

# PRINCIPLES OF ORGANISATION:

HIERARCHY

SPAN OF CONTROL

UNITY OF COMMAND

# MEANING OF HIERARCHY

- To HENRY FAYOL, “the hierarchy is the series of officials which runs in order of rank from the supreme authority to the lowest employees. The hierarchy channel is the road which all communications leaving or addressed to the supreme authority follow in passing through all the ranks of the hierarchy. The need for this channel arises both from the need for safe transmission and from unity of command. “

# PURPOSES OF HIERARCHY

- ACHIEVING OBJECTIVES
- FIXING AUTHORITY AND RESPONSIBILITY
- COMMUNICATION
- COORDINATION
- CONTROL
- PERSONNEL MANAGEMENT

# LIMITATIONS

- DELAYS
- RIGIDITY
- COMPEX
- EXPENSIVE
- COMMUNICATION BARRIERS

# SPAN OF CONTROL

## MEANING

- Dimock says, “The span of control is the number and range of direct, habitual, communication contacts between the chief executive of an enterprise and his principal fellow-officers.”
- L. Urwick states, “ the ideal number of subordinates for all superior authorities .....to be four: and.....at the lowest level of organisation, where what is delegated, is responsibility for the performance of specific tasks and not for the supervision of others, the number may be eight or twelve.”
- V.A. Graicunas views, “hold four to six relationships within his span of attention.”

# FACTORS OF SPAN OF CONTROL

## A) SUPERIOR RELATED FACTORS

- Ability and Competence
- Supervisory style
- Delegation of authority
- Complex supervisory situation

## B) SUBORDINATE RELATED FACTORS

- Time and Energy
- Required Contact
- Training and Education
- Staff Assistants
- Personal Adaptability
- Motivation and Commitment

# C)ORGANISATIONAL FACTORS

- Nature of Functions
- Organisational Dynamics
- Planning and Mechanization
- Communication Techniques
- Performance Evaluation
- Rate of Change
- Geographical Location



# UNITY OF COMMAND

- **MEANING:** The principle of unity of command means “the more completely an individual has a reporting relationship to a single superior, the less the problem of conflict in instructions and the greater the feeling responsibility for results.”

# ADVANTAGES

- Absence of conflicts
- Effective supervision
- Fixed Responsibility
- Stability
- Unified Structure

# Critical Analysis

- It is an illusion. F.W. Taylor
- Prevents Specialists views. Simon

# AUTHORITY AND RESPONSIBILITY

- Meaning of authority: Henry Fayol states, “Authority is the right to give orders and power to exact influence.”
- Simon has defined authority “as the relationship between two individuals; one superior and the other subordinate.”

# TYPES OF AUTHORITY (Max Weber)

- Traditional Authority
- Charismatic Authority
- Legal-Rational Authority
- OTHER TYPES OF AUTHORITY
- Informal Authority
- Line Authority
- Staff Authority
- Functional Authority

# THEORIES OF AUTHORITY

- Positional Authority Theory
- Acceptance Theory
- Competence Theory

# RESPONSIBILITY

- According to G.R.Terry, “Responsibility is the obligation of a person to achieve the desired results mutually determined by means of participation by his superiors and himself.”

## TYPES

- Operating Responsibility
- Ultimate Responsibility