



SNS COLLEGE OF TECHNOLOGY

Coimbatore-35

An Autonomous Institution



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DEPARTMENT OF MCA

23CAT604– PRINCIPLES OF MANAGEMENT

I YEAR I SEM

UNIT 3 – ORGANISATION

TOPIC 3 – Span & Relationship between Authority



FACTORS AFFECTING SPAN OF MANAGEMENT



- Competence of managers
- Nature of work
- Assistance to managers
- Competence of subordinates
- Plans and policies
- Organisational level
- Authority-responsibility structure
- System of control
- Financial factors





AUTHORITY RELATIONSHIPS



Authority, according to Fayol, is the principle that managers have the right to give orders with the expectation of obedience.

- Authority is something that is granted to people. Authority can be demanded, taken or usurped, but in order for it to really work for the betterment , it is usually granted.





TYPES OF AUTHORITY RELATIONSHIPS



- Line authority
- Staff authority
- Functional authority





LINE AUTHORITY

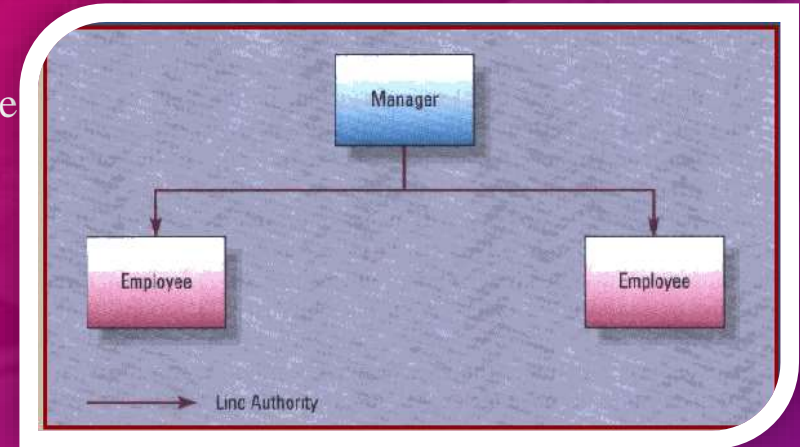
Line refers to those positions & elements of the organisation , which have the responsibility & authority & are accountable for accomplishment of primary objectives

- Line authority gives a supervisor a line of authority over a subordinate
- Scalar principle in organization

Example :

Production manager

Marketing manager





ASSESSMENT-I



1. Authority granted to an employee should be
 - (a) More than the responsibility entrusted to him
 - (b) Less than the responsibility entrusted to him
 - (c) Equal to the responsibility entrusted to him
 - (d) All of the above

2. ___ is the duty for job performance.
 - (a) Authority
 - (b) Responsibility
 - (c) Accountability
 - (d) Both(a) and(c)





STAFF AUTHORITY



Staff refer to those elements which have responsibility & authority for providing advice & service to line in attainment of objectives.

The nature of staff relationship is advisory

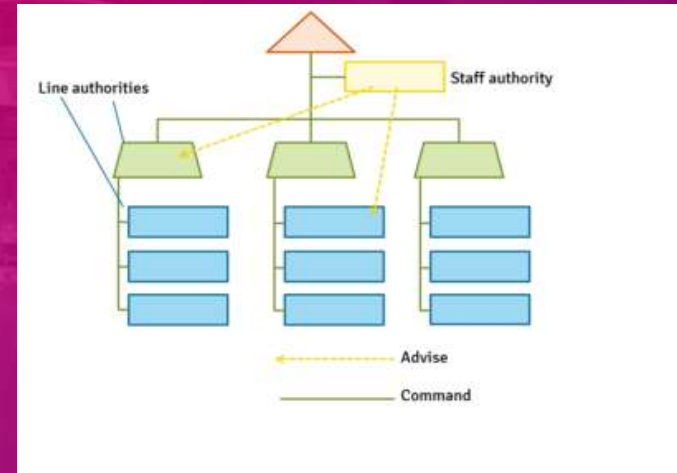
Staff elements facilitate the decision process by bringing in expert & specialised knowledge

Example :

Industrial engineer

Market research manager

Internal auditor





TYPES OF STAFF

Staff may be divided into the following three categories:

- Personal staff
- Specialized staff
- General staff

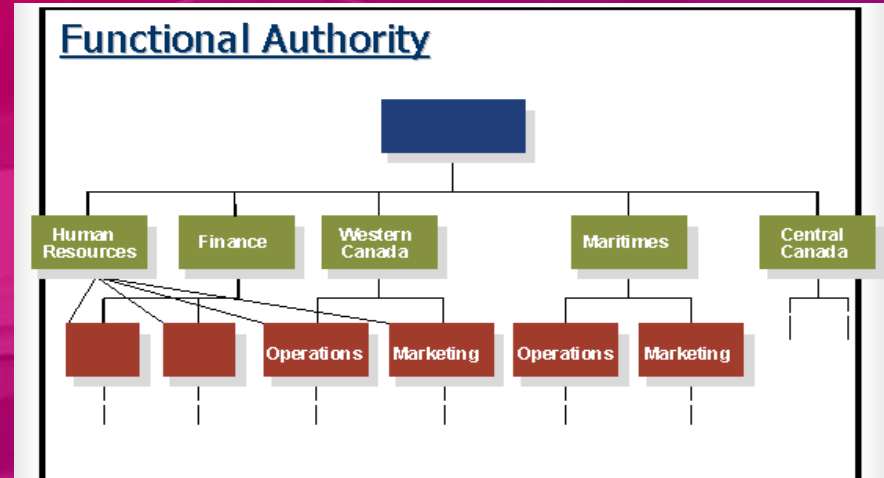




FUNCTIONAL AUTHORITY



It is the right delegated to an individual or a department to control specified processes, practices, policies or other matters relating to activities undertaken by persons in other departments





TYPES OF AUTHORITY

There are different types of authority:

- Positional authority
- Coercive authority (also referred as penalty authority) Expert authority
- Referent authority
- Reward authority





Authority in organisation



Line Authority:

- Line authority is the authority of a manager over his immediate subordinates.

Staff Authority:

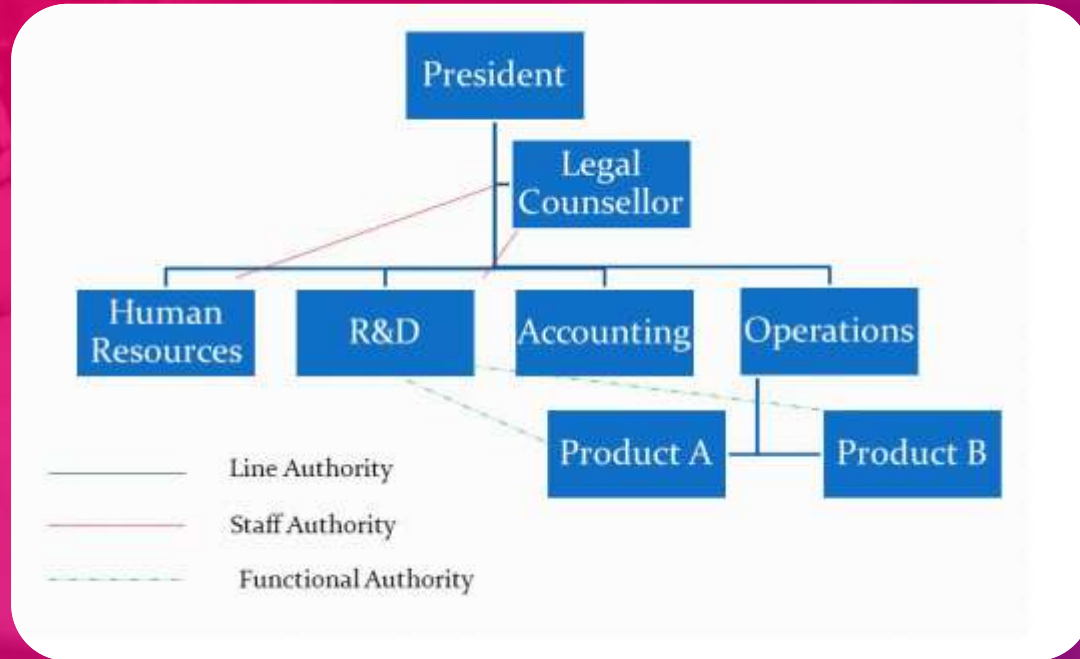
- When the work of line managers increases, staff officers are appointed to help them.

Functional Authority:

- Similar to line authority, but it is exercised over a person who is not the immediate subordinate of a manager.



Types of authority within the organisation





ASSESSMENT-II



1. Meaning of Authority is _____

- Subordinate to superior relationship
- Right to avoid taxes
- Right to command
- None of the above



2. For delegation to be effective it is essential that responsibility be accompanied by necessary

- Manpower
- Incentive
- Promotion
- Authority



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