

# ORGANISATION

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# Meaning

The word organization may convey at least 3 meanings:

- ❖ Firstly it may refer to the activity of management in arranging people, tasks and resources in the most orderly and efficient manner.
- ❖ Secondly it may also name the arrangement itself, the outcome of the organizing activity.
- ❖ Thirdly, it may describe any number of businesses, behavioral and humanistic concepts.

# Definition

“Organization is a group of people working together and with each other towards the achievement of the common goals”.

“Organization is the process of identifying and grouping work to be performed, defining and delegating responsibility and authority and establishing relationships for the purpose of enabling people to work most effectively together in accomplishing objectives.”

**Louis Allen**

# Philosophy:

## 1. Administrative :

organization is a process of identification and grouping of activities with determination and establishment of authority relationships for these group of activities as well as arranging for men, materials, machines and money.

## 2. As a system:

organization consists of many interrelated and interdependent subsystems each system and subsystem has the component of:

- a) input: human resources, material resources, information and energy serve as input.
- b) throughput: the methods through which functions are carried out.
- c) Output: the actual outcome.
- d) management component: the system sees that the desired outcomes are obtained.

### 3. In an operational:

organisation is involved with determination and defining of duties and responsibilities of the personnel and establishment of interrelationship between the various activities within the organization.

### 4. Result:

A group of people working together to accomplish the laid down common objectives or goals within a defined and specific framework.

# Characteristics of an organisation:

- **Group of people**
- **Common goals or objectives**
- **Division of work**
- **Vertical and horizontal relationship** (the relationship between supervisor and subordinates or the relationship between different departments and divisions).
- **Chain of command** with laid down channels of communication. (flow of authority from the higher to the lower levels of management in the hierarchy).
- **Group dynamics** - interactions that takes place between the individuals and groups within the orgn, based on their values, needs, sentiments, attitudes, beliefs and interests. Its a social, self generating and dynamic interactive process gives rise to a informal groups.

# Principles

## ❑ Principle of chain of command:

Communication flows through the chain of command or channel of communication tends to be one way downward

## ❑ Principle of unity of command:

An employee has one supervisor / one leader and one plan for a group of activities with the same objective

## ❑ Principle of span of control:

Span of control refers to the maximum number of members effectively supervised by a single individual. (The number of members may be increased or decreased according to the nature of work done by the subordinates or the ability of the supervisor.

## ❑ Principle of specialization or division of work:

The entire activities of the organisation are suitably grouped into departments and sections. (The dept and sections may be further divided into several such units so as to ensure maximum efficiency).

## ❑ Hierarchy or scalar chain:

It is the order of rank from top to bottom in an organization.

## ❑ Centrality :

It relates to the position or distance the person has on the organisational chart from other workers.



## □ **Unity of objectives:**

An establishment or enterprise exists to achieve certain laid down objectives. The orgn requires to be geared towards fulfilment of these objectives

## □ **Definition of jobs/ principle of definition:**

It is necessary to define and fix duties, responsibilities and authority of each worker.

## □ **Principle of balance:**

There are several units functioning separately under one organizational set up. The work of one unit might have been commenced after the completion of the work by another unit. So it is essential that the sequence of work should be arranged scientifically.

## ❑ Principle of equilibrium balance:

In certain periods, some sections or departments are overloaded and some departments are underloaded. During this period, due weightage should be given on the basis of the new workload.

## ❑ Principle of continuity:

There should be a reoperation of objectives, readjustments of plans and provision of opportunities for the development of future management. This process is taken over by every organisation periodically.

## ❑ Principle of exception:

Implies routine decision making should rest with lower levels of management within the policy framework and only unusual or exceptional matters should be referred to the higher levels of management for taking decisions.

## ❑ Principle of unity of direction:

The major plan is divided into sub plans. Each sub plan is taken up by a particular group or department. All the gps or depts are requested to cooperate to attain the main objectives or in implementing major plan of the organisation.

## ❑ Principle of communication:

A two way communication flow from top to bottom levels and from bottom to top levels is a prerequisite to obtain an effective organisational set up.

## ❑ Principle of flexibility:

To meet the challenges of the increasing and changing demands of the environment, an organisation structure is subjected to change.