Introduction: We know that, Administration is a cooperative effort of a group of people in pursuit of a common objective. It is necessary that this group should be organized in order to attain the desired goals. In other words, organization is an essential element of administration. It facilitates the proper utilization of men, material, and money for the accomplishment of the defined purpose. Hence, there can no administration without organization. Dimock stated, "Organization is the basic tool by means of which the administrative process is kept operating". So organization is prior to every administrative action, for no administrative action can be implemented without an organization. It is debatable point in organizational theory whether there exist some universally valid principles of organization.

According to the structure and action, there are many principles of organization. Many organizations are formed on the basis of these principles. Supporters of this theory are: Willouhby, F.W Taylor, Luther Gulick, L.Arwick, and James D Mooney. Although, they couldn't reach any agreement about the exact number and nature of the organization's principles, yet all of them have the following principles, mentioned more or less. These principles are: specialization, division of labor, hierarchy, span of control, unity of command, integration vs disintegration, centralization vs decentralization, control and coordination, communication, delegation of authority and authority and leadership. On the other hand, the supporters of the new classical theory deny such principles of organization and they concluded that, the organization is a human problem, and this problem cannot be analyzed in the manner of mechanical or structural. Many writers, like Herbert Saimon, tend to dismiss them as just myths and proverbs on the ground that for almost every principle, one can find an equally plausible and acceptable contradictory principle leading to exactly opposite organizational recommendation. Marry parker Fottlet, Henry Wallas, C.I Barnard, Saimon, Robert Dalhi: they are the against to classical theory.

✓ **Span Of Control:** Span of control is the term now used more commonly in business management, particularly human resource management and public administration. The concept of Span of Control was developed, introduced and popularized by British Army General Sir **Ian Standish Monteith Hamilton** (1853-1947) through his 1921 published book titled "*The soul and body of an army*.". Sir Ian Hamilton's concept of Span of control was supported and later expanded by management experts like **V.A. Graicunas** and **Lyndall F. Urwick**.

Span of control refers to the number of subordinates a supervisor has.

The term "Span of Control" is made of two words, "*Span*" and "*Control*". Span's literary meaning says, it is the distance between the tip of a thumb and small finger when palm of hand is fully stretched out. However, in terms of management and administration, it means the maximum extend or the number of people that can be reached by.

Control in literary means an ability to instruct, check, adjust or manipulate something as per one's preferred requirement, choice or expectation. However, in terms of management and administration, it refers to an authoritative power to direct, order or restrain.

Span of Control in management and administration thus refers to the total number of people (here, subordinates or employees working under) whom a manager or an administrator can effectively control and supervise. So, span of control means the number of subordinates whom a superior (manager or administrator) can effectively supervise. Every superior can supervise a limited number of subordinates (employees). Therefore, every superior should be assigned or given an authority to handle only few subordinates. By span of control mean the number of subordinates, which a superior officer can effectively supervise, direct and control. Span of control is simply the number of subordinates or the units of work that an administrator can personally direct**. In the words of Dimock**," The span of control is the number and range of direct, habitual communication contacts between the chief executive of an enterprise and his principal fellow officers. V A. Graicunas described this concept is related to the principle of "span of attention". There are limits to human capacity; and if the span of supervision extended too thinly, unsatisfactory results occur. There are some who limit it to 3 persons; others put at7; and still others restrict it to 20.The problem of fixing the number of subordinates is a problem of span of control and is related to the psychological problem of span of attention. In fact nobody can attend to more than a certain number of things or persons. It means the span of attention is limited.

Prof J.D. Millet said, "Experience and psychological research have both confirmed that there is a limit to the supervisory capacity of an administrative officer." As human span of control is limited, so there is a limit of number of persons over whom a superior can keep control effectively. The span of control means over how many subordinates an individual can keep effective control. "About the military organization, Sir Hamilton had once remarked, "The average human brain finds its effective scope in handling three to six brains."

Henry Fayol: "A manager at the head of a big undertaking should not have more than five or six subordinate heads to control."

Urwick: "The ideal number for the superior officers should be four and for lower officers, it should not be more than eight and twelve."

Graicunas: "No superior can supervise directly or indirectly, the work of more than five of at the most six subordinates whose work is interlocked." Thus, writers arc not unanimous about the span of control. It is futile to argue about the ideal number of persons whom a superior can effectively control.

❖ **Limits:**

Sir I an Hamilton →3 – 4
V.A. Graicunus →4 – 5
Lyndall Urwick →5 – 6 (Lr.)
Lord Haldane & Graham Wallals →10
Amer. Mangmt. Asscn.→9

➢ **Responsible Factors:** Prof. Luther Gullick has indicated

three factors for span of control: 1. Functions, 2. Space or Place, and 3. Time. Besides, personality of the superior officer is an additional factor of span of control. There are several factors, which are determinants of the degree of span of control. They are:

1. Function/nature of work: Span of control depends on the nature of work. If a boss has to control the individuals engaged in same type of work, he can control more number of persons. For example, an engineer can control greater number of junior engineers. But, if a boss has to control the individuals engaged in different type of work like, some doctors, some engineers, and some academics this will not to be so easy to control more number of persons.

2. Time/age of agency: Supervision is easier and the span of control increases if the organization has been long in existence. In old established organizations, precedents take firm roots and the work goes smoothly. If the organization is old, permanent and stable, the span of control can be extended. In newer organizations, new problems constantly arrive which very often demand reference to the superiors.

3. Space/Place/location of the organizational units:

Supervision becomes easier when the subordinate's work under the same roof where the supervisor sits. If the places of work, offices of the subordinate staff are stretched to far distant places, the span of control must be smaller and supervision becomes difficult because they escape his penetrating eye.

4. Personality of the Superior/leadership:

Besides the factors indicated by Prof. Luther Gullick, the span of control also depend upon the personality of the superior. The span of control increases or decreases depending upon the qualities of the supervisor. If the executive has a charming, attractive and effective personality, he has natural traits of leadership, and, therefore, he can control greater number of persons. But if he is weak and foppish, he may not be in a position to supervise even a few persons effectively.
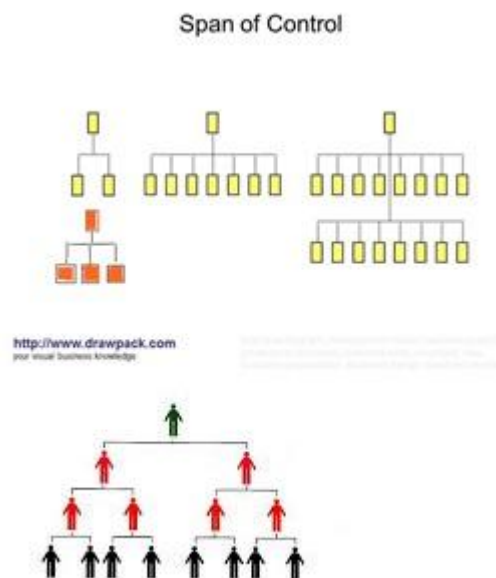
> **Span of Control under revision:** The idea of span of

Control has come under revision during the recent years. The increasing use of automation in administration, the information revolution and the growing role of the specialist are chiefly responsible for such change. Automation and mechanical process have resulted in simplification and expediting of communications. The headquarters are now linked with

field office through internet; mobile phones, fax and other fast means of communications. The use of latest means of communications has hardened the span of control. The length of span of control has increased and the superior can control more subordinates.

✓ **Unity Of Command:** Stated very simply, "unity of

Command" means that every man has but one boss to whom he reports and from whom he takes orders and instructions. Unity of command would exist if employees only accepted as authoritative those channels that are commonly shown on an organization chart. Unity of command means that no individual employee should be subject to the orders of more than one immediate superior. Thus it means that each individual employee shall have only one man as his superior and shall receive orders only from him. If he gets orders from more than one officer it may difficult for him to discharge his duties. Responsibility can be fixed only if we know where the authority rests and this is not possible if the authority stands divided.

In the words of Pfiffner and Presthus, "The concept of unity of command requires that every member of an organization should report to one, and only one leader".

According to Fayol, unity of command means "an employee should receive orders from one superior only"

The great attraction of the idea of unity of command is its simplicity. Absence of conflict in orders, exercise of effective supervision over the employee and clear fixation of responsibility are the advantages of unity of command. It is fact that in practice we find significant exceptions to these principles. It is usually seen that an individual employee is subject to a dual command. This can be seen more in the professional fields. There one gets orders not only from the administrative side but also from the professional side. For example, a doctor employed in a local body is under the administrative control of the chairman of local body. At the same time professionally he is under the control of the director of public health.

The above principle, like many others, is under fire. In the words of **Seckler-Hudson**," the old concept of 'one single boss for each person is seldom found in fact in complex governmental situations. Many interrelationships exist outside the straight line of command which require

working with, and reporting to, many persons for purposes of orderly and effective performance... the administrator in government has many bosses and he can neglect none of them. From, one he may receive policy orders; from another, personnel; from a third, budget; from a fourth, supplies and equipments?

F.W Taylor, the father of the scientific management movement, rejected the principle of the unity of command and substituted it by functional direction and dual supervision. He believed that, each individual worker would benefit and hence the efficiency shall increase if he gets specialized and expert supervision in respect of each function that he performs. **F.W. Taylor** has, however, suggested that instead of unity of command each individual worker may be controlled by either supervisors, namely: (i) The Gang boss. (ii) The Speed boss. (iii) The Inspectors. (iv) The Repair boss. (v) The order of work and routine clerk. (vi) The instruction card clerk. (vii) The time and cost clerk and (viii) the shop disciplinarian.

The first four supervisors would personally help the men in their work, each supervisor helping in his own particular line or function, and other four supervisors would operate from the administrative block issuing orders and instructions n writing. Taylor advocated this set up for the industry but it has made its way in the public administration also.

Herbert Simon says, "In case two authoritative commands conflict, there should be a single determinate whom the subordinate is expected to obey; and the sanction of the authority should be applied against the subordinate only to enforce his obedience to that one person."

Then, should we conclude that, the principle of unity of command has broken down as far as public administration is concerned? This is certainly not so if we look a little deep into the issue and analyze the situation thoroughly. Unity of command is not violated if an employee receives orders from two supervisors in respect of different matters or aspects of matters under his charge. It is broken only if he gets orders from two different sources regarding one and the same matter.

Right Approach   Wrong Approach

🔴 Superior

🟢 Subordinate
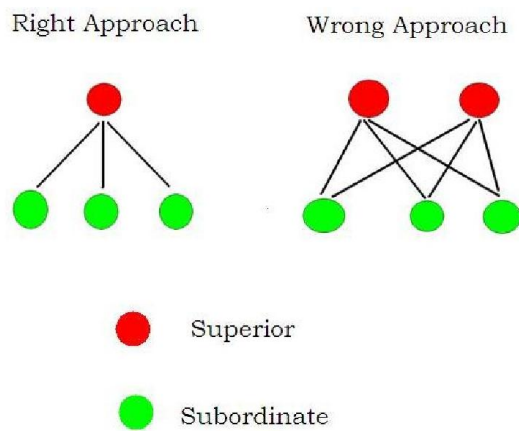
✓ **Co-ordination:** Co-ordination is a necessary pre

condition of all successful management especially in Government administration due to multiplication of the tasks of Government organization and its many agencies. Coordination is an important principle of organization. No organization can achieve the desired objective without coordination. In a negative sense coordination means the removal of conflicts and overlapping in administration. In the positive sense it means to secure cooperation and teamwork among the numerous employees of an organization.

Newman defines co-ordination as "The orderly synchronization of efforts to provide the proper amount, timing and direction of execution resulting in harmonious and unified actions to stated objective".

According to **Mooney**, co-ordination is the first principle of organization and includes within itself all other principles which are subordinate to it and through which it operates.

According to **Terry**, "Co-ordination is the adjustment of the parts of each other and of the movement and

According to **Charles Worth** "coordination is the integration of several parts into an orderly whole to achieve the purpose of the undertaking "operation of parts in time so that each can make its maximum contribution to the product of the whole."

According to **L D. White**, "Effective coordination is an absolute essential to good administration".

Thus coordination means making arrangements so that all parts of an organization pull together towards defined goals, without duplication, without gaps and conflicts and on time. With the rise of administrative organization in size, the necessity of co ordination continues to grow. Co ordination is not a goal, but but it is one way to achieve the goal only. When the members of a large group or organization are allowed to work with their own thinking, then different types of opinion are appearance. That's creating conflict. For this why, the strong leadership needed to coordinate. So, Coordination means that various parts of the organization are adjusted in such a way that they make maximum contribution to the product of the whole. Its purpose is harmony, unity of action and avoidance of conflict. Thus coordination is the orderly arrangement of group efforts it provides unity of action and harmony in the pursuit of common goals.

> **Need for Co-ordination:** Co-ordination is needed for three

main reasons:

a) To prevent overlapping, conflict and constant inter-departmental friction;
b) To enable the employees to take a broad overview of administration instead of a narrow departmental one: and
c) To see that the right people and right resources are available in the right quantity in the right circumstances at the right time.

➢ **Types of Co-ordination:** There are two types of

Co-ordination and they are internal coordination and external coordination. **Internal coordination** is concerned with the coordination of activities of individuals working in an organization and **external coordination** is concerned with coordinating the activities of different organizational units. Both types of co-ordination are affected horizontally and perpendicularly. Horizontally, co-ordination establishes interrelation between one worker and another, between one branch and another, etc. Perpendicularly, co-ordination is established between one employee and his officer, between a branch and a division and so on.

➢ **Steps of Co-ordination:** Coordination can be effected

either automatically or deliberately. Automatic coordination is possible only in small scale organization where the head of the organization knows each and everybody. Deliberate coordination can be made either coercive or voluntary. Coercive coordination can be achieved through the organisational hierarchy. In fact bulk of coordination in any organization is secured voluntary by mutual adjustment and agreement. Some of the important techniques of voluntary coordination are conferences, reference consultation and clearance, organizational devices like interdepartmental committees, standardization of procedure and methods, decentralization of activities and verbal and written communications.

➢ **Principles of Co-ordination: Mary Parker Follet** has laid

own four principles for effective co-ordination: 1) Direct personal contact- Direct communication is the most effective way to convey ideas and information. 2) Early beginning-Coordination can be achieved more easily in early stages of planning and policy-making. 3) Reciprocity-All factors in a given situation are reciprocally related. 4) Continuity-Coordination is an on-going or never-ending process rather than a once-for —all activity. Besides, there are also some basic principles: 5) Effective communication- For proper co-ordination, there is also a need for effective communication. 6) Clear cut objectives- Another requisite for securing effective co ordination in an enterprise is the clear-cut objective. 7) Effective leadership- Effective leadership also helps in proper communication. By effective leadership, co-ordination of the activities of the people at all stages is ensured. Further, it creates confidence in the subordinates and enhances their morale.

➢ **Need and Significance of Co-ordination:**

Coordination becomes necessary because of the following reasons:
1) Increase in size and complexity of operations — Need for coordination arises as soon as the operations become multiple and complex.

2) Specialization - Division of work into specialized functions and departments leads to diversity and lack of uniformity.

3) Clash of interests — Coordination helps to avoid conflict between individual and organizational goals.

4) Different outlook — it becomes imperative to reconcile differences in approach, timing and effort to secure unity of action.

5) Conflicts — Co-ordination avoids potential sources of conflict.

➢ **Hindrance of Co-ordination**: Coordination is not free
from difficulties. According to **Gullick** some of the difficulties arise from the following factors: 1) Uncertainty of the future.
2) The lack of knowledge and experience.
3) Lack of the knowledge and experience.
4) Lack of orderly methods of developing and adopting new ideas and programmes.
Seckler-Hudson has added four more factors. These are:
1) Size and complexity
2) Personalities and political factors
3) The lack of leaders with wisdom and knowledge pertaining to Public administration
4) The accelerated expansion of Public administration of international dimensions.

✓ **Conclusion:**

It could be argued that the notion of the learning organization provides managers and others with a picture of how things could be within an organization.

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