



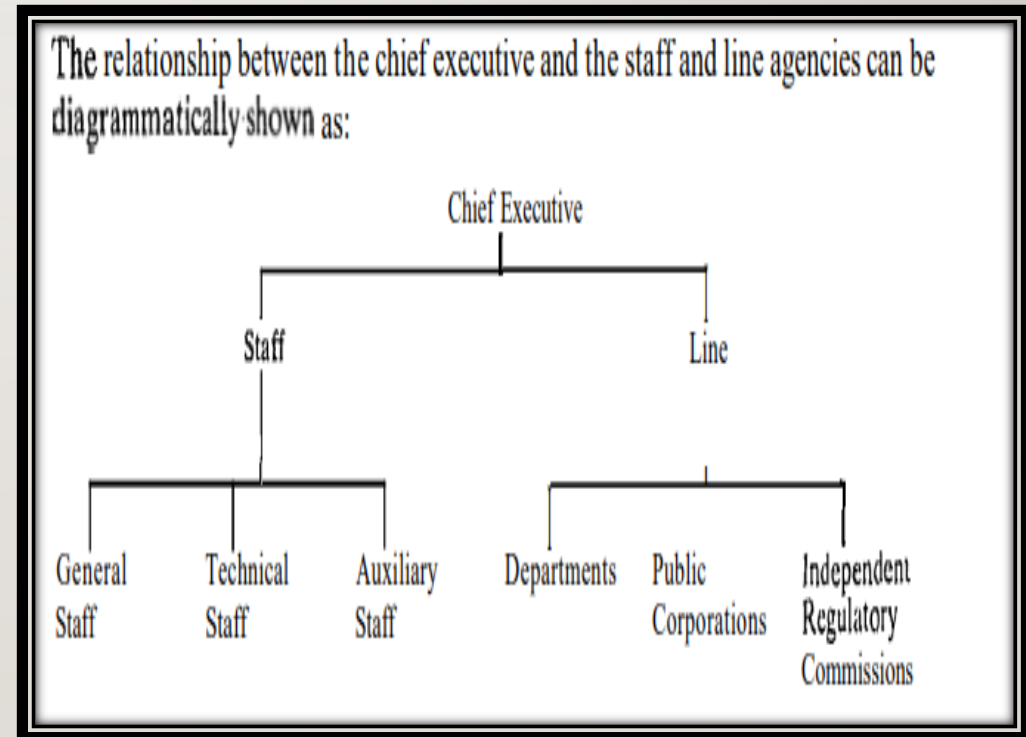
LINE AND STAFF AGENCIES

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LINE AND STAFF... SUPPORT SYSTEM OF CHIEF EXECUTIVE

- Chief executive needs help and help is provided by various agencies attached to office of chief executive.
- Taken from the military vocabulary
- According to Mooney, "Always there are too many things to think about, too many factors to consider, too diversified a knowledge required for solution for the unaided capacity of one leader to encompass".




MEANING

- Line : direct implementation (central element of administrative system)
- Staff :Advisory
- Auxiliary : Common housekeeping
- All three support the chief executive



VIEWS OF SCHOLARS.....



Distinction between staff and line: direct(line) vs indirect(staff):
PFIFFNER & PRESTHUS

Staff is deliberate for thought and line is for execution
OLIVER SHELDON

Relation os not hierarchical but horizontal
LEPAWSKY

Authority relationships not departmental activities
KOONTZ & O'DONNELL

LINE AGENCIES :

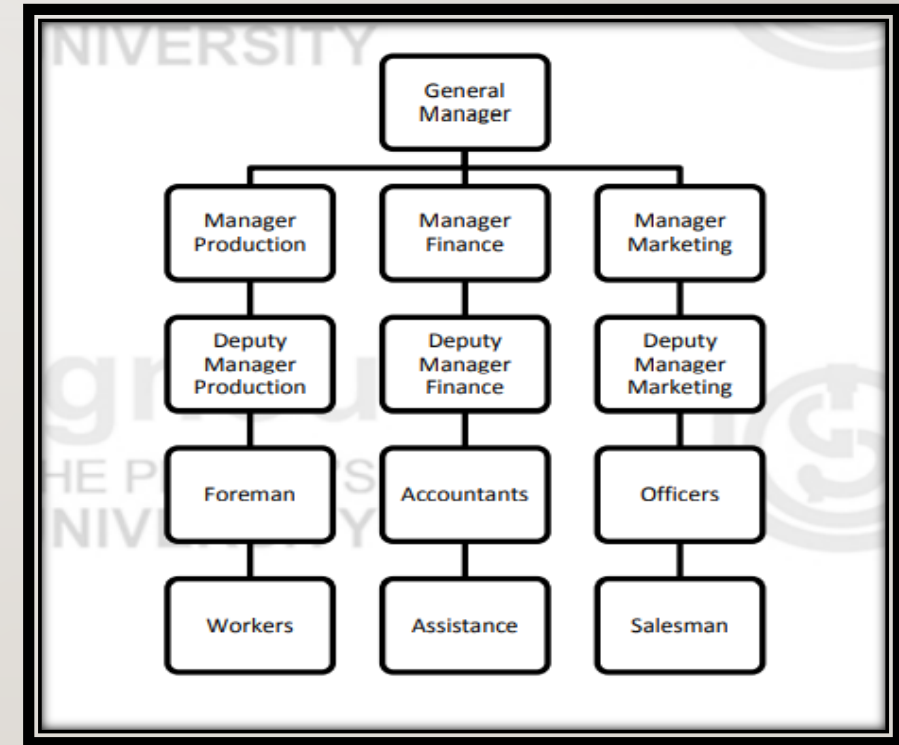
- Directly carry out the functions
- Make decisions and issue orders
- Direct contact with people
- Provide various services to people such as Regulate conduct, collect taxes, implementing various schemes etc.

Line Agency

An administrative system is divided into agencies or departments principally on the basis of major purposes. The agencies are thus concerned with the execution or fulfilment of the primary objectives of govt and deal directly with the people.

LINE AGENCIES

- Based on scalar principle
- Authority and responsibility should flow in direct line vertically
- Based on superior- subordinate relationship



LINE AGENCIES

- Government department
- Public corporations
- Government companies
- Independent regulatory commissions (USA)
- Functions according to **L.D. white**
 - 1) Making decisions
 - 2) Taking responsibility
 - 3) interpreting and defending policy and operations
- Maintaining productions and seeking efficiency and economy.

STAFF AGENCIES :ASSISTING THE LINE AGENCIES

- Staff is expansion of personality of executive. It means more eyes, more ears and more hands to aid him in forming and carrying out his plan : **MOONEY**
- Alter ego of chief executive : **PFIFFNER & PRESTHUS**
- Three kinds (**Pfiffner**)
- General staff : act as filter and funnel
- Technical staff : expertise on technical issues
- Auxiliary staff : housekeeping services

CHARACTERISTICS....

- Perform secondary and supportive functions
- No direct contact with people
- Advisory in nature
- No power to take decisions
- Work in anonymity

FUNCTIONS

- **Mooney**

- Informative function
- Advisory function
- Supervisory function

- **Pfiffner**

- Advising
- Co-ordination
- Research
- Contact and liaison
- Assisting the line
- Exercising delegated authority
- planning

IMPORTANT STAFF AGENCIES

- Cabinet secretariat
- Prime minister's office
- Cabinet committees
- Niti Aayog

AUXILIARY AGENCIES

- Assist the line but in different way
- Perform the functions common to all departments
- Operational responsibility
- Limited authority to take decisions
- Limited area of discretion and authority
- Narrower domain than staff agencies
- Different from staff
- **L.D White**
- **Willoughby** : institutional and housekeeping activities.
- **John Gauss**: auxiliary- technical staff services
- **Pfiffner** : does not differentiate between staff and auxiliary agencies

IMPORTANT AUXILIARY AGENCIES

- Legal department
- Public service commission
- Public work department
- Directorate general of supply and disposal
- Information and broadcasting department

LINE- STAFF RELATIONSHIP

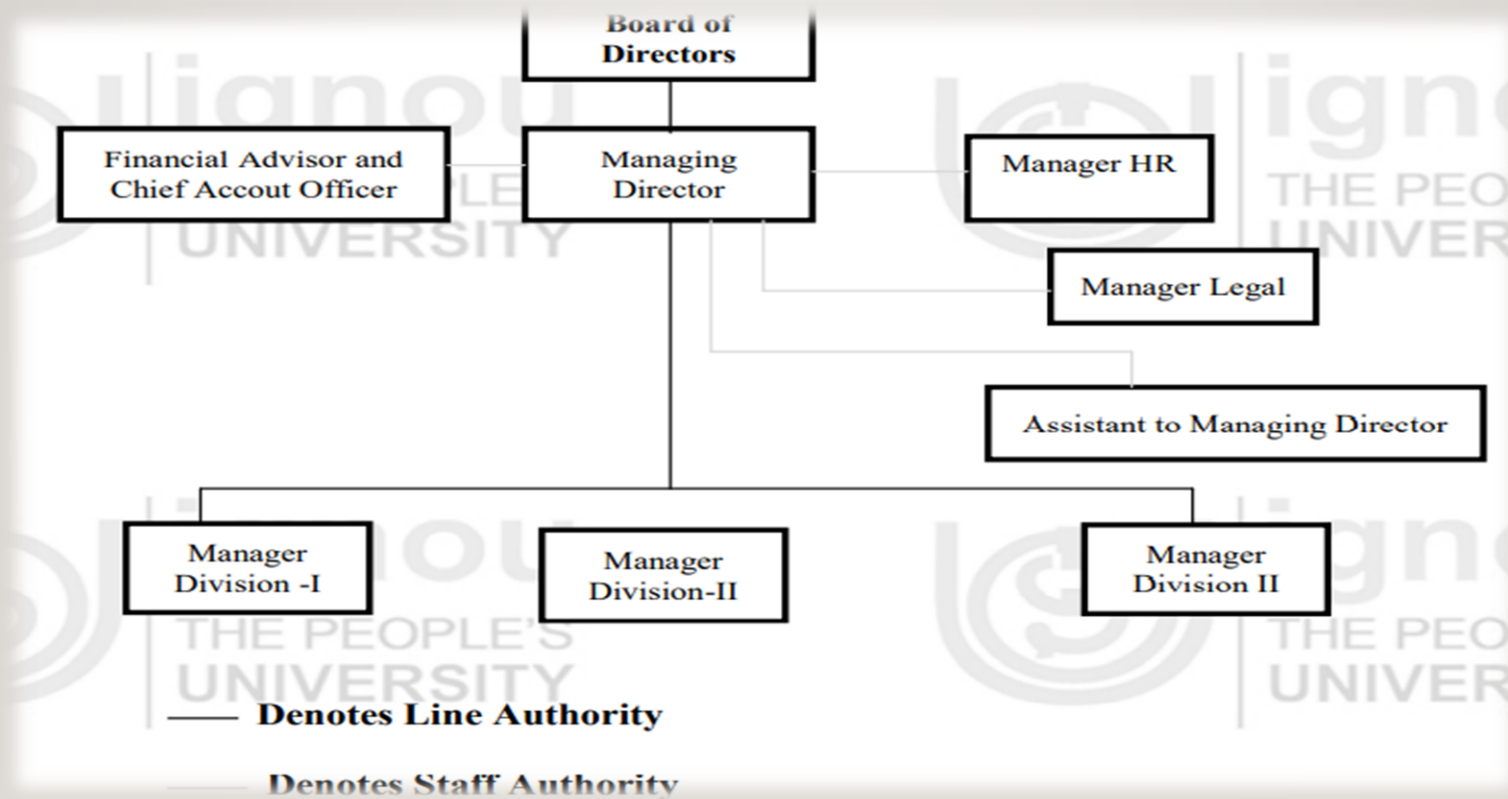
PROS

- Complement each other
- Assist each other
- Theory- practical relationship
- Strengthen each other

CONS

- Staff agencies try to over-power line agencies
- Ivory- tower approach in planning
- Blame- game for avoiding responsibility
- Superiority establishment race

LINE AND STAFF AGENCIES



SOLUTION TO IMPROVE LINE- STAFF RELATION

- Specify the responsibility and fixed the accountability
- Exchange roles: switching of staff through periodic transfer
- Training to establish liaison
- Establish committees to establish coordination between line- staff
- Structure of organisation: matrix organisation

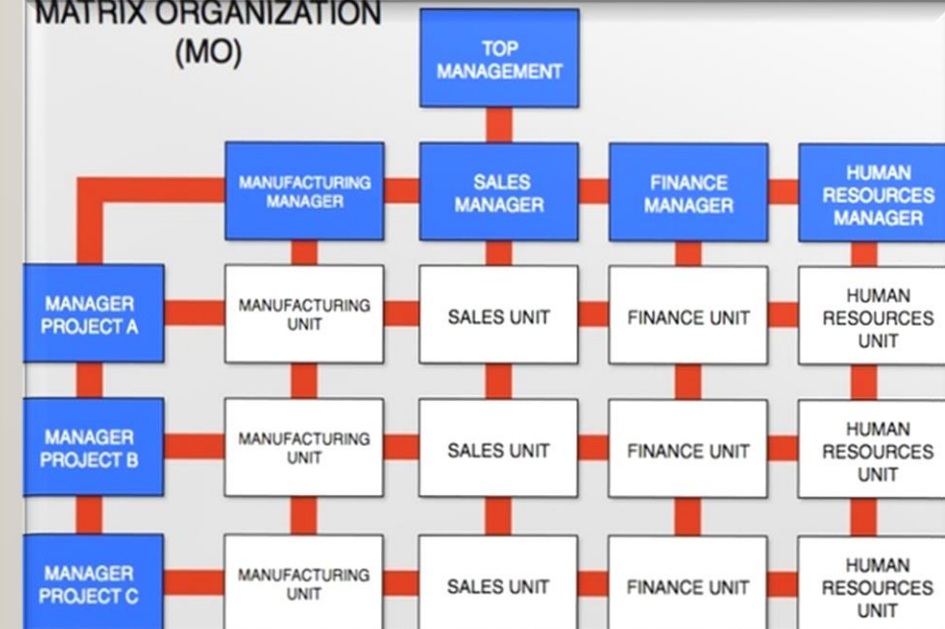
MATRIX ORG.....

MATRIX ORGANISATION STRUCTURE

Matrix Organisation - Meaning

- Matrix Organisation was introduced in USA in the early 1960's. It was used to solve management problems in the Aerospace industry.
- Matrix Organisation is a combination of two or more organisation structures. For example, Functional Organisation and Project Organisation.
- The organisation is divided into different functions, e.g. Purchase, Production, R & D, etc. Each function has a Functional (Departmental) Manager, e.g. Purchase Manager, Production Manager, etc.
- The organisation is also divided on the basis of projects e.g. Project A, Project B, etc. Each project has a Project Manager e.g. Project A Manager, Project B Manager, etc.
- The employee has to work under two authorities (bosses). The authority of the Functional Manager flows downwards while the authority of the Project Manager flows across (side wards). So, the authority flows downwards and across. Therefore, it is called "Matrix Organisation".
- An example of matrix organisation is shown in the following diagram:-

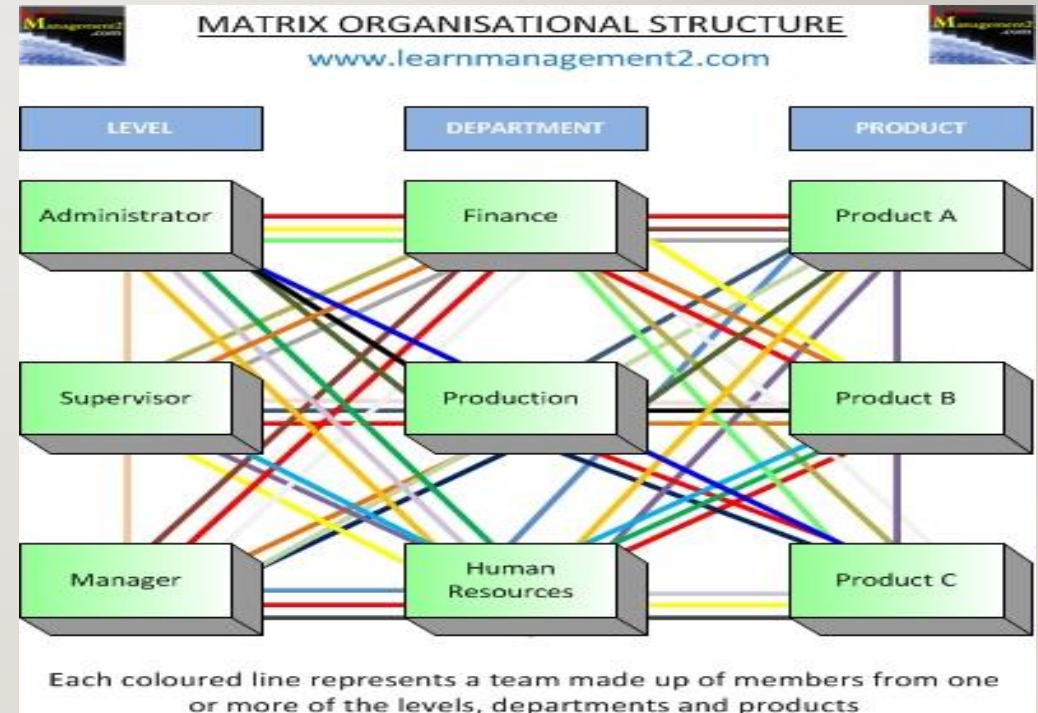
MATRIX ORGANIZATION (MO)



MATRIX ORG..

MATRIX ORGANISATION

6. The matrix structure gets its name for its resemblance to a table which has both rows and columns
7. The functional manager in the matrix work with the project manager to assess the resource requirement
8. And their timely utilisation by the functional manager..
9. The general manager is at the top and outside the basic matrix network
10. Information sharing is mandatory in such an organisation
11. The basis for hospital to have a matrix organisational structure to create a synergism through shared responsibility between the administrative and functional departments in the hospital system.



Thank you