior.
- vii) delegation : authority transferred to subordinates.
- viii) responsibility : due to authority.
- ix) authority : provided by superiors.
- x) simplicity :
- xi) Balance : in departments in every aspect.
- xii) Exceptability : / Acceptability.

DEPARTMENTALISATION

* *

- * the horizontal differentiation of task or activities into discrete segments.
- * The aim is to take advantage of the division of labour and specialization upto a certain limit.
- * There are several basis for departmentalisation :
 - i) Functions : Most widely used base for departmentalisation. Each major function is divided / grouped in departments.

- Advantages of functions :

- a) Helpful for small org. manufacturing limited products or render limited no. of services.
- b) Leads to improved planning and control.
- c) Only one department related to one function makes the process easier.

- Drawbacks of functions :

- a) difficult for anyone to understand the task of the whole and to relate his own work to it.
- b) does not offer good training for overall development of the manager.
- c) Procedures are overly complicated, wasteful and time-consuming.
- d) difficult to judge whether activities of particular departments are worth their cost.

11) Products : for large org. manufacturing a wide product range.

Product departmentalisation is the logical pattern to follow where each product requires raw materials manufacturing tech. marketing - methods that are diff. from those used by other products in the organisation.

Ex: Cadbury dairy milk, silk etc.

- Advantages :

- 1) Reliefs top mgmt. of operating tasks responsibility.
- 11) Natural team work develops.

iii) Better opportunity for improving the performance.

Drawbacks :

- i) results in duplication of staff & facilities
- ii) Extra expenditure is incurred resulting on extra expenses on workforce.
- iii) Employment of large no. of managerial personnel is needed

ii) Customers : an enterprise may be divided in no. of departm. on the basis of customers that it services. ex: an electronic firm have separate department for military, industrial, and ~~ex~~ consumers.

Advantage :

- i) ensure full attention to major customer groups which have very diff. set of criteria governing their decision to purchase.

Disadvantage :

- i) Result in under utilisation of resources and facilities in some departments.
- ii) there may be duplication of facilities