

# Concepts of Organization

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## Meaning of Organization-

Organization is the foundation upon which the whole structure of management is built. Organization is related with developing a frame work where the total work is divided into manageable components in order to facilitate the achievement of objectives or goals. Thus, organization is the structure or mechanism (machinery) that enables living things to work together. An organization is a structure or machinery manned by group of individuals who are working together towards a common goal. Alike 'management', the term 'organization' has also been used in a number of ways. Broadly speaking, the term 'organization' is used in four different senses: as a process, as a structure of relationship, as a group of persons and as a system, as given below:

**Organisation as a Process:** In this first sense, organisation is treated as a dynamic process and a managerial activity which is essential for planning the utilization of company's resources, plant an equipment materials, money and people to accomplish the various objectives.

**Organisation as a Framework of Relationship:** In the second sense organisation refers to the structure of relationships and among position jobs which is created to release certain objectives. For example: According to Mooney and Reily, "Organisation is the form of every human association for the attainment of a common purpose."

**Organisation as a Group of persons:** In the third sense, organisation is very often viewed as a group of persons contributing their efforts towards certain goals. Organisation begins when people combine their efforts for some common purpose. It is a universal truth that an individual is unable ability and resources. Barnard has defined 'Organisation' as an identifiable group of people contributing their efforts towards the attainment of goals.

**Organisation as a System:** In the fourth sense, the organisation is viewed as system. System concepts recognize that organizations are made up of components each of which has unique properties, capabilities and mutual relationship. The constituent element of a system are linked together in such complex ways that actions taken by one producer have far reaching effect on others.

In short, organizing is the determining, grouping and arranging of the various activities deemed necessary for the attainment of the objectives, the assigning of people to those activities, the providing of suitable physical factors of environment and the indicating of

the relative authority delegated to each individual charged with the execution of each respective activity.

## **Definitions of Organisation**

Different authors have defined organisation in different ways. The main definitions of organisation are as follows:

- **According to Kseith Davis**, "Organisation may be defined as a group of individuals, large or small, that is cooperating under the direction of executive leadership in accomplishment of certain common object."
- **According to Chester I. Barnard**, "Organisation is a system of co-operative activities of two or more persons."
- **According to Louis A. Allen**, "Organisation is the process of identifying and grouping the work to be performed, defining and delegating responsibility and authority, and establishing relationship for the purpose of enabling people to work most effectively together in accomplishing objectives."
- **According to J D Mooney**, "Organisation is the form of every human association for the attainment of a common purpose and the process of relating specific duties or function in a whole."

**According to L White**, " Organisation is the arrangement of personnel for facilitating the accomplishment of some agreed purpose through allocation of functions and responsibilities."

## **Importance of Organization**

The significance or main advantages of organisation are as follows:

1. **It facilitates administration and management:** Organisation is an important and the only tool to achieve enterprise goals set by administration and explained by management. A sound organisation increases efficiency, avoids delay and duplication of work, increases managerial efficiency, increases promptness, motivates employees to perform their responsibility.

2. **It Help in the Growth of Enterprise:** Good organisation is helpful to the growth, expansion and diversifications of the enterprise. Assignment of fixed duties helps to add certainty and promptness in their work.
3. **It Ensures Optimum Use of Human Resources:** Good organisation establishes persons with different interests, skills, knowledge and viewpoints.
4. **It Stimulates Creativity:** A sound and well-conceived organisation structure is the source of creative thinking and initiation of new ideas.
5. **Tool of Achieving Objectives:** Organisation is a vital tool in the hands of the management for achieving set objectives of the business enterprise.
6. **Prevents Corruption:** Usually corruption exists in those enterprises which lack sound organisation. Sound organization prevents corruption by raising the morale of employees. They are motivated to work with greater efficiency, honesty and devotion.
7. **Co-ordination in the Enterprises:** Different jobs and positions are welded together by structural relationship of the organisation. The organizational process exerts its due and balanced emphasis on the co-ordination of various activities.
8. **Eliminates Overlapping and Duplication of work:** Over lapping and duplication of work exists when the work distribution is not clearly identified and the work is performed in a haphazard and disorganized way. Since a good organisation demands that the duties be clearly assigned amongst workers, such overlapping and duplication is totally eliminated.
9. **Provides scope for training and developing managers:** It encourages individuals for their growth and development, in planning for their need based change through appropriate division and allotment of works.

### **Characteristics of a sound organisation**

Organisation is not an end in itself but a means to achieve an end. Whether an organisation is good or bad depends on the fact as to how much efficiently and promptly it is in a position to achieve the objectives. An ideal organisation is one which is expected by all. Some people think that an ideal organisation stands in a dream only and actually it does not exist. However, it is a wrong concept. An ideal organisation is a

reality which can be achieved through the active cooperation of all the members of an organisation. A sound organisation is mainly based on the active cooperation of all the members of the organisation and on certain characteristics, explained as follows.

- i) **Realization of Objectives:** Organisation is tool of achieving objectives of an enterprise. For this purpose, the organisation should be divided in several department, sub-departments, branches and units etc.
- ii) **Harmonious Grouping of Functions:** For achieving the organisation objectives there must be harmonious grouping of functions, jobs and sub-jobs in such a way so that there is action, consultation and co-ordination without any delay and difficulty.
- iii) **Reasonable Span of Control:** Another characteristic of organisation is that it should have reasonable span of control. Ordinarily, a person (personnel) cannot control more than five or six subordinates.
- iv) **Clear-cut allocation of Duties and Responsibilities:** There must be clear-cut allocation of duties and responsibilities in any scheme of sound organisation. Every executive must know his scope of activities, the ideal number is three.
- v) **Promotion of Satisfaction:** The most important element of any human organisation is the promotion of satisfaction of workers. Man works in a group or in an organisation and hence the success or failure of any organisation depends on as to how much the organisation is in a position to provide satisfaction to individuals or group working under him.
- vi) **Fullest Utilization of Manpower:** Another important characteristic of an ideal organisation is as to how far it is successful in making fullest and economical utilization of the available manpower.
- vii) **Provision and Development and Expansion:** Another important of an ideal organisation is that there exists the necessary provision for development and expansion so that it is possible to expand and develop any organisation according to needs and requirements and necessary changes alternatives may be made.
- viii) **Coordination and cooperation:** In order to achieve the objectives of the enterprise, there must be close coordination and cooperation in the activities of everybody working in the organisation. Further, there should also be active coordination and cooperation amongst the various departments or sub-departments. It will also assist in elimination the evil of red tapism.

- ix) Unity of Command:** There must be unity of command. No one in any organisation should report to more than one line supervisor, and everybody must know to whom he reports and who reports to him. No subordinate should get orders from more than one supervisor, otherwise it will lead to confusion, chaos and conflict.
- x) Effective System of Communication:** An ideal organisation must possess effective system of communication. The inter-communication system should be clear and easier and there should be no ambiguity at any level.
- xi) High Morale:** An ideal organisation is that in which the workers possess high morale. They work with full capacity, energy, enthusiasm, devotion and sincerity.
- xii) Flexibility:** The last but not the least important characteristic of an ideal organisation is that it should be flexible so that necessary changes and modifications in the size of the organisation as well as technology could be easily and conveniently effected.

### **Principles of Organisation**

According to L.K. Urwick , in his paper 'Scientific Principles of Organisation' (1938) and 'Notes on the Theory of Organisation' (1952) , ten principles of organisation, have been prescribed, which are explained as follows:-

#### **The Principle of Objective**

Every enterprise, big or small, prescribes certain basic objectives. Organisation serves as a tool in attaining these prescribed objectives. Every part of the organisation and the organisation as a whole should be geared to the basic objective determined by the enterprise.

#### **Principle of Specialization**

Precise division of work facilitates specialization. According to this principle, division of work between the employees must be based on their ability, capability, tasks, knowledge and interest. This will ensure specialization and specialization will lead to efficiency, quality and elimination of wastage etc.

#### **The Scalar Principle**

The principle is sometimes known as the 'chain command'. There must be clear lines of authority running from the top to the bottom of the organisation.

### **The Principle of Authority**

Authority is the element of organisation structure. It is the tool by which a manager is able to create an environment for individual performance.

### **The Principle of Unity of Command**

One subordinate should be kept in the supervision of one boss only. This principle avoids the possibility of conflicts in instructions and develops the feeling of personnel responsibility for the work.

### **The Principal Span of Control**

It is also known as 'span of management', 'span of supervision' or 'levels of organisation', etc. It refers to the number of subordinates one can effectively supervise. Shorter the span, greater will be the contact and consequently more effective the control.

### **The Principle of Definition**

The contents of every position should be clearly defined. The duties, responsibilities, authorities and organizational relationship of an individual working on a particular position should be well defined.

### **The Principle of the Unity of Direction**

The basic rationale for the very existence of organisation is the attainment of certain objectives. Major objective should be split into functional activities and there should be one objective and one plan for each group of people.

### **The Principle of Supremacy of Organisation Objectives**

The organisation goals and objectives should be given wide publicity within the organisation. The people contributing to it, should be made to understand that enterprise objectives are more valuable and significant and one should place one's personal motives under it.

### **The Principle of Balance**

In every organisation structure there is need for balance. For effective grouping and assigning activities, this principle calls for putting balance on all types of factors human, technical as well as financial.

## **The Principle of Human Element**

This principle indicates that the success or failure of an enterprise largely depends on the handling of human element. If the organisation has sound labor policies along with a number of welfare activities, it is bound to succeed.

## **The Principle of Discipline**

According to this principle, it is the responsibility of the management to maintain proper discipline in the enterprise. Fayol considered discipline as 'respect for agreements which are directed at achieving obedience, application, energy and outward mark of respect.'

## **Steps in the Process of Organisation**

Organisation means identifying, arranging and integrating different elements of organisation into efficient working order. It requires the management to follow the following process of organisation.

### **Step I- Formulation of Objectives for each activity-**

The required activities are spelled out from the objectives of the enterprise. The total work, operating and managerial is broken down into component activities that are to be performed by all personnel.

### **Step II- Division of work**

The main function is divided into sub-functions and entrusted to the different departmental heads. The result is the establishment of departments like Purchase, Sales, Production, Accounts, Publicity and Public relations. The departments can be further classified just as production department into (1) Planning (2) Designing, (3) Operations, (4) Production Control and (5) Repairs and Maintenance. The division of the work is based upon the fact that specialization is keynote of efficient organisation.

### **Step III- Grouping of Job and Departmentalization**

The third step is to group similar or related jobs into larger units, called departments, divisions or sections. Grouping process is called departmentalization.

The department may be based upon functions such as manufacturing, marketing and financing etc. Department may also be based on products, such as textiles, cosmetic, stationery etc. These departments may have different sections as per requirement.

Grouping jobs or Departmentation aims at achieving coordination and facilitates unity of efforts. The departments are linked together on the basis of interdependence. The divided task is assigned to specific individual or group of individuals who are supposed to be the most qualified and specialized persons for the task.

### **Step IV- Assigning duties**

The work to be performed by every individual is clearly defined and made known to him. Everyone must know, what he is required to do in order to avoid any misunderstanding, duplication or overlapping in the work.

### **Step V- Granting authorities and fixing responsibilities**

Assigning of duties to individuals must coincide with the appropriate and relevant authorities. Every employee must know, what the authorities granted to him and for what and to whom he will be responsible, liable and accountable.

### **Step VI- Delegation of authority**

Those who are made responsible for specific tasks are given due authority. Both responsibility and authority go hand in hand together. Reasonable powers are delegated to heads and supervisory staff to enable them to do their work with ease and efficiency.

### **Step VII- Effective communication**

Effective communication is the keynote of efficient organisation. There should be proper arrangement of communication of messages from executives to subordinates and vice-versa. Proper communication system establishes harmonious relationship between employees and enables execution of work in the right manner at the appropriate time and in an atmosphere of perfect mutual adjustment.

### **Step VIII- Co-ordination of activities for common objectives**

Business activity is a team work or the group activity, so the efforts of every employee must be co-ordinated effectively to achieve the common objectives of the enterprise.

## **Theories of Organization**

The main theories of organization are explained as follows-

### **1. Scientific management or physiological organisation theory-**

This concept was first used by Louis Brandis and later on by Frederick Winslow Taylor. He pointed out that management is a true science, resting upon clearly fixed laws, rules and principles as a foundation. He made two assumptions related to scientific management namely-

- Application of scientific methods to the problems of organisations, thus leading to high industrial efficiency, observation, measurement and experimental comparison as these methods.
- Giving incentives of high wages to promote the mutuality of interest between workers and managers which, in turn leads to high productivity.

### **2. Bureaucratic Theory of Organization-**

The word bureaucracy refers to the tasks and procedures of administration and a collective body of administrative officials. It also stands for inefficiency and an improper exercise of power on the part of officials, and sometimes comes as an abuse. In 1978, French Academy accepted the word and defined it as power, influence of heads and staff of government bureau.

### **Characteristics of Bureaucracy are-**

- Precision.
- Continuity.
- Discipline.
- Strictness.
- Reliability.

As enumerated by Max Weber, the main features of bureaucracy are-

- The staff members are personally free and they observe only the impersonal duties of their offices.
- There is clear hierarchy of offices.
- The functions of offices are clearly specified.
- Officials are appointed on the basis of a contract.
- Officials are selected on the basis of professional qualifications.
- Officials have a money salary, and usually pension rights.
- The official's post is the major occupation of the official.

- There is career structure and promotion.
- The post is subjected to unified control and disciplinary system.

### 3. Classical Theory of Organization-

This theory was given by Henry Fayol. According to him, administration comprises of five elements-

- Forecasting
- Planning
- Commanding
- Coordinating
- Controlling

Henry Fayol propounded 14 principles of organization enlisted as follows-

1. **Division of Work-** Division of work, specialization, produces more and better work with the same effort. It focuses effort while maximizing employee efforts. It is applicable to all work including technical applications. There are limitations to specialization which are determined by its application.

2. **Authority and responsibility-** Authority is the right to give orders and the power to exact obedience. Distinction must be made between a manager's official authority deriving from office and personal authority created through individual personality, intelligence and experience. Authority creates responsibility.

3. **Discipline-** Obedience and respect between a firm and its employees based on clear and fair agreements is absolutely essential to the functioning of any organization. Good discipline requires managers to apply sanctions whenever violations become apparent.

4. **Unity of command-** An employee should receive orders from only one superior. Employees cannot adapt to dual command.

5. **Unity of direction-** Organizational activities must have one central authority and one plan of action.

6. **Subordination of Individual Interest to General Interest-** The interests of one employee or group of employees are subordinate to the interests and goals of the organization and cannot prevail over it.

7. **Remuneration of Personnel-** Salaries are the price of services rendered by employees. It should be fair and provide satisfaction both to the employee and employer. The rate of remuneration is dependent on the value of the services rendered as determined by the employment market.

8. **Centralization vs decentralization-** The optimum degree of centralization varies according to the dynamics of each organization. The objective of centralization is the best utilization of personnel. An organization is said to be centralized if most of the power of decision is vested at the top level so that the lower ones have to refer most problems to the head of the organization or his immediate subordinates for decision. Decentralization means the Central Authority gives certain power to the local authorities. A decentralized is one in which the lower levels are allowed to decide most of the matters which come up, reserving comparatively a few bigger and more important problems for those higher up.

9. **Scalar chain-** A chain of authority exists from the highest organizational authority to the lowest ranks. While needless departure from the chain of command should be discouraged, using the "gang plank" principle of direct communication between employees can be extremely expeditious and increase the effectiveness of organizational communication.

10. **Order-** Organizational order for materials and personnel is essential. The right materials and the right employees are necessary for each organizational function and activity.

11. **Equity-** In organizations equity is a combination of kindness and justice. The desire for equity and equality of treatment are aspirations to be taken into account in dealing with employees.

12. **Stability of Tenure of Personnel-** In order to attain the maximum productivity of personnel, it is essential to maintain a stable work force. Management insecurity produces undesirable consequences. Generally the managerial personnel of prosperous concerns is stable, that of unsuccessful ones is unstable.

13. **Initiative-** Thinking out a plan and ensuring its success is an extremely strong motivator. At all levels of the organizational ladder zeal and energy on the part of employees are augmented by initiative.

14. **Esprit de Corps-** Teamwork is fundamentally important to an organization. Creating work teams and using extensive face-to-face verbal communication encourages this.

Later **Luther Willick**, summed up the principles of organization in the word 'POSDCORB'

1. "P" stands for Planning.
2. "O" stands for Organizing.

3. "S" stands for Staffing.
4. "D" stands for Directing.
5. "CO" stands for Coordinating.
6. "R" stands for Reporting.
7. "B" stands for Budgeting.

**Classical theory** deals with formed organization- an organization which is deliberately used and rationally designed to fulfill the objectives of an organization.

#### 4. Human Relations Theory of Organization-

This theory was given by Elton Mayo and his colleagues. They conducted experiments at the Western Electrical Company at Hawthorne (near Chicago), known as Hawthorne experiments. These experiments proved that men are not inert or isolated and they respond to certain variables such as motivation.

They concluded that the primary determinant of the increase in productivity is the change in the supervisory arrangement rather than the changes in lighting or other associated worker benefits. Since the experimenters became the primary supervisors of the employees, the intense interest they displayed for the workers was the basis for the increased motivation and resulting productivity.

Essentially the experimenters became a part of the study and influenced its outcome. This is the origin of the term *Hawthorne Effect* describing the special attention researchers give to a study's subjects and the impact it has on its findings.

This theory focuses on a social system rather than formal institutionalization. The essentials of Human Relations Theory are-

- People in the organization.
- Human motivations.
- Informed group functioning.

**Organization is the act of designing the administrative structure.  
An organization is formed to translate theory into action.**

There are further two approaches related to human relations theory-:

**Structural approach or mechanistic approach-** The pioneers of this approach are Henry Fayol and FW Taylor. It emphasizes on **formal** structure of an organization where relationships are established by top management. Here the organization is established and supported by authority and can be represented on a chart or diagram. Under this approach, an organization is seen as machine, considering the workers in organization as mere cogs.

**Humanistic approach or participative approach-** This approach was developed by Elton Mayo and Herbert Simon. This approach focuses on the people in the organization, human motivations and informal group functioning rather than formal relationship determined through charts and diagrams. This approach is also referred as participative management.

While the result of the Hawthorne studies failed to answer the specific question of the relation between illumination and worker productivity, the study did create a strong theoretical foundation for the human relations view of management.

## **Types of Organization**

**1. Line Organization-** This is the oldest as well as the most common type of organization. It is also known as the “Military System” as this type of organization is usually found in the army. The characteristic feature of this type is that line of authority flows vertically from the top, most executive to the lowest subordinate throughout the entire organizational structure. The authority is greatest at the top and reduces through each successive level down the organizational scale. The principles of line organization are as follows-

- The organization structure should be as simple as possible to facilitate the understanding of role relationship.
- The organization structure should provide clear cut authority and responsibility for each position.
- The work of each employee should be confined to a single function, or group of similar functions, because specialization fosters efficiency.
- The activities and functions of each employee should clearly contribute to achievement of overall goals of organization.
- Related functions should be grouped under a single supervision.
- Each worker should take orders from and be accountable to only one supervisor.
- Institution rules and policies should be formulated by the top administrator to ensure horizontal coordination.

Line relationship exists between a superior and the subordinates immediately and directly responsible to him. In nursing, staff nurses who perform the basic work of nursing, that is direct patient care. The middle level manager, like head nurses supervisors are responsible for programmed decision making and direction of day to day preparation. The nursing personnel at the top, for e.g. CNO or Directors are responsible for non- programmed decision making such as goal setting, programmed planning and performance evaluation. An example of structure of line organization has been given below-

Medical Superintendent(1)

Nursing Superintendent(1)

Deputy Nursing Superintendent(3)

Assistant Nursing Superintendent(6)

Staff Nurses (30)

- 2. Functional Organization-** This is a system of organization in which functional departments are created at the institution level to deal with the problems of concerned at each successful level, e.g. in an hospital

Medical Superintendent

Chief Nursing Officers

Nursing	Nursing	Nursing	Nursing	Public
Recruitment	Finance	Training	Office	Relations

In this type of organization the personnel and their work are organized on the basis of the same type of work of activities. All works of the same type are grouped together and brought under one department managed by an executive who is an expert. Thus there are separate functional departments, for the major functions of nursing recruitment, finance, training nursing office and public relations, etc.. Each department performs its specialized function for the entire organization. For example, the nursing recruitment department deals with the appointment of new staff nurses in the hospital.

- 3. Line and Staff Organization-** In order to avoid the defects of the line and functional types of organization, too much concentration of control in the former and too much division of the same in the latter, the **line and staff organisation** was evolved. It seeks to strike a balance between the first two types. Under this type, the organisational structure is basically that of the line organisation, but “Staff, officers of functional experts are engaged to advise the line officers in the performance of their duties.’Staff’ means something to lean on, and this is precisely the function of the staff officers. Line officers are the executives, and the staff officers are their advisers. Being an admixture of the Line and Functional organisations, it has the advantages of both and is admirably suited for large concerns. A large-size business concern, with its multifarious functions of complicated nature needs an

organisation where there will be an unbroken line of authority and responsibility so that responsibility can be fixed, discipline can be maintained and decision-making and execution can be prompt. At the same time, it requires that a high degree of specialisation and co-ordination of functions are achieved without which efficiency is bound to suffer. The Line and Staff organisation caters to both these needs. The Line officers make the decisions and issue instructions to subordinates, the staff officers have no authority to issue instructions. But in their decision-making function, the Line officers receive advice and guidance from the Staff Officers.

Nursing Supdt

Deputy Nursing Supdt

Ward sister

Ward sister

Ward sister

Ward sister

Head sister

Head sister

Head sister

Head sister

Staff nurses

**3. Committee Organisation-** A committee means a body of persons entrusted with discharging some assigned functions collectively as a group. Committees may be permanent (standing) or temporary (ad hoc) bodies. Committees are found to exist in different areas and levels of an organisational structure, in both business and non-business institutions. Because of its advantages, the committees form of organisation is very often preferred by different concerns. However, a committee organisation is rarely found in its pure form, it is usually found in addition to a line and staff organisation. The committee itself may be organised with line authority, it is usually vested with powers of decision making and its execution. The committee then assumes command authority in the organisation and function as a group executive or 'plural executive'. Where it is organised on staff authority it has merely an advisory function. The example of a group executive is the board of a business company where the various committees of directors (both standing and ad hoc) as well as other committees at lower levels of organisation are staff or advisory committees. The example of committees at lower levels of organization is staff or advisory committees.

**5. Formal Organization-** In this organization, there is a system of well defined jobs, each bearing definite measure of responsibility, authority and accountability. The work proceeds according to a prescribed pattern within certain boundaries and path must be followed to achieve the objectives.

- 6. Nonformal Organization-** It exists within the formal organization that permits and encourages behavior by members. It always exists within formal organization. It contributes significantly to efficiency. Behavioral factors such as unnecessary socializing on the job serves as basis for nonformal behavior in formal organization.
7. **Informal Organization** – It refers largely to what people do because they are human personalities. Their actions are directed in terms of needs ,emotions , attitudes and not only in terms of procedures and regulations. People work together because of their personal likes and dislikes. It may extend its activities to other groups as well as to existing one within the organization unit.

#### 8. Organization Chart –

Organization chart is the diagrammatic representation of the different positions of the hierarchy of an institution, showing the channels of communication and the formal lines of authority among these positions. In other words, it gives the executives and the employees or the managers and the subordinates a bird's view of the relationship between various departments and divisions.

The characteristics of organization chart should include-

- It must be diagrammatic representation.
- It must denote the principal lines of authority between different positions within the enterprise.
- It must show the relationship between various functions and authority positions.
- It must denote the channels of communication between various positions and between the executives and the subordinates.
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#### **Advantages of Organisation Chart** –

1. It maps lines of decision making authority.
2. It helps people to understand their assignments and those of co- worker.
3. It reveals to managers and new personnels how they fit into the organization.
4. It contributes to sound organizational structure.
5. It shows formal lines of communication.

## **Disadvantages of Organisation Chart-**

1. It shows only formal relationship.
2. It does not indicate degree of authority.
3. It may show things as they are supposed to be or used to be rather than as they are.
4. There is possibility of confusion, authority and status.

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