

- Flexibility of administration fails.
- Wherever are plans there are no fixability of premises
- no facilitating accurate premises

* STRATEGIC PLANNING includes SWOT mgmt. includes (analysis) strength, weakness, opportunity, threat

DECISION MAKING

- * Planned - Programmed decisions - Only higher authorities
- * Unplanned - Unprogrammed decisions - All in the org. are involved.

Investment, Capital Decisions.

* Types of Decisions :

- PROGRAMMED :

NON PROGRAMMED

• MAJOR DECISION

• MINOR DECISIONS

- I) see the futurity of the decision
- II) Impact on decision on other functional areas.
- III) Qualitative factors that enters the decision
- IV) Recurrence

• ROUTINE :

• STRATEGIC : decisions like installation of machinery, updation giving discount, lowering price of product

- INDIVIDUAL and GROUP DECISIONS :
- SIMPLE and COMPLEX DECISIONS :

* Steps in Decision Making:

- i) Recognising the problem (past experience analysis)
- ii) Decide priorities among problems.
- iii) Diagnose the problem (analysis) imp. information
- iv) Alternative Solutions development and Choosing among them.
- v) Measuring and Comparing Consequences of alternative solutions

* Problems for/limitations faced by Decision Makers:

- i) Incomplete information
- ii) Unsupporting environment
- iii) Non-Acceptance by subordinates
- iv) Ineffective Communication.
- v) Incorrect Timing.

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span = subordinates
under supervision

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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

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- * 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 :
 - 1) 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.