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, territory, customers, Process

Choosing a basis – Specialisation, control, economy adequate attention to activities, human consideration.
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 inorder to accomplish certain tasks.

CENTRALISATION:  DECENTRALISATION:
Process
Superior-subordinates
Must
Control rests with delegator.
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

<table>
<thead>
<tr>
<th>No. Of subordinates</th>
<th>No. Of relationship</th>
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**Factros:** Capability of superior & subordinate nature of work, degree of decentralization use of staff assistance.
ASPECTS OF ORGANISATION STRUCTURE

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

• Receiving applications
• Screening Applications
• Testing- Achievement Trade, Intelligence, Apptitude, 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

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 still, 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 & ongoing
• Demands of work place
• In house Class room Instruction
• -MDPs,EDRs.
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

General – daily work routine

Review of organisation, history, purpose
Operations, products/services.
How Employees' job contributes to the organisation needs.

Detailed Presentation - Policies, work rules, employee benefits
TRAINING & DEVELOPMENT

Maintain or improve Current job performance

Develop skills necessary for future activity
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,confrence,case studies, Brainstroming,simulation-Role play/games.

VI Performance Appraisal- Evaluation of worth quality or merit

INFORMAL
Continous feedback to Subordinates Day - to - Day basis Spontaneous Remark Encourage Desirable Performance

FORMAL
- Annually/semi annually - Know how they are rated Identify those deserving merit raises Identify –suitability for promotion Identifying training needs
METHOD OF TRAINING

- VII Compensation
  - Offer by other employees
  - Difficulty & importance of job
  - Quality of Performance by an 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/ bose
METHOD OF TRAINING

INDUSTRIAL RELATIONS

• Grievnce – 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.