CHAPTER - 03
STRUCTURE
OF THE
ORGANIZATION
FUNCTIONS OF ORGANIZATION:

An organization tries to establish an effective behavioral relation among selected employees and in selected work place in order that a group may work together effectively.\(^1\)

There are three kinds, which must be performed whenever an organization comes into being, viz, division of labour, combination of labour and coordination. These are known as the fundamentals in every successful organization.

1- DIVISION OF LABOUR :-

Since an organization is a structure of human association for the achievement of common goals. It involves individuals and group of individuals. When two or more individual join together to perform certain task, if follows that some division of work is done.

With effective planning and organization in an enterprise, the division of labour leads to a fixing of responsibility, the delegation of authority, specialization and other conceptual schemes, which are frequently called the principles of an organization.

2- COMBINATION OF LABOUR :-

With work divided and assigned to the members of an organization, their activities are grouped together forming operations and operations are arranged to establish systems and procedures. From a structural point of view, this grouping of activities may be the skills of the workers, the tools and machinery used the nature of the product, the materials employed or some other element. Whether it is logical or not, there is always some reason for the arrangement of task in a work place.
3- COORDINATION:-

This all-inclusive principle emerges because of the need in every organization for the integration of activities and the coordination of individuals and group of individuals performing their needs. Coordination is activated through leadership, in the structural sense. It involves the fixing of responsibility and the delegation of authority. It establishes controls, which provide for an efficient scheduling and performances of activities.

BOARD OF DIRECTORS:-

The success of failure of an enterprise depends also to a considerable extent on the quality and stability of its Board which is responsible for its direction and governance "whatever the form" says Gorwala without suitable men at the heights level of management the Governing Board of Directors the likelihood of success is very little. For form this flow all the decisions on the policy and administration, which together make up good or bad management.

In India through certain policy guidelines were framed and circulated by the Ministry of Finance Bureau in 1972.

Board of Directors as far as concerned in Indo-gulf have an optimum combination of Executive and Non-Executive Directors and at least 50% of the board should comprise of Non-Executive Directors. Further, at least one-third of the Board should comprise of Independent Directors if the Chairman a non-executive and at least half of the Board should be independent in case of an executive chairman.

The company has a balanced board, comprising executive and Non-Executive Directors, which includes independent professionals.
The chairman being Non-Executive, the total strength of independent Directors exceeds one-third of the total strength of the Board.

INDO-GULF ORGANIZATION STRUCTURE:-

The organizational structure gives us acompute idea about the levels of management along with different functional department. In broader sense it is a planning of manpower.

Planning is an Imprecating Mechanism for smooth functioning of an organization. The Industrial harmony between management and workers can be promoted by planning, without planning, discipline cannot be established. A perfect organizational structure ensures better relationship between the worker and supervisory staff. Policies and rules regarding the factory maintenance can perfectly be communicated from top management to rank and file workers through effective planning structure of the organization.

A worker can better understand his duty and responsibility by knowing his relationship with his direct boss and other workers in a small undertaking having less number of workers. The workers can easily be related to each other. But in large undertakings may not be able to know each other and integration may be lacking and without integration problems may arise affecting the functioning of firm. In such a situation there is proper flow of relationship and better communication is maintained between subordinates and superiors and co-workers.

Chart present the organizational structure of Indogulf Fertilizers Novo Limited which shows that departments have been created on the basis of functions. At the top of the Unit is the Managing Director of the Indo-gulf Fertilizers Aditya Birla Nuvo Group for the
operation maintenance, financial viability and proper management of the human resources.

The Managing Director is assisted by a Secretary in his multifarious responsibility and by a number of functional head and general managers.

The following are the major department of the Indogulf Fertilizers.

1) Accounts
2) Ammonia
3) Bagging
4) Computer
5) Central Technical Cell
6) Civil
7) Electrical
8) Fire & Safety
9) General Administration
10) General Engineering
11) Instrument
12) Laboratory
13) Mechanical
14) Office Executive
15) Purchase
16) Personnel
17) Stores
18) Shares
19) Security
20) Traffic Distribution
21) Time Office
22) Training
23) Urea
24) Workshop
25) Production
26) Process
27) Planning
28) Power Plant (PP&D)

STAFF (GRADE)

GM- Above
C – DGM’s
D – Sr. Manager
E- Manager
E₁- Tr. Manager
F-Dy. Manager
G – Asst. Manager
G₁- Asst./Office/Executive/Asst. Engineer
H – Officer/Asst. Engg./Sr. Marketing Officer
I- Asst. Officer
S – Assistant/Sec. Superior
K – Jr. Assistant

WORKER GRADES

I – Operator/Tech.
IV A– Attendant
IV – Attendant
VA - Attendant
V – Attendant

DECENTRALIZATION AND DELEGATION:-

Delegation is a two-way relationship at demand sacrifices both from superiors and the subordinates. The superior must be willing to share a portion of his authorities with his subordinates and the subordinate in term should be willing to share additional responsibilities to develop solutions to the problems independently and learn through the painful process of trial and essor. In other words the subordinate must be willing to make a determined effort and the superior must be willing to external freedom and co-operation.

Delegation flourishes in an atmosphere of mutual trust, confidence and respect only.

Most of the problems that come in the way of effective delegation are purely through effective communication between the superior subordinate.

In India, it is generally said that executives of Public Sector, his power by way of delegation than their counter parts in the private sector because the Boards of Public Sector do not enjoy as much powers as the Boards of companies of the private sector. It is so because the Boards of Public Sector are subjected to constraints by their respective Administrative Ministries under which they are supposed to work.
PERSONNEL & ADMINISTRATION STRUCTURE

SR. VP (P&A)

GM (P&A)  VTC

MGR (PR&A)  MGR (IR)  MGR (GH)

AM (P&IR)  PERS. OFF. (TO)  G. HOUSE

W.O.  2 TIME KEEPER

SUP. TO  SUP. (PERS)

S.O.  5 SEC. SUP.

TRANSPORT SUP.

DM.ADM.  HOSPITAL

6 HEAD GUARD

SEC. GUARD  SUP. ID. ESTATE  SUPTD. TOWNSHIP
ORGANISATION CHART (FIELD OPERATION)

Sales Manager

Regional Sales Manager

Regional Sales Manager

Regional Sales Manager

Regional Sales Manager

Regional Sales Manager

Regional Sales Manager

Sales Representative 6

Sales Representative 6

Sales Representative 6

Sales Representative 6

Sales Representative 6

Sales Representative 6

Sales Representative 6

Sales Representative 6
In the case of Indogulf fertilizers the top executives enjoy much power by the way of delegation. Here the role of personnel department is to assist the functional executive to concentrate on their functional activities by relieving them from their personnel management responsibilities. It provides specialized personnel services to the operating and non-operating departments.

The personnel rules and regulations of the Indogulf and the delegation of personnel powers between the Personnel and Non-Personnel executives of the Indogulf are to clearly demarcate that the chances of conflict between them are minimized to a considerable extent.
REFERENCES:-

3) Organization structure is how job tasks are formally divided, grouped, and coordinated.
4) Decentralization is a process in which actions can be taken more quickly to solve problems, more people provide impute into decisions, and employers are less likely to feel alienated from those who make the decisions that affect their work lives.