
Organizing and Authority

Organizing

- The management function of setting up the group, allocating resources, and assigning work to achieve goals.
 - Supervisors organize the work within their own department and may help organize work among departments within the organization.
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- Organizations, except for very small ones, are structured into departments by
 - work groups, product lines,
 - geographic location,
 - customer groups, or
 - the goods or services being produced.
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- An organization with a functional structure groups personnel and other resources according to the types of work they do.
 - An organization's structure and reporting relationships are shown in organization charts, which illustrate the supervisor's relationship to the other parts of the organization and the distribution of authority and responsibility.
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Authority

- The right to perform a task or give orders to someone else.
 - The organization authorizes the supervisor to carry out certain tasks.
 - The supervisor has the authority to act in behalf of the organization in matters of directing work and hiring and disciplining employees.
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- Authority of the supervisor is legitimized by the organization
 - That is, the organization stands behind the supervisor in his or her decisions.
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Responsibility

- Accepting responsibility commits people to completing an assignment to the best of their ability.
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Department

- A unique group of resources that management has assigned to carry out a particular task.
 - A department is a work unit.
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- An organization with more than a few employees is divided into work units.
 - The units are designed to handle specific tasks or functions within the organization
 - Large organizations may have separate facilities that run as independent units.
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- A department is a group of
 - resources
 - personnel
 - methods
 - equipmentthat carry out a particular task.
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Organization Structure

- Organizational structures are developed around the following or combinations of the following:
 - functional structure (type of work)
 - product/service structure
 - geographic structure (location or territory)
 - customer structure (aerospace, medical, etc.)
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Authority

- There are three types of authority:
 - line authority
 - staff authority
 - functional authority
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Line Authority

- The right to carry out tasks and give orders related to the organization's primary purpose.
 - Line authority is related to the production and/or delivery of products or services.
 - Those associated with production are described as *line supervisors*.
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Staff Authority

- The right to advise or assist those with line authority.
 - Staff authority provides support for line functions



Functional Authority

- The right given by higher management to specific staff personnel to give orders concerning an area in which the staff personnel have expertise.
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- Authority is assigned to the position.
 - The supervisor who occupies the position has the authority to carry out the assignments of the position.
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- In highly centralized organization, authority is held at the top and the supervisor may have little authority to make independent decisions.
 - In highly decentralized organizations, supervisors may have broad authority to make decisions.
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- How much authority a supervisor has is dependent on the amount of authority retained by upper management
 - The more authority is retained by upper management, or centralized authority, the less the supervisor is able to make decisions on his or her own.
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Power

- The ability to get others to act in a certain way.
 - Power is the ability, as opposed to the right, to get others to act in a certain way.
 - Power may or may not include authority.
 - Informal leaders often have the ability to influence behavior in the absence of formal authority.
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Responsibility

- The obligation to perform assigned tasks.



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- The authority granted supervisors gives them a certain amount of power.
 - Supervisors may have authority, but may have trouble getting others to act in the desired way.
 - By accepting the position, supervisors are accepting the responsibility to achieve the goals of the organization.
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- A supervisor's success is dependent on his or her ability to meet the organization's objectives.
 - That is, the supervisor has the authority and responsibility to accomplish the tasks and is held accountable for the outcome.
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Steps for Organizing

- Determine the objective
 - If you don't know what you are trying to achieve, it is difficult to plan steps to get there and measure your success.
 - Determine the needed resources
 - An action plan requires the formation of a chart of what, when, where, who, and how.
 - Group activities and assign duties
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Principles of Organization

- The four principles of organization are:
 - Parity principle
 - Unity of command
 - Chain of command
 - Span of control
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Parity Principle

- The principle that personnel who are given responsibility must also be given enough authority to carry out that responsibility.
 - Unequal parity will result in ineffective supervision



Unity of Command

- The principle that each employee should have only one supervisor.
 - When more than one person makes requests using the same time frame, employees are unable to determine what commands to follow.



Chain of Command

- The flow of authority in an organization from one level of management to the next.
 - Similar to unity of command in that each person communicates with the person above or below without skipping a link in the chain.
 - Skipping a link going up the chain is referred to as going over someone's head.
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Span of Control

- The number of people the manager supervises.
 - The greater the number, the greater the span of control



Delegating

- Giving another person the authority and responsibility to carry out a task.
 - Since the supervisor cannot accomplish all of the department's work, others must be assigned duties with the authority and responsibility to accomplish the task
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Empowerment

- Delegation of broad decision-making authority and responsibility.



Delegating Process

- Decide what work to delegate
 - Assign the work
 - Create an obligation
 - Grant authority
 - Follow-up
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