

Principles of Management
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Lecture – 30
Different aspects of line and staff organisation

Welcome to lecture 5 of module 6. Today we are going to discuss about Different Aspects of Line and Staff Organizations. In the previous lectures we discussed about you know authority and power, today we are going to discuss about a line function and staff function. You know people who are working in a company who would have learnt about you know organization called you know there is a lines function and the staff functions.

Today we are going to discuss about what is this line function and what is this staff functions and how these two functions are different and how they cooperatively work together to achieve the organization goals. Let us get into the lecture to understand more about the concept of line function and the staff function ok. So, let us try to start with the concept of you know line and staff organizations.

The line functions are those that have a direct influence on accomplishing the objective of the organization ok. So, staff function is that help the line to work efficiently to accomplish the organizational objectives. So, let me you know put it in a simple way.

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Concept of Line and staff organisation

Line functions are those that have a direct influence on accomplishing the objectives of an organization.

Staff functions help the line to work effectively to accomplish organizational objectives.

However, in reality, it is difficult to separate direct and supportive functions. In fact, based on the nature of the organization, such categorization of line and staff functions varies.

In a manufacturing organization, production and sales are considered as line functions, and finance, purchase, personnel, maintenance, quality control, etc., are classified as staff functions.

Handwritten notes:
Staff Automobile
Line Car
Produce Cars
Shop Floor
Sales & Marketing
HR
Planning
Finance Dept

If we can you know look at the line and staff functions, line functions are the one which have a direct influence on accomplishing the organization objective.

For example, let us say you know a company is an automobile industry ok. Automobile they producing a car now, this is the company now we need to understand what is the line function in this particular company what are the staff functions.

In this line functions are the one what is the objective of the company? It needs to produce a car right. In this line functions are the one who are actually engaged in the production who produce cars right produce cars here in case you know shop floor; shop floor people means in the shop floor production people will become a line function and also you know they need to sell the car to the people right to the users.

So, then you know salespeople, marketing can also fall as a line function in this particular company. Now let us try to understand the staff function. So, now, this staff functions are the you know function which helps to helps the line function you know they are actually a support function, staff function becomes a support function who supports the activities of the line functions to effectively accomplish the organization goal. In this case you know producing a car is the organization goal and selling the car ok.

Now, line function as I said you know shop floor who produces the car, then sales people who sell the car to the customers these are the line function now the who are the people will become a staff function. Let us say you know HR department, planning department, you know finance department these all these become a support function actually staff function these are all actually provides support to the line department you know line functions to effectively produce this right.

You know planning has to be there, HR department has to provide you know give up the you know staff support in terms of number of people work and determine the requirement and the finance department has to provide necessary you know financial aspects to support the you know line functions production of the cars and the sales right.

So, this is how you know line and staff functions are been understood ok. So, line functions always talk about you know directly you know talks about achieving the organizational objectives whereas, the staff function which actually supports the line

functions to you know effectively make these line function to achieve the organizational goals. So, you know; however, in reality it is very difficult to separate you know direct and supportive functions.

You know in fact, based on the nature of the organization such categorization of line and staff functions varies you know based on as I said you know now the example I gave you is based on an automobile industry where based on the automobile industry I said a production and sales being considered as the line functions and you know finance, purchase, personal maintenance and quality control all classified as a staff function because they are actually helps the line function to achieve the organization goal right.

So, now based on the kind of an organizations, the classification will vary right. Now, I have explained about the automobile industry now let us talk about the hotel industry. Now, let us take another example hotel industry.

Now, in the hotel industry, who are the people will become a line function? What are the objectives of the hotel industry? You need to you know provide a better service to the customer right.

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Handwritten notes for Hotel industry:

- Hotel
- Dining
- Front office
- Room Care
- Bookings
- HR
- Finance
- Purchase

Logos: IIT Kharagpur, NPTEL

You know in a hotel generally what are the two things will fall? It can be for a stay right can be for a stay or for a dining right you know restaurant can be right dining ok.

Now, they say these are the two things. Now, who are the people who will become a line function? Ok. So, here it can be front office people; front office means I say you know people at the reception centre and the room caretakers correct, bookings all these become a line functions line.

Now, who are become a staff function? Again, you know HR department, you know finance department, purchase department all people will become a staff function for the hotel industry.

Similarly, for if you look at you know for the dining now. Now, I just take away the stay let us talk about the for dining, let us say who are the people? Will be a line staff.

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Handwritten annotations in red:

- Hotel → Dining
- Dining → Chef
- Dining → Waiters
- HR, Finance, Purchase (grouped in a box) → Staff functions

Let us say you know dining you would say you know chef right, then you would say you know waiters they are all become a line staff line function then similarly again these people will still support these people. So, they become a staff function.

So, this is how you know based on the type of organization and based on their you know organizational goals or the objectives the line function and the staff functions will differ ok.

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Concept of Line and staff organisation

Line and staff functions are defined on the basis of two viewpoints:
Functional viewpoint and Authority relationships viewpoint.

Allen defined line functions as 'those which have direct responsibility for accomplishing the objectives of the enterprise' and
Staff functions as 'those elements of the organization that help the line to work more effectively in accomplishing the primary objectives of the enterprise'.

Organizational objectives determine the line and staff functions, any change in objectives may result in changes in the line and staff functions.

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So, this is about you know, this is on the concept of line and you know staff functions, let us also try to understand the sum of more definitions you know, most of the time line and staff functions are defined based on two viewpoints one is functional viewpoint another is the authority relationship viewpoint.

So, Allen actually defines line function as those which have direct responsibility for accomplishing the objective of the enterprise. It you know it is again you know the same thing you know it is very simple if you look at it talks about you know accomplishing the objective of the enterprise. Line functions are who are directly engaging in you know achieving the organizational objectives.

Now, whereas, in the staff function what does it says? It says those elements of the organization that help the line you know it is actually you know it helps the line to work more effectively in accomplishing the primary objective of the enterprise. So, line function is directly engaging you know realizing the organization objective, staff function which actually provides necessary support for the line to work more effectively.

So, they are actually becoming a support function to the line that is how these you know staff function and line functions differs.

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Line Authority	Staff Authority
A line manager is a generalist	A staff manager is a myopic
A line manager directs others	A staff manager assists others
A line manager delegates authority	A staff manager serves authority
A line manager trains subordinates	A staff manager investigates the problem
A line manager uses sanctions	A staff manager solves special problems
A line manager exerts control over subordinates	A staff manager makes plans

Yeah, now let us try to you know see the difference between the line and staff authority. Line authority line manager is a generalist means you know he or she will have the all opinion about the because you know he need to work extensively to make the organization goal been achieved whereas, you know staff authority they are most often you know myopic. Myopic is nothing but you know they will have a closed view you know only based on their domain they will have a knowledge they will not be a generalist.

You know for example, HR they will only have knowledge about the HR they will not have a knowledge about the finance they will not have a knowledge about the other functional areas they are only restricted to their own domains you know there are myopic right.

Line managers direct others because line manager has to delegate responsibility make sure that the others are working and they are coordinating things so, that they are able to achieve the organization goals whereas, the staff manager assists the others you know for example; they always a support function you know they assist others.

So, line managers delegate the authority because you know they will have teams, they will have said large number of people to work together to achieve the organization goals they will delegate their authority. So, staff manager serves the authority you know there is a need they will you know serves the authority right.

Line manager trains the subordinates because you know line manager has to train you know coordinate people you know develop their employee skills so that you know they will be able to have a better organization effectiveness in achieving the goals whereas, the staff manager investigates the problem you know most often what happens, staff manager is a support function right.

They say you know there is a conflict or there is an issue there is a deficiency in the performance, they always go investigate the problem why there is a deficiency, why there is a conflict they are always you know go as investigative they did not provide the training to their subordinates.

A line manager uses sanctions they have power because they can use sanctions, whereas you know staff manager solve special problems you know specific to departments, specific to certain areas they solve the problems. Now you know line managers exerts control over subordinates whereas, staff manager makes the plans you know staff manager always you know they provide a support function.

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Type of Staff in organisation

There are three main types of staff. They are –

- (i) **Personal Staff** – Here the staff official is attached as a Personal Assistant or adviser to a Line Officer. The function of Personal Staff is to render advice, assistance and services to the line executives, with whom they are attached.
- (ii) **Specialized Staff** – Such staff acts as the fountain-head of expertise in specialized areas like Accounting, Personnel, Public Relations, Research and Development, etc. Generally, a staff department is created for each of these functions and the staff officials or personnel are distributed to various managers beginning with the topmost at the central office down to the operating level.
- (iii) **General Staff** – This category of staff consists of a set of experts in different areas who are located at the Central Office and are meant to advise and assist the top management on matters calling for expertise.

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Now, we will try to understand different of different types of staff in the organisations; one is a personal staff. Personal staff here the staff official is attached as a personal assistant or advisor to a line officer. As I said staff is actually support function to a line function right. Now, on this there are different type of staffs; one is a personal staff; personal staff is a one who can be a personal assistant or an advisor to a line officer.

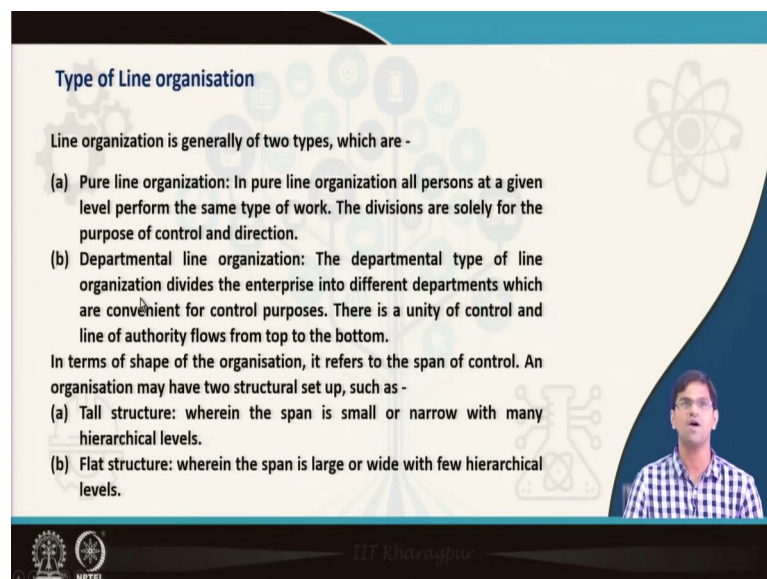
So, line officer his goal is to achieve the organization goals in the process you know the personal staff will be attached to provide an advice. So, the function of the personal staff is to render advice, assistance service to the line executives, whose whom they are attached and then there is a specialized staff. So, this staff act as a fountain head of you know expertise in the specialized area.

For example, you know head of accounts department, head of HR department, head of you know public relations, head of personnel you know head of research and development they are all you know expertise are who are experts or head for the particular functional areas you know ok.

So, they become a specialized staff, they you know generally a staff department is created for each of these functions and staff officials or personnel are distributed to various managers, you know beginning with the top most of the central office down to the operating level, then general staff.

This category of staff consists of a set of experts in different areas who are located at the central office. You know generally these general staff who have a you know knowledge on the different subject areas and then they generally sit on the central office they are all the general staff, they will have a knowledge about the various you know business aspects and various department and functional areas also they will have knowledge about the various functional areas they provide support they are called general staff.

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Type of Line organisation

Line organization is generally of two types, which are -

- (a) Pure line organization: In pure line organization all persons at a given level perform the same type of work. The divisions are solely for the purpose of control and direction.
- (b) Departmental line organization: The departmental type of line organization divides the enterprise into different departments which are convenient for control purposes. There is a unity of control and line of authority flows from top to the bottom.

In terms of shape of the organisation, it refers to the span of control. An organisation may have two structural set up, such as -

- (a) Tall structure: wherein the span is small or narrow with many hierarchical levels.
- (b) Flat structure: wherein the span is large or wide with few hierarchical levels.

The slide features a video inset of a man in a checkered shirt speaking. At the bottom, there are logos for IIT Kharagpur and NPTEL.

You know as we said there are three type of staffs; one is personal staff, specialized staff and there is a general staff right. Now, let us try to understand about type of line organisation. The line organisation is only focusing on you know, dedicatedly to achieve the organization goals. There are pure line organization. In pure line organizations all persons at a given level performs the same type of job same type of work they do.

So, the divisions are solely for the purpose of a control and direction. So, these are pure line organization then departmental line organizations. So, in this case what is the departmental type of line organization divides the enterprises into different departments, right.

So, they divide into different departments to you know ensure that you know they are able to better ensure the organisational effectiveness. Why they do this departmentalization is for the better control purposes right and then they also ensure that there is a unity of control and line authority flows from top to bottom.

So, that is the departmental line organization; pure line organization. In pure line organisation everybody performs the same set of job. So, absolutely there is no support function only a line staff, they do the same job everybody does whereas the departmental they create different departments every department has their job, but they try to create the unity of command and then authority to flow from the top to bottom.

And based on the shape of the organizations, I think you know we discussed a lot in the previous chapters about you know span of control when we studied you know tall structure organization and flat structure organizations.

You know in the tall structures we say there are you know narrow hierarchical levels you know tall structures, narrow hierarchy levels and, but many levels whereas in a flat structure the span is large and wide the few hierarchical levels will be there ok.

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Importance of line and staff organisation

The importance of this organisation are as follows-

- In the complex business environment it is essential to have services of various types of specialists. The staff functionaries play a supportive role to line functionaries. In view of these reasons there is a need to develop an organisation structure which combines both line and staff functions. This will create practical and workable arrangement for organisational objectives.
- The primary functions are production, marketing and finance. Production initiates a business and marketing gives meaning in end. Finance plays a role of supporting both production and marketing. These are hence called as line functions. It is therefore natural that executives working in these functions carry more importance in an organisation.

DT Khanna

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Now, importance of line and staff organisations. Why a company should have a line and staff you know organisations? Ok. So, because as we said you know few sets of you know people who are called as a line functions, they are only focusing on the achieving the organization goals but of course, to make them to achieve the organization goals you need to have a support function unless otherwise you create a support function.

It is very difficult for you to make the line functions to work very effectively that is why the existence of the organization serve both this you know line function and staff function you know have to work collectively so, that you know you are able to achieve the organization goal.

Now, let us see the importance of this. In a complex business environment, it is essential to have services of various type of the specialist right. You know it is very important you know a unit of a specialist you know we also talked about you know division of work. So, division of labour all the concept where we believed that you know we need to have a specialist for specific position so, that you know organizations can reap the benefit of being successful company right.

The staff function is actually playing a supportive role to line functions. You know in absence of the staff functionary what will happen? Line functionary's workload will be more and they may not provide a specialist advice from the staff functions there is always a likely chance though they bound to fail in making the organizations more

prosper. We have these reasons there is a need to develop an organizational structure which combines both line and staff functions ok.

So, there is always a combination of both this and you know the primary functions are production, marketing and finance. The production initiates the business and marketing gives meaning in the end and finance plays a role of supporting both the production and marketing hence they are called a line functions, it is therefore, the natural that an executive is work in this function carrying more importance in organization you know.

Most often if you see you know core manufacturing organizations generally the production marketing and finance department they will have a lot of you know importance in the organization because you know they are actually delivering the organization objectives, but of course, you know it is no lower than the support function also gets lot of attention because they actually support these functions to effectively perform the company's functions.

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Characteristics of line and staff organisation

A brief explanation on the characteristics of line and staff organisation may be as follows:

1. There are two types of staff like management and subordinates.
Staff Supervisor- Operation Control Manager, Quality Controller, PRO
2. Line and Staff Organization is a compromise of line organization. It is more complex than line concern.
3. Division of work and specialization takes place in line and staff organization.
4. The whole organization is divided into different functional areas to which staff specialists are attached.
5. Efficiency can be achieved through the features of specialization.
6. There are two lines of authority which flow at one time in a concern include
- Line Authority and Staff Authority
7. Power of command remains with the line executive and staff serves only as counselors.

The slide features a video inset of a man in a checkered shirt speaking. At the bottom left, there are logos for IIT Kharagpur and NPTEL. The name 'IIT Kharagpur' is also written in the center at the bottom.

Now, what are the characteristics of the line and staff functions? So, the line and staff function mean the organisation which has both these functions not only line. So, line and staff function together, right. So, what are the characteristics of it? So, the line and staff organization are actually you know come you know compromise of a line organisation you know it is whereas, you know here it brings the both the combination of the both line function as well as the staff function.

And there are two types of staff always like you know management and subordinates, staff superior and you know quality management, control manager when the line function and then there is a support function there is always you know dual people will be working together to ensure that the things are effectively done and division of work and specialization takes place in line and staff organizations.

So, in line and staff organization we always see that you know division of labour is done very precisely and they create specialized divisions and they create departmentalization so, that you know there is effective functioning of the organization is always done. Because you know unless otherwise you do not create these specializations, it is very difficult for you to make your organization being successful.

And efficiency can be achieved through features of specialization. So, when you create specializations, you are able to you know achieve the efficiency. So, then there are two line of authority which flows at one time in a concern include line authority and staff authority. You know there are two levels of authority right the line authority and then you know staff authority there is always you know flow happens at one time you know both of them are contributing parallelly.

And power of command remains with the line executive and staff serves only as a counsellor. So, yes because you know they always you know power of command you know authority most of the authority lies with the line executives because they perform the majority of their organizational objectives. So, the staff function always provide with a supportive services right because they support them to deliver the organizational objectives.

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Advantages of line and staff organisation

This organization has the following advantages:

1. **Specialization:** Line and staff organization introduces specialization in a systematic manner. Persons with specialized knowledge are appointed to help line officers. The planning part is generally undertaken by staff personnel and line officers are able to devote much time for execution.
2. **Better discipline:** The unity of command is maintained in this type of organization. The staff personnel do not interfere with the executive work of line officers. The workers get command from line personnel and are accountable directly to them for their performance. This creates better understanding and discipline among employees.
3. **Balanced and prompt decisions:** The functional managers have the advantage of expert advice when taking important decisions. The staff can also be used to investigate and advise on inter-departmental relationships. The line officers can take balanced and quick decisions.

Dr. K. Srinivasan

NPTEL

Now, what are the advantages of this you know line and staff organisations? One is specializations. Line and staff organisation introduce specialization in a systematic manner. So, person with the specialized knowledge are appointed to help the line officer for example, you know purchasing department or let us say you know human resource department they are all support functions right.

So, they are having a specialized people to provide support to the line officer for example, these HR department will be able to determine how many human resources are needed you know how many are to be in surplus and they are actually able to provide support to the line officers to ensure that you know there is always an availability of human resources for the production of the product or the services or providing services right and then better discipline.

The unity of command is maintained in this type of organization you know staff personnel do not interfere with the executive work of the line officers. So, the unity of command is very clear. So, there is only one you know commanding power to the other subordinates and you know staff organization provides the supporting functions they do not interfere on the line work executives you know what kind of work they have to do.

So, workers get command from the line persons and are accountable directly to the for their performance. Here it is very you know in the line and staff organisations they know that you know the instructions come from the line officers and workers they only

respond to them and then for their performance right this clears better discipline among the employees. Balanced and prompt decision you know functional managers will have the advantage of the expert advice while taking an important decision when you know some important decision has to be taken.

So, the support staff becomes an expert opinion right they are specialists in their specific domains, they are able to contribute with a lot of you know valuable inputs and the information's that actually creates lot of you know valuable insights to make a better decision you know the line officers can be take a balance.

And quick decision because there is a staff function which provides you lot of supplies with a lot of information's data and inputs, which actually makes you to you know be a better line officers to make a quick decisions and very relevant decision for the organization success.

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Advantages of line and staff organisation

4. **Growth and expansion:** The line and staff organization is quite suitable for growth and expansion. The burden of line staff is eased by the appointment of specialists. Line officers will be able to devote much time for future planning. The present staff will enable the expansion and growth of unit. Some assistants can be appointed to cope with the work if needed.
5. **Development of employees:** This organization provides scope for advancement of career to able and dedicated employees. There are more openings for those who have capabilities of going up. The separation of functions of 'planning' and 'doing' also helps in creating more and more job opportunities. Promotional chances increase for deserving persons.
6. **Lesser burden on line officers:** With the appointment of staff officers the burden of line officers is greatly reduced. The specialists help line officers in deciding things regarding their lines of specialization. The line officers are left with routine administrative work.

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Then growth and expansion. The line and staff organisation are quite suitable for a growth and expansion right. When you are wanted to you know scale up your organization to a bigger level, you know it is always you know better that you know you have the organisation with both combination of the line function and the staff functions because you know when there is a support function it actually you know lease down the burden on the line staff because you know specialist provide lot of insight.

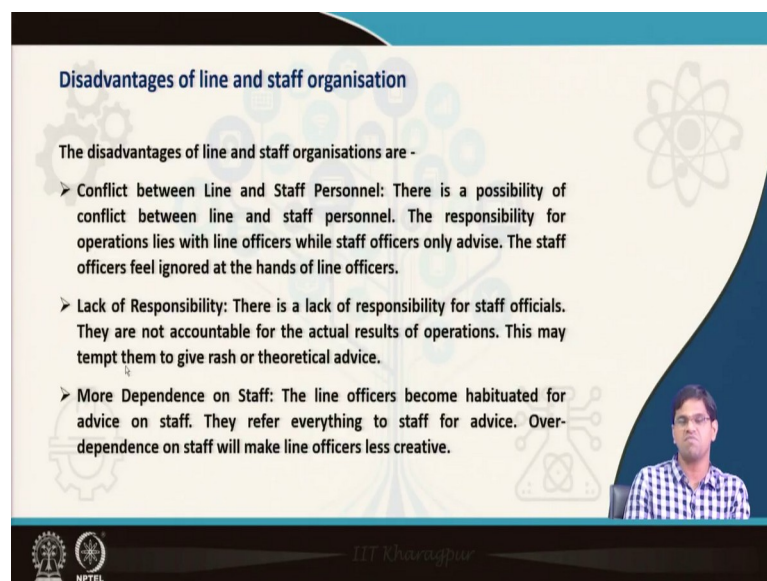
They have expertise power they will be able to provide lot of support to you to bring down ease down your burdens as a line officer ok. Then development of employees this organization provides scope for advancement of carrier to able and dedicated employees.

There are more openings for those who are capabilities of going up and separation of functioning of you know planning and doing also helps in creating more and more job opportunities and of course, you know when you have a support staff also along with your line staff, it actually lessens the burden on the line officers. With the appointment of a staff officers the you know burden on the line officers brings down.

Because you know for example, you know the line officer has to do everything then it becomes you know huge task for the line officer to do what will happen eventually? They will digress from their core set of activities right for example, if you ask the production department also to look after the you know supplier management, you know human resource management and financial management what will happen? You know they have to spend their quality time on all other departments then what will happen? They will fail to concentrate on their production activities.

So, the quality of your productions or the quality of your you know product itself will go down then your business will have lot of impact. So, that is why the support staff will actually lessen the burden of the line officers ok.

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Disadvantages of line and staff organisation

The disadvantages of line and staff organisations are -

- **Conflict between Line and Staff Personnel:** There is a possibility of conflict between line and staff personnel. The responsibility for operations lies with line officers while staff officers only advise. The staff officers feel ignored at the hands of line officers.
- **Lack of Responsibility:** There is a lack of responsibility for staff officials. They are not accountable for the actual results of operations. This may tempt them to give rash or theoretical advice.
- **More Dependence on Staff:** The line officers become habituated for advice on staff. They refer everything to staff for advice. Over-dependence on staff will make line officers less creative.

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Dr. Khurshid

And what are the disadvantages of the line and staff organisations? You know disadvantage is there is always you know when there are two different you know functions you know line functions staff functions eventually you know they you see that there is a conflict rise between the line and staff personnel because you know the people will claim that you know I am superior and you are superior right.

So, that that kind of you know you know conflict arises between these, there is a possibility of a conflict between line and staff personnel the responsibility or operations lies with the line officers and then staff officers only advices. You know staff officers feel ignored at the hands of the line officers because what happened in this concept you know most often you know maybe you know you are some of you would have even you know experienced this, you know most often the line officers.

Line officers are nothing, but who are actually engaging in major organizational activities to achieve the organizational objectives, they actually you know ignore or do not respect the you know staff officers because they say feel you are only a support staff you know we are the one who are engaged in the major activity of the company.

So, in that situation there is always likely conflict between the staff officers and the line officers then lack of responsibility. There is a lack of responsibility for staff officers because they are not accountable for the actual results of the operation because the actual operations lies with the line officers because the line officers are responsible to deliver and in the failure of the deliverable what happens? Only line officers are impacted they are become accountable.

So, there are you know staff officers will say you know they just say you know this is not my responsibility it is only line officers who have to deliver they fail and more dependence on staff, the line officers becomes habituated for advisors you know when you have a staff officers who always provide input and support the dependency on of line officer on staff is increasingly more.

So, what will happen you know they depend for everything on a staff officer you know they refer everything to staff for advice. So, they do not know promptly make decision with rather they wait for their staff officers to provide advice or to make any decisions ok.

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Disadvantages of line and staff organisation

- **Lack of co-ordination:** There will be a lack of co-ordination between line and staff. The staff advice may be confused with line orders. The staff officers may also not be clear about their exact role. They may try to dominate the implementation part of their advice.
- **Ineffective staff:** The staff officers do not wield any power in the organization. Without power they will not get prestige in the organization.

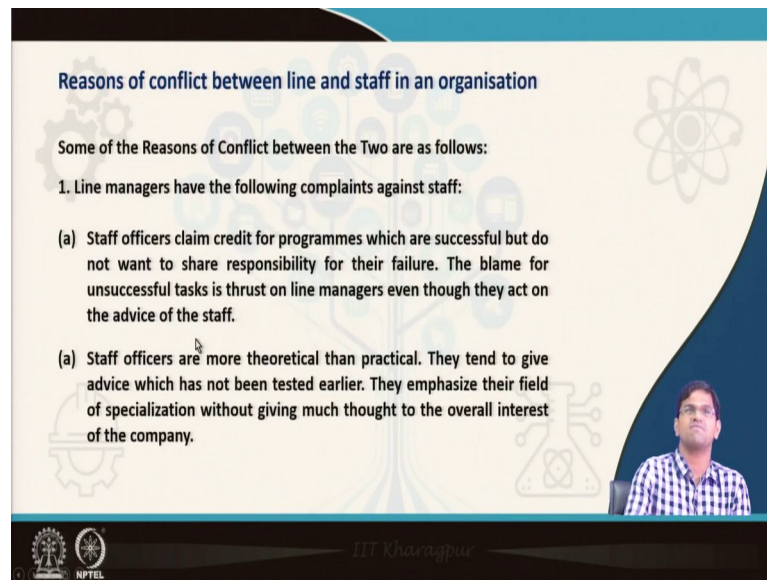
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Then, other things you know lack of co-ordinations. There will be lack of coordination between line and staff because line staff advice may be confused with the line orders.

So, the staff officer may not be very clear about their exact role, they may try to dominate the implementation, part of their advice. So, there can be potentially lack of coordination between two different functions line and staff.

Ineffective staff sometimes you know staff who are actually hired as you know specialists to provide support if they do not win any power in the organization without power they will get not get prestige in the organizations or ineffective the staff will feel you know low morale and then there is an ineffective staff line.

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Reasons of conflict between line and staff in an organisation

Some of the Reasons of Conflict between the Two are as follows:

1. Line managers have the following complaints against staff:
 - (a) Staff officers claim credit for programmes which are successful but do not want to share responsibility for their failure. The blame for unsuccessful tasks is thrust on line managers even though they act on the advice of the staff.
 - (a) Staff officers are more theoretical than practical. They tend to give advice which has not been tested earlier. They emphasize their field of specialization without giving much thought to the overall interest of the company.

DT Kharnapur

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Now, so, in every organization when you are talking about a line and staff organisation there is always a conflict to arise right. So, now, for the betterment of the organization it is advisable to you knows better manage the conflict arising between the line and staff organizations.

Now, before we try to see you know how we you know address these you know conflict between the line and staff organization, we need to understand what kind of what are the reasons for the conflict between these two functions arises ok. So, now, let us look at from the line managers perspective. So, line managements managers have the following complaints against staff ok. So, we are going to look at from the two perspectives one is from the line perspective line officer's perspective why there is a conflict between the line staff and the line and staff functions ok.

The line manager always say you know staff officers claim credit for the programs which are successful, but do not want to share responsibility for their failures. This is most often occurred in the company. So, when a company is very successful you know staff officer claim the credit for the problem.

Because they say you know we provide a lot of advice we provided insight. So, that is why it is very successful, but they do not want to share the responsibility for the failure when there is a failure, they just put the blame on the line officers because they say you know you know this line officers actually failed to deliver.

So, they just put the blame when there is a failure, they push on the line officers and the staff officers you know they that is you know again you know line managers have this complaint, it may not be always true in every organization in every sense or in every case.

So, but these are the you know reasons why conflict occurs because you know line managers perceives that you know most often staff officers take credit for the success, but you know blame failure on the line officers. And you know and you know line officers also feels that you know staff officers are more theoretical you know more conceptual level they are not practical because they provide lot of conceptual level ideas, but they it is not you know practically implementable they tend to give advice which are not been tested earlier.

So, they just provide theoretical inputs, but they should not they should provide you know more practical. So, that you know it become very useful right. They emphasize either their field specialization without giving much thought to the overall interest of the company.

So, these are the complaints come from the line officers on the staff officer that is actually become a you know reasons for the conflict.

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Reasons of conflict between line and staff in an organisation

(c) Staff officers do not remain contented by giving advice only. They try to persuade the line for implementing whatever they have suggested. They trespass their field of activity and enter the area meant for line people.

(d) Though staff officers are well qualified and have good knowledge of their field but try to dominate line officers. They feel themselves superior to line officers. This type of tendency creates conflict and friction between line and staff officials.

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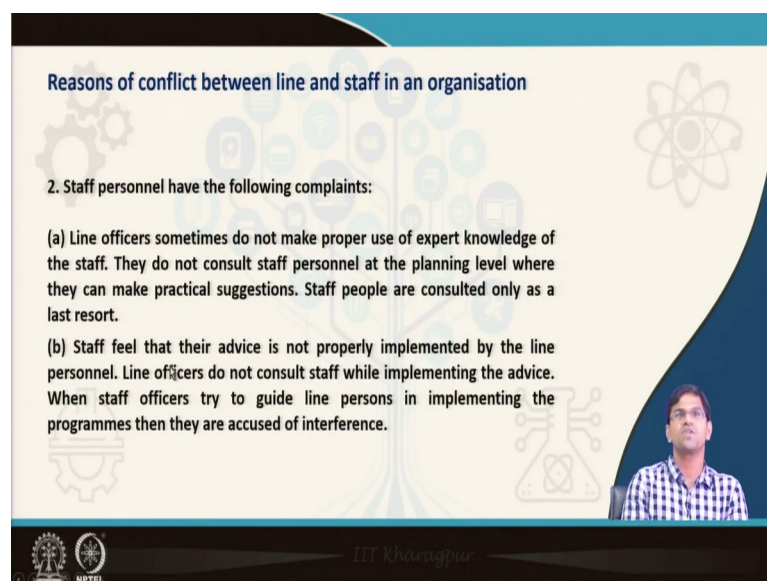
And you know they also feel that you know line officers feels that you know staff officers do not remain contented by giving advice only, they try to persuade line for implementing whatever they have suggested.

So, you know the line officer also feel that you know they are only support function let them provide support let us take the decision to what to implement, but you know what they see that you know they persuade the line managers to implement whatever the suggestions are.

So, they trespass their you know field activity and enter the area meant for the line people. So, they feel you know there is always you know encroach into the you know authority provided for the line officers. And you know line officer also feels that you know staff officers are well qualified and have good knowledge of their field, but they tried to dominate the line officers.

They always feel that you know line officer's opinion that you know the staff managers they being the specialized people, you know they try to dominate the line officers or they try to you know feed their superior to the line officers, they disregard the line officer's capacity. So, these are the complaints come from the line officers that is becoming one of the reasons for the conflict between the staff functions and the line functions.

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Reasons of conflict between line and staff in an organisation

2. Staff personnel have the following complaints:

- (a) Line officers sometimes do not make proper use of expert knowledge of the staff. They do not consult staff personnel at the planning level where they can make practical suggestions. Staff people are consulted only as a last resort.
- (b) Staff feel that their advice is not properly implemented by the line personnel. Line officers do not consult staff while implementing the advice. When staff officers try to guide line persons in implementing the programmes then they are accused of interference.

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Now, let us understand from the staff officer's perspective what do the staff officers perceive about the line officers ok. Because we looked at you know what line officers perceive about the staff officers that is being a reason for the conflict, now let us try to understand from the staff officer.

The staff officers believe that you know line officers you know sometimes do not make a proper use of expert knowledge of the staff; they do not consult the staff personnel at the planning level where they can make a practical suggestion staff people are considered only as a last result.

So, what they see is you know they are feeling that you know line officer they ignore the support from the staff officer you know they will only come at the last sudden when there is a failure if they are about to fail in a certain situation they only reach us to for the support. So, that is the you know complaint to the you know keep on their line officers and the staff officer also feel that you know their advice is not properly implemented. So, you know line officer do not consult the staff while implementing the advice.

So, when the staff officer tries to guide line persons in implementing the programs then they are you know accused of an interference. So, when a line officers not implementing properly when they provided some inputs from the staff officer, they feel like you know they are actually interfering unnecessary on a day to day job. So, that is what the staff officers perceive about line officers.

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Reasons of conflict between line and staff in an organisation

(c) Line officers are not generally enthusiastic about the new ideas suggested by the staff. They resist new things and insist on following the traditions.

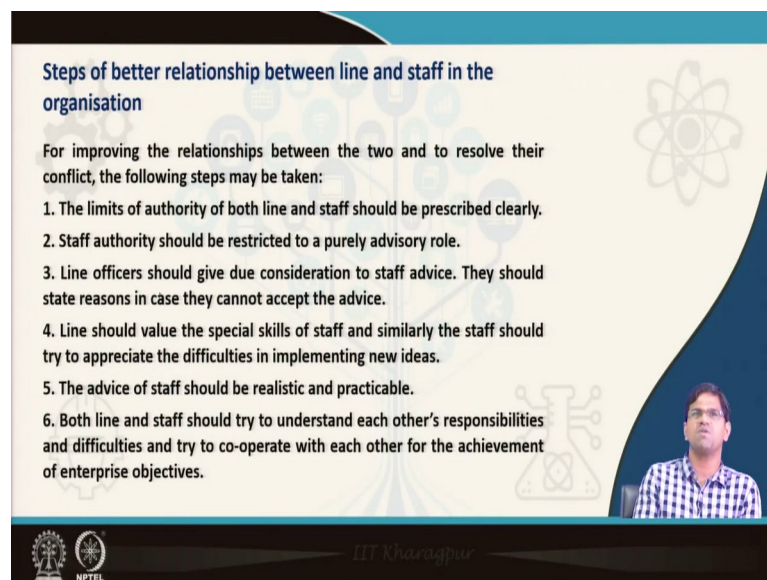
(d) Staff officers do not have authority to implement their ideas. They should be given authority like line officers in supervising the implementation of their suggestions.

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And they also feel that you know line officers are not generally enthusiastic about the new ideas suggested by the staff. You know they saying that you know line officers always ignore any ideas provided by the you know new ideas provided by the staff and staff officer do not have the authority to implement ideas. So, there is also organizational wise you know staff officers are limited are restricted with the implementation, but these are the perspective from the both the sides right when the line officers from the staff officer.

Now these are become a major reason for the conflict to arise between the line and staff organisation. Why we are concerned about the conflict because this conflict will anyway eventually you know it will impact the organizational effectiveness you know.

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Steps of better relationship between line and staff in the organisation

For improving the relationships between the two and to resolve their conflict, the following steps may be taken:

1. The limits of authority of both line and staff should be prescribed clearly.
2. Staff authority should be restricted to a purely advisory role.
3. Line officers should give due consideration to staff advice. They should state reasons in case they cannot accept the advice.
4. Line should value the special skills of staff and similarly the staff should try to appreciate the difficulties in implementing new ideas.
5. The advice of staff should be realistic and practicable.
6. Both line and staff should try to understand each other's responsibilities and difficulties and try to co-operate with each other for the achievement of enterprise objectives.

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Now, let us try to understand how to you know improve this relationship between the line and staff function in the organisation.

Because you know these two are absolutely important for the effective function of the company and no one is superior than each other and both the function has to be you know would work in parallely in tandem so, that you know you are able to create a better organization ok.

Now, let us look at you know how to improve the relationship between these two, one is let us now quote some of the steps may be taken to improve this relationship. One is limits of authority to both line and staff should be prescribed clearly.

So, the kind of authority provided to you know line function and staff function has to be should be clearly defined ok. This is the authority for line function this is the authority for the staff function has to be clearly defined so, that you know there is a clarity and both the functions do not debate over the authority provided by them. So, it should be clearly defined and staff authority should be restricted to be purely advisory role. So, let the concept of line and staff function is very clear.

So, line authority is essentially engaged in the main delivering the main objective of the organizations and support function by conceptually also definition also they are providing a support function.

So, it is to be very clear staff authority should be restricted only to provide advisory role they cannot interfere on their implementation parts. So, if they interfere the conflict arises. Then line officers should give due consideration to staff advice they should state the reason in case they cannot accept the advice.

So, now since you know we are restricting the staff authority to only an advisory role, now the line officer should give a due considerations to the advices provided by the staff ok. When they are not taking their advice, they should actually provide why they are not taking their advices otherwise if they are not providing these reasons what will happen? Staff function feels that you know they are not considering they will start to refute and the conflict will increase then.

Line officers should value the special skills of the staff and similarly staff should try to appreciate the difficulties in implementing the new ideas. So, both of them have to you know contribute one is you know line should you know should you know value the specialized skills of these line staff because you know there are specialists in their own domain, they should appreciate that yes they are skilful, they are specialized their advice has to be taken, but at the same time staff should appreciate some of the difficulties in the implementation of the new ideas you know.

There are always a challenges and difficulties in implementing new ideas, they should also you know try to appreciate the difficulties then. The advice of staff should be realistic and practicable.

So, you know when the staff function provides you know advice to the line function it should be realistic and practical you know you cannot just say something which is you know not implementable and you know it is like you know it just its like you know where there is a top on the mountain, but you give some suggestions it is not even practical right.

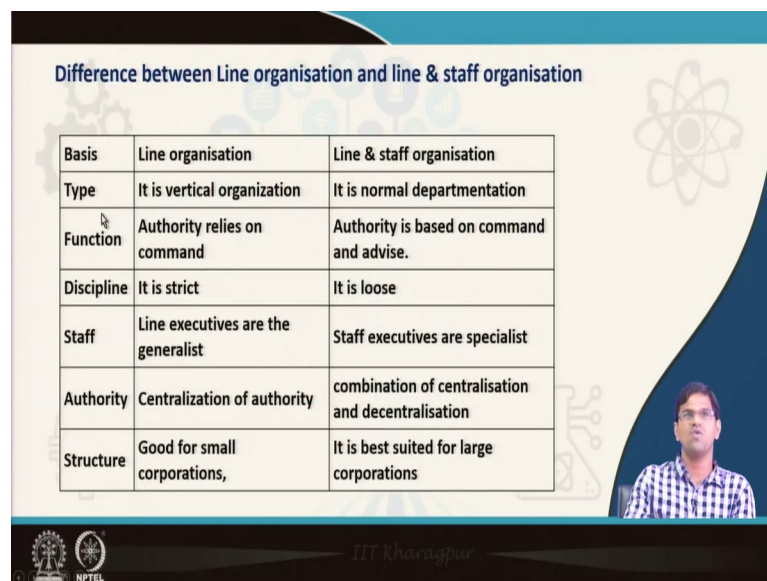
So, staff function should provide which is very realistic reasonable and practicable then both line and staff should try to understand each other responsibilities and difficulties and try to cooperate with each other for the achievement of enterprises objective it is very important point. So, they both of them has to understand each other's responsibilities and difficulties.

So, you cannot only talk about your own you know functional areas you know you know responsibility and then difficulty, you should also try to understand other functional areas you know difficulties and try to cooperate why do you want to cooperate? Because you need to cooperate for the achievement of the enterprise's objectives ok.

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Difference between Line organisation and line & staff organisation

Basis	Line organisation	Line & staff organisation
Type	It is vertical organization	It is normal departmentation
Function	Authority relies on command	Authority is based on command and advise.
Discipline	It is strict	It is loose
Staff	Line executives are the generalist	Staff executives are specialist
Authority	Centralization of authority	combination of centralisation and decentralisation
Structure	Good for small corporations,	It is best suited for large corporations



Now, let us try to understand the difference between the line organisation and line and staff organisation. Line and staff organisation where we have both the line function and the staff functions whereas, in the line organisations it is only line and there are no support functions now.

Based on the type the line organisation it is always vertical and in line and staff organisation it is normal departmentation you know. Because we create department based on this specialized support services we need. So, they create departmentation. And functional authority relies on command and authorities based on command and advice because you know staff functions provide advice and you know line support provides command.

So, there it is authority is based on both command and advise whereas, in that case only a command and discipline is very strict it is little loose because you know both the functions are have to be you know parallelly work and staff wise line executives are the generalist staff executives here are the specialists and line executives are generalists. An authority centralization of authority because you know authority only lies with centralization here it is a combination of centralization and decentralization because you know department level, they take decision and they implement the decision for each department.

So, there is a decentralization in the department level and of course, there is a centralization because you know it was an organizations line department will make certain decisions.

So, there is a combination of both centralization and decentralization. Structure you know line kind of an organisation is applicable for a small organization whereas, you know line and staff functionalities you know more relevant for a larger organization because you know when the moment your organization is expanding it is better to have both line and support functions. So, that you know you will be able to scale up your business and grow in your you know organizations.

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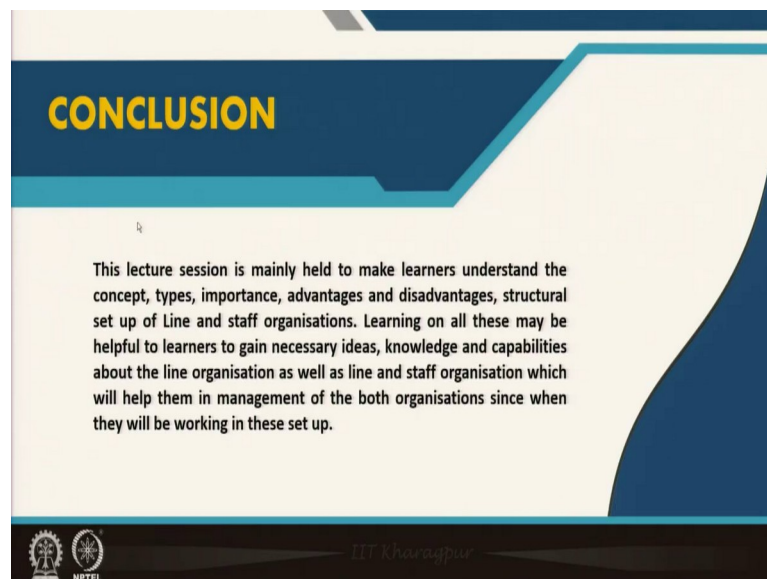
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So, these are the references.

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CONCLUSION

This lecture session is mainly held to make learners understand the concept, types, importance, advantages and disadvantages, structural set up of Line and staff organisations. Learning on all these may be helpful to learners to gain necessary ideas, knowledge and capabilities about the line organisation as well as line and staff organisation which will help them in management of the both organisations since when they will be working in these set up.

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Today we learnt about you know line function and staff functions who are all called as line function who are all called as staff functions and what is the importance of these two functions and how organisations put an effort to ensure that you know this line and staff functions collectively work and staying away from their conflicts for the betterment of the organizations ok. So, with this we are completing the module 6.

Thank you.