



SNS COLLEGE OF TECHNOLOGY



Coimbatore-35

An Autonomous Institution

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Approved by AICTE, New Delhi & Affiliated to Anna University, Chennai

DEPARTMENT OF MCA

19CAT607 – PRINCIPLES OF MANAGEMENT

I YEAR II SEM

UNIT 3 – ORGANISATION

TOPIC 3 – Manuals & Span of management



Organisation Manuals



A Organisation manual can be a useful instrument of management which more than justifies the amount of work and money involved in its compilation. Where a good manual is in use, each person can determine the responsibilities of his job and its proper relationship with other jobs in the organisation.

Good organisation manual has the following contents.

- 1.Nature of the enterprise
- 2.Objectives of the enterprise
- 3.Policies of the management
- 4.Job Descriptions
- 5.Duties and responsibilities of various personnel
- 6.Instructions relating to the performance of standard as well as non-standard jobs.





Types of Manuals



1. Policy Manuals: It describes the overall limitations within which activities are to take place and thus reveals the broad courses of managerial action likely to take place under certain conditions.



2. Operations Manual: It is prepared to inform the employees of established methods, procedures and standards of doing the various kinds of work.



3. Organisation Manual: It explains the organisation, the duties and responsibilities of various departments, and their respective sub-divisions. Promotional charts may be included in the organisation manual which will show possible promotional lines throughout the entire organisation.





4. **Departmental Practice Manual:** It deals in detail with the internal policies, organisation and procedures of one department.
5. **Rules and Regulations Manual:** It gives information about the operating rules and employment regulations. It is a handbook of employment rules.

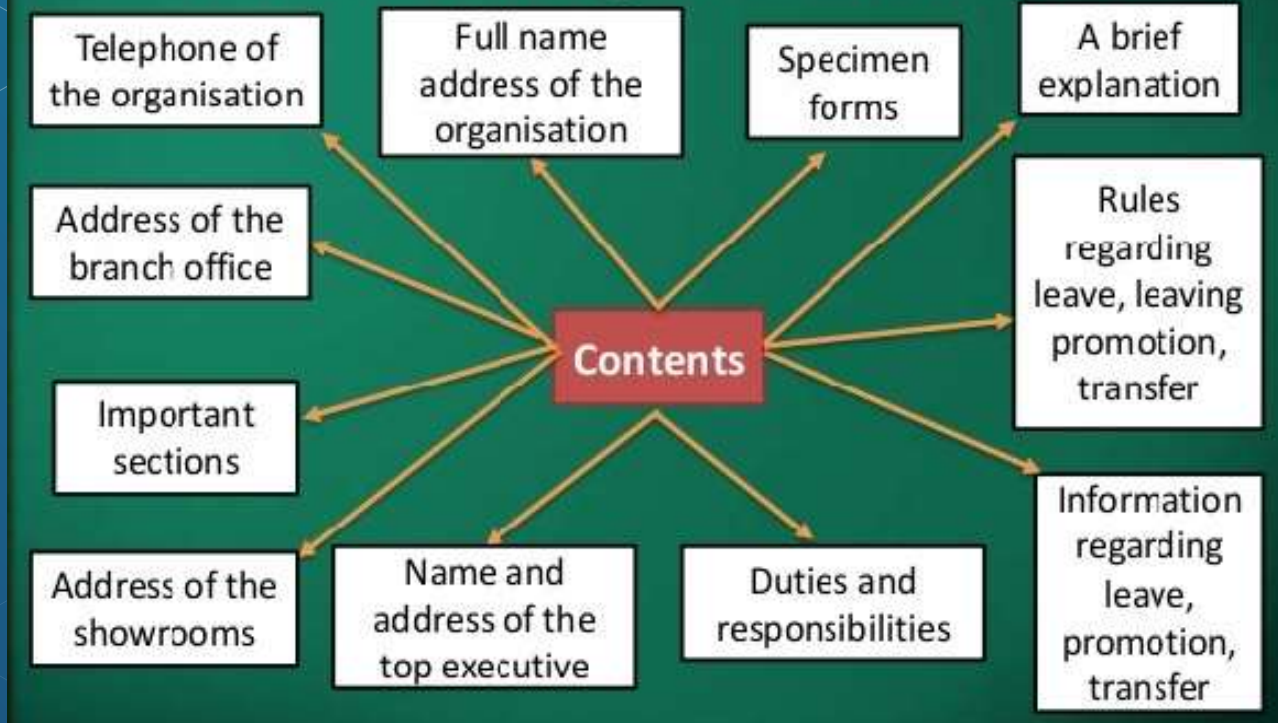


Before SOP





Contents of organisation manual





Advantage of organisation manual

- 1.It contains in writing all-important decisions relating to internal organisation of the enterprise.
- 2.It avoids conflicts and overlapping of authority.
- 3.It enables new employees to know the various procedure and practice in the shortest possible time.
- 4.It enables quick decisions.
- 5.It contains rules and regulations which employees must follow.



Disadvantages of organisation manual



- 1.The preparation of manual is costly and time consuming and process.
- 2.Manuals leave little scope of individual's initiative and direction.
- 3.Manuals bring rigidity to the organisation.
- 4.Manuals may put on record those relationships which no one would like to see exposed.



ASSESSMENT -I



1. Identify the correct sequence of steps to be followed in an organising process.
 - a) Departmentalisation, Establishing reporting relationships, Assignment of duties,
Identification and division of work
 - b) Identification and division of work, Departmentalisation, Assignment of duties, Establishing reporting relationships
 - c) Identification and division of work, Assignment of duties, Departmentalisation, Establishing reporting relationships
 - d) Identification and division of work, Establishing reporting relationships, Departmentalisation, Assignment of duties
2. Authority arises from
 - (a) Responsibility
 - (b) Formal position
 - (c) Accountability
 - (d) All of the above

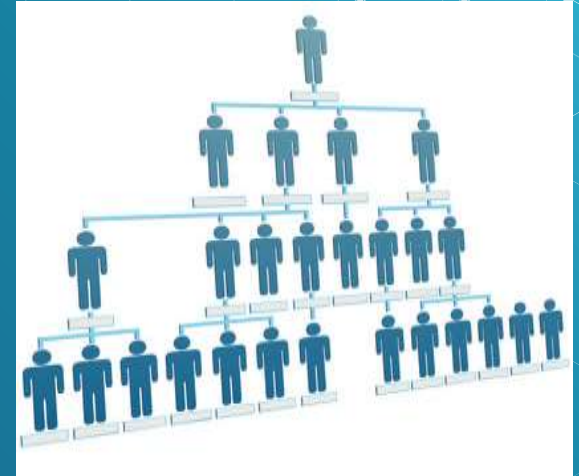


SPAN OF MANAGEMENT

After Departmentalization and Division of Labour, the third main consideration of any organizing effort is **Span of Management** – the no. of individuals a manger supervises

Span of management is also called the span of control, span of authority, span of supervision and span of responsibility.

The central concern of span of management is to determine how many individuals a manager can supervise effectively.





DESIGNING SPAN OF MANAGEMENT : A CONTINGENCY VIEWPOINT

As reported by Harold Koontz, several important situational factors influence the appropriateness of the size of an individual's span of management:

- **SIMILARITY OF FUNCTIONS:**

The degree to which activities performed by supervised individuals are similar or dissimilar. As the similarity of the subordinates activity increases, the span of management increases and vice versa.

- **GEOGRAPHIC CONTINUITY:**

The degree to which subordinates are physically separated. In general, the closer subordinates are physically, the more of them managers can supervise effectively.



- **COMPLEXITY OF FUNCTIONS:**

The degree to which worker's activities are difficult and involved. The more difficult and involved the activities are, the more difficult it is to manage a large no. of individuals effectively.

- **COORDINATION :**

The amount of time managers must spend synchronizing the activities of their subordinates with the activities of other workers. The greater the amount of time must be spent on such coordination, the smaller the span of management can be.

- **PLANNING:**

The amount of time managers must spend developing management system objectives and plans and integrating them with the activities of their subordinates. The more time managers must spend on planning activities, the fewer individuals they can manage effectively.



GRAICUNAS and SPAN OF MANAGEMENT:



V.A.Graicunas developed a formula for determining the no. of possible relationships between a manager and subordinates when the no. of subordinates is known.

Graicunas's Formula is as follows:

$$C = n a (2^n)/2 + n - 1 b$$

C is the total no. of possible relationships between manager and subordinates, and n is the known no. of subordinates.

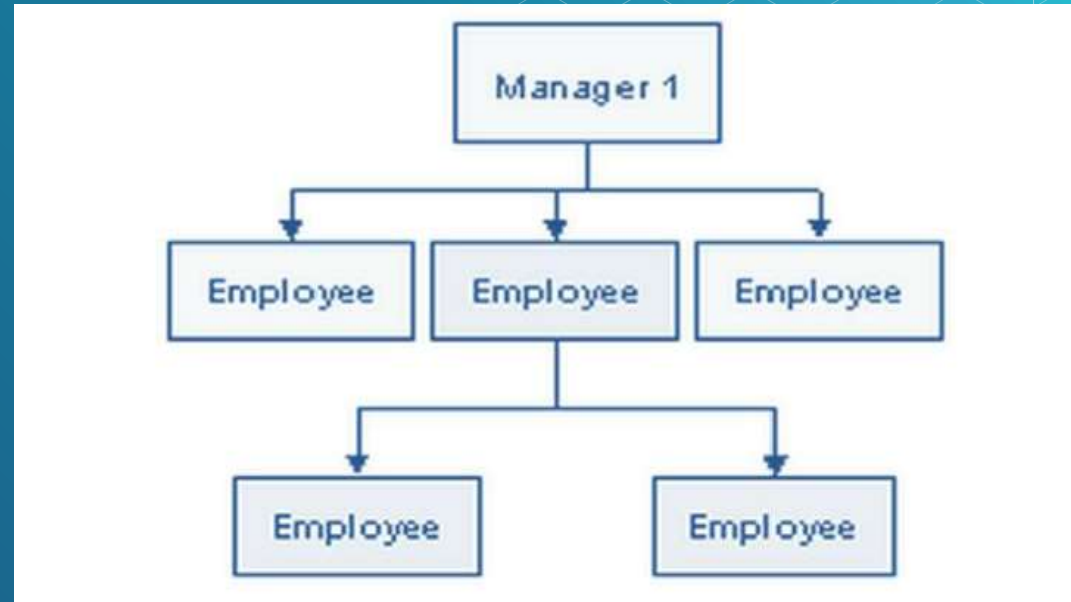
As the no. of subordinates increases, arithmetically, the no. of possible relationships between the manager and those subordinates increases geometrically.



SPAN OF CONTROL IS OF TWO TYPES

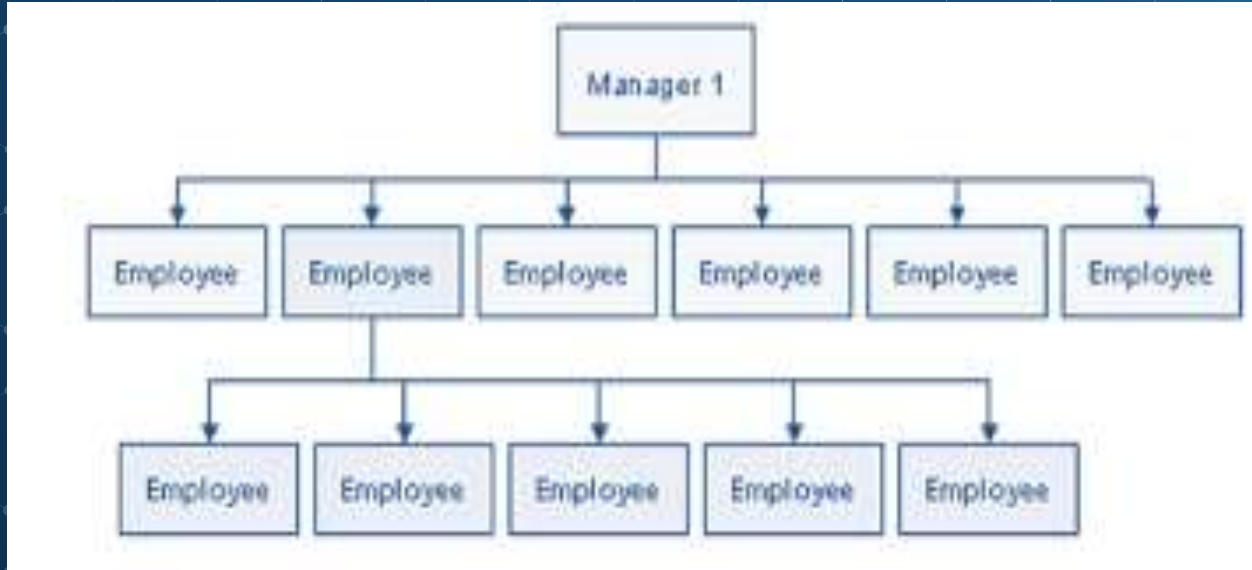
Narrow span of control:

Narrow Span of control means a single manager or supervisor oversees few subordinates. This gives rise to a tall organizational structure.





- **Wide span of control:** Wide span of control means a single manager or supervisor oversees a large number of subordinates.





ASSESSMENT - II

1. It refers to the number of subordinates that can be effectively managed by a superior,
 - (a) Organisational structure
 - (b) Informal organisation
 - (c) Span of management
 - (d) None of the above
2. Uranus Limited is a company dealing in metal products. The work is mainly divided into functions including production, purchase, marketing, accounts and personnel. Identify the type of organisational structure followed by the organisation.
 - (a) Functional structure
 - (b) Relational structure
 - (c) Divisional structure
 - (d) None of the above



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