

Organisations and Behaviour



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Lesson 4



ORGANISATIONS AND BEHAVIOUR

LO I: Understand the relationship between organisational structure and culture

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The Basic Syllabus



- - Understand the relationship between organisational structure and culture
- - Understand different approaches to management and leadership
- Understand ways of using motivational theories in organisations
- - Understand mechanisms for developing effective teamwork in organisations

LEARNING OBJECTIVES



- At the end of the class, students should be able to:
- Compare the effectiveness of different leadership styles in different organisations

OVERVIEW



- Management has been described as a social process involving responsibility for economical and effective planning & regulation of operation of an enterprise in the fulfillment of given purposes. It is a dynamic process consisting of various elements and activities. These activities are different from operative functions like marketing, finance, purchase etc. Rather these activities are common to each and every manager irrespective of his level or status.

planning



- The planning function of management controls all the planning that allows the organization to run smoothly. Planning involves defining a goal and determining the most effective course of action needed to reach that goal. Typically, planning involves flexibility, as the planner must coordinate with all levels of management and leadership in the organization. Planning also involves knowledge of the company's resources and the future objectives of the business.
- The organizing function of leadership controls the overall structure of the company. The organizational structure is the foundation of a company; without this structure, the day-to-day operation of the business becomes difficult and unsuccessful. Organizing involves designating tasks and responsibilities to employees with the specific skill sets needed to complete the tasks. Organizing also involves developing the organizational structure and chain of command within the company.

planning



- ***Stages in planning.***
- The sequential nature of planning means that each stage must be completed before the following stage is begun. A systematic planning progress is a series of sequential activities that lead to the implementation of organizational plans.
- The first step in planning is to develop organizational objectives.
- Second, planning specialists and top management develop a strategic plan and communicate it to middle managers.
- Third, use the strategic plans to coordinate the development of intermediate plans by middle managers.
- Fourth, department managers and supervisors develop operating plans that are consistent with the intermediate plans.
- Fifth, implementation involves making decisions and initiating actions to carry out the plans.
- Sixth, the final stage, follow-up and control, which is critical.

organising



- The second function of the management is getting prepared, getting organized. Management must organize all its resources well before in hand to put into practice the course of action to decide that has been planned in the base function. Through this process, management will now determine the inside directorial configuration; establish and maintain relationships, and also assign required resources.
- While determining the inside directorial configuration, management ought to look at the different divisions or departments. They also see to the harmonization of staff, and try to find out the best way to handle the important tasks and expenditure of information within the company. Management determines the division of work according to its need. It also has to decide for suitable departments to hand over authority and responsibilities.

organising



- Importance of the organization process and organization structure.
- Promote specialization.
- Defines jobs.
- Classifies authority and power.
- Facilitators' coordination.
- Act as a source of support security satisfaction.
- Facilitators' adaptation.
- Facilitators' growth.
- Stimulators creativity.

commanding



- It is that part of managerial function which actuates the organizational methods to work efficiently for achievement of organizational purposes. It is considered life-spark of the enterprise which sets it in motion the action of people because planning, organizing and staffing are the mere preparations for doing the work. Direction is that inert-personnel aspect of management which deals directly with influencing, guiding, supervising, motivating subordinate for the achievement of organizational goals. Direction has following elements:
 - Supervision
 - Motivation
 - Leadership
 - Communication
 - Supervision- implies overseeing the work of subordinates by their superiors. It is the act of watching & directing work & workers.
 - Motivation- means inspiring, stimulating or encouraging the sub-ordinates with zeal to work. Positive, negative, monetary, non-monetary incentives may be used for this purpose.
 - Leadership- may be defined as a process by which manager guides and influences the work of subordinates in desired direction.
 - Communications- is the process of passing information, experience, opinion etc from one person to another. It is a bridge of understanding.

controlling



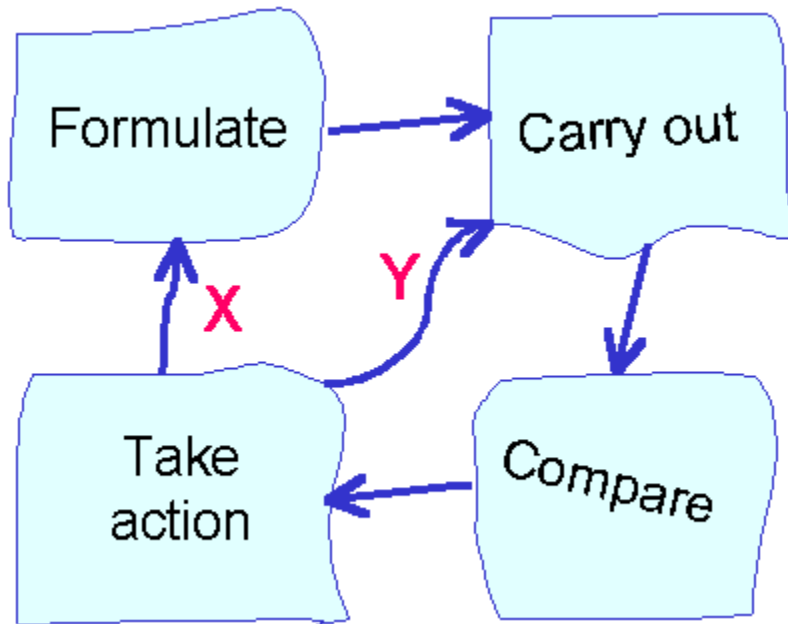
- Managerial control is the follow-up process of examining performance, comparing actual against planned actions, and taking corrective action as necessary. It is continual; it does not occur only at the end of specified periods. Even though owners or managers of small stores may evaluate performance at the end of the year, they also monitor performance throughout the year.
- Types of managerial control:
 - * Preventive control.
 - Preventive controls are designed to prevent undesired performance before it occurs.
 - * Corrective control.
 - Corrective controls are designed to adjust situations in which actual performance has already deviated from planned performance.

controlling



- Stages in the managerial control process.
- The managerial control process is composed of several stages. These stages includes
 - Determining performance standards.
 - Measuring actual performance.
 - Comparing actual performance against desired performance (performance standards) to determine deviations.
 - Evaluating the deviations.
 - Implementing corrective actions.
 - 2) Describe how this each function leads to attain the organizational objective

REVIEW QUESTIONS



In the sketch of the planning and control cycle, what do the arrows X and Y indicate?

- a) (X) Alter plans; (Y) alter implementation of plans.
- b) (X) Review plans, (Y) review implementation of plans.
- c) (X) Restart the planning process; (Y) confirm existing plans.
- d) (X) Proceed with normal planning review; (Y) intervene urgently in current action.

REVIEW QUESTIONS



- 2.What are the three levels of planning?
 - a) Top, middle and bottom
 - b) Headquarters, divisional and local
 - C)Operational, intermediate and strategic
 - d) Strategic, administrative and functional
 - e) None of the above
- 3. Organizing involves the following:
 - A. Motivating employees
 - B. Defining goals
 - C.Monitoring employees' activities
 - D. Grouping tasks into departments
- 4.Controlling involves the following:
 - A. Grouping tasks into departments
 - B.Determining appropriate tasks and resources
 - C. Defining goals
 - D. Monitoring employees' activities
 - E. Assigning tasks

FURTHER READING



- <http://managementstudyguide.com/>
- Five Functions of Management & Leading
- by Calia Roberts
- Main Functions of Management- By



- www.proprofs.com/quiz-schoo