

FC for Group-1 Officers:
Mgmt. & Behaviour Studies, Session-08

Line And Staff Roles.

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Today's Readings

- a. Urwick L. Organization as a Technical Problem. in: Gulick Luther and Urwick L. Papers on the Science of Administration. New York: Columbia University - Institute of Public Administration; 1937; pp. 47-88.
- b. Kinding Frederick E. A suggested solution to line versus staff problems in organization theory. JAM. 1961 Apr:59-61.
- c. Belasco James A. and Alutto Joseph A. Line Staff Conflicts: Some Empirical Insights. Academy of Management Journal. 1969 Dec 1; 12(4):469-477. Nossiter Vivian. A New Approach Toward Resolving The Line Staff Dilema. Academy of Management Review. 1979; 4(1):103-106.
- d. Qadeer Faisal; Shafique Muhammad, and Rehman Rashid. An overview of HR-line relationship and its future directions. African Journal of Business Management. 2011 Apr; 5(7):2512-2523.

Staff & Line Concepts

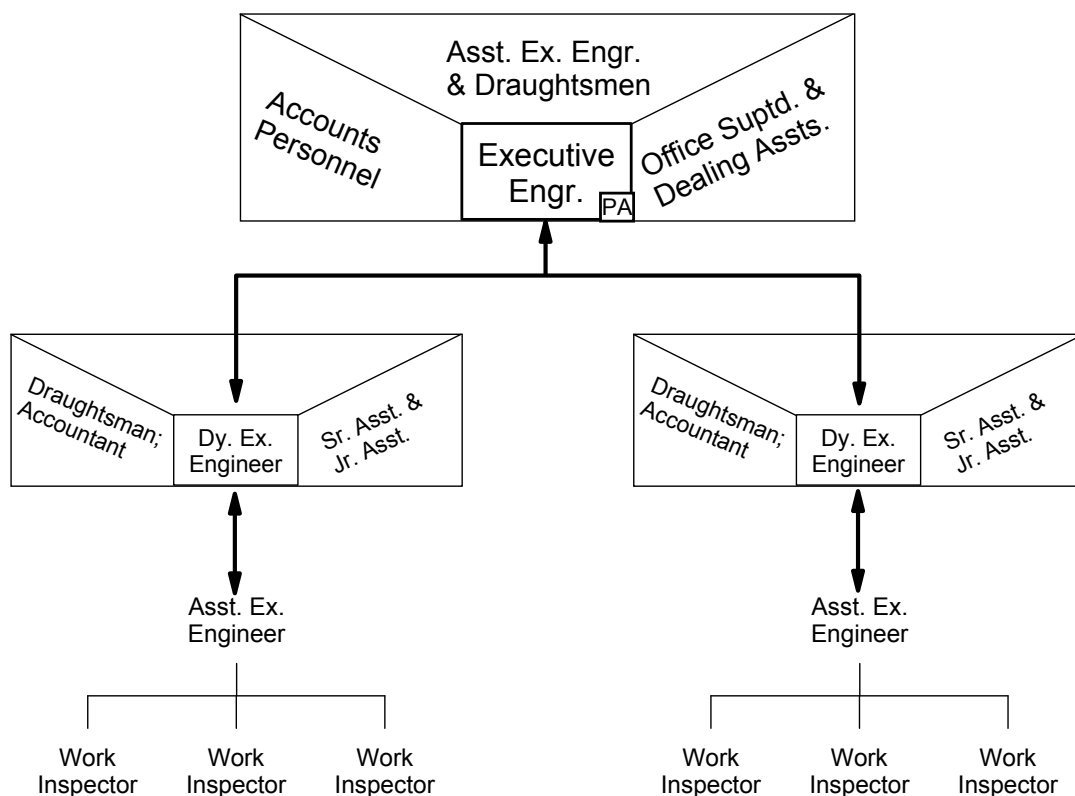
■ Staff Positions:

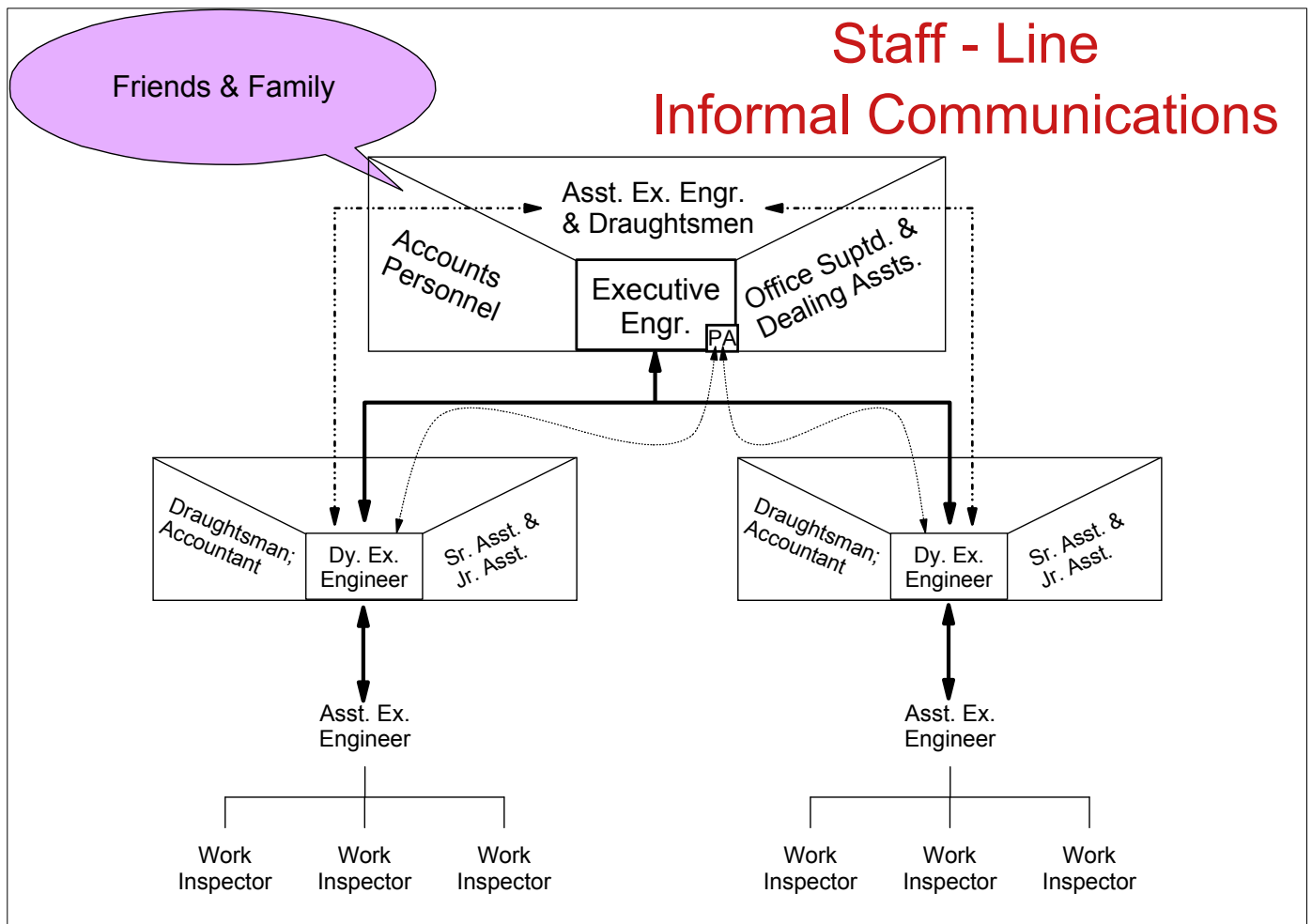
- ▶ Provides services and assistance to other parts of the organization, but is not directly involved in achieving the basic objectives of the organization.
- ▶ Provide line managers with advice and services.
- ▶ Studies & recommends.
- ▶ Based on expert knowledge and / or knowledge of case specific details and application of organization policies, rules & regulations.
- ▶ Authority of ideas.
- ▶ Help line managers with planning.
- ▶ Assist in policy implementation, monitoring & evaluation.

■ Line Positions:

- ▶ A person in a line position is directly involved in achieving the basic objectives of the organization.
- ▶ A line position decides and acts.
- ▶ Standard chain of command starting with the Govt. and extending down to various levels in hierarchy upto the cutting edge level.
- ▶ Authority to command.
- ▶ Line positions have clearly defined delegation of authority, powers and responsibilities.

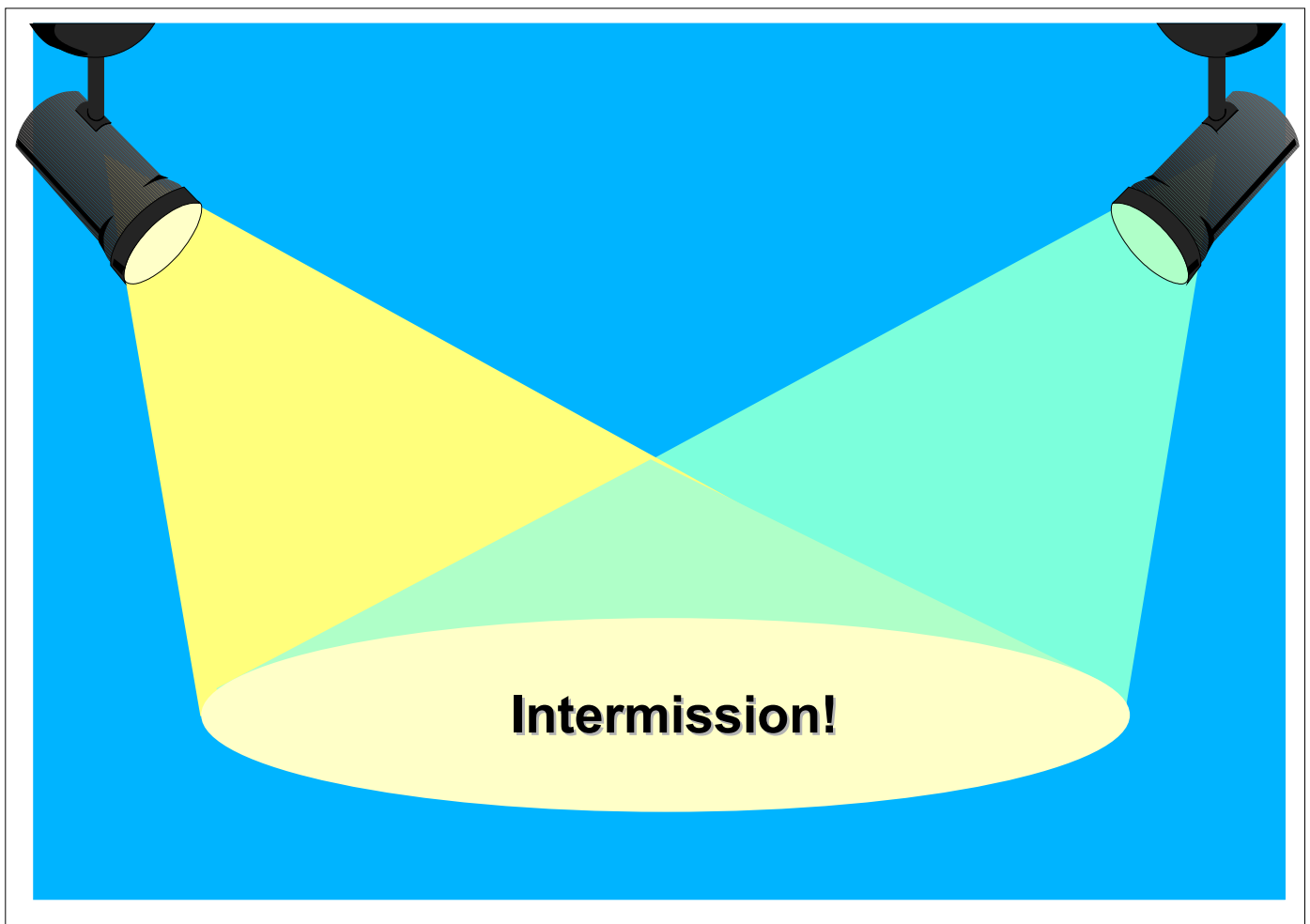
Line & Staff - Example





Line & Staff Career Tips

- A great deal is to be learnt in both kinds of positions.
- An effective leadership career in an organization goes from line position to staff positions and back.
- Generally hard to reach top if you spend most of your career in staff positions.
- Line positions go much more directly to the top.
- But staff position gets a broad overview of the the whole organization.
- Hence go for a good mix of both.



Mgmt. & Beh. Studies - Overview

- Unfinished Agenda:
 - ▶ Work Motivation
 - ▶ Job Satisfaction
 - ▶ Biases & Errors of Judgment
 - ▶ Selection and Recruitment
 - ▶ Managing Your Boss
- Will be covered:
 - ▶ Emotional Intelligence for leaders
 - By Sri Ram Prasad
 - ▶ Styles of Leadership
 - By Dr. Vijayasree
- Readings provided for all.
- Vols 1, 2 & 3.
- Learn as you go.
- In the midst of action, take time off to:
 - ▶ Read, read & read,
 - ▶ Ponder & ponder,
 - ▶ Write & publish.

Why this Kolaveri Di?

- Song sung by Tamil actor Dhanush for "3"
 - ▶ Film Dir: Aishwarya Rajnikanth
 - ▶ Music Dir: Anirudh
 - ▶ Composed in 25 minutes
 - ▶ Tenglish (Tamil + English)
- You Tube sensation
- Went viral on You Tube
 - ▶ 1.8 million views in 1 wk
 - ▶ >34 million views by now
- IIM case study on success of viral marketing.
- Meaning of Kolaveri = Murderous rage
- Context: Heartbreak

Why kolaveri di? Lyrics:

Yo boys, I am singing song...

Soup song, flop song.

Why this killer rage, killer rage, killer rage, girl?

Why this killer rage, killer rage, killer rage, girl?

Rhythm correct.

Why this killer rage, killer rage, killer rage, girl?

Why this killer rage, killer rage, killer rage, girl?

Maintain please.

Why this killer rage, ..., ..., girl?

The moon is in the distance, the moon.

Moon's colour is white.

Night's background is white, the night,

Night's colour is black.

Why this killer rage, killer rage, killer rage, girl?

Why this killer rage, killer rage, killer rage, girl?

She's a fair-skinned girl, girl,

Girl's heart is black,

Her eyes and my eyes met,

My future is now dark.

Why this killer rage, killer rage, killer rage, girl?

Why this killer rage, killer rage, killer rage, girl?

Buddy, take notes,

and take the saxophone in your hand.

and grab some snacks.

"pa pa paan pa pa paan pa pa paa pa pa paan"

Play it right.

Super, buddy! Ready?

Ready? 1... 2... 3... 4...

Whoa, what a difference buddy!

Alright buddy, now tune changes...

"Kaila" glass...

Only English, eh!

Glass in hand, | Scotch in glass, | Tears in eyes,

Life's empty, | Girl shows up,

Life's going downhill.

Love, love, oh my love, | You stood me up.

Cow, cow, holy cow, | I want you here now!

God, I'm dying now,

But she's happy, how?

This song is for the soup boys,

We don't have a choice.

Why this killer rage, killer rage, killer rage, girl?

Why this killer rage, killer rage, killer rage, girl?

Why this killer rage, killer rage, killer rage, girl?

Why this killer rage, killer rage, killer rage, girl?

Some adaptations of "Why Kolaveri Di?"



WhyThisKolaveri di-CybageBash2012 MgmtDance.mp4



WhyThisKolaveri Di-EnglishRB Remix.mp4

Why 'Kolaveri Di' in this class?

- Good chances for murderour rage during the course of your work.
- Think of disappointments in civil service!
- Think of the boss in place of the girl!
- Think of the politicians in place of the girl!

Key Lessons:

- Connect with people.
- Break the language barrier!
- Touch people's heart.
- Keep it Simple.
- Make it Accessible.
- Under promise, Over deliver
 - ▶ Calling it a 'Flop Song' reduces one's expectations
- Take it Easy.

Personal thoughts

- Why am I doing this?
- Why should I take the trouble?
- Who cares?
- Think of the mother land.
- Many children
- She takes care of them all.
- Some prosper,
- Some flounder.
- Some fly off for good.
- Some return to her.
- Some turn their back on her.
- Some take care of her.

I want to take care of her for what she is to me.

Jai Hind