

SPAN OF MANAGEMENT

The term *Span of Management* is also known as *Span of Control* or *Span of Authority* or *Span of Supervision*. Simply stated Span of Management means the number of subordinates that a manager can effectively manage. This concept implies that the number of subordinates directly reporting to a superior should be limited so as to make supervision and control effective, because executives have limited time and ability. It is an accepted proposition that the larger the number of subordinates reporting directly to a manager, the more difficult it will be for him to supervise and coordinate their activities effectively.

- 1. The Capacity and Ability of the Superior:** The personal abilities and influence of the superior (manager) play an important role in determining the number of subordinates that can be effectively supervised by him. If the superior possesses qualities of leadership, decision-making ability, communication skill, motivating strength and time management expertise, in greater degree, that the span of control may be wider. In other words, if the superior (executive) can

comprehend problems quickly, can get along well with people and can command loyalty and respect from the subordinates, then he can supervise a large number of subordinates effectively.

2. The Capacity and Skill of Subordinate : In case the subordinates are competent, well trained, experienced and have good judgement, initiative and a sense of obligation, then they seek less guidance from their superior and therefore the superior manager will be in a position to supervise a large number of subordinates. On the other hand, if the manager has no confidence in the capacity and caliber of his subordinates, then the span will be restricted to be narrow.'

3. **Nature and Importance of Work Supervised:** If the work is simple and repetitive, the span of management may be wider, because it does not require much attention and time on the part of the superior. On the other hand where the subordinate's job is complex requiring close supervision by the superior, then the number of persons under him should be narrow or small. Such characteristics generally indicate whether jobs are easy or complicated, dissimilarity of jobs assigned the number of new problems that may be encountered, the need for frequent consultations and communication, the physical dispersal of jobs, geographically location of members, nature of decision making by the subordinates and so on.
4. **Clarity of Plans and Responsibility :** If the plans and policies are clear and easily understandable and if the functions and responsibilities are laid down in as definite terms as possible, the the task of supervision is easier and the span of management can be wider because the subordinates need not go to superior frequently for orders, instructions and guidance.
5. **Degree of Decentralization :** If there is proper delegation and decentralization of authority, then the superior can successfully supervise a large number of subordinates, because in that case he has not to take any decisions himself and merely provides encouragement and occasional direction. In case of centralization of authority, the span will be narrow.
6. **Staff Assistants :** When staff assistants (experts) are employed to advise and serve the superiors and the subordinates, then contract between the superior and the subordinates may be reduced and the span be broadened.

CLASSIFICATION OF ORGANIZATIONS

Organizations are basically clasified on the basis of relationships. There are two types of organizations formed on the basis of relationships in an organization

1. **Formal Organization** - This is one which refers to a structure of well defined jobs each bearing a measure of authority and responsibility. It is a conscious determination by which people accomplish goals by adhering to the norms laid down by the structure. This kind of

organization is an arbitrary set up in which each person is responsible for his performance. Formal organization has a formal set up to achieve pre-determined goals.

- 2. Informal Organization** - It refers to a network of personal and social relationships which spontaneously originates within the formal set up. Informal organizations develop relationships which are built on likes, dislikes, feelings and emotions. Therefore, the network of social groups based on friendships can be called as informal organizations. There is no conscious effort made to have informal organization. It emerges from the formal organization and it is not based on any rules and regulations as in case of formal organization.