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Span of control in principles of management

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This article has a unclear quote style. The references used can be rendered clearer with a quotation and quotation style of different or consistent page. (May 2020) (find out how and when to remove this message model) Control flow rate, also called Span of Management, is the term used in business management, particularly in human resource management. The term refers to the number of subordinates or direct relationships which is responsible for the supervisory authority. Overview in poor terms, for control field means the manageable number of subordinates of a superior. Biggest is the number of subordinates that a manager checks, broader is its control flow rate. In a hierarchical business organization of some time ago [when?] It was not rare to see average intervals from 1 to 4 or even less, ie a manager controlled on average four employees. Over the years à € ¸ 80 business leaders have flattened many organizational structures causing medium spells to move closer than 1-A-10. This was especially possible thanks to the development of inexpensive information technologies. As the information technology was developed able to facilitate many tasks of intermediate panels, tasks such as collection, manipulation and presentation of operational information, the upper paintings discovered that they can take on fewer intermediate paintings to carry out more work managing more subordinates paying less money. The current transition to self-relevant inter-functional groups and other forms of non-hierarchical structures have reduced the importance of the concept of control scope. The theories on the optimal amplitude of the control date back to V.A. Graicunas. In 1933 he used his hypotheses on the mental ability and attention width to develop a series of practical Euristics. Lyndall Urwick (1956) developed a theory based on geographical dispersion and need face-to-face meetings. Despite the numerous attempts made since then, no convincing theories have been presented. This is because the optimal amplitude of the control depends on numerous variables, including the organizational structure, the available technology, the functions carried out and the competences of the manager and staff. Elliott Jaques [1] proposes an alternative vision that a manager can have up to many immediate subordinates that he can know personally, in the sense that he can evaluate the personal efficacy. Factors that influence the control sphere These are the factors that influence the control sphere: geographical dispersion, if the branches of a business are widely dispersed, then the manager will have difficulty monitoring each of them, as such the sphere of Check will be smaller. Employee capacity: if employees are highly qualified, they need poor supervision and can be left alone, ad Those of the Y-Theory type, you don't need to check carefully because they are motivated and take the initiative to work; in this way, the field of control can be wider. Ability of managers, an experienced manager with a good knowledge of tasks, a good knowledge of workers and good relations with workers, workers, Added value of the manager: a manager who adds value through the training and development of new skills in workers will need a more restricted control scope than a manager who focuses exclusively on performance management (this is the opposite of the ability of previous point workers). It can be broader, as the manager can only supervise at the same time. Volume of other tasks: if the manager has other responsibilities, such as the composition of committees, participation in other projects, the connection with interested parties, the number of direct relationships will have to be reduced. Control can be reduced. Rationalization, efficacy and efficiency of business processes can reduce the scope of control. Theoretical considerations The first to develop a more general theory of management was Henry Fayol, who had gained an empirical experience during his general manager of a carboxyering company, the Commentary-Fourchambault Company. He was the first to add a managerial perspective to the problem of organizational governance. The logic underlying the definition of a rigid hierarchy of communication channels lies in the need for vertical integration of the activities, imposed by the control and information needs of the management. However, the operation of the control over the activities carried out by the subordinates and the monitoring of their communication would imply an overload of information to the nodes at the upper levels of the hierarchy, since all communications to other branches of the organizational structure would be routed through them. Furthermore, a greater number of subordinates requires supervisory authorities to monitor a high number of interactions below their level; The overload of information and the flow rate of the control are in a positive correlation. Graicunas (Gulick and Urwick, 1937) has distinguished three types of interactions - direct individual relations, cross-related relationships and direct group reports à € à € "each of which contributes to the total amount of interactions within the internal organization. According to Graicunas, the number of possible interactions can be calculated as follows. Both N the number of subordinates referring to a supervisor. Then, the number of single-type direct relationships that the supervisor could possibly start is

n
{\displaystyle n.}

 The number of interactions between subordinates (cross relations) that must monitor is

N
(
n
À
€
à
€
1
)

{\displayStyle N(N-1)}

 and the number of group direct relationships is

N
(
2
N
/
2
À
€
à
€
1
)

{\displayStyle N(2^{N}/2-1)}

 The sum of these three types of interactions is the number of potential relationships of a supervisor or better. Grain With these formulas each additional subordinate significantly increases the number of potential interactions. It seems natural that no organization can afford to maintain a control structure of a size necessary for the implementation of a scalar chain below the unit of the command condition. Therefore, other mechanisms had to be found to address the dilemma of maintaining managerial control, keeping cost and time at a reasonable level, thus making the arc of control a critical figure for the organization. As a result, for a long time, the search for the optimal opportunity of control has been a major challenge for the design of the organization. As MACKENZIE (1978, P 121) describes it: *à ¸* – It could be argued that with larger spans, supervision costs tend to be reduced, because a small percentage of the organization's members are supervisors. On the other hand, if the control span is too large, the supervisor may not have the ability to effectively supervise such a large number of immediate subordinates. Therefore, there is a possible trade-off to be made in an attempt to balance these possibly opposite trends. Fayol proposed that subordinates should be allowed to communicate directly with each other, as their superiors had agreed to do so. This principle became known as "Fayol Bridge." The use of the Fayol Bridge has resulted in a number of other aspects that need to be taken into account. To make this system work, the functional Taylor generation must be abandoned and a control unit must be established. At the same time, decision-making power is distributed to individuals at lower levels in the organization, and only decisions that go beyond the default decision-making scope of an employee are reported upwards. This, in turn, reinforces the coaquancy of authority and responsibility. Since a Fayol bridge is not limited to a certain functional area within the organization, but can extend over functional boundaries, e.g. from purchase to production, it can be considered a first attempt to create an integration or horizontal of related activities according to some level of self-management, an early business process. Mackenzie and others (Massie 1965, Pugh et al., 1972) have also noted that there is no generally applicable optimal control duration. Instead, there are several factors that influence the balance between the desired level of control and the manageability of the organization. First, it depends on the functionalities of organizational members, managers and workers. It was assumed that no manager would be able to supervise more than 5-6 direct subordinates. However, this conclusion is based on the assumption that the supervisor must actively monitor the work of the supervisor. the subordinates. Subsequently, this statement was diversified when Davis (1951) divided management work into two categories, one requires attention to physical work, the other requiring mental activity. Depending on the type ofa 3-8 arc subordinated for managers at higher levels was considered appropriate, while the supervisory authorities at first level, i.e. those supervision of the workshop staff could have up to 30 subordinates. Neoclassical theorists have developed a different solution. It is assumed that a considerable amount of decisions could be delegated to members of the organization at lower organizational levels. This solution would be equivalent to the application of the Fayol Bridge combined with the principle of dependent initiative that it proposed. As a result, the need for control would be reduced by direct control of exception management. According to this hypothesis, they considered the possibility of having access to a supervisory manager would be sufficient to meet the need for control in standard situations. Peter Drucker [2] refers to this principle as the arc of management responsibility. See also the combinatorial explosion in the frequency of communication Interaction Network theory scientific management Social network sociotics References ~ Jaques 1998. Drucker 1954. Wikiquote Literature has quotes about: Davis Control Span, R.C. (1951), The foundations of the top management, Harper, New York Entwisle, Doris R .; Walton, John (1961), "Osservations on the control lap," Three-month administrative sciences. JSTOR. 5 (4): 522. doi: 10.2307 / 2.390.619. ISSNÀ 0001-8392. JSTORÀ 2390619. Drucker, Peter (1954). Management practice. New York: Perenne Library. ISBNÀ 978-0-06-200544-1. OCLC 650894147. Gulick, Luther Halsey; Urwick, L., ed. (1937). "Papers on administration science." Internet archive. 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