

# **ORGANISING**

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# ASPECTS OF ORGANISATION STRUCTURE

- Division of work – Break down of a complex task into components.
- Departmentation – Group of activities that are III & logical
- Co-ordination- Integration of activities to accomplish goals.
- Organisation design \_ Determination of organisation structures approximate for the organisation.
- Division of work – Into standardised,simplified tasks.
- Adam Smith- Wealth of Nations
- One man Draws the wire ,another straightnes it, a third cuts it, a fourth points it, a fifth grinds it at the top (head)
- 10 men-42000 pins in one day or else only 20 pins a day.

# ASPECTS OF ORGANISATION STRUCTURE

- General Motor & toyato

## Who Performs

- What tasks & train workers to perform multiple tasks.

Departmentation-Process of dividing the work of organisation into various unit or department.

Purpose – Specialisation ,feeling of autonomy fixation of responsibility ,facilities appraisal

Bases – Functional ,Products,territor,customers,Process

Choosing a basis- Specialisation ,control,economy adequate attention to activities,human conideration.

# ASPECTS OF ORGANISATION STRUCTURE

**AUTHORITY:** Right to give order & power to exact Obedience, Power to make decisions which guide the actions of another.

**RESPONSIBILITY:** Duty or activity a subordinate has to perform Obligation of individual to perform activities or duties assigned to him.

Delegation of authority –Process through which a manager gives authority to others in order to accomplish certain tasks.

## **CENTRALISATION:**

Process

Superior-subordinates

Must

Control rests with delegator.

## **DECENTRALISATION:**

End results

Top Management & Department id units

Optional

Rest with top management/delegated to department.

# ASPECTS OF ORGANISATION STRUCTURE

- Delegation, Practised systematically in all function & division of a corporation. & for a wide range of authority & respectively highly decentralized.

- Organisation 
  - Institution/functional group**
  - Process of organisation**

- Way work is arranged & allocated among members of the organisation can be efficiently achieved

- ORGANIZING**
- Defining Specific Activities
  - Dividing the total work to be performed
  - Grouping Activities in a logical pattern or structure
  - Assigning activities to specific position & people
  - Delegating authority to those positions.

“no one best way’ for all organisation to be designed.

# ASPECTS OF ORGANISATION STRUCTURE

## SAPM OF MANAGEMENT

No .of subordinates which can be effectively managed by a person

## GRAICUNAS

Theory of superior – Subordinate relationship.

Direct single relationship= $n$

Group relationship =  $n(2n-1)$

Cross =  $n(n-1)$





# ASPECTS OF ORGANISATION STRUCTURE

- Job Analysis-Procedure by which requirements,duties,responsibilities are found out.
- Job specification: Personal Characteristics requested for performing a job.
- Job description-systematic records of job analysis

# RECRUITMENT & SELECTION

- Receiving applications
- Screening Applications
- Testing- Achievement Trade, Intelligence, Aptitude  
Personality
- Interviewing
- Checking References –selection
- Physical & medical examination
- Placement – Job introduction, on the job training.

# RECRUITMENT & SELECTION

- Formal performance appraisal methods
- Superiors rating of subordinates
- Group of superior rating subordinates
- Group of peers rating a colleague
- Subordinate rating of business

# RECRUITMENT & SELECTION

## Scale

- 1) Ranking Scale
- 2) Paired comparison method.
- 3) Factor comparison – each trait – scale
- 4) grading scale- 3pt, 5pt, 10pt
- 5) forced distribution system- % fixed for each grade.

# APPRAISAL BY RESULTS/M.B.O

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Problems in Appraisal –Shifting Standards

rate bias

halo effect

Different rather patterns

# APPRAISAL BY RESULTS/M.B.O

- Training – telling Plus showing plus surviving until desired change is achieved in skill ,attitude or behaviour
- Need- \* New employees –Induction Training
- Job change
- Rapid technological change
- Supervisory skills
- Explain policies ,rules & regulations
- Special Knowledge /Skill required.
- To Control accidents & improve health
- Ounce of practice is worth ton of theory
- To tackle problems
- Identify needs –Performance appraisal
- analysis of job requirements HR audit

# APPRAISAL BY RESULTS/M.B.O

## TRAINING APPROACHES ON THE JOB TRAINING

- Coaching by superior
- Job rotation
- Training Positions-'assistants'
- Assigning work to develop experience & ability -MDPs,EDRs.

## OFF THE JOB TRAINING OFF- THE JOB TRAINING

- Remove stress &on going
- Demands of work place
- In house Class room Instruction

# APPRAISAL BY RESULTS/M.B.O

## II. Recruitment

Process of development of a pool of job candidates in accordance with hrp.

## III. Selection:

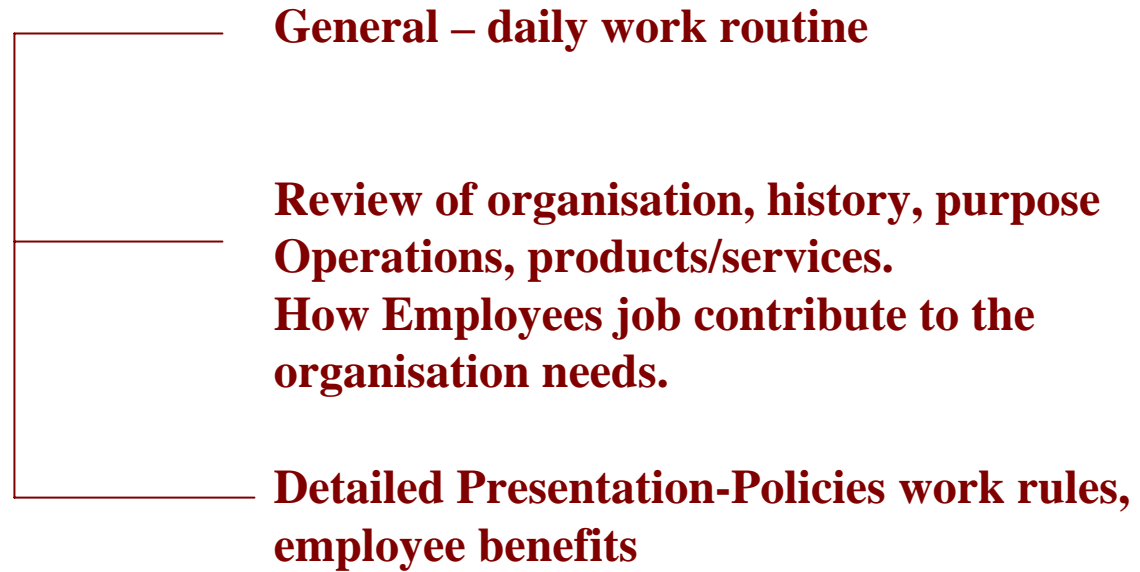
- Internal vs. External
- Horizontal vs vertical promotion
- Evaluate and choose candidates  
application –job offers
- Assessment center – to select qualified candidate.



## Socialisation - Orientation Programme

- Designed to help employees
- Fit smoothly into an organisation

## Information



# TRAINING & DEVELOPMENT



# METHOD OF TRAINING

- Induction training

Job training –process/tech

Promotional training

On the job training-learn  
under a supervisor

Vestibule training

Apprentice Training – 2 to 6

years

External Training

# METHOD OF TRAINING

Train Methodology-Lecture Q&a,Demo,conference,case studies, Brain storming,simulation-Role play/games.

**VI Performance Appraisal-** Evaluation of worth quality or merit

## **INFORMAL**

## **FORMAL**

Continous feedback to  
Subordinates

- Annually/semi annually
- Know how they are rated

Day - to - Day basis

Identify those deserving merit raises

Spontaneous Remark

Identify –suitability for promotion

Encourage Desirable Performance

Identifying training needs

# METHOD OF TRAINING

- VII Compensation
  - Offer by other employees
  - Difficulty & importance of job
  - Quality of Performance by a individual

High - to secure 'Cream of crop'

Pay - to offset unfavorable locations/poor working condition

- Low Labor turnover

# METHOD OF TRAINING

Arrangement for work - Hour of work  
- Vacation  
- Working Condition

Employee Services - Sponsor social & recreation activities  
- Provide protection against financial risk of the employees.

Employee risk: - Loss due to accident/sickness  
- Premature death  
- Old age  
- Loss of job

# METHOD OF TRAINING

- Protection through- Workmans compensation salary during sick leave as life insurance plans old age pension
- Risk sharing-Employer /employee/ borse

# METHOD OF TRAINING

## INDUSTRIAL RELATIONS

- Grievance – causes & Handling process
- Conflict – Causes & holding Process

## IX COUNSELLING

Discussion of an emotional problem with a view to mitigate it.

When – Discipline

Handling of grievances

Improve attitude towards superior/work

Allotment of work

Compensation of work.

Personal Problems.

Industrial unrest

Better Employer \_Employee Relationship



Advantages-Improves upward & downward common reassurance  
release of emotional tension classified thinking reorientation

- |                           |                       |
|---------------------------|-----------------------|
| Directive Counselling     | - Counsellor Oriented |
| Non-Directive Counselling | - Counsellor Oriented |
| Co-operative Counselling  | - Combination.        |