

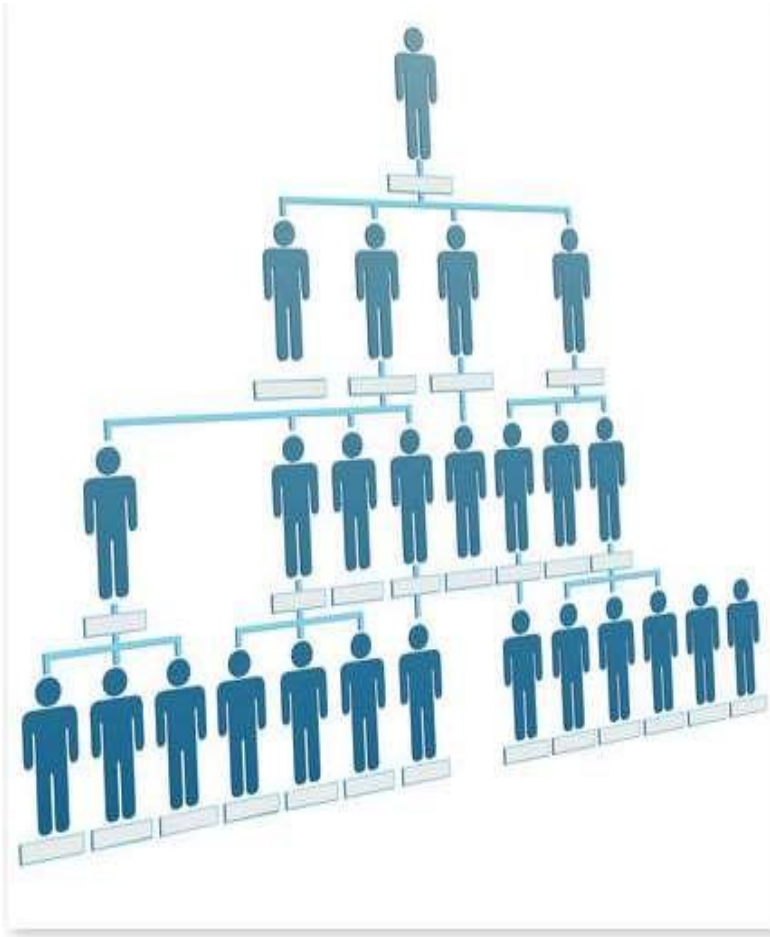


# Span of Control

**Presented By-**  
**Priya Sharma**  
**Assistant Professor**  
**Graduate School of Business**  
**Tula's Institute, Dehradun**

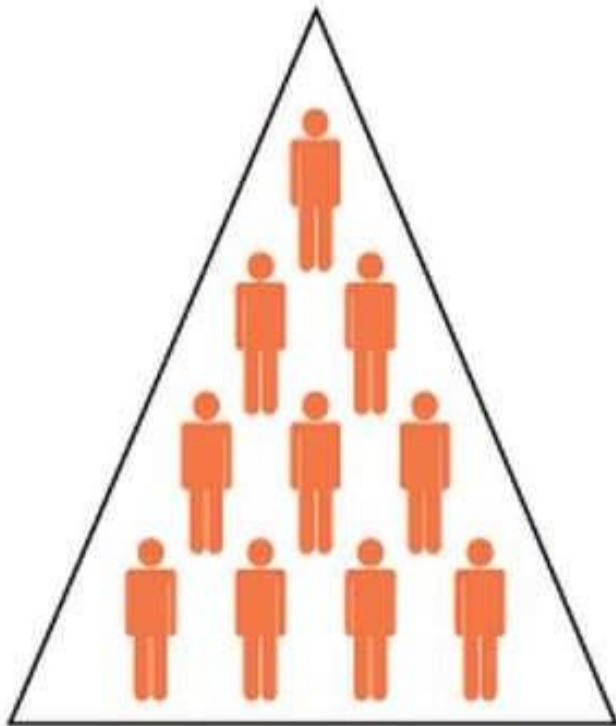
**The concept of span of control was developed in the United Kingdom in 1922 by Sir Ian Hamilton. It arose from the assumption that managers have finite amounts of time, energy, and attention to devote to their jobs. In studies of British military leaders, Hamilton found that they could not effectively control more than three to six people directly.**

# SPAN OF MANAGEMENT



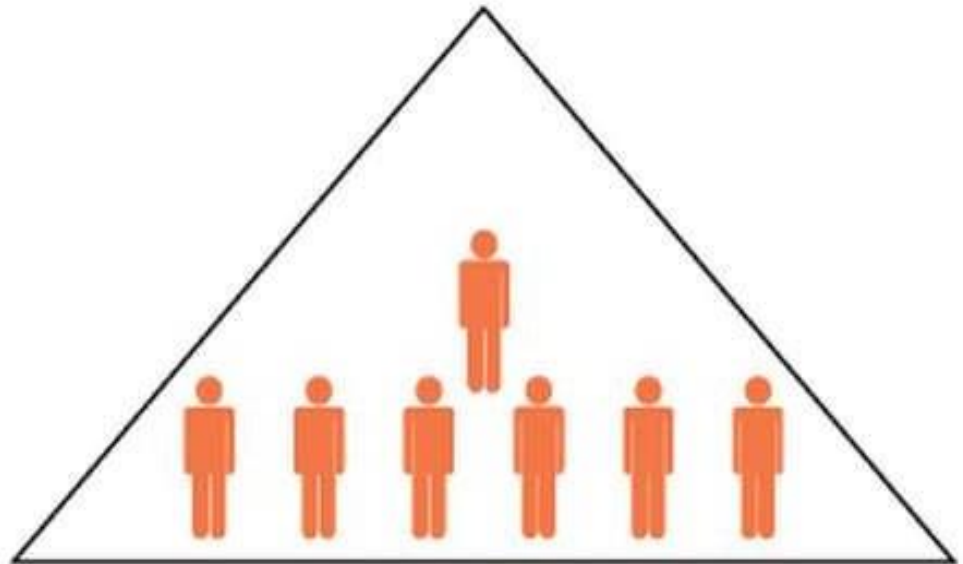
- ❖ It is also called as span of control or span of supervision.
- ❖ It refers to the number of employees that can be handled and controlled effectively by a single manager.

**Narrow span  
of control**



**Organisation A**

**wide span  
of control**



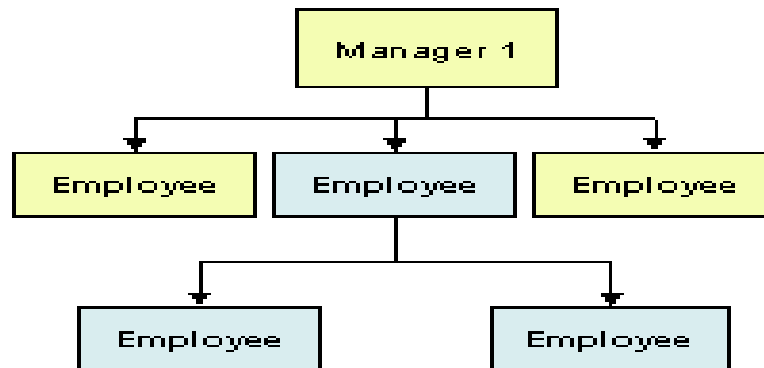
**Organisation B**

# TWO TYPES OF SPAN

## NARROW SPAN OF MANAGEMENT

- ❖ Tall organization.
- ❖ Manager oversees “few” subordinates.
- ❖ better communication.
- ❖ example : handicraft , ivory work , etc.

### Example of a Narrow Span of Control



Each employee holding a position of authority is responsible for at least two others — i.e. the span of control is at least 2

## **Advantages of a narrow span of control.**

- 1.The manager can supervisor each of his subordinates intimately.
- 2.The nature of work is usually complicated.
- 3.Effective communication between the subordinates and their manager.
- 4.More layers in the hierarchy of management.

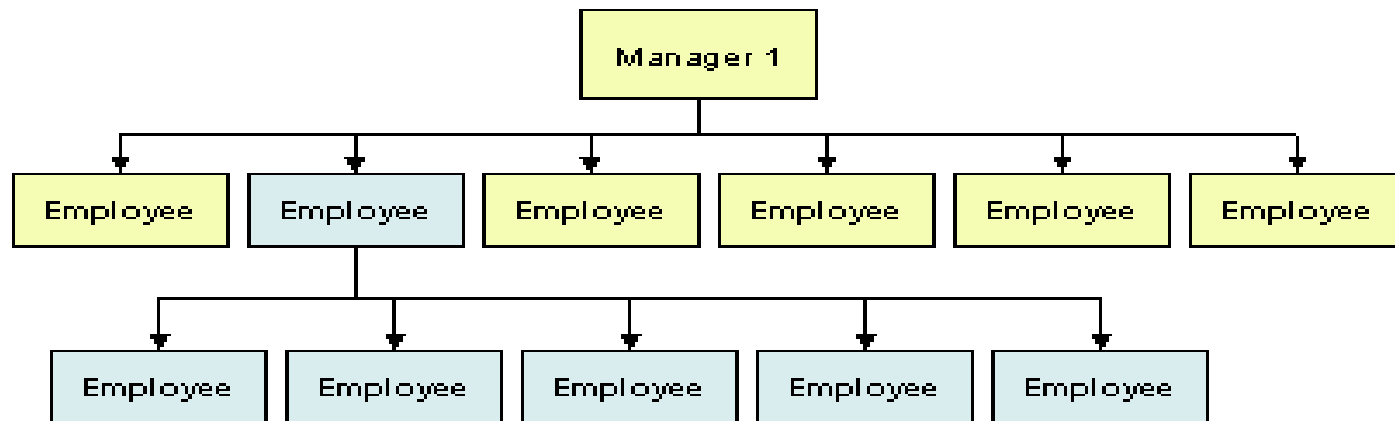
## **Disadvantages of a narrow span of control**

- 1.Too much control over employees might hamper their original talent and creativity.
- 2.Extended hierarchy of control results in a long time in decision-making.
- 3.Narrow span of controlling prevents cross-functional problem-solving.

# WIDE SPAN OF MANAGEMENT

- ❖ Flat organization .
- ❖ Manager oversees “large” number of subordinates.
- ❖ Less overhead cost of supervision .
- ❖ less personal contact
- ❖ example: repetitive jobs.

## Example of a Wide Span of Control



Each employee holding a position of authority is responsible for at least five others — i.e. the span of control is at least 5

## **Advantages of a wide span of control.**

1. In a wide span of control, subordinates are more independent.
2. Fewer layers in the hierarchy of management.
3. The nature of work is repetitive.
4. Less direct communication between subordinates and managers.

## **Disadvantages of a wide span of control.**

1. Ineffective management.
2. Increased workload on managers.
3. The roles of team members are not clearly defined.
4. Less communication between managers and subordinates reduces the control of the manager.



# THEORY OF GRAICUNA'S

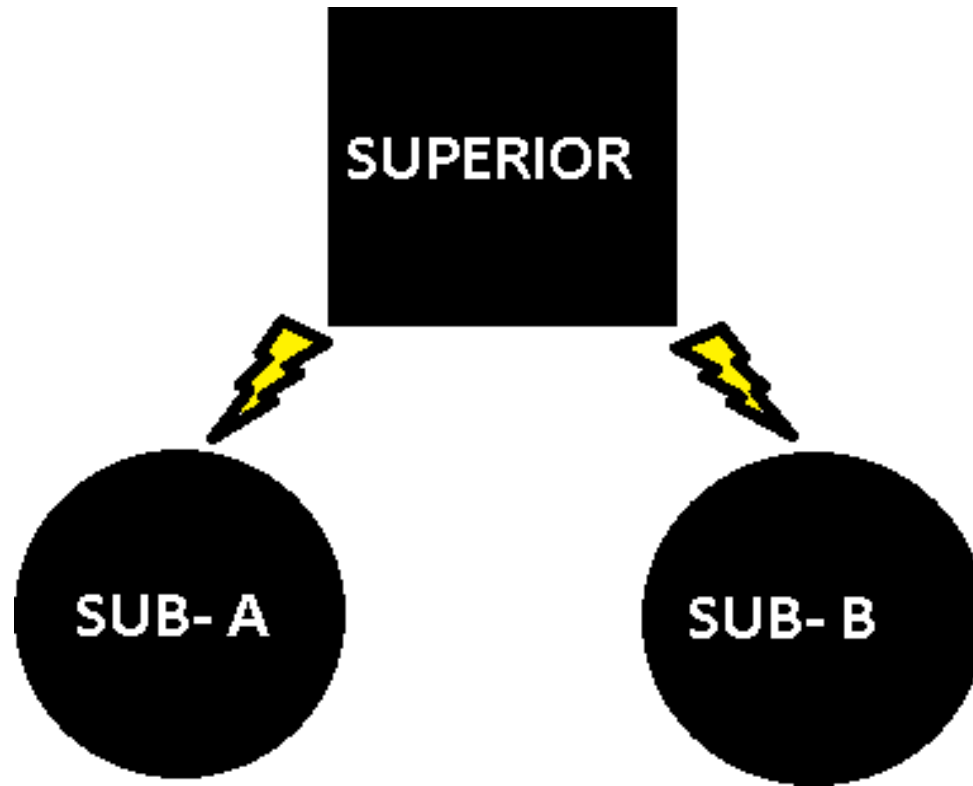


- ❖ He was a French management consultant.
- ❖ He followed a different path and distinguished three types of relationships between superior and subordinates.

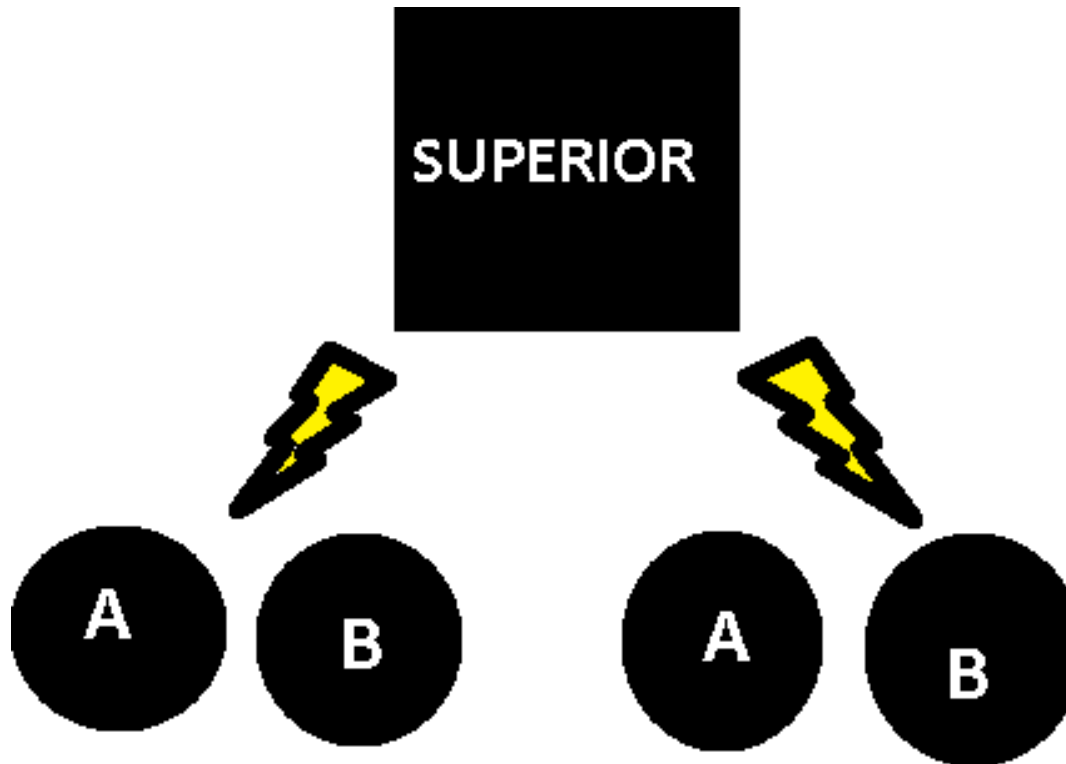
# THREE TYPES OF RELATIONSHIP

- ❖ **Direct relationship** (superior has direct link with subordinates).
- ❖ **Direct group relationship**(arises between manager and group of subordinates ).
- ❖ **Gross relationship** ( relationship among subordinates).

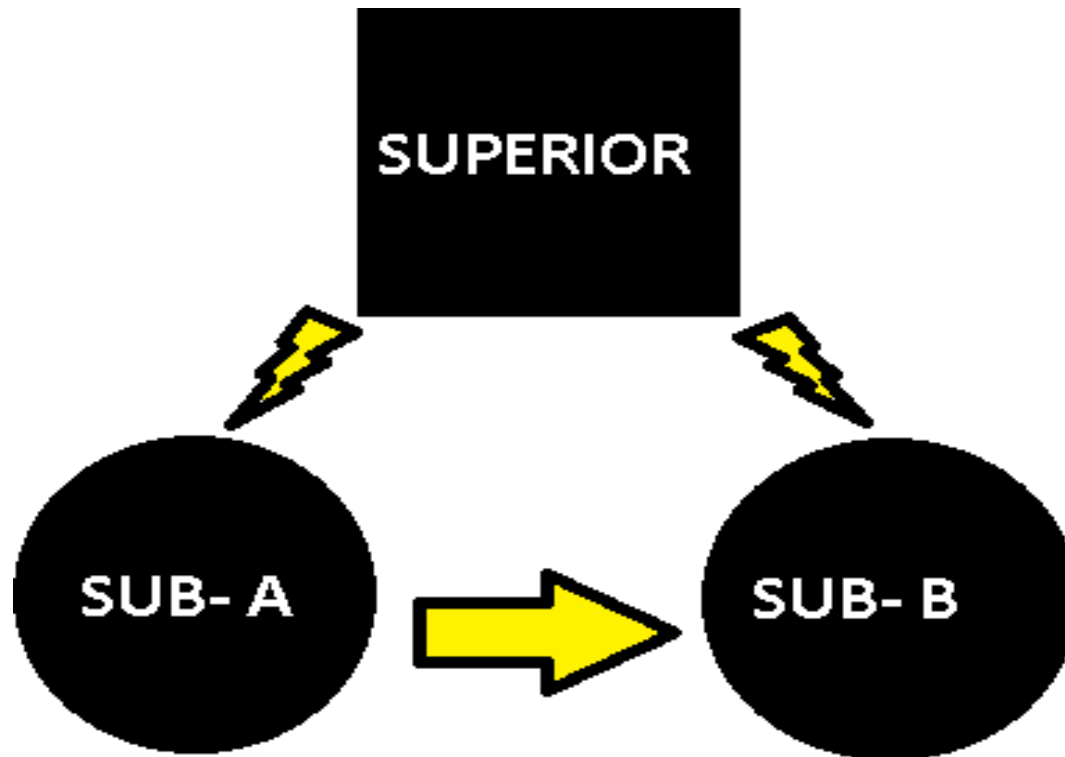
# DIRECT SINGLE RELATIONSHIP



# DIRECT GROUP RELATIONSHIP



# GROSS RELATIONSHIP



# **FACTORS DETERMINING SPAN OF MANAGEMENT**

- ❖ Nature of work**
- ❖ Type of technology**
- ❖ Ability of the manager**
- ❖ Ability of subordinates**
- ❖ Degree of decentralization**
- ❖ Quality of planning**
- ❖ Rate of change**
- ❖ Communication techniques**

# ***References***

**Principles of Management by- L.M. Prasad**

# THANK YOU

