

Chapter 5

Organizing



The Definition of Organizing

- Many classical organizational theories (Weber's bureaucracy, Taylor, Gulick ...etc.) supported the idea and function of organizing inside the agency.
- The ***definition*** of organizing:
 - “It is a process that refers to identifying and grouping of activities to be performed, defining and delegating authority, specifying responsibility and establishing relationships to enable people to work together effectively in accomplishing objectives.”

Principles of Organizing

- Principle of Purpose Determination & Integration.
- Principle of Specialization and Work Division.
- Principle of Leadership.
- Principle of Span of Control or Supervision.
- Principle of Authority & Responsibility
- Principle of Delegation of Authority.
- Principle of Centralization & Decentralization.

Principle of Authority and Responsibility

- **Authority:**

- Managers do their tasks and make directions by practicing their legal authority.
- It is the legal right that managers/supervisors have in order to use it in making orders and supervise employees.

- **Responsibility:**

- Employees must follow their supervisors who made the orders and require to do what they need to do.

Principle of Authority and Responsibility

- **Three kinds of Authority inside the organization:**

1- **Line Authority:** is the authority of a manager over his immediate subordinates. Subordinates are required to implement the orders/decisions made by the manager.

2- **Functional Authority:** That person is allowed to make orders/decisions to employees from different departments because of his/her specialization not as a direct manager.

3- **Staff Authority:** Persons who have this authority provide only the needed advice and recommendations to the top management of the organization, not to make orders to subordinates.

Administrator

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graph TD; Administrator[Administrator] --- Legal[Legal advisor]; Administrator --- HRM[HRM]; Administrator --- Finance[Finance dept]; Administrator --- Planning[Planning dept];
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Legal advisor

HRM

Finance dept

Planning dept

Principle of Delegation of Authority

- **Delegation of Authority:**
 - It is a process that superior or manager assigns some of his tasks to his subordinate with some authority to do that tasks.
 - Transforming certain responsibilities to the specific subordinate and giving a necessary authority to do it.
- Many managers do the delegation to decrease the pressures on them and focus on certain activities. Also, it promotes the idea of sharing in decision-making and encouraging subordinates to take this opportunity and responsibility.

Principle of Centralization & Decentralization

- **Centralization:**

- All power and decision making process is on one person's hand in the organization (from the top of the organization).

- **Decentralization:**

- The power and decision making would be distributed in more than one level, person, department.

Principle of Centralization & Decentralization

- **Advantages of Centralization:**
 - Easy to coordinate and combine policies and practices.
 - Helping the administrator to look at all the work.
 - Easy to control within the organization. (One system of control).
 - No duplication of decisions.

Principle of Centralization & Decentralization

- **Disadvantages of Centralization:**
 - Selfishness in making decisions.
 - Decreasing ambitions from subordinates/employees (Not sharing in decision making)
 - It may take much time to make a decision, or to get the job done.
 - Long waiting from lower level of the organization to get the green light from the top management.

Principle of Centralization & Decentralization

- **Advantages of Decentralization:**
 - Sharing employees in the decision making process.
 - Increasing the satisfaction and motivation of the employees by allowing them to make decisions
 - Quick accomplishment of work.
 - Decreasing the burdens of the top management.

Principle of Centralization & Decentralization

- **Disadvantages of Decentralization:**
 - Duplicating decisions, work, and services.
 - Exploiting the authority, negatively, from some subordinates.
 - Decreasing the central control.

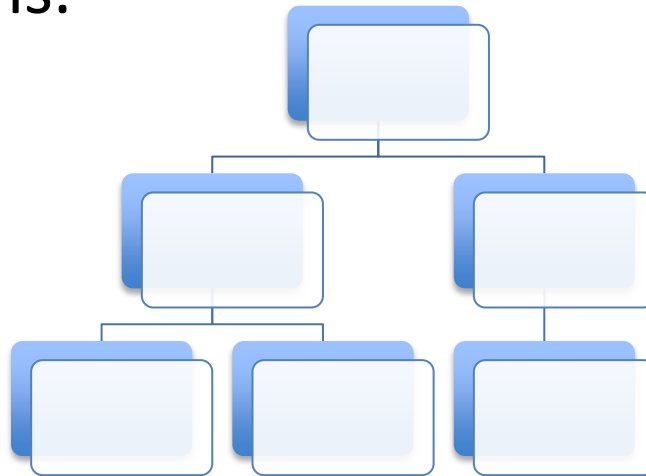
Formal Organization

- **Formal Organization:**
 - It is simply a bureaucratic structure that takes a hierarchical formal structure, determining the authority and responsibility, showing the division of work, formal communications ...etc.
 - formal organization shows three levels of the organizational structure which are:
 - Top Management.
 - Middle Management.
 - Executive Management.

Formal Organization

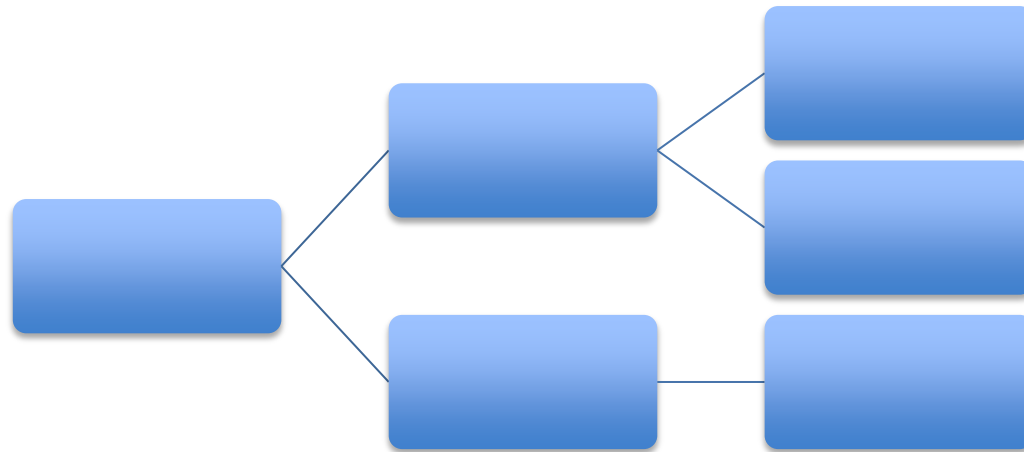
Two kinds of organizational charts/structures:

1- Vertical Chart: used most of the organizations.



Formal Organization

2-Horizontal Chart:



Informal Organization

- The reasons of emergence of the informal Organization:
 - 1- The human need of belonging.
 - 2- The need of safety and protection.
 - 3- Get rid of the boredom.
 - 4- Need for Advice.

Informal Organization

- **Informal organization:**
 - Informal group of people may be created from the same department or different departments. They have a common goal and desires, and have social and emotional relationships. Thus, those things create the informal organization. That is, specific members at one informal group within the agency.
 - This group of people is created to satisfy their own needs that cannot be satisfied by formal organization.
 - They can choose an informal leader at the group who is not given the authority but shares the same interests and needs.

Informal Organization

- **Informal organization:**
 - Sharing or exchanging information within the organization.
 - The informal organization has specific rules and norms.