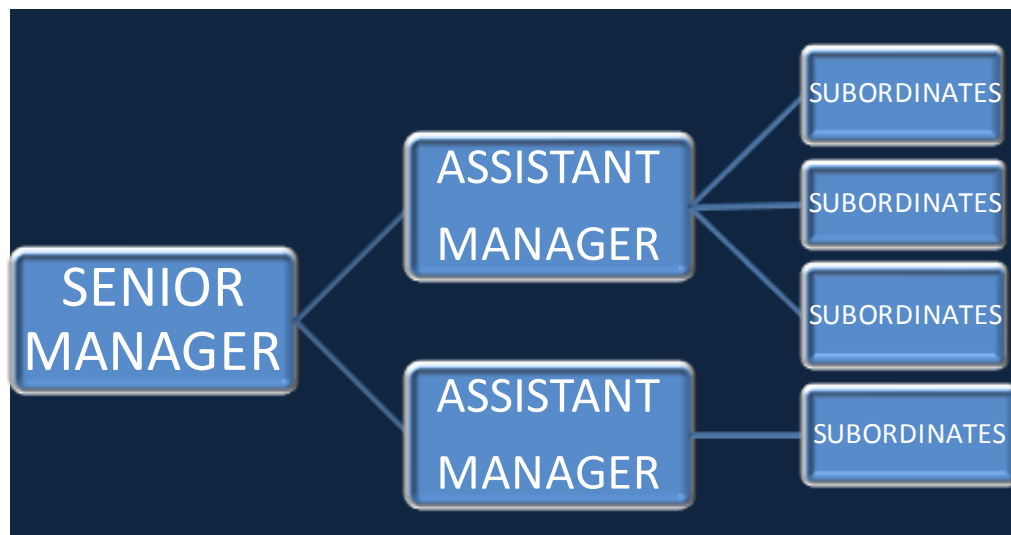


1. What do you mean by “Span of Control”? Elaborate the factors affecting Span of Control and how during this pandemic can a manager have effective span of control.

Span of Control

- ❖ Basic meaning of Span means we can say its duration between starting times and ending time and Control means someone control the subordinates so we can say it supervisory. So we can define the Span of Control as the number of subordinates or we can say the workforce that can be managed efficiently and effectively by supervisors or managers in an organization. Span of Control is also known as the span of the management. Span of Control should not be either too narrow or very wide.
- ❖ Suppose assume that there is one senior manager, who has the responsibility to supervise the Assistant manager and guide them. While Assistant manager guide their junior subordinates.
- ❖ Here Assistant manager is worked under the supervision of senior manager. And other employees are worked under the supervision of the assistant manager. Based on the timelines and depth in supervision it is decided that Span of control is wider or narrower.
- ❖ Following figure shows the decreasing span of control increases the number of levels.



- ❖ The availability of time with a supervisor with the subordinates reporting to him and based on that decides the Span of Control and its effectiveness.
- ❖ Smaller spans mean a larger number of managers with the added salaries and other costs they entail.

Factors affecting Span of Control

- **Nature of Work**

- This is the factor of the span and control. It is based on the nature of the work that is done by the experienced person or subordinates.
- If work is simple or repetitive and being done by the experienced worker the span of control will be wide.
- If it is quality oriented work then narrow span of control is required.

- **Ability of Manager**

- This Factor decides the Span of Control by the ability of the manager.
- If manager have very good experience and he is able to provide better suggestion to their subordinates then wider span of control is used.
- If Ability of Manager is less then it is called narrow span of control.

- **Staff Assistants**

- This factor decides the span of control by work of subordinates under the manager.
- If manager have the staff assistants, and all staff assistants can handle their routine work then manager may have wide span of control.

- **Efficiency of an Organization**

- This factor decides the span of control based on efficient work of the organization's employees.
- The organization that having the effective and efficient working system and that having the skilled employees then span of control is wider.

- **Ability of Subordinates**

- This factor decides the span of control based on the ability of the subordinates.
- Skilled, experienced and sincere workers hardly need much supervision and might even work without effective supervision hence provide for big span of control. Fresher or unskilled or semi-skilled workers need an in depth supervision and hence a narrow span of control.

- **Degree of Decentralization**

- This factor is deciding the span of control based on the type of company. It is not fixed that for decentralized company span of control is this and for centralized company span of control is this.
- If a corporation is centralized and decisions are to be taken at top the span of control are going to be different nature whereas during a decentralized organization span of control are going to be different.

- **Economic Consideration**

- Economic consideration also affects the choice of the span.
- Smaller spans mean a larger number of managers with the other costs they entail. But wide span also involve the extra costs. Hence an economic balance has to be required between the cost savings that results the and the extra costs that incur is form the wide span

- **Level of Management**

- Span of control is varies with the each level of the organization.
- There are basically four basic group-super manager, general manager, middle manager and supervisors.
- The maximum span of control of super manager, whose function involves only broad policy rather than the direct supervision. Here general manager and super manager are broadly connected with their subordinates so there is the narrow span of control

How during this pandemic can a manager have effective span of control.

- ❖ During this pandemic assign the particular number of subordinates to the manager
- ❖ Suppose there are total 100 employees in the organization and 5 managers and one director of an organization.
- ❖ Now to make the span of control efficient assign 20 employees to each manager.
- ❖ So manager have to regularly check the work of the employees. Here we are using the narrower span of control. That means manager have to supervise inly that 20 people from their home.
- ❖ To check the work of the employee and to give guideline manager have to create the online meeting and set some agenda for work of next week.
- ❖ Now If manager is more able or having the more experience than based on him experience he gives some suggestion to employees that how to work easily from the home and how to adjust all the work. So here shows that manager is more able so here wider span of control is used.
- ❖ Now if a subordinate having no new work because of the pandemic is called the wider span of control. Here if subordinates having no work he/she have to learn something new and try to be able so that he does not required any supervision.
- ❖ Manager must have to look that every employees are work very efficiently. And everyone try to learn something new.
- ❖ Manager can think that how will company get profit during the pandemic and if company is goes in to the lose than manager and director of company have some meeting kind of video conferencing and share the innovative ideas that may be useful for the company during this situation.
- ❖ In short to get the effective span of control it is not just need of the manager everyone have to try from them side to work better during this pandemic situation.

2. NSN CASE STUDY...

INTRODUCTION ABOUT venture BETWEEN Siemens and Nokia

- NSN Company is the merger of the Nokia and Siemens within the Finland. Nokia was an organization supported Finland while Siemens was a German company. NSN is the second largest telecommunications equipment supplier in the world. NSN Company has operated in nearly 150 countries within the world. The merger of this company is announced and established in 2007. And its launch in Barcelona.

Biggest Challenge for the NSN

- Because it is mentioned within the case that both companies were of various background in terms of the culture. Both the businesses were entirely different like Siemens is fully decentralized company while Nokia is structured and more centralized. Employees in new venture have different cultures in their parent companies. So during this scenario CEO Simon Beresford-wylie, and Head of Human Resources Bosco Novak has the challenge to form a brand new organizational culture, which should be stronger than the organizational culture of Nokia Networks and Siemens communications, and it should also have to be unified.

How Would the New NSN Functions

From my point of view NSN have to following four main functions that are:

- Uniqueness:
Always try to apply uniqueness and create some innovative idea regarding the product to stay in the market
- Inspire the Customers for using their product
Always try that customers are inspired by the company's product
- Stay Updated
Company must be updated with the latest tools and technology to stay in the market
- Take Care of their Employees and Customers
Company must have to take care of their employees. And also stay updated with the customer's new demand and always try to feed the need of customers as well as their employees

How would the new NSN Strategy

From my point of view strategy would like these:

- Company need to be updated with latest tools and technologies.
- To stay in the market NSN has to develop the personality that is independent from the two strongest brands named Nokia and Siemens.
- Apply uniqueness, innovativeness in the product
- Here NSN is the new organization so build-up the new organization.
- In NSN Nokia is the structured and centralized, so if it is possible then make sure that employees of Nokia will work centralized manner. So give right them to take some decision on own basis.
- While Siemens is the decentralized company so employees of this member can work in the decentralized manner.

What NSN Case Illustrates?

- The NSN case illustrates that how senior managers and other employees start to market the adoption of a brand new corporate culture. As a manager biggest challenge is that a way to manage the differences that are arise and from whatever their origins. During this we are able to see that manager and other employees of those two organizations coming together, they having the various cultures but all of them perceive requirements for meeting and therefore the commitment to the customer services. These impacts can and do result in differences in preferred methods of pursuing goals, as illustrated by NSN.

How NSN Company was take care about their employees and customers?

- There are many organisations, whether these are multinational or not, try to promote strongly shared guidelines values. For Ex. Customers Service. Multinational companies are always seek to embed such values that ensures that managers and employees (workforce), whatever of their various or different cultural backgrounds, pull them within the same direction as they struggle to realize the decided aims and goals. Novak's task at NSN would be to arrive with the new shared values and it's defined that how these values are visiting operate within the company.
- At the amount of organization, the aim isn't to supress multiplicity of opinion about how best to realize these aims and goals. It means take the opinion from the senior managers and other employees and check out to realize the goals that are already defined. so here it is proved that NSN has the two different culture, which may imply the 'culture clash' and it is the biggest challenge for the NSN about whose culture are going to be adopted For that, the company needs to possess a technique that's supported internal communication.

- The strategy that is decided by the company should match the culture of the organization. As within the case of NSN, it had been a merger of two companies that's Nokia and Siemens. It's mentioned within the case that both the businesses were of various background in terms of culture. The operating models in both the businesses are entirely different as Siemens is more decentralized whilst Nokia is more structured and centralized. During this scenario, the corporate has to use innovative strategies to make culture into the roots of the new company.

How Management is involved in this case?

- All the staff won't adapt the cultural change easily, for that management should Engage the staff in building of culture, by asking them their opinion and making them a part of higher cognitive process, And management should have in-depth interviews with senior managers, analysts and selected employees, and to develop a brand new culture company also need to see it's market positioning. Here cultures may involve agreement moreover as conflict and Cultures may involve conflict moreover as agreement and divide even as very much like they integrate. The new corporate values that managers try and promote through such methods may or might not become embedded within the organisation's culture in time.

Failure of merger between Nokia and Siemens

There is no single reason for failure of the merger. The merger was done for recapture the market share. This merger is very risky; Nokia and Siemens were investing in technology that they had no little bit of experience. And NSN tries to compete with the already established manufacturers. I was a risky move that unfortunately moved towards the failure of the market. First company started with the more profit but mobile phone producer has rapidly losing the market after the launching of the iPhone by the Apple. In that times there were many changes are occur in technology but NSN Specially mobile producer sector does not rapidly catch that changes. As a result NSN can't be long in the market. So there are many reason of failure of Joint venture between Nokia and Siemens.