

# ORGANIZING



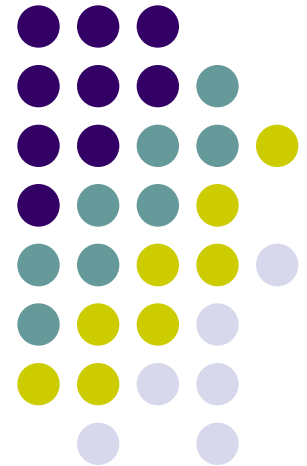
***SWRK 4013: Social Welfare Administration***

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# Definitions of Organizing



- **Organizing** is the process of identifying and grouping the work to be performed, defining and delegating responsibility and authority, and establishing a pattern of relationships for the purpose of enabling people to work more effectively together in accomplishing objectives. (Allen)
- **Organising** involves the establishment of an intentional structure of roles by identifying and listing the activities required to achieve the purpose of an enterprise, the grouping of these activities, the assignment of such groups of activities to a manager, the delegation of authority to carry them out, and provision for coordination of authority relationship horizontally and vertically in the organisation structure. (Koontz and O'Donnell)
- **Organisation:** In simple words organisation refers to a formalized intentional structure of roles or positions.

# Purpose of Organizing



- Organizing is a management function that involves arranging and structuring work to accomplish the organization's goals
- It divides work to be done into specific jobs and departments.
- Assigns tasks and responsibilities associated with individual jobs.
- Coordinates diverse organizational tasks.
- Clusters jobs into units.
- Establishes relationships among individuals, groups, and departments.
- Establishes formal lines of authority.
- Allocates and deploys organizational resources.

# Organisation deals with....



- **Division of Work** – which refers to the identification and classification of essential activities and related tasks in the organisation
- **Grouping of Activities** - Identification of activities which are of similar nature and those which are not. Hence, achieving similar jobs to be grouped together (under a particular department)
- **Inter-relationships between jobs** – Division of tasks in itself is not enough; each of these tasks have to be linked with other tasks on which they depend or influence. Determining dependencies facilitate the smooth execution of tasks.

# Organisation deals with....



- **Departmentalization** - After deciding what are the various job tasks that has to be done and at what levels, similar activities have to be grouped back together so that the work is done in a coordinated and integrated way. This grouping together of jobs is called departmentalization. In practice there is no ideal pattern of departmentalization to suit all occasions or situations and organisations or enterprise. Job groups may be decided according to functions, geographic regions, product line, on the basis of specific clientele groups like elderly, women, children, etc.

# Organisation deals with....



- **Organisation Structure** – Identification of various positions and their arrangement in the organisation in a hierarchical order.
- **Authority** – Authority refers to the rights inherent in a managerial position to tell people what to do and to expect them to do it.
- **Delegation** - Delegation is the assignment of authority to another person to carry out specific duties, allowing the employee to make some of the decisions. Delegation is an important part of a manager's job, as it can ensure that the right people are part of the decision-making process.

# Organisation deals with....



- **Communication** – Channels of communication have to be determined so that necessary directions reach down to the grass-roots and tasks are undertaken so that target dates are fulfilled, resources are efficiently and effectively used, proper directives are given so that there is no mis-communication across various persons doing similar jobs who have been placed at a particular level, etc. Feedback from members who are placed down the ladder have to be systematically collected and acted upon if they are found to be rational and can help further improve the functioning of the organisation.



# Organisation deals with....



- **Chain of Command** - The continuous line of authority that extends from the top of the organization to the lowest level and clarifies who reports to whom
- **Rules and Regulations** – which is binding on the people who occupy various positions in the organization with the purpose of maintaining discipline and smooth functioning of various processes in the organization.



# Steps in the Process of Organizing

- Identification of activities
- Grouping of activities
- Creation of various departments (according to major functions)
- Assignment of duties (roles & responsibilities)
- Delegation of authority
- Framing of rules & regulations

# Organizing: Nature & Characteristics



- Group of persons
- Common Objectives
- Division of Work
- Cooperative Efforts
- Communication
- Central Authority
- Rules & Regulations
- The Dynamic Element

**Note:** Most of these have been explained in the previous slides

# Organisation Structure



Organisation structure refers to the formal pattern of network of vertical and horizontal authority relationships among different positions in an enterprise and among the personnel occupying these positions. It is the skeleton framework through which the management coordinates the effects of employees to attain the desired objectives. Organisation structure is a prerequisite for:-

- efficient and effective functioning
- flow of communication
- flow of authority
- means of coordination

# Organisation Structure: Types



## (1) Line Organisation

- Pure Line Organisation:

The organization in which the authority and responsibility moves downward, and accountability flows upward, is called line organization.

- Departmental Organisation

## (2) Line and Staff Organisation:

The organization structure, in which specialist are added to the line managers **to provide guidance and support**, is called line and staff organization.

[Source: <https://keydifferences.com/difference-between-line-and-line-staff-organization.html>]

# Principles of Organizing



- **Unity of Objectives** (every part or person should endeavour to fulfil the basic objectives of the organisation)
- **Functional specialization**
- **Span of Control**
- **Scalar Principle** (clear line of authority from top to bottom)
- **Delegation of Authority** (scope for decision making at the point of action)
- **Functional definition** (clear description and demarcation of duties & responsibilities; there should be no overlapping or duplication of tasks)
- **Unity of Command** – receive order from one person only

# Principles of Organizing



- **Exception** – refer significant matters only to higher level executives
- **Correspondence** – parity of authority and responsibility
- **Absoluteness of responsibility** – no excuses in accountability
- **Balance** – no undue importance to any one department
- **Unity of Direction** – one head and one plan
- **Simplicity**
- **Flexibility** – in organisation structure
- **Efficiency** – optimum use of material & human resources
- **Continuity**

# Organizing: Bases & Types of Departmentalization



## Departmentalization by :--

- Function
- Projects / programmes / Products etc.
- Territory / Area of Operation
- Clients (Beneficiaries) served:
  - Rural / Urban / Tribal
  - SC / ST/ Women / Children
- Nature of services provided:
  - Counseling
  - Advocacy
  - Rehabilitation
- Process or equipment
- Combined Base (composite departmentalization)

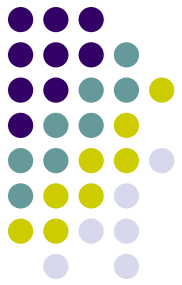


# Organizing:

## Benefits of Departmentalization



- Specialization
  - Enables managers to concentrate on well-knit units
- Fixation of responsibility (helps in ensuring accountability)
- Facilitates Appraisal
- Feeling of Autonomy
- Development of Executives
  - Provides opportunity for taking independent decisions and undertaking new initiatives



# Organizing:

## Span of Control or Span of Management

- Span of Control implies the number of subordinates reporting directly to a superior.
- It refers to the **number of people which an executive can manage or supervise effectively**. There are limits to this number.
- More the number greater the difficulty for him to supervise & coordinate the activities effectively.
- Necessity – Why Span of Control/Management?
  - Every person has limited knowledge, attention, capacity and time, skills & energy to control.
  - No person can influence an unlimited number of persons
  - Larger the span poorer will be the supervision

# Organizing

## Factors Determining Span of Control



- Capacity of the superior
- Ability of subordinates
- Nature of work
- Clarity of plans
- Degree of decentralization
- Staff Assistance
- Location of operations
- Communication & control techniques
- Level of Management

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# THANKS

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COVID-19

