

## Principles of Management (PM)

Study materials on  
organising :-

- Meaning & Concept :- organising refers to the process consisting of a series of steps to identify the various activities. It can be mentioned as collecting and utilising human and non-human resources to implement plans in a highly effective and efficient manner. It focuses on establishing authority, responsibility and relationship amongst them.
- Definition of organising : Theo Haimann - "organising is the process of defining and grouping the activities of the enterprise and establishing the authority relationships among them. In performing the organising function, the manager defines, departmentalises, and assigns activities so that they can be most effectively executed."
- Features of organising :- on the basis of above discussion features are :-
  - a) organising reflects the objectives of the business activities
  - b) It delegates the authority and responsibility among the levels.
  - c) It follows scalar chain principle in case of delegation of authority.

d) The organising process is flexible

e) It is a Continuous process

• Importance/objectives/Goals/Significance of organising:-

a) Basic tool of management => The managers direct, coordinate and control through it.

b) Equal distribution of authority and responsibility => Authority = Responsibility denotes the good performance of the managerial functionaries smoothly.

c) Utilisation of Resources => organising prepares resource planning for optimum use of human and non human resources.

d) Establishment of unity => organising establishes cordial relationship between work groups to create morale and motivation.

e) Formation of balanced business => organising helps to form a balanced, sound and strong business structure.

f) Accountability => By delegation process, organising helps the manager to judge where his accountability lies.

## • Steps of organising

- Determination of Objective
- Determination of Activities
- Grouping of Activities
- Allocation of Duties and responsibilities
- Delegation of Authority
- Preparation of organisation charts and manuals.
- Evaluation of Activities.

## • Functions of organising

- (i) Division of work ⇒ The work is divided among labours to ensure benefit of specialisation.
- (ii) Allocation of work ⇒ The work is assigned to employees according to their skills, efficiency and experience.
- (iii) Determination of Span of Control ⇒ Organising determines the span of management. This span refers to number of persons a man can control.
- (iv) Unity of Command ⇒ organising gives importance on the factors of commands and directions flow from one source i.e. from top level management.

(v) Accountability ⇒ It is closely related with delegation of authority and responsibility.

In spite of above functions, organising has the following limitations -

- a) Difficulty in Interdepartmental Coordination
- b) Conflict of Interest
- c) Hurdle in Complete development
- d) Ignorance of organisational objectives



