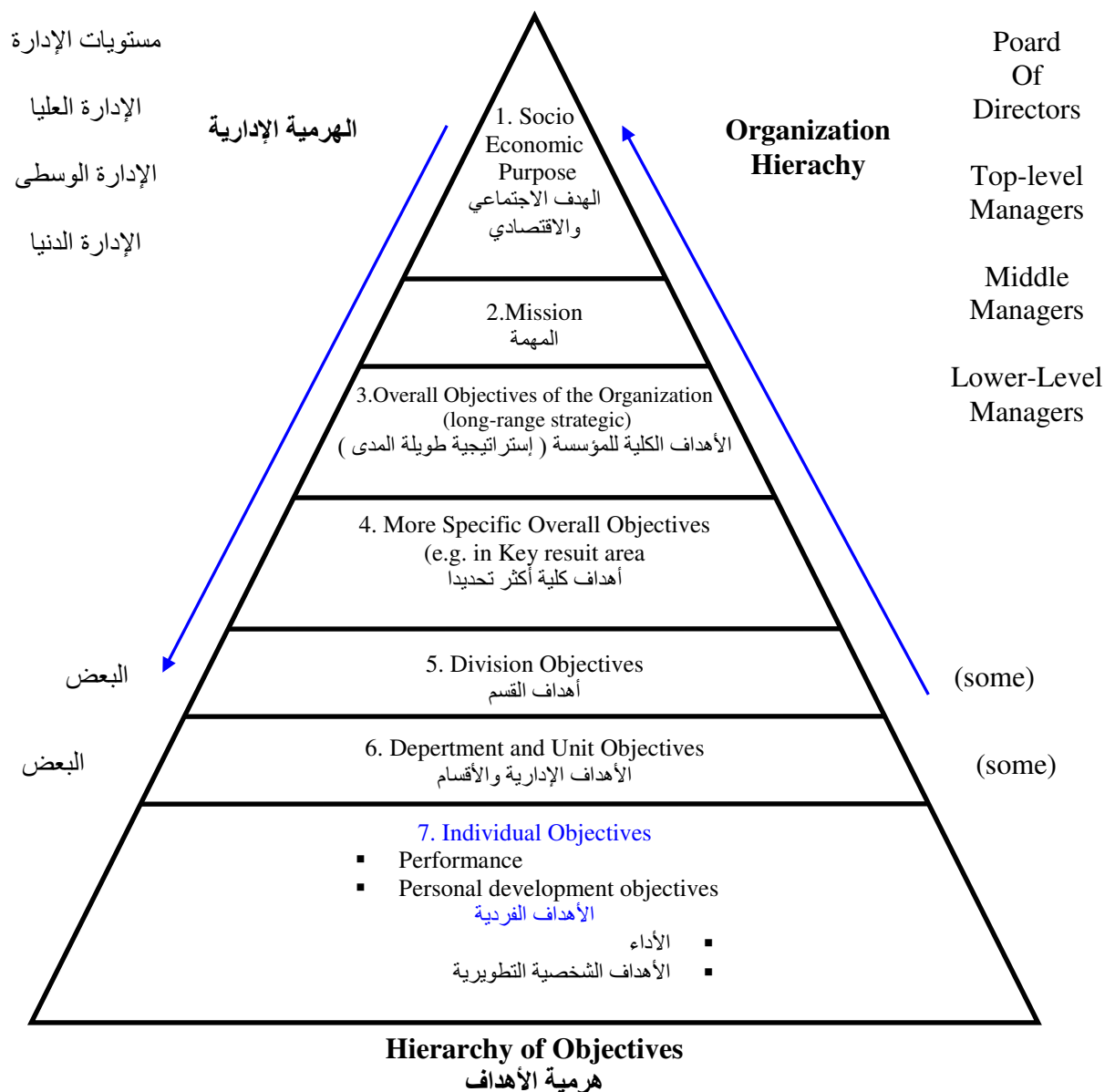


Organizing

التنظيم

- Organizing refers to the formal grouping of people and activities to facilitate achievement of the firm's.



ORGANIZATION THEORY

نظرية المنظمة

- Organization theory is the study of structure, functioning and performance of organizations.

APPROACHES

الطرق

There are two approaches:

- 1- first sense, organization is understood as a dynamic process and a managerial activity.
- 2- Organization refers to structure of relationships among positions and jobs.

COMMON FEATURES

سمات مشتركة

There are some common features for all organization structures.

1. Division of labour.
2. Coordination.
3. Accomplishment of goals or objectives.
4. Authority-responsibility structure.

3.1.2 PROCESS OF ORGANIZING

عملية التنظيم

The process of organizing consists of the following steps:-

1. Determination of objectives.
2. Enumeration of activities.
3. Classification of activities.
4. Fitting individuals to functions.
5. Assignment of authority for action.

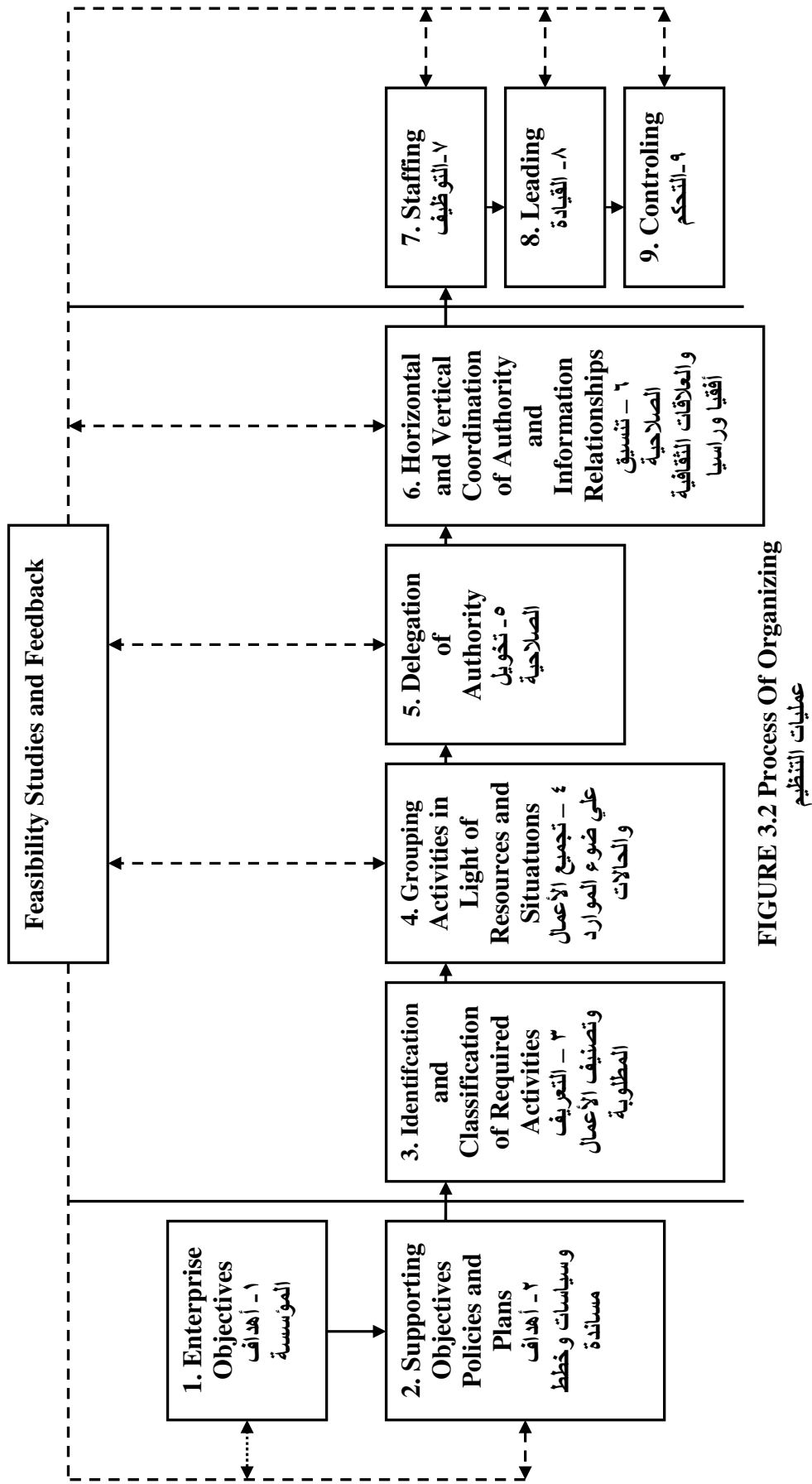


FIGURE 3.2 Process Of Organizing

عمليات التنظيم

ACTIVITY ANALYSIS**تحليل النشاط**

- The purpose of activity analysis, is to discover the primary activity of the proposed organization.

DECISION ANALYSIS**تحليل القرار**

- The manager finds out what kinds of decisions will need to be made to earn the work of the organization.

FORMAL AND INFORMAL ORGANIZATION**منظمات رسمية و غير رسمية**

- The formal organization refers to the structure of jobs and positions with clearly defined functions and.
- Informal organization refers to the relationships between people in an organization.

IMPORTANCE of organization**أهمية التنظيم (المنظمة)**

- It facilitates administration, makes growth and diversification possible.

TYPES OF ORGANIZATIONS**أنواع المنظمات**

- Military or Line system
- Functional system
- Line and staff system
- Matrix system
- Hybrid design

1- MILITARY OR LINE ORGANIZATION**١ - عسكري أو تنظيم الخط**

- Authority flows from the person at the top to the lowest person vertically.
- The general manager may be put in charge of the whole organization. The business unit may be divided into departments.
- The workers do not have the authority to approach higher officers except through their immediate boss.

Merits**المميزات**

1. **Simplicity:** It is the easiest to establish and simplest to explain to the employees.

2. **Unified control:** It makes for unity of control thus conforming to the scalar principle of organization.
3. **Strong discipline.**
4. **Fixed responsibility.**
5. **Prompt decision.**
6. **Flexibility.**

Demerits

العيوب

1. **Overloading.**
2. **Lack of specialization.**
3. **Inadequacy of communication.**
4. **Scope for favouritism.**
5. **Suitability:** The system can be followed successfully only:
 - (1) In small businesses.
 - (2) In routine type of concerns.
 - (3) In industries where continuous processes are followed.
 - (4) In industries where automatic machinery is installed.

2- FUNCTIONAL ORGANIZATION

٢ - الوظائف الإدارية

- That the entire work has been divided into various departments.
- The work allotted to one department consists of interrelated jobs.

Merits

المميزات

1. Ensures a greater division of labour.
2. Makes for a higher degree of efficiency.
3. Ensures the separation of mental and manual functions.
4. Facilitates mass production through specialization and standardization.

Demerits

العيوب

1. Unstable because it weakens the disciplinary controls.
2. It is too complicated, because it entails the division of functions into a number of sub-functions.
3. It makes difficult for the management to fix responsibility for unsatisfactory results.
4. Lead to conflict among supervisors of equal rank.

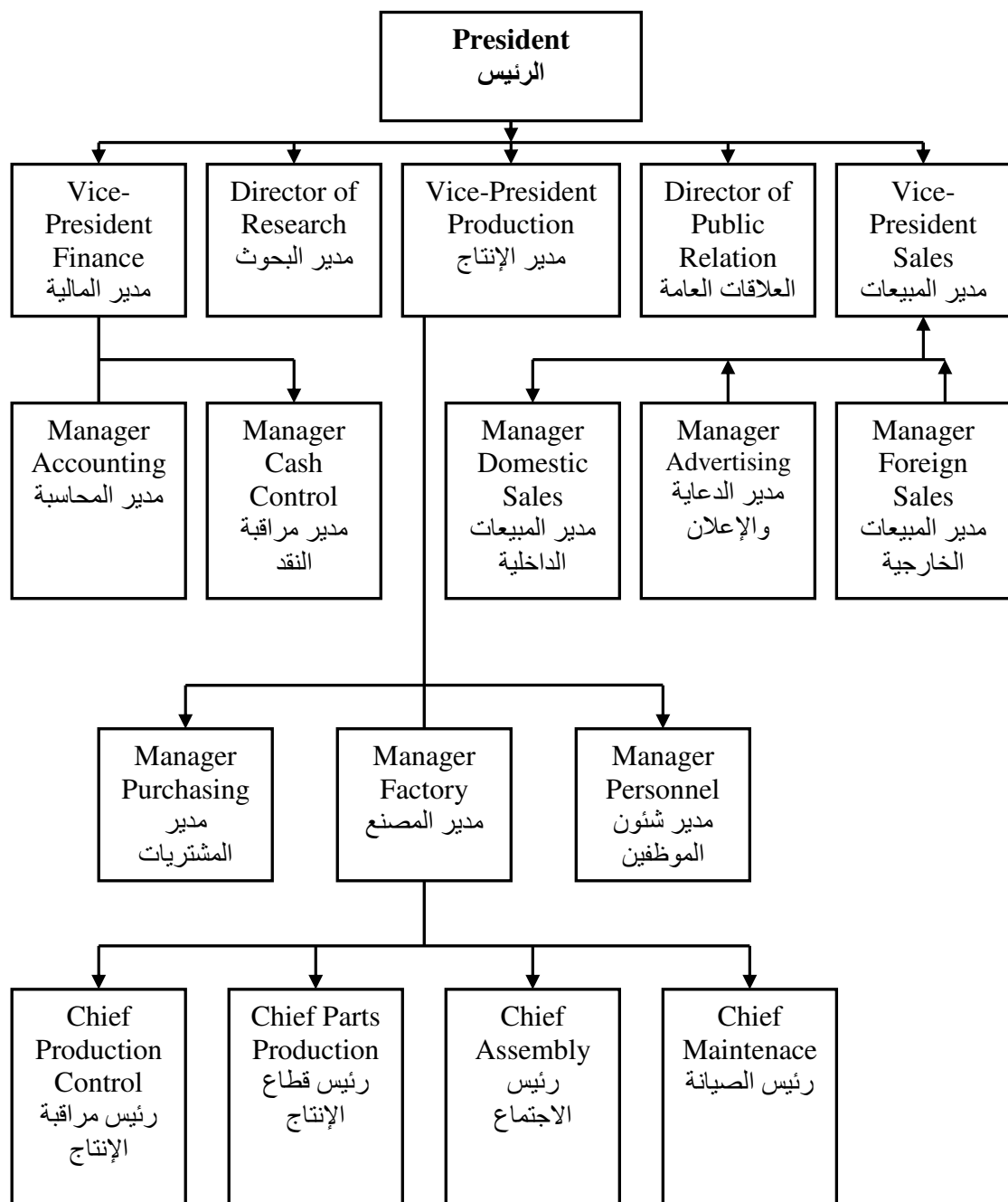


FIGURE 3.3 Line and Staff Type of Organization
خط الهيكل الوظيفي

3- LINE AND STAFF ORGANIZATION**٣- السلطة التنفيذية ومساعدى المدير**

- Line and staff organization refers to a pattern in which staff specialists advise line managers in performing their duties.

Merits**المميزات**

1. Planned specialization.
2. Quality decisions.
3. Prospect for personnel growth.
4. Training ground for personnel.

Demerits**العيوب**

1. Lack of well-defined authority.
2. Line and staff conflicts.
3. Suitability: This structure can be followed in large organizations.

4- MATRIX ORGANIZATION**٤- منظمات مصفوفة**

- The matrix design is created by superimposing a set of project structures on top of a functional structure.

Merits**المميزات**

- 1- Involves and challenges matrix team members.
- 2- Provides enlarged tasks for people.
- 3- Develops employee skills.
- 4- Encourages people to identify with end products.
- 5- Fosters flexibility.
- 6- Motivates interdisciplinary cooperation,
- 7- Provides for integration of organizational information.
- 8- Fosters the development of managerial skills.
- 9- Frees top management for effective planning.

Demerits**العيوب**

1. Demands high level of interpersonal skills.
2. Leaves negative impact on morale.
3. Fosters confusion and frustration.
4. Leads to power struggles.
5. Causes to lose sight of broader organizational goals.
6. Causes duplication of efforts by project groups.
7. Costly to implement and maintain.

5- HYBRID ORGANIZATION

٥- منظمات هجين (المنظمات المختلطة)

- The hybrid organization utilizes both functional and division departmentalization.

Merits

المميزات

- The advantage is that the whole organization enjoys the unique benefits of both functional and divisional structures.
- Helps in proper alignment of corporate and divisional goals.

Demerits

العيوب

- It fosters flexibility:
- The serious drawback is excessive duplication of activities between functions and divisions.

CENTRALIZATION AND DECENTRALIZATION

مركزية و لا مركزية

- Centralization is that condition wherein much of the decision-making authority is retained at the top of the managerial hierarchy.
- Decentralization, is that condition wherein much of the decision-making authority is pushed downward to the lower management levels.

ADVANTAGES OF CENTRALIZATION

مميزات المركزية

- Broad overview of business.
- Strategic direction setting.
- Gives absolute and clear control.
- Makes administration easier.
- Common standards can be fixed.
- Provides certain expert functions cost effectively.
- Conflicting decisions are easier to avoid.
- Economics of scale can be achieved.

ADVANTAGES OF DECENTRALIZATION

مميزات اللامركزية

- Local management can react to changing local conditions so that business can act quickly.
- Quick decision-making is.
- Greater likelihood of innovation.
- Local responsibility and authority development.
- Lead to greater productivity and profitability.

- Burden of administration and paper work are reduced.
- Easy and control functional departments.

AUTHORITY AND RESPONSIBILITY

الصلاحيات والمسئولية

- **Authority** is legal or rightful power that gives a right to command or to act.
- **Responsibility** may be defined as the obligation of a subordinate to whom a duty has been assigned, to perform the duty.

SOURCE OF AUTHORITY

مصدر الصلاحية

There are two theories:

- (1) The formal *authority* theory and
- (2) The *acceptance* theory.

3.5.1 RESPONSIBILITY

المسئولية

- **Responsibility** arises from the superior-subordinate relationship.
- While authority flows from the superior to the subordinate manager.

RESPONSIBILITY AND DELEGATION

المسئولية و التحويل

- Responsibility cannot be delegated
- Responsibility, being an obligation to perform, is owed to one's superior.
- The grouping of duties into subdivisions delegating authority.

PRINCIPLES OF DELEGATION

مبادئ التحويل

1. Principle of functional definition.
2. Scalar principle.
3. Authority-level principle.
4. Principle of unity of command.
5. Principle of parity.