

## Chapter 5: Organising

- Q1. Define the term 'Organising' and enumerate the steps involved in the process of organising. {CBSE, Delhi 2005}**
- Ans.** Organising refers to identifying and grouping different activities in the organisation and bringing together human and non-human resources to achieve organisational goals.
- The various steps involved in the process of organising are:
- Identification and division of work:** The first step in organising is identification of total work to be done to achieve the goals. The work is divided in a systematic way so that each person gets a separate and distinct task. It helps to avoid unnecessary duplication, overlapping and wastage of efforts.
  - Departmentation (Grouping of work):** After identification and division of work, the next step is to group related and similar jobs under one department. The grouping may be done on the basis of functions, products, customers, geographical locations, etc.
  - Assignment of duties:** After grouping various activities into departments, it is necessary to allocate work to different employees. Duties should be assigned on the basis of knowledge, experience and qualification of individuals.
  - Establishing reporting relationships:** After assigning duties, the next step is to clearly define the authority and responsibility associated to create superior-subordinate relationship. Such relationships help to create a hierarchal structure and helps in coordination amongst various departments.
- Q2. Explain by giving any three reasons why 'organising' is considered as an important function of management. {CBSE, Delhi 2010 (III)}**
- Ans.** Organising is considered as an important function of management due to following reasons:
- Benefits of specialisation:** The process of organising divides the total work into compact and convenient jobs. Such division of work reduces the workload and increases the productivity. Repetitive performance of a particular work also leads to specialisation.
  - Clarity in working relationships:** Organising clarifies the authority and responsibility of individuals of different departments. Each person knows his superior, from whom he has to take orders. Clarity in superior-subordinate relationships helps in fixing responsibility and avoids confusions and conflicts.
  - Optimum utilization of resources:** Organising ensures the optimum use of human and material resources. In organising, work is assigned as per skills, knowledge, experience and capacity of the people. With clarity in jobs, individuals know in advance, what they are supposed to do. It avoids confusion and duplication of work and motivates the employees to put in their best.
  - Adaptation to change:** An organisation operates in a dynamic environment. Such an ever changing environment poses both challenges and opportunities to the business. Organising helps the enterprise to adjust itself as per changing circumstances by suitably modifying the organisation structure.
  - Effective administration:** Organising provides a clear description of jobs and clarifies authority and responsibility relationship. It helps in effective administration by avoiding confusion, overlapping of work and duplication of efforts. Organising also reduces the workload of top management through delegation of authority. As a result, top management is relieved of routine affairs and can concentrate on the administration of the company.
  - Development of personnel:** In the process of organising, managerial personnel are trained to acquire wide experience in diverse activities through delegation of authority. Delegation reduces the workload of managers and gives them time to concentrate on strategic issues. Delegation also develops a sense of responsibility in the subordinates and motivates them to do more challenging work.
  - Expansion and growth:** Properly designed organisation structure creates favourable conditions for expansion and diversification of enterprise. Organising allows a business enterprise to add more job positions, departments or product lines. It helps in expansion and growth of business.
- Q3. Explain when and why the need is felt for having a framework, within which managerial and operating tasks are performed to accomplish desired goals. Name this 'framework' also. {CBSE, Delhi 2010}**
- Ans.** The framework is 'Organisation Structure'. Organisation Structure refers to network of job positions, responsibilities and authority at different levels of organisation.
- It is required:
- When an organisation grows in size or complexity.
  - When an organisation is new, the structure is required after planning but before staffing.
- Organisation structure is required because it helps in:
- Clarity in working relationships.
  - Adaptation to change.
  - Effective administration.
  - Expansion and growth.
  - Optimum utilisation of resources.
  - Better co-ordination.
  - Smooth flow of communication.
  - Better control over the operations of the business.