<u>Organisational Levels</u> → heirarchical structure of an organisation.

<u>Most common organisational levels are as follows</u>

① <u>Top management / Executive level .</u>

This is the highest level of organization, consisting of the top executives such as CEO (Chief Executive Officer), CFO (Chief Financial Officer) and other C-suite executives. ⟹ responsible for setting the organisation's overall strategic direction long term goals and major policies. They make high level decisions that affect the entire organisation.

2. <u>Middle Management / Tactical level :</u>

responsible for translating the strategic goals set by top management into specific objectives and action plans for different departments or units.

3.) Front line / First line Management /Operational

3.) Front Line / First line Management / Operational Level : this level of management is directly responsible for supervising the front line employees who carry out the core tasks of the organisation. Frontline managers ensure that daily operations are running smoothly and that employees are meeting their performance targets. They have a significant impact on the operational efficiency of the organisation. Titles at this level could be team leaders, supervisors or project managers.

4. Non-managerial Employee / Staff Level : These are the non-managerial employees who perform the day to day tasks necessary to produce the organisation's goods or services. They are not directly involved in decision making at the organisational level but contribute to the execution of plans and achieving the organisation's objectives.

Process of Organising

1. **Identifying objectives:** clearly define the objectives and goals that the organisation aims to achieve. These objectives provide the foundation for the entire organising process.

2. **Dividing work:** Once the objectives are established, the next step is to divide the work into smaller, manageable tasks or activities. This process is known as division of labour, where each task is assigned to specific individuals or groups based on their skills and expertise.

3. **Establishing Relationships:** After dividing the work, the organisational structure is developed, defining the relationships among individuals or groups. It includes determining the reporting lines, communication channels, and the hierarchy of authority &

and the balancing of authority |
Responsibility.

4. <u>Delegation of Authority</u>
  ↳ Delegating empowers employees to
  make decisions and take actions
  within their designated roles.

5. <u>Coordination</u> : Smooth functioning of
  organisation in synchronised
  manner.

6. <u>Creating departments and Units</u> :
  Organising often involves creating departments,
  Units or teams based on functional areas,
  products, geographical locations etc.

7. Establishing Reporting Relationships

8. Allocation of resources such as budget,
  personnel, equipment, technology etc.

9. Defining job roles and responsibilities

10. Developing Organizational Charts.

10. Developing Organizational ....

11. establishing communication channels to facilitate the flow of information both vertically and horizontally within the organisation.

12. **Adapting to changes** => needs to be flexible and adaptive to changes in the internal and external environment.

| Line / Staff Authority |

1. **Line Authority :** It is the direct authority that flows in a straight line from the top level of management to the lowest level in the organisational hierarchy. It represents the traditional chain of command, where managers have the power to make decisions, give orders, and are accountable for the performance of their subordinates.

   Line authority is associated with operational activities and involves the day to day execution of tasks to achieve the organisation's goals.

the organisation's goals.

2. <u>Staff Authority</u> : Staff authority supports the line authority and serves in an advisory capacity. Staff roles do not have direct authority over line operations but provide specialised expertise, advice, support to line managers. Staff roles often include specialists, consultants, analysts and other support personnel. They assist line managers by providing technical knowledge, conducting research, and offering recommendations for problem solving and decision making.

<u>Relation between Line / Staff Authority</u>

1. Clear Division of Roles.
2. Advisory Roles ⟶ offers recommendations and suggestions to line managers based on their expertise
3. Potential tensions ⟶ Conflict may arise

3. Potential tensions → conflict between line and staff roles due to differing perspectives and priorities. For example, line managers may perceive staff recommendations as intrusive or impractical.

4. **Effective Collaboration** : To ensure smooth functioning, effective collaboration and communication between line and staff personnel are essential - Both groups must work together to achieve organizational objectives.

5. **Flexibility** : The distinction between line and staff roles can be varied depending on the organisation's size, structure and industry.

DECENTRALISATION of AUTHORITY and DELEGATION of AUTHORITY: