



Organization and control

- Concept of organizing and its tasks
- Organizational construction of an organization
- Control in an organization



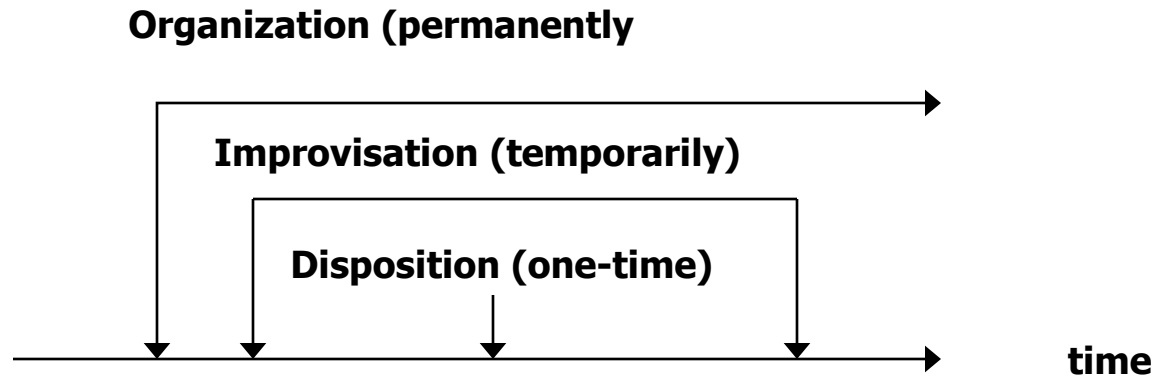
Concept of organizing and its tasks

Examples of organization
objects

= organizing:

- sales
- management of long-term assets
- production
- financing
- research
- control
- material economy
- human resources
- planning
- bookkeeping
- revision (internal)
- transport
- promotion

Definition of organization, improvisation and disposition





Concept of organizing and its tasks

Business structures might tend to:

- stability
- flexibility



Concept of organizing and its tasks

Advantages of stability:

- economy,
- faster and better processing,
- better coordination,
- less dependence on executors.

Benefits of flexibility:

- adaptation to changed conditions,
- adaptation to individual requirements,
- motivation of workers.



Concept of organizing and its tasks

General principles of stability and flexibility:

The larger the organization, the higher its stability should be (the need for coordination increases with increasing size).

The more dynamic the environment, the more emphasis is needed to be placed on flexibility.

The smaller the frequency of repetition of individual activities, the more flexible the adjustments need to be made.

The fewer tasks are predictable, the more flexible the need for flexible adjustments.

The higher the qualifications of workers, the greater the room for their own decision-making and action, and thus for a higher degree of flexibility.



Organizational construction

- Formal organizational structure
 - Unit structure
 - Process structure
- Informal organizational structure



Process structure

- Activity analysis
- Synthesis of activities

- Personal synthesis
- Time synthesis
- Local synthesis



Unit structure

Ways of pooling elementary tasks

when creating a workplace:

- the workplace adapts to an abstract person, characterized by the knowledge and skills (qualifications) that can be gained on the labor market,
- the workplace is created for a particular future worker according to his combination of knowledge and skills.



Unit structure

Workplace labels include:

- factual determination of tasks of the workplace,
- a more detailed explanation of the organizational integration of the workplace and the introduction of organizational relationships,
- instructions for the purposeful solution of tasks,
- the requirements for the worker arising from the tasks to be performed at the workplace.



Competence and responsibility

Competence are the rights or empowerment explicitly granted to the employee who performs the work of the workplace.

Responsibility is the obligation of the person in charge of the task (the person in charge of the job) to be personally responsible for completing the task in relation to the goal pursued.



Division of labor

Elementary tasks can be between separate workplaces by:

- functional specialization
- subject specialization.

Default state:

	vývoj	nákup	výroba I	výroba II	výroba III	prodej
výrobek 1	A_{11}	A_{12}	A_{13}	A_{14}	A_{15}	A_{16}
výrobek 2	A_{21}	A_{22}	A_{23}	A_{24}	A_{25}	A_{26}
výrobek 3	A_{31}	A_{32}	A_{33}	A_{34}	A_{35}	A_{36}
výrobek 4	A_{41}	A_{42}	A_{43}	A_{44}	A_{45}	A_{46}
výrobek 5	A_{51}	A_{52}	A_{53}	A_{54}	A_{55}	A_{56}



Functional specialization

	research	purchase	production I	production II	production II	sales
product 1	A_{11}	A_{12}	A_{13}	A_{14}	A_{15}	A_{16}
product 2	A_{21}	A_{22}	A_{23}	A_{24}	A_{25}	A_{26}
product 3	A_{31}	A_{32}	A_{33}	A_{34}	A_{35}	A_{36}
product 4	A_{41}	A_{42}	A_{43}	A_{44}	A_{45}	A_{46}
product 5	A_{51}	A_{52}	A_{53}	A_{54}	A_{55}	A_{56}



Subject specialization

	research	purchase	production I	production II	production III	sales
product 1	A_{11}	A_{12}	A_{13}	A_{14}	A_{15}	A_{16}
product 2	A_{21}	A_{22}	A_{23}	A_{24}	A_{25}	A_{26}
product 3	A_{31}	A_{32}	A_{33}	A_{34}	A_{35}	A_{36}
product 4	A_{41}	A_{42}	A_{43}	A_{44}	A_{45}	A_{46}
product 5	A_{51}	A_{52}	A_{53}	A_{54}	A_{55}	A_{56}



Instance and department

- Instance
- Department
- Span of management



Models of competence definition

Relationships between individual workplaces in an organization may have different character and with **abstraction we can deduce** eg:

- communication system,
- planning system,
- work system,
- management system.



Models of competence definition

Relations of command powers can be:

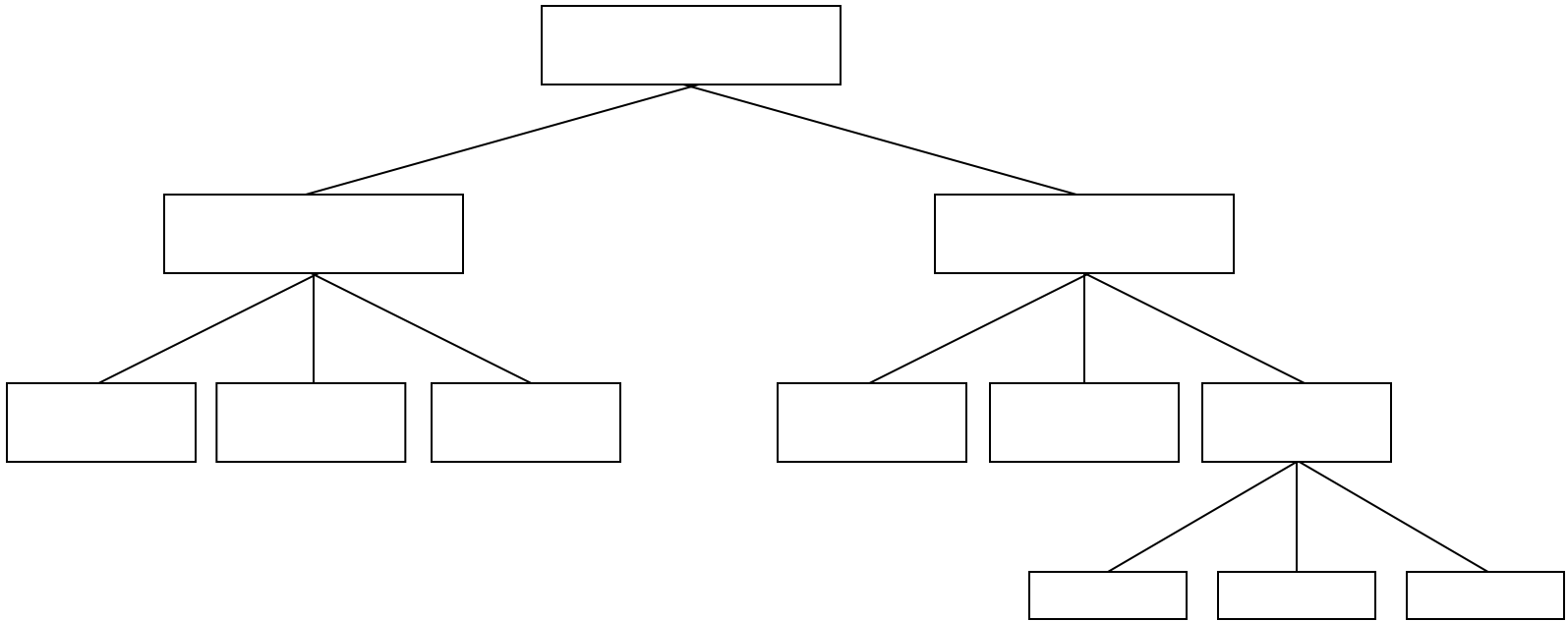
- senior,
- subordinate,
- at the same hierarchical level.

Basic competence models:

- single-line system,
- multi-line system.

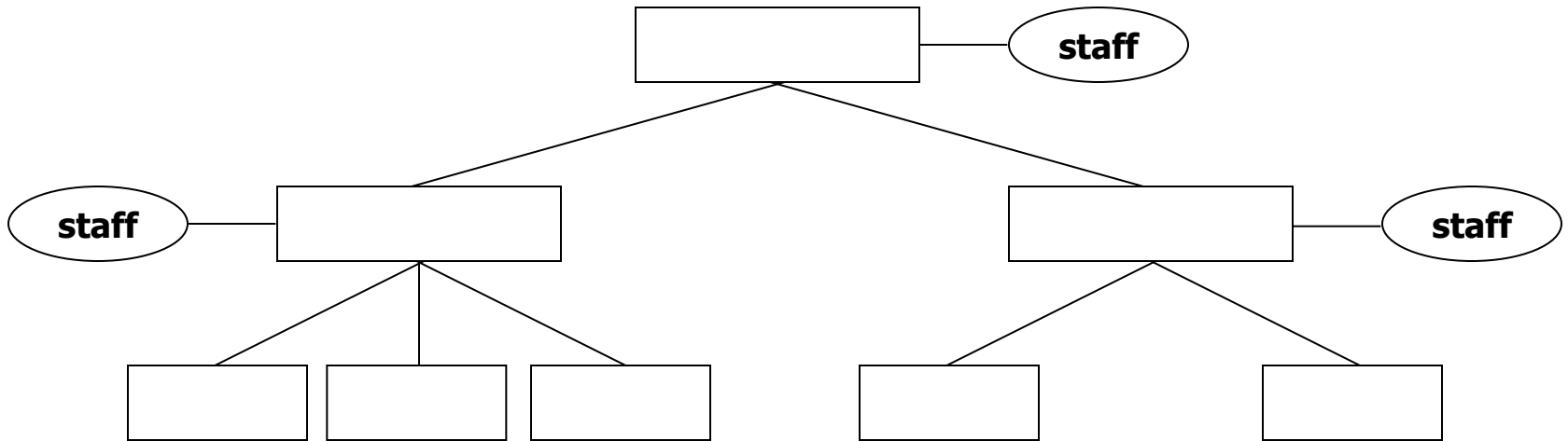


Single-line system



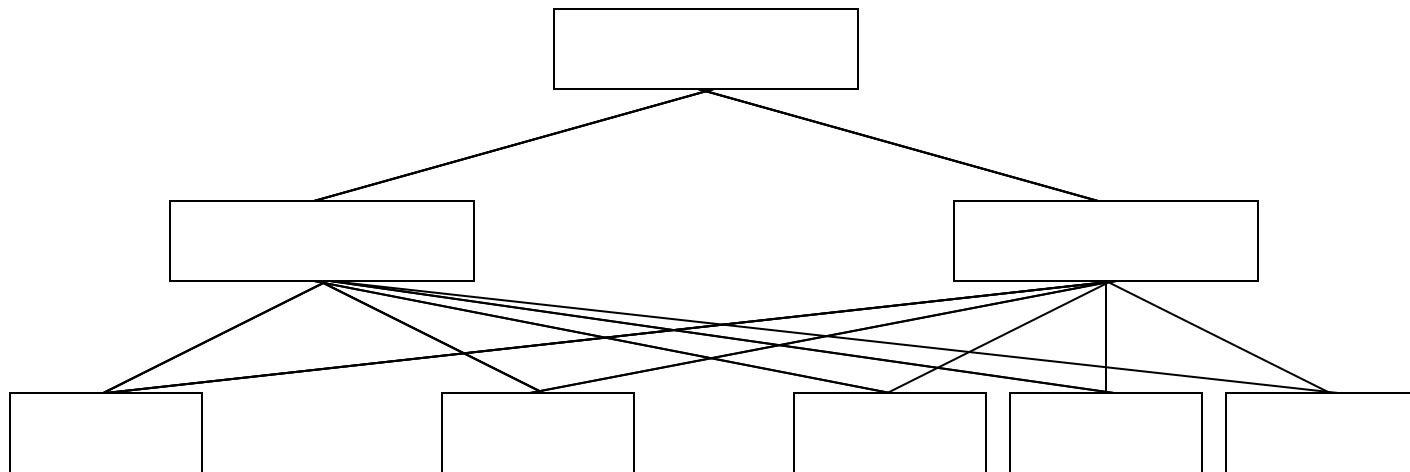


Line-staff system





Multi-line system





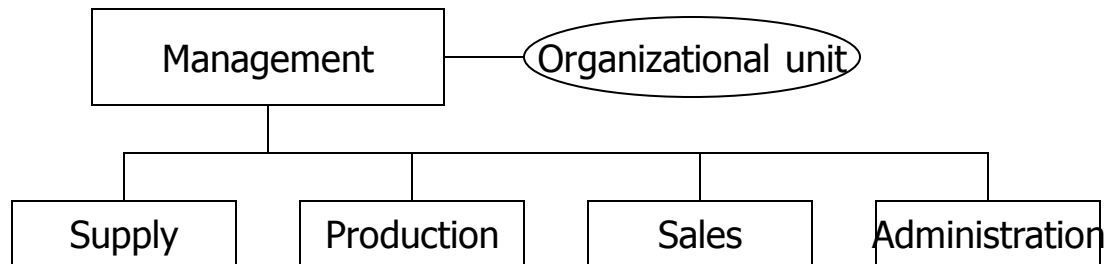
Organizational structures

Main types of organizational structures:

- line organization,
- divisional organization,
- matrix organization.

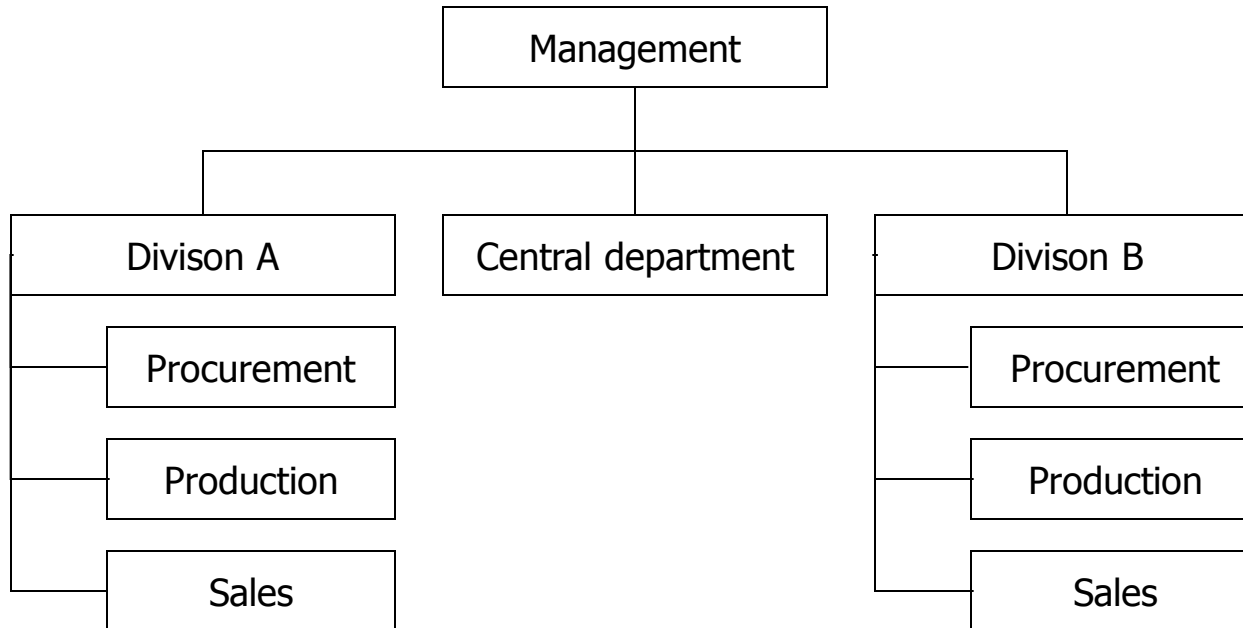


Line organization





Divisional organization



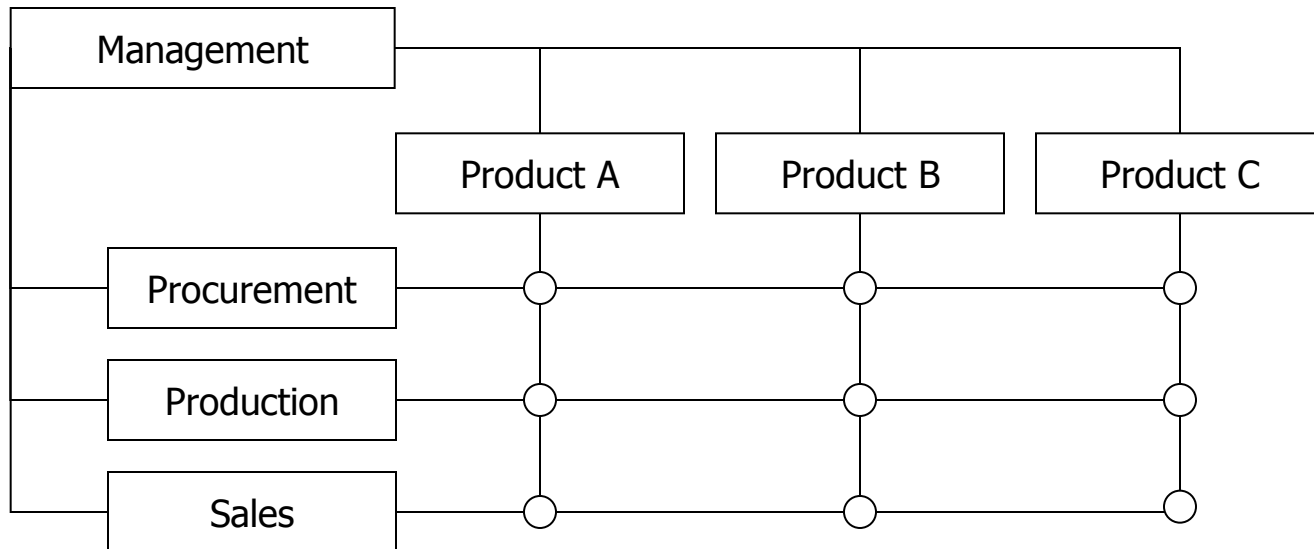


Comparing the benefits of organizational structures

Advantages of organizational structures		
Criteria	Functional	Divisional
Decision making	At the corporate management level, corporate-wide considerations can be better respected.	<ul style="list-style-type: none"> - The quality of decision-making depends on the division - Faster decision making - Reducing the burden on the management of the organization
Coordination/communication	<ul style="list-style-type: none"> - Greater integration of all departments - Lower risk of filtering information 	<ul style="list-style-type: none"> - Lower coordination requirements - Shorter communication paths
Influence on workers	<ul style="list-style-type: none"> - Specialization by activity (function) - Lower demands on the breadth of professional education (relative to the subject) 	<ul style="list-style-type: none"> - Product specialization - Greater space for use of senior management skills
Economy	Minor danger of double-tracking in process control	Use of specialized assets and workers



Matrix organization





Control

Supervision is a term under which control, review and audit concepts are subject.

Control is such a form of oversight performed by an employee of an organization that is directly or indirectly involved in the areas of responsibility being monitored.

Revision is the form of supervision performed by an internal expert who is not directly or indirectly involved in the area of responsibility.

Audit arises when supervision is carried out by a person who is not directly or indirectly involved in the process, and is an external expert.



Control

The principles according to which an enterprise organization should proceed:

- **Severely define** the course of workflows including the time dimension and to create conditions for the installation of control devices.
- Extensive **division of functions** to ensure that each workflow is carried out from the beginning to the end by more reciprocal controllers, clearly defining the boundaries of the areas of responsibility.
- Enhanced **integration of control devices** into the organizational framework of workflows.



Revision

The revision performs four tasks:

- It analyzes and evaluates all the commands, procedures and methods by which the tasks of other departments are managed or implemented.
- It analyzes and evaluates the organization's internal control system and, if necessary, proposes improvements.
- Analyzes and evaluates the organization's communication system, especially news and information intended for management.
- Evaluates the effectiveness of measures to protect property and prevent losses of all kinds.



Audit

An audit includes:

- statutory audits (eg auditing annual reports of capital companies),
- a voluntary audit (eg when applying for a loan, in the case of a public contract),
- external expertise (for example, to detect offenses, to identify organizational and other shortcomings).



Video

- Organisation of workplace:
<https://www.youtube.com/watch?v=mM4LPVa5eA>
- Organization of project:
<https://www.youtube.com/watch?v=0vPCN6X3FUI>
- How do they do it(Ikea)
<https://www.youtube.com/watch?v=fGFB1wAFmwo>