

Determination of Departmentation

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Departmentalization or departmentation refers to the horizontal division of duties or activities into separate divisions. Departmentation comprises grouping of operational duties into jobs, merging of jobs into effective work group and combining of groups into divisions sometimes dubbed as departments. The goal is to maximize the benefits of division of labor and specialization up to a particular point. There are numerous Departmentation methods, each of which is appropriate for certain business sizes, strategies, and goals. The following are some key approaches for categorizing activities: Function-based organization: This is the most basic and widely used Departmentation basis. Each primary function of the business is divided into departments [1], [2] .

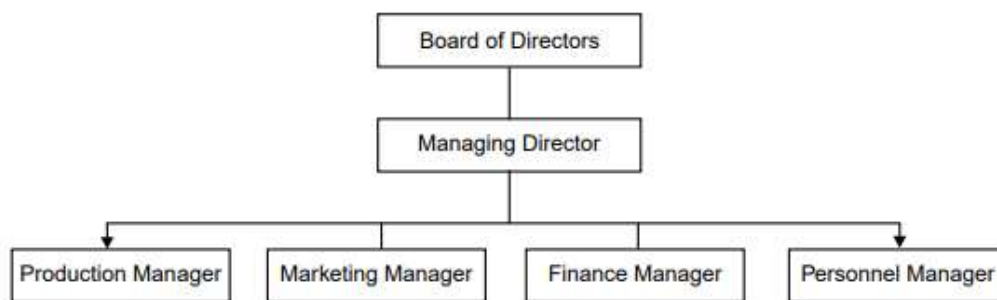


Figure 6.1: Represent the departmentation by functions.

Types of Organization

The difficulty of an organization is to choose and combine the efforts of personnel with appropriate traits in order to generate the desired outcomes, write Kimball and Kimball (Figure 6.1). The nature, scale, and size of the firm are typical characteristics that influence internal organizational patterns. The following frequent kinds of organizations have a position in the internal organizational structure.

Line, Military or Scaler Organization

Line organisation, also known as scalar or military organisation, is the most basic and oldest kind of organisation. The structure in a direct vertical connection through which authority passes is represented by the line organisation. The line of authority travels vertically downhill from top to bottom across the organisation. The amount of authority is greatest at the top and decreases with each subsequent level. Each department in a line organisation is often a self-contained entity. A single individual will be in charge of the departments activities and will have complete authority over it. The superior informs his subordinates with his choice and directions. Subordinates, in turn, may transmit them to those directly under them. This organisational structure is used in the military [2], [3].

Functional Organization

In the structure, the line organisation does not supply experts. Several occupations need specific expertise in order to be performed. Specialists are made accessible in top positions across the company in functional organisations. It gives the bearer of a functional post limited authority over personnel in several

departments about their function. Functional authority is still limited to functional direction of several departments (Figure 6.2).

In functional organisation, different enterprise operations such as production, marketing, finance, people, and so on are categorized and assigned to functional experts. A functional in charge oversees subordinates throughout the corporation in his or her specific area of business activity. It implies that subordinates get commands and directions not from one superior but from multiple functional experts.

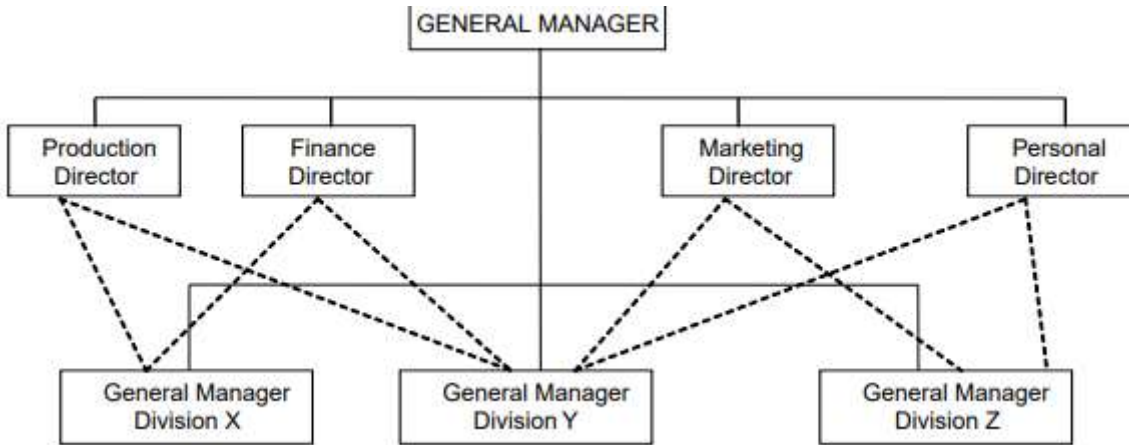


Figure 6.2 Represent the Functional organization.

- 1 Specialization is one of the benefits of functional organisation.
- 2 Lightens the load on senior executives.
- 3 Provides more room for growth.
- 4 A functional manager must be an expert in just one function. This facilitates executive development.

Line and Staff Organization

To gain the benefits of both line and functional organisation, a new form of organisation, line and staff organisation, is devised. The line authority stays the same in line and staff organisations as it does in line organisations.

From top to bottom, authority flows. Moreover, the experts are assigned to line managers to advise them on critical issues. These experts are prepared to serve line officers as and when their services are required to gather information and provide assistance that will allow the line officials to carry out their duties more effectively. Staff officials have no command authority in the company since they are hired to offer professional advise to the boss. In the majority of organizations, staff investigates and provides facts and suggestions to management who make decisions[2], [4], [5].



Figure 6.3 Represent the Line and staff organization.

Committee Organization

A committee is a group of people who are appointed or elected to meet on a regular basis to discuss issues brought before them. A committee is a group of individuals undertaking a collective task with the purpose of addressing particular difficulties. A committee's jurisdiction is governed by its constitution (Figure 6.3). A committee may develop strategies, evaluate the performance of certain units, or simply offer recommendations. Committees aid in making corrective decisions, coordinating the activities of several divisions, and addressing the organizations communication needs [1], [6], [7].

Committees are divided into two types: advisory committees and executive committees. Advisory committees may only provide recommendations and cannot compel others to follow their advice. Advisory committees include work committees, financial committees, and so forth. When committees are given line power, they are referred to as executive committees. Unlike advisory committees, executive committees not only make choices but also enforce them, serving a dual function of making decisions and directing its executive. A company's board of directors is an example of an executive committee [3], [8], [9].

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