

PRINCIPLES OF ORGANISING IN MANAGEMENT

PRINCIPLES OF ORGANISING IN MANAGEMENT SERVE AS FOUNDATIONAL GUIDELINES THAT HELP MANAGERS STRUCTURE THEIR ORGANIZATIONS EFFECTIVELY. THESE PRINCIPLES ARE ESSENTIAL FOR ESTABLISHING A CLEAR FRAMEWORK, DEFINING ROLES, AND COORDINATING ACTIVITIES TO ACHIEVE ORGANIZATIONAL GOALS. ORGANIZING IS A CRITICAL MANAGERIAL FUNCTION THAT INVOLVES ARRANGING RESOURCES AND TASKS IN A SYSTEMATIC MANNER. BY ADHERING TO THESE PRINCIPLES, MANAGERS ENSURE EFFICIENT RESOURCE UTILIZATION, ENHANCE COMMUNICATION, AND CREATE A COHESIVE WORK ENVIRONMENT. THIS ARTICLE EXPLORES THE KEY PRINCIPLES OF ORGANIZING IN MANAGEMENT, THEIR SIGNIFICANCE, AND HOW THEY CONTRIBUTE TO SUCCESSFUL ORGANIZATIONAL PERFORMANCE. THE DISCUSSION WILL COVER THE FUNDAMENTAL CONCEPTS, TYPES OF ORGANIZATIONAL STRUCTURES, AND BEST PRACTICES FOR EFFECTIVE ORGANIZING.

- UNDERSTANDING THE PRINCIPLES OF ORGANISING IN MANAGEMENT
- KEY PRINCIPLES OF ORGANISING
- IMPORTANCE OF ORGANISING PRINCIPLES IN MANAGEMENT
- TYPES OF ORGANISATIONAL STRUCTURES AND THEIR RELATION TO ORGANISING PRINCIPLES
- BEST PRACTICES FOR IMPLEMENTING ORGANISING PRINCIPLES

UNDERSTANDING THE PRINCIPLES OF ORGANISING IN MANAGEMENT

THE PRINCIPLES OF ORGANISING IN MANAGEMENT PROVIDE A SYSTEMATIC APPROACH TO ARRANGING THE VARIOUS RESOURCES AND TASKS WITHIN AN ORGANIZATION. ORGANISING IS ONE OF THE CORE FUNCTIONS OF MANAGEMENT THAT FOCUSES ON CREATING A FRAMEWORK WHERE TASKS ARE DIVIDED, RESOURCES ARE ALLOCATED, AND COORDINATION IS ESTABLISHED. THESE PRINCIPLES ENSURE THAT THE ORGANIZATIONAL STRUCTURE SUPPORTS THE EXECUTION OF STRATEGIES AND FACILITATES EFFECTIVE COMMUNICATION AND DECISION-MAKING PROCESSES. IN ESSENCE, ORGANISING TRANSFORMS PLANS INTO ACTIONABLE FRAMEWORKS BY ESTABLISHING ROLES, RESPONSIBILITIES, AND RELATIONSHIPS AMONG EMPLOYEES.

DEFINITION AND SCOPE OF ORGANISING

ORGANISING IN MANAGEMENT REFERS TO THE PROCESS OF DESIGNING AND MAINTAINING AN INTERNAL STRUCTURE OF ROLES AND RESPONSIBILITIES. IT INVOLVES DETERMINING WHAT TASKS NEED TO BE DONE, WHO WILL PERFORM THEM, HOW TASKS WILL BE GROUPED, AND HOW AUTHORITY AND COMMUNICATION FLOW WITHIN THE ORGANIZATION. THE SCOPE OF ORGANISING EXTENDS TO RESOURCE ALLOCATION, DEPARTMENTALIZATION, AND ESTABLISHING THE HIERARCHY THAT ALIGNS WITH ORGANIZATIONAL OBJECTIVES.

RELATIONSHIP BETWEEN ORGANISING AND OTHER MANAGEMENT FUNCTIONS

ORGANISING IS CLOSELY LINKED TO PLANNING, LEADING, AND CONTROLLING. WHILE PLANNING SETS THE OBJECTIVES AND STRATEGIES, ORGANISING CREATES THE FRAMEWORK NEEDED TO IMPLEMENT THESE PLANS EFFECTIVELY. LEADERSHIP MOTIVATES AND DIRECTS THE ORGANIZED RESOURCES, AND CONTROLLING MONITORS THE PERFORMANCE TO ENSURE ALIGNMENT WITH GOALS. TOGETHER, THESE FUNCTIONS WORK COHESIVELY TO DRIVE ORGANIZATIONAL SUCCESS.

KEY PRINCIPLES OF ORGANISING

THE PRINCIPLES OF ORGANISING IN MANAGEMENT PROVIDE A STRUCTURED APPROACH TO BUILDING AN EFFICIENT AND EFFECTIVE ORGANIZATIONAL FRAMEWORK. THESE PRINCIPLES GUIDE MANAGERS IN CREATING CLEAR AUTHORITY LINES, DEFINING RESPONSIBILITIES, AND ENSURING COORDINATION AMONG VARIOUS DEPARTMENTS.

PRINCIPLE OF DIVISION OF WORK

THIS PRINCIPLE EMPHASIZES DIVIDING THE TOTAL WORK INTO SMALLER, MANAGEABLE TASKS. SPECIALIZATION ALLOWS EMPLOYEES TO FOCUS ON SPECIFIC TASKS, LEADING TO INCREASED EFFICIENCY AND EXPERTISE. DIVIDING WORK REDUCES REDUNDANCY AND ENHANCES PRODUCTIVITY BY ASSIGNING TASKS BASED ON SKILLS AND COMPETENCIES.

PRINCIPLE OF AUTHORITY AND RESPONSIBILITY

AUTHORITY REFERS TO THE RIGHT TO GIVE ORDERS AND MAKE DECISIONS, WHILE RESPONSIBILITY DENOTES THE OBLIGATION TO PERFORM ASSIGNED TASKS. THESE TWO CONCEPTS MUST BE BALANCED; AUTHORITY SHOULD CORRESPOND TO RESPONSIBILITY TO ENSURE ACCOUNTABILITY. THIS BALANCE PREVENTS CONFUSION AND ENSURES THAT EMPLOYEES HAVE THE NECESSARY POWER TO FULFILL THEIR DUTIES.

PRINCIPLE OF UNITY OF COMMAND

ACCORDING TO THIS PRINCIPLE, EACH EMPLOYEE SHOULD RECEIVE ORDERS FROM ONE SUPERIOR ONLY. UNITY OF COMMAND ELIMINATES CONFLICTING INSTRUCTIONS AND CONFUSION, PROMOTING CLEAR COMMUNICATION AND ACCOUNTABILITY WITHIN THE ORGANIZATIONAL HIERARCHY.

PRINCIPLE OF SPAN OF CONTROL

THIS PRINCIPLE DEFINES THE NUMBER OF SUBORDINATES A MANAGER CAN EFFECTIVELY SUPERVISE. AN OPTIMAL SPAN OF CONTROL ENSURES THAT MANAGERS CAN PROVIDE ADEQUATE GUIDANCE AND SUPPORT WITHOUT BEING OVERWHELMED. THE SPAN MAY VARY DEPENDING ON THE NATURE OF WORK, MANAGERIAL CAPACITY, AND ORGANIZATIONAL COMPLEXITY.

PRINCIPLE OF SCALAR CHAIN

THE SCALAR CHAIN REPRESENTS THE FORMAL LINE OF AUTHORITY FROM THE HIGHEST TO THE LOWEST RANKS. THIS PRINCIPLE STRESSES THE IMPORTANCE OF A CLEAR CHAIN OF COMMAND TO MAINTAIN ORDER AND FACILITATE COMMUNICATION. HOWEVER, IT ALSO ALLOWS FOR SHORTCUTS IN URGENT SITUATIONS TO IMPROVE EFFICIENCY.

PRINCIPLE OF COORDINATION

COORDINATION ENSURES THAT ALL DEPARTMENTS AND EMPLOYEES WORK HARMONIOUSLY TO ACHIEVE ORGANIZATIONAL GOALS. IT INVOLVES SYNCHRONIZING ACTIVITIES AND EFFORTS TO AVOID DUPLICATION AND CONFLICTS. EFFECTIVE COORDINATION ENHANCES PRODUCTIVITY AND FOSTERS TEAMWORK.

PRINCIPLE OF UNITY OF DIRECTION

THIS PRINCIPLE STATES THAT ALL ACTIVITIES AIMED AT THE SAME OBJECTIVE SHOULD BE DIRECTED BY ONE MANAGER USING ONE PLAN. UNITY OF DIRECTION ENSURES CONSISTENCY IN EFFORTS AND PREVENTS FRAGMENTATION WITHIN THE ORGANIZATION.

PRINCIPLE OF FLEXIBILITY

FLEXIBILITY IN ORGANISING ALLOWS THE ORGANIZATION TO ADAPT TO CHANGES IN THE ENVIRONMENT, TECHNOLOGY, AND MARKET CONDITIONS. THIS PRINCIPLE ENCOURAGES MANAGERS TO DESIGN STRUCTURES THAT CAN EVOLVE OVER TIME WITHOUT SIGNIFICANT DISRUPTIONS.

IMPORTANCE OF ORGANISING PRINCIPLES IN MANAGEMENT

IMPLEMENTING THE PRINCIPLES OF ORGANISING IN MANAGEMENT IS CRITICAL FOR ACHIEVING OPERATIONAL EFFICIENCY AND STRATEGIC SUCCESS. THESE PRINCIPLES HELP CREATE CLARITY, PROMOTE DISCIPLINE, AND FOSTER A CULTURE OF ACCOUNTABILITY WITHIN THE ORGANIZATION.

ENHANCING EFFICIENCY AND PRODUCTIVITY

BY CLEARLY DEFINING ROLES AND RESPONSIBILITIES, THE ORGANISING PRINCIPLES REDUCE CONFUSION AND DUPLICATION OF EFFORT. THIS STREAMLINING OF TASKS LEADS TO BETTER TIME MANAGEMENT, RESOURCE UTILIZATION, AND OVERALL PRODUCTIVITY IMPROVEMENT.

FACILITATING EFFECTIVE COMMUNICATION

A WELL-ORGANIZED STRUCTURE ENSURES THAT COMMUNICATION CHANNELS ARE WELL-DEFINED, ENABLING SMOOTH INFORMATION FLOW. CLEAR AUTHORITY LINES AND UNITY OF COMMAND REDUCE MISUNDERSTANDINGS AND IMPROVE DECISION-MAKING.

SUPPORTING GROWTH AND EXPANSION

AS ORGANIZATIONS GROW, THE COMPLEXITY OF OPERATIONS INCREASES. THE PRINCIPLES OF ORGANISING PROVIDE A SCALABLE FRAMEWORK THAT SUPPORTS EXPANSION WITHOUT COMPROMISING CONTROL OR COORDINATION.

PROMOTING ACCOUNTABILITY AND DISCIPLINE

ASSIGNING SPECIFIC RESPONSIBILITIES ALIGNED WITH CORRESPONDING AUTHORITY FOSTERS ACCOUNTABILITY. EMPLOYEES UNDERSTAND THEIR DUTIES AND THE CONSEQUENCES OF THEIR ACTIONS, LEADING TO A DISCIPLINED WORK ENVIRONMENT.

TYPES OF ORGANISATIONAL STRUCTURES AND THEIR RELATION TO ORGANISING PRINCIPLES

ORGANISATIONAL STRUCTURES REPRESENT THE PRACTICAL APPLICATION OF ORGANISING PRINCIPLES. DIFFERENT STRUCTURES SERVE DIFFERENT BUSINESS NEEDS AND STRATEGIES, REFLECTING HOW WORK IS DIVIDED AND COORDINATED.

FUNCTIONAL STRUCTURE

THE FUNCTIONAL STRUCTURE GROUPS EMPLOYEES BASED ON SPECIALIZED FUNCTIONS SUCH AS MARKETING, FINANCE, OR PRODUCTION. THIS STRUCTURE ALIGNS WITH THE PRINCIPLE OF DIVISION OF WORK AND SPECIALIZATION, PROMOTING EXPERTISE AND EFFICIENCY WITHIN DEPARTMENTS.

DIVISIONAL STRUCTURE

THIS STRUCTURE ORGANIZES ACTIVITIES AROUND PRODUCTS, MARKETS, OR GEOGRAPHICAL LOCATIONS. IT SUPPORTS FLEXIBILITY AND UNITY OF DIRECTION BY ALLOWING DIVISIONS TO FOCUS ON SPECIFIC OBJECTIVES WHILE MAINTAINING OVERALL COORDINATION.

MATRIX STRUCTURE

THE MATRIX STRUCTURE COMBINES FUNCTIONAL AND DIVISIONAL APPROACHES, CREATING DUAL REPORTING RELATIONSHIPS. IT ENHANCES FLEXIBILITY AND COORDINATION BUT REQUIRES CAREFUL MANAGEMENT OF AUTHORITY AND RESPONSIBILITY TO AVOID CONFUSION.

FLAT VS. HIERARCHICAL STRUCTURES

FLAT STRUCTURES HAVE FEWER LEVELS OF MANAGEMENT AND WIDER SPANS OF CONTROL, PROMOTING QUICKER DECISION-MAKING AND FLEXIBILITY. HIERARCHICAL STRUCTURES EMPHASIZE SCALAR CHAINS AND UNITY OF COMMAND, PROVIDING CLEAR AUTHORITY AND CONTROL. THE CHOICE DEPENDS ON ORGANIZATIONAL SIZE AND COMPLEXITY.

BEST PRACTICES FOR IMPLEMENTING ORGANISING PRINCIPLES

EFFECTIVE IMPLEMENTATION OF ORGANISING PRINCIPLES REQUIRES CAREFUL PLANNING, COMMUNICATION, AND CONTINUOUS EVALUATION TO ALIGN THE ORGANIZATIONAL STRUCTURE WITH STRATEGIC GOALS.

CLEAR DEFINITION OF ROLES AND RESPONSIBILITIES

ESTABLISH DETAILED JOB DESCRIPTIONS AND CLARIFY REPORTING RELATIONSHIPS TO PREVENT OVERLAP AND AMBIGUITY. THIS PRACTICE ENHANCES ACCOUNTABILITY AND EFFICIENCY.

REGULAR REVIEW AND ADAPTATION OF STRUCTURE

ORGANIZATIONS SHOULD PERIODICALLY ASSESS THEIR STRUCTURES TO ENSURE THEY REMAIN RELEVANT TO CHANGING BUSINESS ENVIRONMENTS AND TECHNOLOGIES. FLEXIBILITY IS KEY TO SUSTAINING LONG-TERM SUCCESS.

EFFECTIVE COMMUNICATION CHANNELS

DEVELOPING RELIABLE COMMUNICATION SYSTEMS SUPPORTS UNITY OF COMMAND AND COORDINATION. ENCOURAGE OPEN DIALOGUE AND INFORMATION SHARING TO IMPROVE COLLABORATION.

TRAINING AND DEVELOPMENT

INVEST IN TRAINING PROGRAMS TO EQUIP MANAGERS AND EMPLOYEES WITH THE SKILLS NECESSARY TO OPERATE WITHIN THE ORGANIZED FRAMEWORK EFFECTIVELY. THIS SUPPORTS SMOOTH OPERATIONS AND ADAPTABILITY.

LEVERAGING TECHNOLOGY

UTILIZE MANAGEMENT INFORMATION SYSTEMS AND COLLABORATION TOOLS TO ENHANCE COORDINATION AND MONITORING. TECHNOLOGY CAN STREAMLINE ORGANIZING PROCESSES AND IMPROVE DECISION-MAKING SPEED.

- DEFINE CLEAR ROLES AND RESPONSIBILITIES
- MAINTAIN FLEXIBILITY IN ORGANIZATIONAL DESIGN
- ENSURE UNITY OF COMMAND AND CLEAR COMMUNICATION
- REGULARLY EVALUATE AND UPDATE ORGANIZATIONAL STRUCTURES
- IMPLEMENT TRAINING PROGRAMS TO SUPPORT ORGANIZATIONAL CHANGES

FREQUENTLY ASKED QUESTIONS

WHAT ARE THE KEY PRINCIPLES OF ORGANISING IN MANAGEMENT?

THE KEY PRINCIPLES OF ORGANISING IN MANAGEMENT INCLUDE DIVISION OF WORK, AUTHORITY AND RESPONSIBILITY, UNITY OF COMMAND, SCALAR CHAIN, COORDINATION, AND DELEGATION. THESE PRINCIPLES HELP IN STRUCTURING RESOURCES AND ACTIVITIES EFFICIENTLY TO ACHIEVE ORGANIZATIONAL GOALS.

WHY IS THE PRINCIPLE OF UNITY OF COMMAND IMPORTANT IN ORGANISING?

THE PRINCIPLE OF UNITY OF COMMAND STATES THAT EACH EMPLOYEE SHOULD RECEIVE ORDERS FROM ONLY ONE SUPERIOR. THIS

IS IMPORTANT BECAUSE IT AVOIDS CONFUSION, REDUCES CONFLICTS, AND ENSURES CLEAR ACCOUNTABILITY WITHIN THE ORGANISATION.

HOW DOES THE PRINCIPLE OF DIVISION OF WORK ENHANCE ORGANISATIONAL EFFICIENCY?

DIVISION OF WORK INVOLVES BREAKING DOWN TASKS INTO SMALLER, SPECIALIZED ACTIVITIES AND ASSIGNING THEM TO DIFFERENT INDIVIDUALS OR DEPARTMENTS. THIS SPECIALIZATION INCREASES EFFICIENCY AND EXPERTISE, LEADING TO HIGHER PRODUCTIVITY AND BETTER QUALITY OF WORK.

WHAT ROLE DOES DELEGATION PLAY IN THE ORGANISING PROCESS?

DELEGATION INVOLVES ASSIGNING RESPONSIBILITY AND AUTHORITY TO SUBORDINATES TO CARRY OUT SPECIFIC TASKS. IT EMPOWERS EMPLOYEES, FACILITATES BETTER TIME MANAGEMENT FOR MANAGERS, AND HELPS IN THE DEVELOPMENT OF SUBORDINATE SKILLS, MAKING THE ORGANISATION MORE FLEXIBLE AND EFFICIENT.

HOW DOES THE SCALAR CHAIN PRINCIPLE AFFECT ORGANISATIONAL COMMUNICATION?

THE SCALAR CHAIN PRINCIPLE REFERS TO A CLEAR LINE OF AUTHORITY FROM TOP MANAGEMENT TO THE LOWEST LEVEL. IT ENSURES ORDERLY COMMUNICATION AND DECISION-MAKING WITHIN THE ORGANISATION, BUT EXCESSIVE ADHERENCE CAN SLOW DOWN COMMUNICATION, SO MANAGERS OFTEN USE 'GANGPLANK' OR SHORTCUT CHANNELS WHEN NECESSARY.

ADDITIONAL RESOURCES

1. *THE PRINCIPLES OF SCIENTIFIC MANAGEMENT*

WRITTEN BY FREDERICK WINSLOW TAYLOR, THIS SEMINAL BOOK INTRODUCES THE CONCEPT OF SCIENTIFIC MANAGEMENT, EMPHASIZING EFFICIENCY AND SYSTEMATIC STUDY OF WORKFLOWS. TAYLOR ADVOCATES FOR THE ANALYSIS AND OPTIMIZATION OF TASKS TO IMPROVE PRODUCTIVITY AND WORKER OUTPUT. IT LAYS THE FOUNDATION FOR MODERN MANAGEMENT PRACTICES BY FOCUSING ON PLANNING, STANDARDIZATION, AND PERFORMANCE MEASUREMENT.

2. *ORGANIZATIONAL BEHAVIOR AND MANAGEMENT*

THIS BOOK EXPLORES THE HUMAN SIDE OF MANAGEMENT, FOCUSING ON HOW INDIVIDUALS AND GROUPS BEHAVE WITHIN ORGANIZATIONS. IT COVERS KEY PRINCIPLES SUCH AS MOTIVATION, LEADERSHIP, COMMUNICATION, AND TEAMWORK. UNDERSTANDING THESE BEHAVIORAL DYNAMICS HELPS MANAGERS ORGANIZE RESOURCES EFFECTIVELY AND FOSTER A PRODUCTIVE WORK ENVIRONMENT.

3. *MANAGEMENT: TASKS, RESPONSIBILITIES, PRACTICES*

PETER DRUCKER'S COMPREHENSIVE WORK ADDRESSES THE CORE FUNCTIONS OF MANAGEMENT, INCLUDING PLANNING, ORGANIZING, LEADING, AND CONTROLLING. IT OFFERS TIMELESS INSIGHTS INTO HOW MANAGERS CAN STRUCTURE ORGANIZATIONS FOR EFFICIENCY AND ADAPTABILITY. DRUCKER EMPHASIZES THE IMPORTANCE OF CLEAR OBJECTIVES AND SYSTEMATIC PROCESSES IN ORGANIZING.

4. *PRINCIPLES OF MANAGEMENT*

THIS TEXTBOOK COVERS FUNDAMENTAL MANAGEMENT PRINCIPLES, INCLUDING ORGANIZING AS A CRITICAL FUNCTION. IT DISCUSSES ORGANIZATIONAL DESIGN, DELEGATION, COORDINATION, AND RESOURCE ALLOCATION. THE BOOK PROVIDES PRACTICAL FRAMEWORKS AND TOOLS TO HELP MANAGERS CREATE EFFECTIVE ORGANIZATIONAL STRUCTURES.

5. *REFRAMING ORGANIZATIONS: ARTISTRY, CHOICE, AND LEADERSHIP*

AUTHORS LEE G. BOLMAN AND TERRENCE E. DEAL EXAMINE ORGANIZATIONAL ISSUES THROUGH MULTIPLE LENSES, INCLUDING STRUCTURAL, HUMAN RESOURCE, POLITICAL, AND SYMBOLIC FRAMES. THE BOOK HIGHLIGHTS HOW ORGANIZING IS NOT JUST ABOUT STRUCTURE BUT ALSO ABOUT CULTURE AND LEADERSHIP. IT ENCOURAGES MANAGERS TO ADOPT FLEXIBLE APPROACHES TO ORGANIZING COMPLEX ORGANIZATIONS.

6. *THE FIFTH DISCIPLINE: THE ART & PRACTICE OF THE LEARNING ORGANIZATION*

PETER SENGE INTRODUCES THE CONCEPT OF THE LEARNING ORGANIZATION, WHERE CONTINUOUS IMPROVEMENT AND ADAPTABILITY ARE CENTRAL. ORGANIZING HERE INVOLVES CREATING SYSTEMS AND ENVIRONMENTS THAT PROMOTE SHARED VISION AND TEAM LEARNING. THE BOOK STRESSES SYSTEMS THINKING AS A KEY PRINCIPLE IN MANAGING AND ORGANIZING

EFFECTIVELY.

7. *ESSENTIALS OF ORGANIZATIONAL BEHAVIOR*

THIS CONCISE TEXT FOCUSES ON ESSENTIAL CONCEPTS RELATED TO ORGANIZATIONAL BEHAVIOR AND MANAGEMENT PRINCIPLES. IT COVERS ORGANIZATIONAL STRUCTURE, CULTURE, AND CHANGE MANAGEMENT AS PART OF EFFECTIVE ORGANIZING. THE BOOK IS DESIGNED TO HELP MANAGERS UNDERSTAND HOW TO ALIGN PEOPLE AND PROCESSES FOR ORGANIZATIONAL SUCCESS.

8. *ORGANIZING FOR RESULTS: STRUCTURING AND MANAGING YOUR COMPANY FOR GREATER EFFICIENCY AND PROFITABILITY*

THIS BOOK PROVIDES PRACTICAL ADVICE ON DESIGNING ORGANIZATIONAL STRUCTURES THAT DRIVE PERFORMANCE. IT DISCUSSES DECENTRALIZATION, SPAN OF CONTROL, AND COORDINATION MECHANISMS AS KEY ORGANIZING PRINCIPLES. MANAGERS LEARN HOW TO ALIGN ORGANIZATIONAL DESIGN WITH BUSINESS STRATEGY TO ACHIEVE BETTER RESULTS.

9. *DESIGNING ORGANIZATIONS: STRATEGY, STRUCTURE, AND PROCESS AT THE BUSINESS UNIT AND ENTERPRISE LEVELS*

JAY R. GALBRAITH'S WORK FOCUSES ON THE STRATEGIC ASPECT OF ORGANIZING, LINKING ORGANIZATIONAL DESIGN WITH BUSINESS OBJECTIVES. THE BOOK OUTLINES HOW STRATEGY INFLUENCES STRUCTURE, PROCESSES, AND PEOPLE MANAGEMENT. IT OFFERS FRAMEWORKS FOR CREATING AGILE ORGANIZATIONS CAPABLE OF RESPONDING TO MARKET CHANGES EFFECTIVELY.

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principles of organising in management: Management Principles P. J. Smit, 2007 Book & CD. To improve on an award-winning book poses a major challenge to its authors. The authors of this book took the challenge head-on by conducting a major research study to determine what exactly the outcomes are that managers at different levels must deliver in contemporary organisations in South Africa, and the rest of Africa. The findings of this study, which dealt with current and near-future management issues, as well as classical and contemporary thinking about management, were used as the blueprint for the updating of this book. After placing management in context, the authors deal with the knowledge, skills and dispositions required of managers to perform the management functions of planning, organising, leading and controlling in a volatile business world. Examples of how the functions are applied in practice are cited throughout the book. These examples refer mainly to South African organisations and situations that managers in South Africa, and Africa, have to deal with to create and sustain a competitive advantage for their organisations. The book endeavours to break down the silo effect of seeing the management functions as separate activities. This is done by continuously placing the management function at hand in a bigger context. This enables learners of management to assess the implications of management decisions on different people, processes, systems and so on that make up the organisation.

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temporary workforce, and downsizing.

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