Needs Improvement

Your proposal is not acceptable because you have not incorporated all guidelines and instructions given to you in previous proposals and on telephone. I really disappointed after reviewing your proposal and I reached on conclusion that my decision which I have communicated to you in assignment # 4 is final. You need to attempt a full semester in which you have only one course which is final project.

In spite of additional time given to you, you are unable

* To define key concepts like organizational structure and organizational productivity.
* To provide evidence that there is link between organizational structure and productivity.
* To extract variables to measure organizational structure and organizational productivity.
* To develop convincing introduction, background and significance sections
* To convince your supervisor that you have comprehensive, specific and workable research outline
* To develop sample questionnaire that directly provide a link between questions to be asked and objectives which you want to measure.
* To provide specific statistical technique which can help you in achieving your objectives?
* To avoid all errors highlighted in a file (common\_error.pdf ) available on LMS for your guidance and learning.

Dear Student

Your proposal still needs improvements and you are NOT allowed to proceed further to work on your final dissertation. You are advised to reappear in next semester because you are unable to develop a quality proposal. During this semester you have been facilitated and given maximum possible guidance to improve your work. According to semester calendar, there is no scope of 2nd, 3rd, or 4th submissions of proposal, but due to importance of this activity you were facilitated and given chances to submit your proposals repeatedly. After availing four chances, you are still unable to produce quality proposal for your final project.

Dear student, the final project/dissertation is three or four times greater activity than proposal development. You have consumed too much time for proposal development and definitely you will not be able to meet the requirements and deadlines of final project/dissertation submission. Your topic of project is workable but you proposal writing technique requires refinement and there is not enough time left for this purpose. You are advised to keep in touch, get guidance about development of your proposal and reappear next semester with same proposal and complete rest of activity.

**Proposal for the project**

**Organizational structure and its impact on productivity:**

**A case of Bank Alfalah Limited**

**A Proposal for The project**

**Submitted To the Department Of Management Sciences**

**Submitted by:**

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**Organizational structure and its impact on productivity:**

**A case of Bank Alfalah Limited**

**Chapter 1**

# 1.1 Introduction:

An **organizational structure** consists of activities such as task allocation, coordination and supervision, which are directed towards the achievement of organizational aims. It can also be considered as the viewing glass or perspective through which individuals see their organization and its environment.

Many organizations have hierarchical structures, but not all.

Organizations are a variant of clustered entities.

An organization can be structured in many different ways, depending on their objectives. The structure of an organization will determine the modes in which it operates and performs.

Organizational structure allows the expressed allocation of responsibilities for different functions and processes to different entities such as the branch, department, workgroup and individual.

Organizational structure affects organizational action in two big ways. First, it provides the foundation on which standard operating procedures and routines rest. Second, it determines which individuals get to participate in which decision-making processes, and thus to what extent their views shape the organization’s actions.

This also tells us the degree of Centralization or Decentralization in the Organization.

No improvement in quality of introduction section has been observed and it is still poorly crafted because it is too brief and unable to provide rationale of your study. The section lacks in presenting different events, your experiences or conflicting problems which stimulate you to do this project.

**1.2 Background:**

**When you talk about organizational structure (OS) then you must provide the give one ot two definition of OS given by any book or published articles. You must know what different kinds of structures are available. On what basis those structures are different form one another. The formalization, hierarchy of authority, span of control, departmentalization, vertical/horizontal communication etc are the components of OS and application of these components form different OS. For example centralization form a mechanistic structure while decentralization forms Organic structure.**

The structure of an organization is meant to complement the company's business goals and objectives. It is also the foundation of the company's culture and as such affects employee behavior, performance, motivation and cooperation. Effective organizational structures are adaptive to process requirements and possible changes while trying to optimize the results of the input of manpower and resources. Organizational structures should allow for flexibility, encourage employee creativity and effectively utilize the skills and abilities of the workforce.

The most common organizational types may be classified as follows:

􀂃The **Functional Structure**

􀂃The **Divisional Structure**

􀂃The **Matrix Structure**, *and*

􀂃The **Horizontally Linked Structure**

Mr. Hans Degryse from *CentER - Tilburg University*, *TILEC*, *KU Leuven,* Department of Finance, Netherlands, has worked on a relative topic, The Impact of Organizational Structure and Lending Technology on Banking.

Another workshop was done as Impact of Organizational Structure on Airline Operations by Antonio Castro, Madeira island, Portugal. Mr. Antonio concluded a strong impact of organizational structure on business operation of Airlines company.

You have quoted above studies but no reference is available in your bibliography. Also to support your following arguments, you need to provide solid sources to establish the relationship between OS and productivity.

On what basis you can claim that expense ratio is a parameter of productivity of a bank. If you have any reference of published article then provide that reference.

They showed a deep impact of organizational structure on a firm’s success and growth.

Applying the measurement of productivity in the banking environment is possible at various levels. On one level, the employee should know first what is the role of the worker and the overall business process, how this process is organized.

Disconnected or disjointed paragraphs are presented without logical linkage between paragraphs. Each successive paragraph has no link with previous paragraphs due to which flow in thinking and understanding cannot be achieved.

## Objectives

The objective of this research is to examine the relationship between organizational structure and productivity in the banking sector A key question is whether different organizational transit forms have different effects on performance. The objectives of the study is

* To observe organizational structure of organizations in banking field.
* To explore the relationship between organizational structure and organizational productivity.
* To determine whether organizational structure can yield productivity.
* To determine which component of organizational structure yield productivity more

## 1.4 Significance

Organizational structure involves how a business organizes, categorizes and delegates tasks to achieve a specific goal. A company's organizational structure determines how business decisions are made and implemented at all levels of the business.

In an article on www.eHow.com,a not a good source for research contributor Mr. Sharon o’Toole, described the significance of organizational structure and its impact on organization. According to him Organizational Structure impacts following factors you need to elaborate the impact of organizational structure on productivity rather on following paratmeters.

## Communication

* In companies with rigid structures, communication tends to follow reporting lines. In companies with flatter structures, communication may occur more easily across departments. Flow of information & communication is important factor in banking industry.

## Job Satisfaction

* Studies have found a relationship between job satisfaction and organizational structure. Organizations with flatter structures may foster more feelings of self-actualization and create less anxiety in employees. Is the employee in current organizational structure is satisfied? If yes then this will definitely have a positive impact for organizational objectives.

## Customer Relations

* Relationships with customers may suffer if departmental relationships cause the customer difficulty in getting problems addressed. Multi-functional teams that can answer a customer's questions and resolve issues have a positive effect on customer satisfaction. In banking industry customer relationship is everything. Providing better customer satisfaction & services is the key to success.

I will study that how much centralization is there in Bank Alfalah in all Departments & how the above mentioned factors are affected in these departments.

* Consumer Banking
* Credit to SME & Corporate
* Documentation
* General Banking.

This will helps us that how the centralization has played its role in productivity or reduced the productivity in following departments. Which organizational structure is best suited to grow and achieve organizational goals?

# 2. Project Proceedings

First chapter of the project will include the Introduction of Bank Alfalah. It also includes the history of Bank Alfalah and its current management team. Second chapter will provide the detail analysis of the organizational structure. Third chapter of the project will be providing details of the different departments and their structure and flow of business operation in different departments. On which we will do comparison with other banks etc. This part also includes data collection procedures and the tools which we will use for analysis of data.. Fourth part will be the conclusion and recommendations. And last part will be References which includes the sources where I get my required data.

# 3. Methodology

3.1 Data Collection Sources

For Primary data collection, I will use sources like surveys, structured interviews and closed ended questionnaires which will be circulated among the HR executives as well as the employees to get knowledge about the organizational structure and the impact of it on the productivity data:

## 3.2 Data Collection Tools

Types of data collection

* 1-By mail questionnaires
* 2-By personal interview.
* 3- Secondary Data through secondary sources as mentioned above.

What scale you will use for your questionnaire?

It will be closed ended or open ended?

You will develop same questionnaire for both employees and managers or you will develop separate questionnaires for both

Questionnaire and interviews will be conducted. A detailed questionnaire will be made to be sent to different employees with different job title and authority. 100 employees will be used for these tools. Basic information will be collected through these tools such as, what the respondent do? Who he/she reports? How information flows around him/her? What is the hierarchy of the department?

Total population……………?

Sampling frame………………?

Sampling technique……………..?

**3.3 Data Analysis**

Several analyses can be used during the initial data analysis phase:

* Descriptive statistics
* Graphical techniques (histogram plots)

It is important to take the measurement levels of the variables into account for the analyses, as special statistical techniques are available for each level.

# 4. Bibliography

Internet Sources:

# Past years annual reports taken from www.bankalfalah.com

* Other annual reports will be taken from
  + www.hbl.com
  + www.askaribank.com.pk
  + www.bankalhabib.com
  + www.ehow.com

Books:

* Rose, S. P. (2001). *Commercial Bank Management* (5th edition)
* Meigs, B. W., & Williams (YEAR). *Accounting for decision making*
* Organizational Structure and Process (E-Book) Tiffany shepherd vii2 113
* Organizational Strategy, Structure, and Process Raymond E. Miles and Charles C. Snow