



DYNAMICS OF ORGANISATIONAL STRUCTURE DEVELOPMENT OF A CORPORATE BUSINESS SECTOR

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ABSTRACT

Organisation development process in management of any corporate business sector is very important platform to achieve predetermined goals, objectives and objectives of both in financial and social responsibilities towards society. Management will accelerate the organisation vehicle with its dynamic function direction, control, command and in timely policy decision makings. Whereas the organisation will coordinate the activities between group of people of human excellence with proper human resources planning. They will negotiate the crucial problems during the process with active deliberations discussions they will finally solve the problems. For all these dynamics, a well super structured organisational development is essentially required.

Organisation is an important managerial dynamic function, management mainly focuses what is to be done and the organisation will concentrate how it is to be done in the business activities to achieve good results. Organisation is the process of identifying the grouping work to be performed defining the delegation of authority and in establishing good relationship between departmental executives. Effective organisation will always help departmental H.R. Executives in performing their function to accomplish business firms goals and objectives. In addition to that, the process of organisation also assists managers to concentrate on their crucial tasks that are to be tackled tactfully with the group of people, in accomplishing firms' goals and objectives.

The organisational structural development facilitates the coordination between the departments, establishes better relationships, harmonious atmosphere in achieving the predetermined goals, objectives of corporate business sector.

This chapter mainly deals with the organisational development dynamics its structural development both in horizontal and vertical charts, grouping of works, delegation of powers, significance of the organisation in management function, principles of organisation and process of organisation. Formal and informal organisation comparative analysis also has been elaborate for clear understanding of the concept.

KEY WORDS: Organisational development dynamics, Organisational Development charts, Harmonious atmosphere, Human Resource planning, Departmental H. R Executives, Crucial tasks, Comparative Analysis.

INTRODUCTION

Management is a science which have systematic approach in getting the works done with a systematic unique procedure with certain principles of coordination, cooperation, mutual relationship of H.R. Executive in various departments. With the dynamic function of planning, direction, coordination, staffing, controlling and commanding it extracts works from a group of people, really it is is wonderful art also. With their past experience, knowledge, skills, tactful administration, mutual relationship and cordial working atmosphere with staff all the functions of management will smoothly run towards the accomplishment of goals. It's a dynamic tactful continuous process of management. Moreover it is an unique procedure throughout the world irrespective of of size, location and the nature of business organisation.

Organisation is the platform to achieve the predetermined goals, targets and business objectives including social responsibilities for the well being of the society. Organisation will coordinate the activities with the human excellence of capital. Management and organisation are move with parallel direction simultaneously, management accelerate through its dynamic functions direction, control command and in timely direction the vehicle of organisation.

Without management direction no organisation will move to implement the functions and activities. At the same time, without organisation development structure no management will get the things done. Therefore, both are very important organs in the business firm.

NATURE AND CONCEPT OF THE ORGANISATION

An organisation meant for people and with people. They get the thing done through various groups of people with much coordination and with human relations. No organisation will survive without the involvement of the group of workers in various departments. organisation will enrich the capabilities of group of workers through various practical trainings and workshops so that they will achieve the goals. Organisation will always entrust to the duties to group of working class through the division of labour to the specialised person with certain special works who trained for those works. Naturally every organisation has its own goals, priorities to be achieved within time frame. Without a grouping of work force, without division of labour, without coordination and mutual relation between executives and department, organisation cannot reach the, goals.

SIGNIFICANCE OF THE ORGANISATION

The famous Management authors Robbins and Mary Coulter defined, “Organisation is determining what tasks to be tackled, who has to attend them, how those tasks are to be dealt with the groups, who reports to whom and where they are to be discussed”. Organisation is one of the dynamics of Managerial function. Management concentrates mainly on what to do, whereas, an organisation focusses on how to proceed further. Organisation process of identifying and grouping the works to be performed defining and delegating authority and establishing relationship to enable people to work together to achieve goals and objectives of organisation. To be frank, in a simple concept organisation involves the grouping with the related departmental executives with their activities in a logical and sequential manner.

THE PROCESS OF ORGANISATION HAVE SIX STAGES



In accordance with L.A. Allen, the process of identifying and grouping the functionaries to be performed with the delegation of powers, authority and responsibility establishing the relationship between departments and H.R. Executives.

PRINCIPLES OF ORGANISATION

- Organisation facilitates the accomplishment of enterprise goals.
- Effective Organisation structure will promote unity of objective among employees.
- Efficiency of the organisation will be proved when the objectives are fulfilled with the Structure of low cost.

- d) Every Department Manager will have only a limited number of subordinates.
- e) Scholar chain command refers unbroken line of authority.
- f) Authority and responsibility will simultaneously, perform journey towards performance.
- g) The manager dictates the term with Authority whereas the subordinates discharge the Functions with responsibility.
- h) Unity of Command, Unity of direction is must, subordinates are answerable to any superior.
- i) Authority Level of Principle – decisions must be with the direction and control of Man department and activities agers.

ROAD MAP PROCESS OF ORGANISATION



- i. **Principle of balancing** : various departmental activities in an organisation should be, given a balanced and proportionate emphasis.
- ii. **Principles of Flexibility**: The organisation should be designed in a flexible manner. According to the needs, circumstances, changing patterns.
- iii. **Principle of stability**: the organisational structural development should be stable and able to withstand changes.
- iv. **Simplicity**. The structure should be simple so that the personnel follow the assignment and allocation of duties and responsibilities

ELEMENTS OF ORGANISATION

- a. Structure of organisation must be a fixed format.
- b. Structure must indicate the extent of authority available to management of an organisation
- c. The organisation must take into account to external environment.
- d. Objectives of organisations should be well defined and established to fulfil
- e. The best way of grouping the activities and utilising selected human Resources.
- f. the various group will be connected to each other group horizontally and vertically.

FUNCTIONS OF ORGANISATION

Organisation is an internal organ of management and important functionary which facilitates the coordination between various departments and executives in performing the various functions by dividing groups, among works with delegation of authority and with cordial relationship. Finally the organisation will accomplish goals and objectives for which the organisation has many functions to perform.

1. Identification of activities
2. Grouping of activities.
3. Assignment of works, jobs to staff in the department.
4. Delegation of Authority under decentralisation process.
5. Establishing the horizontal, vertical authority and responsibility
6. Cordial relationship among the employees in organisation

DYNAMIC CHARACTERISTICS OF ORGANISATION IN MANAGEMENT PROCESS

1. It is social and community process involving Human Resource Planning and Predetermined goals are to be achieved.
2. Recurring Process involves in various management functions like planning, Organising , staffing, directing, coordination and controlling.
3. Its an Universal process. This process is unique in nature applicable for all
4. Types of organisation structure irrespective of its size, nature for both manufacturing and service organisations.
5. Integrating Process management maintaining balance between human resources and achieving goals, objectives with much coordination and integration.
6. Interactive in nature. All management functions must be performed with mutual Discussions, negotiations, meaningful deliberations with departments and executives.

MANAGERIAL FUNCTION DYNAMICS

Planning

Controlling-----Management Structural Process -----Organising

Direction----- staffing

OBJECTIVES OF THE STUDY

1. Main objective to focus on fundamental concepts of Management and organisational development structure and its significance.
2. To elevate the process, principles, procedures of organisation in Management to achieve the goals, objectives. Also the focussed mainly in designing organisational structure developmentally vertically to coordinate the works group dynamic of various departments with its functionaries.
3. To discuss with formal and informal organisation with its comparative analysis with its dynamic characteristics.

MANAGEMENT DYNAMIC FUNCTION - DELEGATION OF AUTHORITY

Delegation of authority is a crucial function in the hands of management and organisation. For getting the things done quickly and easily with H.R. Executives, the management with the help of the H. R people, they will divide the works and distribute them to capable experienced persons with authority so that the subordinate H.R staff performs the assigned works with responsibility. When the size, location, territorial jurisdiction of organisation expands, its very difficult to control and monitor. New Robot technologies are to be adopted for the quick disposal of works. Therefore delegation Authority is the best process of distribution of work with authority to the capable subordinates. Its worthy approach, highly practical. More-over its not a permanent. Let us discuss the opinions of management experts.

According to Haimaan “ Delegation of authority, merely means granting of Authority to subordinates tom operate within the stipulated limitations”

In accordance with Koontz O’ Donnel “ The entire process of delegation involves the determination of results expected, the assignment of tasks the delegation of authority for accomplishment of these tasks and exaction of responsibility for their accomplishment”

As Opined by Louis Allen, “The delegation is the ability to get through others, it’s the dynamics of management. It is the process of manager follows in dividing the work assignment to him so that he performing that part only he because of his unique organisational placement can perform and so that he can affectively get others hel[p him with what remains

FEATURES OF DELEGATION OF AUTHORITY

1. Delegation of Authority, authorises the subordinates to manage in a certain Independently.
2. A superior may delegate, but still has the obligation of monitoring, supervise the work. It is not permanent in nature.
3. A supervisor can delegate Authority but the subordinate on his responsible he performs.
4. The authority delegated can be increased or decreased or revoked depending on the Circumstances.

5. The performance of subordinates can be analysed on the delegation of assignments.
6. Delegation can be general or on specific, written or oral, formal or informal. It is an art and part of tactful administrative dynamics of management.

PRINCIPLES OF DELEGATION OF AUTHORITY

The principles of delegation authority are formulated and developed from the effective organisational and management principles. They are as below.

1. Principles of Adequacy in terms of result oriented.
2. Principles of Functional definition.
3. Scalar Chain of command Principle'
4. Authority Levels Principle
5. Principle of Unity of Command and unity of Direction.
6. Principle of Absoluteness of Responsibility.
7. Principle of Parity of Authority and Responsibility'

PROCESS OF DELEGATION OF AUTHORITY

There are mainly four basic steps in the process of delegation of authority

1. Determination of results anticipated, Management has to decide
2. Assignment of duties to the subordinates
3. Granting of Authority while assigning the duties to subordinates
4. Creation and assignment to the subordinates with responsibility, accountability

FORMAL AND INFORMAL ORGANISATION STRUCTURE

An organisation is a systematic network of relationships among H.R staff, executives working under one premisses together to accomplish the enterprise goals and objectives. These, relationship have been classified broadly into two categories. One is Formal organisation structure and another one Informal organisation set up.

FORMAL ORGANISATION STRUCTURE

The relations created with an authority by the management among H. R. Executives and in departments are called "Formal Organisation Structure". Its well defined structure with an Authority and responsibility. The basic characteristics are, as explained below.

1. Created the top level Management deliberately.
2. Based on Specialisation or division of work assignment among executives.

3. Defines the authority and responsibility to each executives of H.R.Department.
4. Specifies the Official line of communication.
5. Shows the delegation authority and decentralisation of powers
6. Focusses on the job to be performed and not on the individuals who performs them.

INFORMAL ORGANISATION STRUCTURE

The relationship coordination arising as a result of mutual social movement and with interaction among the group of people are called a “Informal Organisation structure”. Human beings are social living together and cannot be isolated. When a huge group gathering in a work premisses, they interact, develop personal social relationships and contact as per their interest of likes and dislikes. They arise those relationship spontaneously but they are not created by the organisational management. These are some of the features can discuss below.

1. Unplanned friendships and relationships arises spontaneously.
2. Reflects human social interactions among people.
3. Based on personal interested likes and dislikes, language, communities, culture and religion and local area people.
4. Contains no rules and regulations in writing.
5. Not designed in the organisation chart of the company, Membership voluntary.

COMPARATIVE ANALYSIS OF FORMAL AND INFORMAL ORGANISATIONAL STRUCTURE DEVELOPMENT

Dynamic of Organization	Informal Organization	Formal Organization
Origin, objectives and goals	Reflects organization's basic, Purpose is to achieve goals	Reflects individual and group's goal
Structure Development	Definite structure and Reflected in an organization	No specific structure for informal groups
Integration mechanism	It is as per certain rules, Regulations and procedures.	No written rigid rules, only on mutual friendly and help.
Communication	Depends on formal official communication of management	Only oral communication by friendly groups
Size	Very Large	Too small and not stable
Orientation	Impersonal and Arbitrary structure	Flexible and tentative nature
Durability	Permanent and stable	Temporary not permanent

ORGANISATIONAL STRCTURE DEVELOPMENT CHART

Organisational structural development chart is systematic graphic representation of the business enterprise. As opined by George R. Terry an organisation chart as ‘ diagrammatical design’ in which all important positions and aspects of an organisation, including major dynamic functions and their respective positions, statuses and relationships, the span of supervision and the relative authority and responsibility of each subordinate employees, in charge for the function will be designed scientifically known as “ ORGANISATIONAL STRUCTURE DEVELOPMENT CHART”.

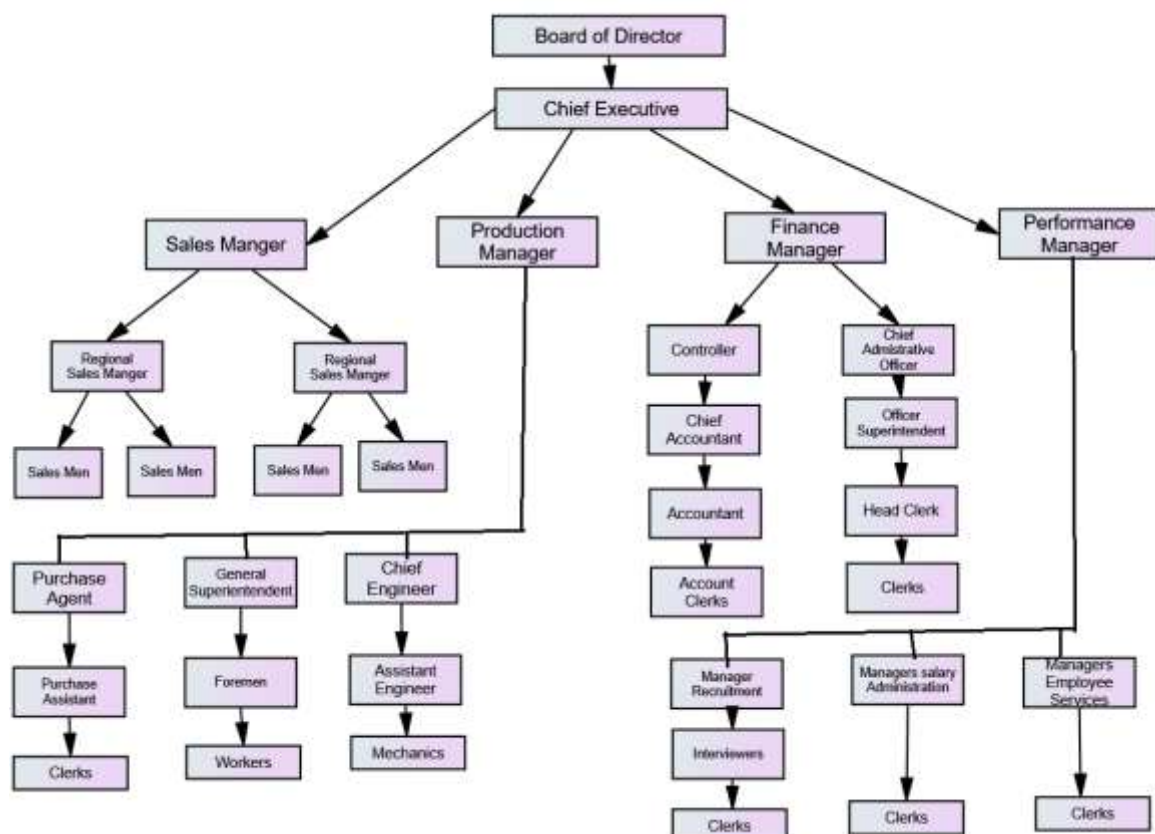
The organisational charts may be as Vertical i.e. from top to bottom which has conventional shape of designing organisational chart

Horizontal chart i. e. Left to Right. There is no significant difference between vertical and horizontal charts.

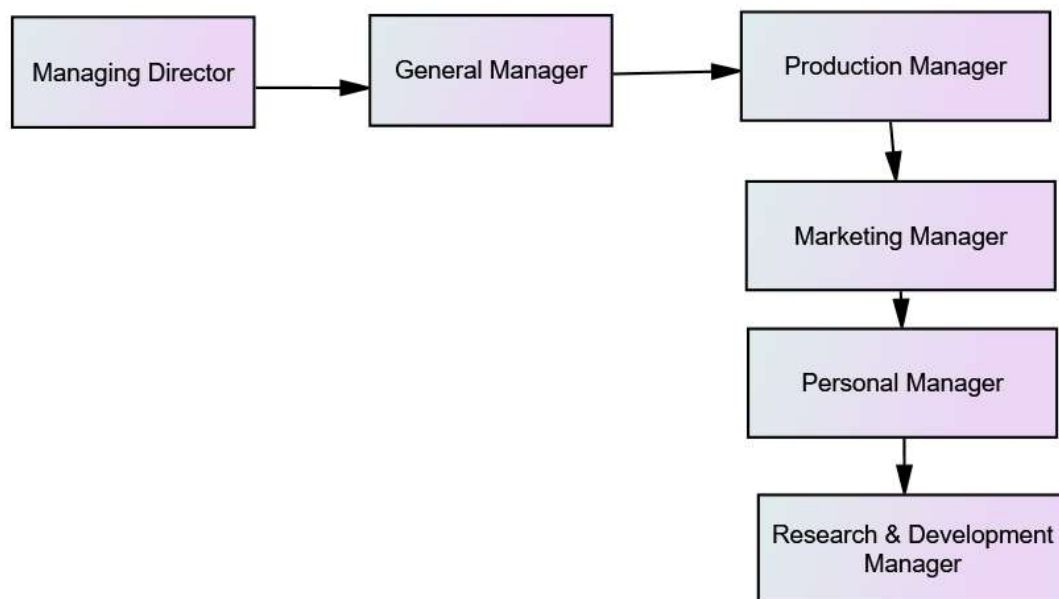
ADVANTAGES OF ORGANISATIOANL STRUCTURE DEVELOPMENT CHARTS

1. It gives comprehensive shape of entire organisation in systematic and on scientific way simply
2. In analytical view one can know the organisation in a simple understanding way.
3. On their observation, one can notice the inadequacies, confusion, ambiguity, drawback such as dual command, over specialisation, overlapping and with inconsistencies.
4. The charts also provide complete shape of the management and for planning organisation.

VERTICAL ORGANISATIONAL STRUCTURAL DESIGN CHART



HORIZONTAL ORGANISATIONAL CHART



OVERVIEW OF FUTURE DEVELOPMENT OF ORGANISATIONAL STRUCTURE

Organisation is an integral part of management dynamic functions, it has been continued improving its performance, growth and development according to the changing circumstances. The shape of structure, size of organisation, territorial jurisdiction, extension of functionaries changing year by year. Strategies were formulated for their overall improvement. Tactful administration, improvement of work environment, delegation of authority, with better management skills, adoption of technology, continuous training to H.R. Executives and H.R. Performance appraisals procedures, better wage and incentive policy, medical facilities to staff, recreation and entertainment, sports and games competitions to staff are also conducting periodically. Residential quarters to staff, working lunch and canteen facilities, workmen compensation policies are also continuously implementing in so many corporate level business sectors. Computer technology machine learning, artificial intelligence techniques they are adopting for improving quality in productivity. With all cordial relations, best human Resource policies, corporate level sector organisation will be developed in future in continuous manner.

SUMMARY AND CONCLUSION PART

In this chapter it has been discussed widely on the dynamic aspects organisation in the management process of a corporate level of organisation. The overall function of organisation is to accomplish the goals, objective

of a business firm with the best utilisation of human excellence. I have touched so many dynamics of management techniques,, significance of organisation, delegation of authority, formal and informal organisation set up were touched. And organisational structural development charts both horizontal and vertical with it advantages, charts were diagrammatically shown. Also, the aspects, of principles, process, procedures of organisation were explained. At an outset a clear cut picture of overall organisational structure development presented in this chapter for easy understanding to my readers.

GLOSSARY

1. Delegation of Authority : Issue Authority to subordinate
2. Organisation : created structure to accomplish goals
3. 3.Organisational structure development chart: scientific shape of organisation
4. 4.Centralising : centralising and concentrating powers
5. Decentralisation of powers: distribution of powers to experienced subordinates
6. 6.Authority and responsibility: Authority of superior and responsibility to subordinate.
7. 7.Span of Supervision: refers to number of superior supervising:
8. Horizontal chart : the flow of authority from higher to lower.
9. Vertical chart: The flow of authority is from top to bottom
10. A chain of command : A clear and distinct line of Authority among positions.

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