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1. **Summarize variables and behavioral management?**

### Ans: Variables of Organizational Behavior:

**There are four key elements of Organizational behavior:**

**(1). People :**People of the Organization make up an internal social system in the organization. These people consist of individuals and groups. As individuals and groups, people have different values and beliefs which have impact on their action and behavior in the organization.

**(2). Structure:**Structure is the formal or official relationships between superiors and subordinates and between departments and sections and between the works and activities.

**(3). Technology:**Technology provides means and resources with which people perform their tasks effectively and efficiently.

**(4). Environment:**Every organization must be operated within both internal external environments. The attitude, behavioral patterns and action of the people of the organization are greatly influenced by these environments.

**2. Classify organizational structure ?**

## Ans: Types of organizational structures

1. **Hierarchical org structure**
2. [**Functional org structure**](https://www.lucidchart.com/blog/types-of-organizational-structures#functional)
3. [**Horizontal or flat org structure**](https://www.lucidchart.com/blog/types-of-organizational-structures#horizontal-flat)
4. **Divisional org structures (market-based, product-based, geographic)**
5. [**Matrix org structure**](https://www.lucidchart.com/blog/types-of-organizational-structures#matrix)
6. [**Team-based org structure**](https://www.lucidchart.com/blog/types-of-organizational-structures#team-based)
7. **Network org structure**

**1. Hierarchical org structure**

The pyramid-shaped organizational chart we referred to earlier is known as a hierarchical org chart. It’s the most common type of organizational structure—the chain of command goes from the top (e.g., the CEO or manager) down (e.g., entry-level and low-level employees), and each employee has a supervisor.

**2. Functional org structure**

Functional org chart example (click on image to modify online)

Similar to a hierarchical organizational structure, a functional org structure starts with positions with the highest levels of responsibility at the top and goes down from there. Primarily, though, employees are organized according to their specific skills and their corresponding function in the company. Each separate department is managed independently.

**3.Horizontal or flat org structure**

A horizontal or flat organizational structure fits companies with few levels between upper management and staff-level employees. Many start-up businesses use a horizontal org structure before they grow large enough to build out different departments, but some organizations maintain this structure since it encourages less supervision and more involvement from all employees.

**4. Divisional org structure**

In divisional organizational structures, a company’s divisions have control over their own resources, essentially operating like their own company within the larger organization. Each division can have its own marketing team, sales team, IT team, etc. This structure works well for large companies as it empowers the various divisions to make decisions without everyone having to report to just a few executives.

Depending on your organization’s focus, there are a few variations to consider.

**Market-based divisional org structure**

Divisions are separated by market, industry, or customer type. A large consumer goods company, like Target or Walmart, might separate its durable goods (clothing, electronics, furniture, etc.) from its food or logistics divisions.

**Product-based divisional org structure**

Divisions are separated by product line. For example, a tech company might have a division dedicated to its cloud offerings, while the rest of the divisions focus on the different software offerings—e.g., Adobe and its creative suite of Illustrator, Photoshop, InDesign, etc.

**Geographic divisional org structure**

Divisions are separated by region, territories, or districts, offering more effective localization and logistics. Companies might establish satellite offices across the country or the globe in order to stay close to their customers.

**5. Matrix org structure**

A matrix organizational chart looks like a grid, and it shows cross-functional teams that form for special projects. For example, an engineer may regularly belong to the engineering department (led by an engineering director) but work on a temporary project (led by a project manager). The matrix org chart accounts for both of these roles and reporting relationships.

**6. Team-based org structure**

It’ll come as no surprise that a team-based organizational structure groups employees according to (what else?) teams—think [Scrum teams](https://www.lucidchart.com/blog/how-to-build-a-scrum-team-structure) or [tiger teams](https://www.lucidchart.com/blog/why-use-tiger-teams). A team organizational structure is meant to disrupt the traditional hierarchy, focusing more on problem-solving, cooperation, and giving employees more control.

**7. Network org structure**

These days, few businesses have all their services under one roof, and juggling the multitudes of vendors, subcontractors, freelancers, offsite locations, and satellite offices can get confusing. A network organizational structure makes sense of the spread of resources. It can also describe an internal structure that focuses more on open communication and relationships rather than hierarchy.organizational structures.

**3. Elaborate the importance of division of labour.**

**Ans :-** The division of labor refers to the segmentation of tasks, with each person focusing on a specific part of the production process. Originally coined in 1776 by Adam Smith in his book ‘A Wealth of Nations’, he famously used a pin factory as an example. In it, he noted how there were many complex stages to the process.

## The importance of division of labor

We have to make choices in using our limited resources to meet unlimited consumer needs. Therefore, we must use these resources in the most efficient way possible.

Production is said to be efficient if we can produce more output with the same input. In other words, we have to be more productive. One way to increase productivity is by specialization, dividing the workforce according to skills and tasks.

Specialization requires companies to divide business operations into specific tasks. In the car manufacturing business, for example, it involves dividing the production system into multiple stations along an assembly line. At each station, workers have specific tasks. Moreover, they do the same work regularly.

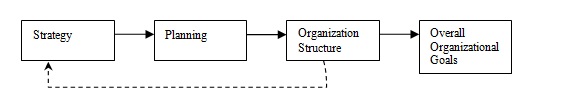
Meanwhile, in the service business, specialization requires companies to divide business operations into several functional areas, such as marketing, finance, human resources, and operations (service provision). Each requires workers with skills and performing different functional tasks.

As each worker performs a specific task, they will become more and more skilled at it over time. And specialization ultimately leads to higher output per worker.

**4. Analyze the factors considered in formulating structure.**

# **Ans :-**

Organization structure is designed keeping in view the following factors:  
**1.    Strategy:**

 Strategy determines a course of action to direct various organizational activities. It makes plans to co-ordinate human and physical resources to work towards a common objective. Strategy is pre-requisite to organization structure and also follows it. The relationship between strategy and organization structure is depicted as follows:  
  
  
  
Strategies to diversify product lines or markets require decentralized transition as decision-making is done at wider level and strategies for organizations working in stable environment. Where managers do not diversify their operations, require a centralized organization.  
**2.    Technology :**

The technology for manufacturing goods and services also affects the organization stricture.  
  
In case of mass production technology, mechanistic organization structure is more appropriate, while in case of continuous production or small scale production technology, the appropriate from is organic structure. This is because mass production technologies involve standardization and specialization of work activities and continuous or unit production technologies require low levels of standardization and specialization.  
**3.    People:**

Organization structure defines work, groups it into departments and appoints people to run those departments. People at different jobs must possess the skill, knowledge and efficiency to accomplish the related tasks.  
**4.    Tasks :**

Activities performed by people who transform organizational plans into reality are known as tasks. Various task characteristics are:

**(a)    Skill variety:**

 It is the extent to which creativity and variety of skills and talents are required to do a task.  
People with high degree of task varieties (for example, a dress designer ) perform tasks that increase their intellectual ability and give them high job satisfaction.

## (b)    Task identity:

 Whether to produce a product in whole or in parts determines its task identity. When a product is produced as a whole, it has greater task identity.  
People performing tasks with high task identity y (for example, a computer programmer) perform various job functions related to that task from beginning to the end, derive job satisfaction out  of their work and feel motivated to repeat those tasks.  
**(c)    Task significance:**

The importance of task affecting the well-being or lives of people working inside and outside the organization determines significance of the task.  
  
People performing tasks with high task significance, i.e., tasks which positively affect the well-being and safety of others (for example, a traffic police inspector), feel satisfied with their job performance and perform work of high quality and esteem.  
**(d)    Autonomy:**

     Whether or not an individual plans the task on his own determines autonomy of the task.  
 It determines the extent to which a person enjoys t freedom of performing various    
 Job activities and determines the steps or procedures to carry them out. People who are responsible for all the functions and schedules related to a job (for example, a project manager) hold accountability for that job and enjoy greater autonomy with respect to that task and derive greater job satisfaction.

## (e)    Feedback:

It is the information that people receive about successful completion of their task.  
  
5. Decisions:  
Questions like who makes decisions-top managers or lower level managers, how information flows in the organization so that decision-making is facilitated, affect the organization structure.  
Centralized decision-making powers give rise to mechanistic structures and decentralized decision-making processed give rise to organic or behavioral structures.  
**6. Informal organization:**

Informal organizations are and outgrowth of formal organizations. Social and cultural values, religious beliefs and personal likes and dislikes of members which form informal groups cannot be overlooked by management.  
**7. Size:**

A group known as Aston Group conducted research on firms of different sizes and concluded that as firms increase in size, the need for job specialization, standardization and decentralization also increases and organizations are structured accordingly.  
**8. Environment:**

Organization structure cannot ignore the effects of environment. Organizations must adapt to the environment, respond to incremental opportunities and satisfy various external parties such as customers, suppliers, layout unions etc.  
  
In case of stable environment where people perform routine and specialized jobs, which do not change frequently, a closed or mechanistic organization structure is appropriate.  
**9. Managerial perceptions:**

Organizations where top managers perceive their subordinated as active, dynamic and talented entrepreneurs, prefer organic form of structure, If they hold negative opinion about their subordinates, they prefer mechanistic organization structure.  
  
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**5. Demonstrate the difference of centralization and decentralization in the industrial management.**

