Today's Readings


Span of Control Or Span of Managerial Responsibility

- The number of people a supervisor can effectively manage.
- Manager's relationships with deputies:
  - Direct single relationships with each subordinate.
  - Cross relationships between deputies (dy).
  - Direct group relationships.
- Quantum of relationships grow geometrically as # of dy increase.
- There is a tradeoff:
  - Larger spans ⇒ Fewer Supervisors ⇒ ↓ Supervision costs.
  - Too large span ⇒ Supervision is not effective.
- Factors affecting span of control:
  - Capacity of managers, deputies and workers.
  - Work & its complexity, org. design, delegations, technology & culture.
- VA Graicunas, 1933: Avg. manager can directly handle 3-6 deputies.
- Davis (1951): Two categories of managerial work;
  - Supervision of physical work, e.g. shop floor: Span upto 30.
  - Supervise mental activity / higher level managers: Span between 3-8.

Recent Trends in Span of Control

- CEOs' Span of Control has doubled over the past two decades.
- Data from sample of Fortune 500 companies show a dramatic increase in number of positions that answer directly to the CEO. Most of the rise is due to the growing presence of functional specialists at the top level.
**Solutions to Span of Control Constraint**

- **Effective Delegation & Exception Handling.**
- **Span breaker:** Hive-off a segment of the old span of control and place it in-charge of a deputy with adequate delegation of authority.
- **Examples:**
  - Distribution of subjects between District Collector, Joint Collector, & District Rev. Officer [GOMs77 (Rev) dt 22-01-68]
  - City of New York Reorganization in 1934: Subdivision of the executive (Mayor role) by creation of several Asst. Mayors.
- **Typical mistakes:**
  - Working toward a magic number.
  - Rushing to the end state model.
  - Sticking with an out-of-date management style.

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**Unity of Command**

- **The principle that each person within an organization reports to only one designated boss.**
- **Advantages:** Clear Authority, Responsibility & Accountability. Good discipline. Avoids confusion.
- **Disadvantages:** Low-responsive to local context, Difficult intersectoral coordination, Work congestion at top levels, Poor leadership dev.
- **Solutions:**
  - Fayol's bridge (Gang plank): Departmental authority for field level intersectoral coordination.
  - Formal single window mechanisms.
  - Empowered intersectoral coordination forums.
- **Special Situations:** For eg. Fin & Ac Officers.
Technical homogeneity of work

- Efficiency of a group working together is directly related to homogeneity of the work, the processes, and the purpose.
  - ⇒ Units equipped with heterogeneous technology, and/or assigned a variety of works for conflicting purposes tend to encounter friction & inefficiency.
  - Examples:
    - Drug Control Adm. & Pharmaceutical Ind.
    - School Edu. & Agrl. Dev.
Caution about Experts in Govt Ser.
[Educators, Lawyers, Doctors, Engineers, Accountants, &c]

- Great desire for complete indep. in the service of the soc.
- Exactly know people's need > than the people themselves.
- Know how to render the service.
- Utterly oblivious of all other needs.
- Any restraint is limitation of their freedom.
- Any criticism springs from 'ignorance & jealousy'.
- Budget ↑ for him=public interest, for others='a sheer waste'.
- His efforts to expand are 'public education' & 'civic org.',
- Similar efforts by others are 'propaganda' and 'politics'.
- Tend to assume automatic extension of their professional competence to other areas such as adm. & management.

Moral: Common man is a better judge.

Organizational Perspectives-1

- **Top down**
  - Central management
  - System of sub divisions under the Chief Executive
  - Span of control limitations apply
  - Caution: Keep the service goal in mind.

- **Bottom up**
  - Service delivery
  - System of aggregates of units reporting to the Chief Executive
  - Principles of homogeneity apply.

Caution: Make sure of org. coordination.

In practice reconcile both perspectives.
Organizational Perspectives-2

- **Purpose driven (Vertical):**
  - Dept. is org. to perform an imp. ser.
  - Fully equipped with all ancillary & support ser. required by it.
    - Core management
    - Specific personnel.
    - Sup per. common to other depts.
    - Eg: Irrigation Projects.
  - **Advantages:**
    - Autonomy & easier coordn.
    - Timely service delivery
    - Clear authrty & responsibility
  - **Disadvantages:**
    - Suboptimal utilizn of support infra.
    - Continuing educ & prof. dev. of support per. may be neglected.
    - Limited career dev. for supp. per.

- **Process driven (Horizontal):**
  - Support ser. org. as one dept.
  - Supports all purpose driven depts.
  - Eg. PWD(R&B) for building maint.
  - **Advantage:**
    - Uniform professional guidelines for support personnel.
  - Continuing educ. & professional dev. of support personnel.
  - Optimal utilization of support infrastructure.
  - Economies of scale.
  - **Disadvantages:**
    - Dependency & difficult coordn.
    - Delayed or poor quality of service.
    - Diffused authority & responsibility.

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**Purpose Perspective in Gullick's Illustration of Purpose & Process Subdivisions in Organization**

CPage76
Black: Purpose depts.
Red: Process depts.
Client Oriented Organization

- **Examples:**
  - The Welfare Departments
    - Social Welfare
    - Backward Classes Welfare
    - Etc.

- **Disadvantages:**
  - Focussed political lobbying, tending to isolate the department from state wide policy.
Unified command & coordination of several purpose or process driven and client focused units in a territorial entity.

Inevitable for large & dispersed areas. Eg. Districts in India.

Social, political & historical considerations. Eg. Yanam (Pondicherry), Gorkhaland Territorial Admn. (West Bengal).

Community development and local self govt. Eg. Mandal Development Parishads.

Advantages: Accessibility, Context specific & need based service, community participation, accessibility.

Requires: Highly competence & status of Territorial heads.

Requires: Substantive delegation of adm & fin. powers.

Disadvantages: Local political pressures & interference, deviations from org. policy, boundary problems.

Geographical Perspectives for Organization

District Level Integration of Govt. Departments in AP

Secy / Prl. Secy / Spl. Chief Secy to Govt → CCLA

Chief Engineer Minor Irrigation.

Commissioner & Director Agriculture.

Commissioner Panchayats.

Suptd. Engineer

JD Agriculture

District Panchayat Officer

District Collector.

Revenue Divisional Officers

Note: An adaptation of Gullick's diagram at page-36 (CPage95)
Now Ponder....

What's the One Best Way to Organize?

Best way to Organize...
- An organization is a dynamic entity.
- Activities have periods of;
  - Development, Vigorous & stable activity,
  - And in some cases, of decline.
- A principle of organization appropriate at one stage may not be appropriate at all during a succeeding stage.
- In any govt. various parts of its work will always stand at different stages of their life cycle.
- Hence, usually not possible to neatly organized departments for all activities.
- Time is an essential element in organization.
The best way to organize...

Combination of Perspectives!

Questions?

& Comments