



Organization Structure

Backbone of Operations

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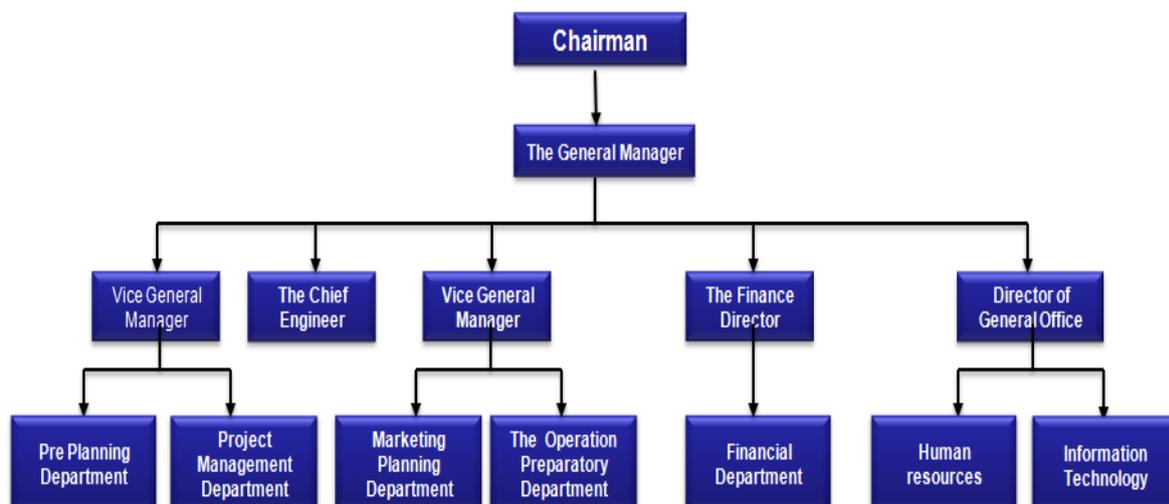
2. WHAT IS AN ORGANIZATION?

An organization, or organization, is an entity – such as a company, an institution, or an association – comprising one or more people and having a particular purpose..

3. COMPONENTS OF AN ORGANIZATION

1. People: Managers and knowledge workers are individuals with a variety of preferences for information and diverse capabilities for effectively using information provided to them.
2. Tasks: Many organization have become quite complex IT has been used to do the same old thing, only faster.
3. Technology: technology of computer systems continue to grow more and complex information needs of end users in the performance of their organizational task.
4. Culture: Organizations and their subunits have a culture that is shared by managers and their employees. That is they have a unique set of organizational values and styles.
5. Structure: Organizations structure their management, employees, and job tasks into a variety of organizational subunits. However, information technology can also support a process of organizational redesign.

4. FRAMEWORK OF AN ORGANIZATION



5. ARCHITECTURE OF AN ORGANIZATION

Organizational Architecture is "a theory of the firm, or multiple firms, which integrates the human activities and capital resource utilization within a structure of task allocation and coordination to achieve desired outcomes and performance for both the short run and the strategic long run"

6. ORGANIZATIONAL DYNAMICS

Organizational dynamics is defined as the process of continuously strengthening resources and enhancing employee performances.

It can also be described as how an organization manages and promotes organizational learning, better business practices and [strategic management](#).



7. ORGANIZATIONAL DESIGN

Organizational design is a step-by-step methodology which identifies dysfunctional aspects of work flow, procedures, structures and systems, realigns them to fit current business realities/goals and then develops plans to implement the new changes.

8. PRINCIPAL OF ORGANIZATIONAL DESIGN

- **Declare amnesty for the past.** Organization design should start with corporate self-reflection: What is your sense of purpose? How will you make a difference for your clients, employees, and investors? What will set you apart from others, now and in the future? What differentiating capabilities will allow you to deliver your value proposition over the next two to five years?
- **Design with “DNA.”** Organization design can seem unnecessarily complex; the right framework, however, can help you decode and prioritize the necessary elements. We have identified eight universal building blocks that are relevant to any company, regardless of industry, geography, or business model. These building blocks will be the elements you put together for your design
- **Fix the structure last, not first.** Company leaders know that their current org chart doesn't necessarily capture the way things get done — it's at best a vague approximation. Yet they still may fall into a common trap: thinking that changing their organization's structure will address their business's problems.
- **Make the most of top talent.** Talent is a critical but often overlooked factor when it comes to org design. You might assume that the personalities and capabilities of existing executive team members won't affect the design much. But in reality, you need to design positions to make the most of the strengths of the people who will occupy them. In other words, consider the technical skills and managerial acumen of key people, and make sure those leaders are equipped to foster the collaboration and empowerment needed from people below them.
- **Focus on what you can control.** Make a list of the things that hold your organization back: the scarcities (things you consistently find in short supply) and constraints (things that consistently slow you down). Taking stock of real-world limitations helps ensure that you can execute and sustain the new organization design.
- **Promote accountability.** Design your organization so that it's easy for people to be accountable for their part of the work without being micromanaged. Make sure that decision rights are clear and that information flows rapidly and clearly from the executive committee to business units, functions, and departments. Our research underscores the importance of this factor: We analyzed dozens of companies with strong execution and found that among the formal building blocks, information and decision rights had the strongest effect on improving the execution of strategy. They are about twice as powerful as an organization's structure or its motivators
- **Benchmark sparingly, if at all.** One common misstep is looking for best practices. In theory, it can be helpful to track what competitors are doing, if only to help you optimize your own design or uncover issues requiring attention. But in practice, this approach has a couple of problems
- **Let the “lines and boxes” fit your company's purpose.** For every company, there is an optimal pattern of hierarchical relationship — a golden mean. It isn't the same for every



company; it should reflect the strategy you have chosen, and it should support the critical capabilities that distinguish your company. That means that the right structure for one company will not be the same as the right structure for another, even if they're in the same industry.

- **Accentuate the informal.** Formal elements like structure and information are attractive to companies because they're tangible. They can be easily defined and measured. But they're only half the story. Many companies reassign decision rights, rework the org chart, or set up knowledge-sharing systems — yet don't see the results they expect.
- **Build on your strengths.** Overhauling the organization is one of the hardest things for a chief executive or division leader to do, especially
- if he or she is charged with turning around a poorly performing company. But there are always strengths to build on in existing practices and in the culture. Suppose, for example, that your company has a norm of customer-oriented commitment. Employees are willing to go the extra mile for customers when called upon to do so. They deliver work out of scope or ahead of schedule, often because they empathize with the problems customers face. You can draw attention to that behavior by setting up groups to talk about it, and reinforce the behavior by rewarding it with more formal incentives. That will help spread it throughout the company.

9. DISTRIBUTION OF POWER AND AUTHORITY IN AN ORGANIZATIONAL STRUCTURE

In an [organization](#), dividing work among people and coordinating their activities towards a common objective needs to be done efficiently. Authority and Power are two of the most important [components](#) of a smooth-functioning [business](#).

Power is the ability to exert influence on other people. Power can be present in any relationship. In organizations, managers exert power. After all, we define management as the process of shaping – that is, influencing – what people do at organizations.

Sources of Power-

Reward power is based on one person (the influencer) having the ability to reward another person (the influencee) for carrying out orders or meeting performance requirements. An example is the power of a supervisor to assign work tasks to employees.

Coercive power based on the influencer's ability to punish the influencees for not meeting requirements is the negative side of reward power. Punishment may range from a reprimand to loss of a job.

Legitimate power (formal authority) exists when an employee or influencee acknowledges that the influencer is entitled to exert influence within certain bounds. It is also implied that the influencee has an obligation to accept this power. The right of a manager to establish reasonable work schedules is an example of 'downward' legitimate power.

Expert power is based on the perception or belief that the influencer has some relevant expertise or special knowledge that the influencee does not. When we do what our doctors tell us, we are acknowledging their expert power.



Authority is a form of power. Specifically formal authority is legitimate power. But we often use the term more broadly in speaking of other kinds of power as well. When we say that someone is 'an authority' in a certain field, we mean that he or she knows a great deal about the subject and thus has expert power. When we hear that a suspected criminal has been apprehended by 'the authorities' we think of those holding the legitimate power of the government to maintain civil order. If the criminal is convicted, the judge has the 'authority' or coercive power to mete out punishment.

The basis of formal Authority: Two views

The classical View

1. Constitution guarantees right to own property and control business
2. Managers issues commands
3. Commands obeyed

The Acceptance View

1. Managers issues commands
2. Recipient considers acceptance
3. Acceptance/Noncompliance

10. RELATIONSHIP BETWEEN BOARD AND MANAGEMENT

A productive and harmonious relationship between the board and management is critical for good governance and organizational effectiveness.

The board and management should be trying to achieve the same vision and objectives so a team approach based on trust and respect is more appropriate than a boss/ subordinate relationship. Central to this relationship is a clear mutual understanding of roles, delegations and boundaries which allows each party to respect the other's responsibilities, contributions and expectations. The relationship depends on the open flow of relevant and timely information in both directions.

The formalities of the nature of the relationship and the responsibilities and expectations of each of the board and management is often set out in the organization's board or governance charter.

11. ORGANIZATIONAL GOALS

Organizational goals are strategic objectives that a company's management establishes to outline expected outcomes and guide employees' efforts.

There are many advantages to establishing organizational goals: They guide employee efforts, justify a company's activities and existence, define performance standards, provide constraints for pursuing unnecessary goals and function as behavioral incentives.



For the goals to have business merit, organizations must craft a strategic plan for choosing and meeting them.

12. REWARD AND PUNISHMENT

Rewarding good behavior and punishing problematic or undesired behaviors are basic tenants of motivation. However, companies over time have found that rewards often reinforce positive behavior and motivate repetition. Punishment may temporarily motivate compliance, but it often leads to lower morale and less productivity in the long run.

Reward Basics -

Rewarding behaviors essentially draws attention to the fact that an employee accomplished something or acted in a way that is desired by the company or manager. It also reinforces the behavior if the employee connects the reward to the behavior and values the reward. Thus, a reward that is desirable and consistently provided in responses to the desired action or behavior can have significant short-term and long-term motivational benefits.

Effective Reward -

Success with rewards generally begins with rewarding the behaviors you want. If you want a team-oriented worker, reward for demonstrated teamwork as opposed to aggressive, independent behaviors. Rewards don't have to be highly tangible in all cases. Frederick Herzberg noted in his two-factor theory that recognition, prestige and rewarding work often have greater motivating potential than income. Thus, praise and public acknowledgment of a job well done can often boost an employee's morale and motivation. Gift cards and cash bonuses are always nice, too.

Punishment Basics -

Punishments in the workplace can include intangible and tangible elements. Nagging an employee to complete work, making threats and hovering are examples of intangible punishments. More tangibly, verbal or written reprimands, pay cuts, demotions and suspensions are punishments. When a manager uses one of these techniques to motivate behavior, he is attempting to motivate by fear. The hope is that an employee will want to do what is expected to avoid the undesirable outcome -- the punishment.

Punishment Criticism –

Punishment is a common tool used in various motivational situations. However, a June 2012 "Business News Daily" article pointed out that companies increasingly believe that a "carrot," or positive reinforcement or reward, is much more impacting to employee performance than a "stick," or punishment. Employees may temporarily react to unexpected or undesired punishment by increasing production or performance. However, fear, anxiety and frustration can ultimately cause employee burnout and contribute to a negative work culture. These inhibit long-term benefits.

13. LINKAGE BETWEEN STRUCTURE AND STRATEGY



Strategy and structure are two independent elements in business that are somewhat co-dependent. The strategy – which is created often – determines the structural elements associated with the business. Some businesses also use the inverse and shape strategy, which is based on structure. Combining these forces effectively leads to a cohesive business model that functions to achieve common goals.

How Strategy works with Structure ?

The structural elements determine how day-to-day operations are managed and run. The structure works with the strategy to reach end goals that are set by the business. In a creative environment, structure is often more loosely defined, with overlapping job roles and less oversight. This environment is based on the goal to create and innovate.

In a strict production-style business, the structural elements are far more strict. Without strict structural processes, which built on a data driven approach, these businesses would struggle to meet production goals.

Structure And Strategy Cohensions

Strategy and structure are separate processes that do have some overlap, but really, they must align to create an effective model. When the strategy and structure operate independently of each other, inefficiencies are created.

Acknowledging the best structural elements to execute a strategy is important during the planning phases. For example, if a company plans to penetrate the market as the lowest cost option for a product, the company must invest in the most efficient production processes to achieve this goal. The business structure is more bare bones in terms of personnel, and everything from the office space to the wages provided are structurally designed to reflect the low-price state

14. OWNERSHIP AND INTRAPRENEURSHIP OF AN ORGANIZATION

Ownership means a person has an obligation towards the organization in terms of results, and that he has an obligation to act on the items that impact those results. He may have to assemble a team to help him bring about results, but ultimately, he must be accountable and own the results of his actions.

The term **Intrapreneurship** refers to a system that allows an employee to act like an [entrepreneur](#) within a company or other organization. [Intrapreneurs](#) are self-motivated, proactive, and action-oriented people who take the initiative to pursue an innovative product or service. An intrapreneur knows failure does not have a personal cost as it does for an entrepreneur since the organization absorbs losses that arise from failure.

15. EMPLOYEE STOCK OPTIONS (ESOs)

Employee stock options (ESOs) are a type of equity compensation granted by companies to their employees and executives. Rather than granting shares of stock directly, the company gives derivative options on the stock instead. These options come in the form of regular call options and give the employee the right to buy the company's stock at a specified price for a finite period of



time. Terms of ESOs will be fully spelled out for an employee in an employee stock options agreement.

To attract and retain competent professionals is a challenging task faced by many organizations. Besides cash rewards, it is important for organizations to make their employees believe that their personal growth is linked to the growth of the organization. Employee Stock Option Plans (ESOPs) is one of the important tools to achieve this objective. The feeling of ownership can do wonders, especially in case of employees who are thinking of a long-term career with the organization.

An incentive is an object, item of value, or desired action or event that spurs an employee to do more of whatever was encouraged by the employer through the chosen incentive.

16. INCENTIVES

Four kinds of incentives are available for employers to use at work. I'm sure that others would categorise these incentives differently, but these four categories work for me.

Compensation incentives may include items such as raises, bonuses, profit sharing, signing bonus, and stock options.

Recognition incentives include actions such as thanking employees, praising employees, presenting employees with a certificate of achievement, or announcing an accomplishment at a company meeting.

Rewards incentives include items such as gifts, monetary rewards, service award presents, and items such as gift certificates. An additional example is employee referral awards that some companies use to encourage employees to refer job candidates.

Appreciation incentives include such happenings as company parties and celebrations, company paid family activity events, ice cream socials, birthday celebrations, sporting events, paid group lunches, and sponsored sports teams.

17. EMPLOYEE LOYALTY

One of the most important indicators of healthy employees and work environments is employee loyalty. Employee loyalty affects performance and it often correlates with the [passion and satisfaction levels of employees](#) towards their job and company. Not only does high employee loyalty translate to high productivity, but it also reassures employers that their work environment is of a high caliber.

18. EMPLOYEE RETENTION

Employee retention refers to the ability of an organization to retain its employees. Employee retention can be represented by a simple statistic. However, many consider employee retention as relating to the efforts by which employers attempt to retain the employees in their workforce.

19. HERARCHIAL ORGANIZATION VS FLAT ORGANIZATION



Hierarchical organizations resemble a pyramid and rely on a vertical chain of command, with the CEO at the top and several layers of management underneath. Large companies and government agencies with a high number of employees typically adopt a hierarchical structure to better accommodate their size and clarify reporting relationships.

Flat organizations have a structure with few levels of middle management between leadership and employees—or, in some cases, no middle management at all. Small organizations and startups often have flat structures because they have fewer employees and less of a need for hierarchical management.

Difference between both

Hierarchical organizations

Different salary levels are likely to increase costs

Employees are likely to be less connected to the overall business and may be less motivated as a result.

More likely to generate skilled specialist operators

Creates more opportunities for promotion

Flat organizations

Less Organizational cost

As employees feel connected to the entire business, they are more likely to be loyal

Less opportunity for staff development

Less opportunity for promotion of staff

20. ORGANIZATIONAL STRUCTURE, ETHICS AND VALUES

An **organizational structure** is a system that outlines how certain activities are directed in order to achieve the goals of an **organization**. These activities can include rules, roles, and responsibilities. The **organizational structure** also determines how information flows between levels within the company.

Organizational ethics are the principals and standards by which businesses operate, according to Reference for Business. They are best demonstrated through acts of fairness, compassion, integrity, honor and responsibility.

Organizational values describe the core ethics or principles which the company will abide by, no matter what. They inspire employees' best efforts and also constrain their actions. ... Over time, improve the organization's ethical character as expressed in its operations and culture.

21. GRIEVANCE REDRESSAL



Grievance Redressal is a management- and governance-related process used commonly in [India](#). While the term "Grievance Redressal" primarily covers the receipt and processing of complaints from citizens and consumers, a wider definition includes actions taken on any issue raised by them to avail services more effectively.

22. GENDER EQUALITY IN ORGANIZATION

In business, gender equality is the equal treatment and access of your female and male employees to opportunities and company resources. This includes employers providing equal opportunities and consideration for promotions; pay raises; desirable, preferred jobs; advancement, and inclusion in decision-making processes.

Businesses can only benefit by successfully attracting both men and women to their workforce. It's now an established fact that organizations with the most gender diversity outperform those with the least.

Couple of reasons why it is important

- It make great business sense
- It reduces cost of turnover
- It increases business performance

23. REDRESSAL OF SEXUAL HARRASMENT AT WORKPLACE

After 16 years of *Vishaka*, The Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act 2013 ("the Act") was enacted with the objective to provide protection against sexual harassment of women at workplace³ and for the prevention and redressal of complaints of sexual harassment and for matter connected therewith or incidental thereto.

The Act defines sexual harassment as unwelcome acts or behavior (whether directly or by implication) namely, physical contact and advances, a demand or request for sexual favors, making sexually colored remarks, showing pornography, any other unwelcome physical, verbal or non-verbal conduct of sexual nature⁴. Any act of unwelcome and sexual nature shall be considered as sexual harassment. The Delhi High Court in *Shanta Kumar vs CSIR* held that "undoubtedly, physical contact or advances would constitute sexual harassment provided such physical contact is a part of the sexually determined behaviour. ...a physical contact which has no undertone of a sexual nature and is not occasioned by the gender of the complainant may not necessarily amount to sexual harassment

The Act also provides the circumstances under which an act may amount to sexual harassment. These are:

- (i) Implied or explicit promise of preferential treatment in her employment; or
- (ii) Implied or explicit threat of detrimental treatment in her employment; or
- (iii) Implied or explicit threat about her present or future employment status; or



(iv) Interference with her work or creating an intimidating or offensive or hostile work

Environment for her; or

(v) Humiliating treatment likely to affect her health or safety

The important feature of the Act is that it envisages the setting up of Internal Complaints Committee at every office of the organization or institution, having more than 10 employees, to hear and redress complaints pertaining to sexual harassment². Where the number of employees are less than 10, the Act provide for setting up of Local Committee in every district by the District Officer.³ The committee while inquiring into such complaint shall have the same power as vested in a civil court. The Delhi High Court in its judgment in *Ruchika Singh Chhabra vs M/s Air France India and Anr.* "...directed that the ICC should be *constituted* in strict compliance with the requirements under law..."

24. AFFIRMATIVE ACTION AND DIVERSITY

Affirmative action has varying definitions depending upon the sector in which it is found, e.g., education, government contracting and employment. Executive Order 11246 and its regulations⁵ refer to a process that requires a government contractor to examine and evaluate the total scope of its personnel practices for the purpose of identifying and correcting any barriers to equal employment opportunity. Where problems are identified, the contractor is required to develop a program that is precisely tailored to correct the deficiencies. Where appropriate, the contractor is required to establish reasonable goals to measure success toward achieving that result. The affirmative action program incorporated in the regulations has its origins in the private sector, where contractor "Plans for Progress" were reportedly designed to take positive action and prevent discrimination lawsuits. Affirmative action programs encompass more than outreach and recruitment, however, and include efforts to prevent discrimination by eliminating barriers to equal employment opportunity. The inverse relationship between affirmative action and discrimination is reflected in the Executive Order itself, which begins with a prohibition against discrimination.⁶ In essence, affirmative action creates an environment where equal employment opportunity can prevail.⁷ Affirmative action, especially as it is mandated in employment discrimination litigation, is also compensatory and serves to remedy the effects of discrimination. Affirmative action has been criticized by conservatives as constituting reverse discrimination, preferential treatment, stigmatizing to beneficiaries and contravening principles of merit.⁸ Spearheaded by these organizations voters in the states of California, Washington, Michigan, Nebraska and Arizona have passed initiatives to prohibit affirmative action.

"**Diversity**" as a term of art used in the context of affirmative action law and policy gained prominence in the Supreme Court decision of *Regents of the University of California v. Bakke*.⁹ In *Bakke*, the Court ruled that the attainment of diversity in university admissions was a constitutionally permissible goal.¹⁰ Diversity as one factor among many in higher education admissions was later upheld in the Supreme Court's 2003 decision of *Grutter v. Bollinger*.¹¹ In employment, "diversity management" gained prominence in the 1990s as a voluntary effort by corporate America, unrelated to the mandatory compliance embodied in the law. Unlike the



Executive Order regulations, there is no standardized method for attaining diversity. Diversity programs have different definitions and appear to vary from organization to organization.

25. DYSFUNCTIONALITIES OF ORGANIZATION STRUCTURE

Dysfunction might be defined as an outcome for an organization or institution that runs significantly contrary to the purpose of the organization. We can think of major failures in each of these examples.

26. COMMON CAUSES OF DYSFUNCTIONALITIES

1. **Misunderstood Mission** - Every individual in an organization must know that organization's *raison d'être*. When members know the values and principles of their group, they can make decisions on their own, simply by comparing any options with the group's mission. The leaders are responsible for making sure that everyone knows the group's purpose.
2. **Lack of Consensus** - Team members need to share a common view of the problems the group has to solve. For example, if products aren't selling well, but only some of the team members recognize that situation, the team can't move in a unified direction to solve the problem.
3. **Misunderstood Strategy** - Not only do team members need to know the group's strategy; they also have to believe in it and integrate it into their work. When each member of the group knows *how* the group will go about fulfilling its mission, people can work in unison. Is the team strategy to build products faster than anybody else? Will the team overcome a sales shortfall by picking up market share in a specific segment? Can the team provide vaccinations in remote areas by pressuring large pharmaceutical companies to lower their prices?.
4. **Lack of team Cohesion**- People need a sense of identity and of belonging; above all, they need to be able to trust their leaders and other team members.
5. **Lack Of Resources** - Every organization needs resources in order to function—and those resources must be available on time. If the team can't get the tools and materials it needs to do the job, the job won't be done. Each team member will feel the frustration, and morale will suffer. For example lack of laptops, right software and shortage of funds for travelling to send the individuals to where the jobs needs to be done

27. TOXICITY IN ORGANIZATION STRUCTURE

Toxic environments are characterized by negative motivations and emotions that manifest themselves in malicious, self-serving, and abusive behavior. Whether stemming from bullying, ostracism, stigmatization, mobbing, or abusive supervisors, recent surveys suggest that a majority of employees are affected by toxic influences at sometime in their career. These toxic behaviors adversely impact the functioning of organizations through a plethora of behaviors, among them: increased counterproductive work behavior, turnover, and stress, and decreased commitment, satisfaction, and performance. Scholarship, and consequently practice, has been hampered by the creation of knowledge within paradigmatic and disciplinary silos.

28. Work Life Balance

A **work-life balance** is an organizational concept that empowers employees to split time and energy between work and other important areas of their life successfully. Companies can



implement specific work-life practices within their organization to increase morale, productivity and profits.

The starting point for any organization trying to establish work-life practices for their employees is to conduct a survey to gather what important factors are important to improve employees' overall work. Restful Sleep Hotel chain has finished an extensive survey with all of their employees on work-life practices. They are announcing the new practices at the weekly conference. Let's take a look at some examples of how a company can adopt beneficial work-life practices.

29. EMPLOYEES AS KEY STAKEHOLDERS

Employees are primary internal stakeholders. Employees have significant financial and time investments in the organization, and play a defining role in the strategy, tactics, and operations the organization carries out. Well run organizations take into account employee opinions, concerns, and values in shaping the strategy, vision, and mission of the firm.

30. HUMAN ASSET

Human Asset Management (HAM) is the part of the company that manages human [assets](#) (or [human capital](#)). It is the management of employees as assets, combining many conceptual elements of an employee's life cycle through an organization focusing on that people are a company's most important assets. Many elements are included in the Human Asset Management area, including employer branding, recruitment, onboarding, retention, development, culture, career management, mobility, succession planning, talent management, performance management, employee administration and legal issues.

31. WORK FROM HOME

Work from home (WFH) has evolved from a policy to a strategy. Pre-Covid-19, WFH was a 'cool' perk some employers granted their employees. The pandemic forced everyone into a mandatory mass WFH experiment. As a leader at a Southeast Asian unicorn points out, the early evidence from this experiment may be promising enough for some start-ups to strategically organise themselves as a WFH setup. Covid-19 might have catalysed a cultural change for which the technology bedrock already existed—laptops, broadband, continuous power supply, good video-calling applications and co-working spaces. Some large corporates are waking up to this being a fundamental re-imagining of their work architecture. IT behemoth [TCS](#), for example, has set an aspirational target of moving 75% of its employees to WFH by 2025.

32. CHALLENGES ORGANIZATIONS ARE FACING DUE TO PANDEMIC

The primary strategic challenge for organisations will be to deal with reduced demand and shrinking markets. Given the loss of livelihood, reduction in income and economic depression, consumers will postpone or become very conservative in buying products and services. For organisations, this implies decline in revenues. If they intend to remain profitable, they will have to reduce costs. They will have to cut down activities that may be regarded as non-essential in the short run as well as reduce staff. Investments will have to get postponed, new hiring to be stopped. All of these, while effective for profitability in the short run, are dangerous for the long run. Organisations need to be especially careful about reducing functions and activities such as research and development that often seems non-essential in the short run but are important for the survival



in the long run. They should not mistakenly consider what is not urgent as unnecessary. Likewise, when employees are laid off, organisations often lose high quality talent. Moreover, it leaves a permanent scar in the minds of the employees who are retained because of the signal such expedient actions communicate about the long-term values of the organisation.

33. STRATEGIES TO OVERCOME CHALLENGES OF PANDEMIC

1. Same Product, Different Channel - One proactive business response to COVID-19 is to offer the same (or similar) products and services through an online channel. This may occur through the digitization of physical products or, in the case of services, through a technology-mediated delivery solution.

2. Same Infrastructure, Different Products - COVID-19 is dampening the demand for many products and services, resulting in an underutilization of organizational infrastructure. Factories run under capacity; restaurants, bars, and hotels sit empty; service providers go unused.

3. Same Products, Different Infrastructure - Suddenly struggling to meet the demand for their products and services, some companies need to quickly augment their infrastructure to increase production and/or delivery capacity. Finding new infrastructure is easier said than done and often requires collaboration with external partners, but a number of organizations worldwide are taking inventive steps to bridge such gaps.

34. EMPLOYEE ENGAGEMENT, FREEDOM AND HAPPINESS

Employee engagement is a workplace approach resulting in the right conditions for all members of an organisation to give of their best each day, committed to their organisation's goals and values, motivated to contribute to organisational success, with an enhanced sense of their own well-being.

Workers who feel they are free to make choices in the workplace, and be held accountable for them, are happier and more productive than **employees** who are more restricted, according to an extensive research literature review.

Despite a large body of positive psychological research into the relationship between happiness and productivity, happiness at work has traditionally been seen as a potential by-product of positive outcomes at work, rather than a pathway to business success

35. CONCLUSION

Organizational functions and activities need to be organized and coordinated. They should be designed properly to manage the effective division of work, grouping of activities, coordinating and controlling the work of the organization. Organizational structure determines the work allocation and grouping of activities according to the need and goals. All the activities need to be delegated by the managers to achieve efficiency and professionalism in the task.

