

CHAIN OF COMMAND IN HIGHER EDUCATION

Masikirikwe Precious ASITA

Department of Educational Management
Ignatius Ajuru University of Education, Nigeria
masikirikwe@gmail.com

Violet Amiso ALASOMUKA

Department of Educational Management
Ignatius Ajuru University of Education, Nigeria
greenheight@gmail.com

ABSTRACT

Chain of command has been an acceptable norm from time immemorial, from traditional institutions to other kinds of institutions, though; it was not officially accepted as a principle then. However, the concept became institutionalized with a view to improving on the process of communication and thereby enhances responsibility and accountability in the system or organisation. When the need to streamline and improve the structure became necessary, some renowned persons like Henri Fayol, Max Weber, Chris Argyis reasoned independently and came up with similar positions of making chain of command a formal principle that should help build organisations. Chain of command in higher education can be understood to mean an official unbroken flow of authority levels from the top to down. This paper looked at the main purpose for the chain in command which highlights accountability and single point responsibility in the system by establishing a hierarchical order of authority. This hierarchical level of authority is saddled with responsibility for which accountability is required. The accountability is monitored from the top. Orders also are given from the top which is being executed at the lower level and a feedback given in return. Five types of Chain of Command were highlighted by studies as; the traditional hierarchy, the flatter organisation, the Flat Organisation, the Flatarchies and the holacratic organization. Managerial control, advantages and disadvantages of chain of command were mentioned. Recommendations were also made.

Keywords: Chain, Command, Chain of Command, Holacracy, Flatarchies, Flatter Organisation, Flat Organisation, Hierarchy, Normative Control, Regulative Control.

Reference to this paper should be made as follows:

Asita, M. P., & Alasomuka, V. A. (2019). Chain of Command in Higher Education. *International Journal of Institutional Leadership, Policy and Management*, 1(1), 92-105.

Copyright © IJILPM 2019.

INTRODUCTION

Every organisation has a leader to whom some level of authority is accorded. This authority goes with respect and command in extreme cases. Chain is an unbroken line of order, as such; chain of command literally can be interpreted as an unbroken line of order which starts from the top management to the lower cadre down the line in the organization. Chain of command

can actually be seen as an organisational principle or stratum. It is a system of hierarchical authority in which the control of activities comes from the top of the organisation to the members below (Business Dictionary).

Chain of command gives room for coordination or control of different specialities which work towards the achievement of the goals of the organisation. Astin and Astin (n.d) confirmed this when they said everyone in the chain of command is important because they are part of the system that contribute to the building of the system. The management knows the aims and objectives of the organisation so in most cases pilots the efforts of the different groups or individuals towards achieving the organisational goals. For example, in building a house, we have the carpenters, the masons, the plumbers, painters, etc., which are coordinated by the builder. The individual workers might not know the actual design of building and the time frame given though they are working to make sure the building is delivered at a specified time given by the builder.

A chain of command is an official hierarchy of authority that dictates who is in-charge of whom and of whom permission must be asked (Your Dictionary). It is also called Scalar Chain. It is a structured formal line of communication or schedule of duties in which instruction comes from the head or superior to the subordinate while reports move from down to top. This is translated into what is called organisational chart or seen as a hierarchical chart. The chart shows the chain of command in a structural form.

BACKGROUND

Chain of Command has been in existence right from the ancient days. It existed in the family where the father is the head, followed by the mother then children. It also was in religion where we have the Pastor, Deacons and Deaconess then the officers and lastly the members. It equally existed in the village setting where a father reports a case to the family head, from the family head to the family chief then to the paramount ruler who gives the final judgement and the case closes.

Today, it is in the court, business, education, etc. because it has metamorphosed into a new entity. It has been reintroduced for higher education studies formally. Though, this formalization took so many years of some renowned people's efforts, today it has gained ground in almost every organisation or institution. Different Scholars like Chris Henri Fayol, Max Weber, Gregory Penfield Argyis have in one way or the other emphasized on the application of chain of command from different perspectives.

Henri Fayol (1841–1925), a French trained as an engineer came up with the scalar principle (Line of authority) which says employees should respect and follow the chain of command. He opined that power, instruction and responsibility should come from the top to down while report and accountability should move from down to up. It is a form of hierarchical flow of authority though he said that sometimes there could be delay in following the chain of command as can be seen of most bureaucratic organizations. He then suggested that there could be a flow of communication by-pass or not necessarily following the chain provided the people involved are informed. This will make them not to feel under-rated or neglected (Fayol, n.d).

Maximilian Karl Emil Weber a German born in 1864 and died in the year 1920 was popularly known as Max Weber. He was recognised for his bureaucratic principles which were based on his theory, bureaucratic theory or rational – legal model which still supports a flow of power from head to toe. He was strict with administrative laws. He looked at chain of command as a means of instituting a hierarchical order in which people are given special task to perform regularly. These specializations are to be based on the qualification of the individual. By this, no one does another man's job and the hierarchical order will be

respected and kept. This will equally check the favouring of a special group since everyone is equally treated (Mulder, 2019).

Colonel Gregory H. Penfield of the United States Army came up with Mission Command, based its watchword on Trust. Mission Command is a philosophy or a type of orders existing in the Army. It is a leadership approach which guides and shapes their conduct. It builds up discipline and makes them accept prudent risk, a total trust in their leader thereby making the leader be in control. The leadership emphasises on the subordinates having a total trust in whatever decision it makes so as to be in charge. It encourages dialogue (not top to down) among the leaders which helps the leaders to be united in their focus. By this, the commander has the control of the command. When all the discussions are done, the person takes the final decision and gives the order. They obey the order because they have total trust in the person. This is similar to the idea of Management by objectives of the organisation. Though in this case, the decision is generally taken not just the leader sampling the opinion of everyone and taking the decision alone (Penfield, 2014).

Definitions of Chain of Command

Daniel E. defined chain of command as the various organisational levels that exist in a system while Seidel defined it as a hierarchical structure in which reports flow from down to top (Chain of Command, n.d.).

Chain of Command can equally be seen as a system of hierarchical authority in which the control of activities come from the top management to the members below or it is the path in which order is given from the top management to the lower level in an organisational set up (Business Dictionary).

As oxford Dictionary is defining chain of command as an organisational system in which orders that are given move from an individual to the other, Your Dictionary is seeing it as an official hierarchy of authority that dictates who is in charge of whom and whose permission must be asked while Webster Dictionary saw it as a hierarchy in order of rank of persons having authority in an organisation.

Looking at all the definitions one can say a chain of command is a structure of formal system of hierarchical order of authority in which instructions given from top are carried out at the lower level and feedback are in turn sent back to the top.

Purpose of Chain of Command in Higher Education

The main purpose of chain of command is to institute accountability and responsibility in the system through the establishment of the order of power and decision taking. The order of power decentralizes power which helps to make supervisory work easier by passing command to those that will actually do the work. This means one will not be everywhere at the same time but knowing what is going on in the system at every point in time (delegated authority). The order of power equally creates a linkage within the different levels which helps in resolving a case step by step (The Purpose of the Chain of Command, 2019)

How the Chain of Command Works

Powers starts from the top and reduces as it goes down the hierarchy meaning decision making power to reduce ladder by ladder. On the other hand reports move from the lower level to the top level. That is subordinate reports to the immediate superior in the hierarchical system. As Janse (2019) will rightly say, this puts the top on a know of all the happening in the system and helps him to take a final decision as one in charge. He gives order which is

executed in the lower level. So, one can say it works as a link for command and reports to be given.

Formation of Chain of Command in Higher Education

Chain of command being a system in which the different levels of authority in communication is spelt out. Forming a correct chain of command would entail putting the right person in every position or section who can be held accountable for every issue that comes up. This will make the work easier and proper report will be given as orders are carried out without delays (Tanguay & Barnett, n.d.).

Types of Chain of Command

There are so many types of chain of command. The different types of the organisational structures were propounded by different people but some are similar in making. Most of the types were formulated based on the size of the organisation and the environment where the organisation operated. Every type of organisational structure is unique in its own way provided the formation entails putting the right persons in the right place or section where he or she can be held accountable for any issue that comes up. This will make the work easier and proper report will be given as orders are carried out without delays. The following are some of the organisational structures we are going to look at.

The Traditional Hierarchy or Hierarchical Structure

This is the oldest and most commonly used one in organisations or institutions. As the name depicts, it is a model that displays bureaucracy from top to down. The top talents are retained and they give command to may be the better brains at the lower and thereby frustrating the efforts and ideas of these lower employees or staff. With large number of people in the organisation, the longer the hierarchical structure thereby giving room for delays. The model is even difficult to be eradicated because it is tradition made official and brought into play. There is a similar scenario in which the employees are put in groups and headed by supervisors. The group can be based on function (what they do), geography (the area they come from) and product (what they produce) (Nishadha, 2019; Morgan, 2015).

The Flatter Organisational structure

The Flatter hierarchical structure is a type of structure in which the top management is flatten a bit to produce more channels of communication. This means some levels at the top management are removed. By this way the system will have fewer levels thereby decreasing the length of communication. This approach helps to reduce energies and the material resources. It requires some technologies to be put in place to help in the spaces that has been created (the levels that has been removed). That means the technologies will help breach the gap and help the employees get information always and on time (e.g. e-mail).

The superiors should try to work with the subordinates by not just passing information but supporting them by giving or allowing them have some form of power over what they do. Also, the management should be able to accept the changes by disallowing things that will not actually move the institution or organisation forward. For Example, innovations like flexibility at work, should be allowed not being dogmatic, everything should be the way it has been in the beginning, no changes (Morgan, 2015).

The Flat or Horizontal organisational structure

A flat structured organisation is a self-managed organization. As the name implies it is a type of organisational structure in which there is no seniority or job titles. It is structureless (has no hierarchical levels). There is a kind of equality in the system. Every employee chooses where to fix him or herself when a project is going on. In starting a project, the employee has to get the fund and the team to work with. This can work for small and medium but not a big or large organisation. For example, this can be tried in monotechnic where few hands are needed to work. It will be difficult to run this type of organisational structure in a firm or institution where we have numerous workers in the system. It can also work when beginning an institution or firm. When it has grown to a very large one there will be the need for a better structural organisation which will accommodate a multifaceted organisation.

An organisation having this type of structure, if allowed to continue will have the problem of accountability and clique formation which will not be healthy for that institution. The institution will find it difficult to grow. Information and interaction will not flow because employee has the right to choose whom to relate or work with. This will lead to segmentation in the system. There will be no one to caution anyone even when things are not going the right way. Everyone has equal right in the system. This syndrome of equality will be a problem because those who are employed newly who have no experience will still claim equality with those that have been on ground and have acquired experience who might be better qualification. This will bring in unhealthy situation where employees will not have to put in their best since everyone is looked at or placed on the same level. It becomes a free lacer organisation where everyone is free to do what he or she wants. That means freedom for all involved (Morgan, 2015; Point Park, 2018)

The Flatarchies Organisational Structure

Morgan (2015) saw Flatarchies organisational structure as a structure between the flat and hierarchical structure while Point Park (2018) said it is a structure which combines the flat and functional organisational structures together. This means it does not have a straight forward structure which stands on its own. It is a combination of other structures. It can be a hierarchical structure which has a flat team beneath or on the other hand, it could have a flat team on top with a hierarchical structure beneath. For the functional and flat structural type, the functional is made up of smaller groups inform of departments. They have special roles or functions to play in the organisation. They are like pockets in the main flat or horizontal structure.

The Flatarchies Organisation has an already existing structure but allows suggested ideas of employees to flow by forming separate team for that idea to actualize. This team that is formed will be on its own without interference from any angle. The team will be fully funded and given the free hand to work. It will be like a sub-organisation in an organisation. Here, the members operate as a team (flat structure), they are all equal, no seniority. They work as one to achieve the purpose of the dream. It is mostly common when an organisation wants to go into new areas outside the initial focus of the organisation. This arrangement helps to expand the organisation by going into new areas. In the other hand, it can help the organisation not to lose focus on the main goal while working on the new area. This will help the organisation to move on while exploring on new areas. So, it is an advantage over the other structures.

The Holacratic Organisational structure

Holacratic Organisational structure is a type of structure in which there is no head rather we have departments. The structure is to make everyone be the part of the contribution in decision making. Every person is allowed to do what he or she knows best. Here, there is a type of hierarchy but this time, it is the departments that form the hierarchy, not individuals. Matters bothering the organisation are discussed openly during meetings while communication flows. This makes information to be easily got by everyone. Holacracy can be said to be a form of hierarchical-flat structure. The individuals in the hierarchy are replaced with departments have individuals that work like a team so cases are brought to the general floor for decisions are not taken by one individual and files are not passed from one table to the other for a decision to be taken. This makes a decision to be easily taken and very fast thereby helping to make the work move faster or to be delivered on time (Morgan, 2015).

Matrix Organisational Structure

Westland (2019) and Matrix Management (2019) mentioned matrix organisational structure as one which combines different types of structures either two or more. Basically, in the chain of command there are two managers. They function in different capacities, one dealing with functional activities and the other with traditional project activities. These roles are not static they vary from time to time. The same set of workers report to different supervisors. This means that workers are made to reports to two or more supervisors, taking consideration the case at hand. It is not strictly following the hierarchical structure where one individual reports to one manager or superior. For example, a lecturer in a department reporting to the Head of Department can at the same time be a chairman of a committee in which he reports to another person totally without necessarily passing through the head of department or letting him know the outcome of the meeting. This shows that one individual is serving two masters at the same time but in different situations or hemispheres.

Network Structure

As the name implies, this type of organisational structure has an interwoven lines of communication. The lines are not direct, they entangle in course of giving report or taking orders. The whole system is just interwoven (Nishadha, 2019).

Divisional Organisational Structure

In this type of organisational structure, workers are grouped according to what they produce or where they come from (that is their geographical location or their ethnicity). These groups are allowed to exist on its own, being autonomous (Point Park, 2019; Nashadha, 2019).

Line Organisational Structure

Nashadha (2019) also made mention of this type of organisational structure in which there is a head that the rest of the grouped workers report in a hierarchical form. The line of communication is horizontal.

Team-based Organisational Structure

This type of organisational structure entails workers work in a form of team. Each team has its own head and goals so they report directly to their head thereby having a shorter line of action (Nashadha 2019). Nashadha (2019) also mentioned Administrative and Functional organisational structures. In this, he said workers are grouped in smaller groups like departments. They are given special roles to perform either in form of administrative roles or functional roles.

Westland (2019) mentioned Projectized Organisational Structure as a type of chains of command mentioned. Here, workers are grouped according to the different projects that are to be executed and the project managers take charge. In types of chain command, all the organisational structures discussed might not be perfectly okay. Again, no one structure is better than the other rather these structures that exist in other organisations. All we have to do is to look at the environment we are operating in and pick the one that will be suitable and adapt or adopt. That is, we can take it wholly as it is or adjust it by taking bits from the different structures and making up for ours (mixture of different structures). By this, we have created a new brand structure that can solve the problems at hand or the problems at hand or the ones we might foresee (envisage).

MANAGEMENT CONTROL IN CHAIN OF COMMAND IN HIGHER EDUCATION

In every organisational system, there are measures of control which will help keep the institution effectively and efficiently operational. So here, we have to look at the control measures which are divided into three as regulative controls, normative controls and organisational cultural norms.

Regulative Controls

They are the rules and policies that are put in place as standing orders for the organisations. This type of control is too rigid for modern organisations because most modern organisations are tending towards being flatten rather than hierarchical because for an institutions that have affiliates in other states and country need to be flexible in the operational rules to accommodate the differences in the environment and the innovations of the age. Under regulate control; we have basically three (3) types which are as follows: Bureaucratic Control, Financial Control and Quality Control.

Bureaucratic Control: This is pure hierarchical form of control though very rampart in many institutions, it is no longer suitable for the modern world. It does not also work out in case of emergency or urgent need. The delay in the chain of command will make the need or idea ineffective. It will kill the vision.

Financial Controls: Financial controls are put in place for accountability. The positions that control institutions' flexibility are held by the top superior officers who will be held accountable for income and expenditure. For example, the bursar, the deans are to be held accountable for the allocations given to them. Invariably, financial controls help to check the rate of spending so that the budget of the year will not be overshoot and the targets will be met. This will keep the institutions or organisations going.

Quality Controls: These are controls that talk about the standard of an institution. Every institution should have these quality controls on ground to know when the standards are being compromised.

Normative Controls

These controls are informal rules or norms that are accepted in institutions. They are not written but everyone accepts them as rules guiding the institution. For example, it is not written anywhere that students should dress well but it is generally accepted that students should dress well to class. Normative controls can be divided into two namely, Team Norms and Organisational Cultural Norms.

Team Norms: They are informal agreement within a group in an institution. For example, every class has a class president or every course a representative which was not formally appointed. The person generally directs the affairs of the class. Everyone respects and takes orders from him or her. The class can develop rules and regulations that will keep the class united and orderly. These rules and regulations become the team norms.

Organisational Cultural Norms: These are acceptable norms that are geared towards the culture of the institution. For example, the university has its goals based on excellent performance. It equally has a culture of rewarding the best graduating students in their different facilities. These students will work hard (hard work being a norm), to be given a reward at the end which has become the culture of the school. This culture in turn is making, the students to read harder and make good grades which is the aim or goal of the institution (Droege, n.d). Every institution or organisation has all the mentioned management control methods but it depends on which one is properly used. The well-known one is the one that people normally refer to when it comes to a particular institution.

IMPORTANCE OF CHAIN OF COMMAND

Chain of command is important for the smooth running of the activities in the system. It ensures that everyone is working according to his or her job specification since there are supervisors or superiors to make sure the right things are done because they will be held responsible if there should be any failure. Therefore, chain of command defines the responsibilities attached to each one. This brings about knowing each person's jurisdiction.

It makes one accountable to the responsibilities given. It also helps in the smooth running of the organisation by ensuring there is a goal, a direction everyone is working towards to achieve. It helps breach the gap in communication since there is a direct boss who works hand in hand with the workers at every point in time. It brings about respect in the workers will feel appreciated having been recognised according to their skills where they are masters in their own right. The sense of fulfilment that this brings enhances loyalty and respect to their leadership. It enforces the law in an organisation since protocols must be obeyed. No one can "jump the gun" not following the normal or due process. It constitutes orderliness in an organisation. For example, all files must move accordingly thereby ensuring the safety of files. This implies that orders too will be taken accordingly.

Example of Chain of Command

From the definition of chain of command, we can see that it is a pyramidal structure in which authority is given to people from the top according to rank in a system (Oyebade, 2016; Organizational Structure, n.d.). The first person in the ranking order of higher education is the **Visitor** who is the President if it is a federal university or the Governor if it is a state university. **Function:** He or she oversees all the activities of the school, appoints the chancellor, pro-chancellor and some of the members of the Governing Council.

Next is the **Chancellor**. The Chancellor is a figure or ceremonial head of a college or university. In public universities, it is mostly a traditional monarch that is appointed. The appointment must be made by the President of the country (if it is a Federal Government University) or by the Governor of the state (if it is a state owned University and the society). He or she should be of good reputation. **Function:** He or she sits as the chairman of the convocation. He presides in the convocation where degrees are awarded.

Pro-Chancellor: The Pro-Chancellor is the next in command. He appoints other members except when the chancellor is acting as the chairman of the congregation or convocation. **Function:** He sits as the chairman of the congregation or convocation. He also chairs all meetings of the council when present. He acts as the deputy Chancellor and Chairman of the University Council.

Vice-Chancellor: The Vice-chancellor is actually the head of the University. He is the centre of activities. He directs and actualizes the dream (the vision, mission and objectives) of the university apart from the Chancellor, Pro-Chancellor or anyone acting as the chairman of the council. **Function:** He is the Chief Executive and Chief Academic officer of the university. He is also the Chief accounting officer and the Chairman of the Senate. Also, he acts as the Chairman of the congregation. He equally is a member of the council as Ex-officer.

Deputy Vice-Chancellor: There could be one or two chancellors. They are next to the Vice-chancellor. **Functions:** They assist the Vice-Chancellor in executing his/her functions.

The Registrar: The university has the Registrar as the Chief Administrative Assistants and Deputy Registrars who assist him/her in the day-to-day running of the office. **Function:** The Registrar is answerable to the Vice-Chancellor on matters pertaining to administration of the University. He/she acts as the Secretary to the settings of the Council, Senate, Congregation and Convocation.

The Bursar: He is the Chief Accountant or the Accounting Officer of the University. He/she is the strong room of the University. **Function:** As the chief Financial or Accounting Officer, he/she is responsible to the financial activities of the University. He/she also acts as administrative matters that are not under the Registrars Coffers.

The Librarian: The Librarian is to report to the Vice-Chancellor. He/she is the administrative head of the Library of the University. **Function:** He controls and coordinates all the activities of the library and relays them to the Vice-Chancellor. He/she handles all the services given by the library. He/she makes sure the library is up to date with the necessary modern gadgets or facilities.

All the offices mentioned above are there to help the Vice-Chancellor in the running of the university's activities. They are also members of different committee of the school.

The Health Services: The health services in the sector of the university provides health services for the Vice-Chancellors, the university board, Academic board, the Academic staff Assembly and different people that make up the university system.

The Deans of Faculties: They are the heads of the faculties. **Function:** They are in charge of the faculties. They rotate the senior lecturer or the readers on the basis of seniority

if there is no professor. The senate on the other hand can equally determine what is to be done.

The Heads of Department: The Heads of Departments are next to the Deans.
Function: They are in charge of all the arms of the faculties of the university

ADVANTAGES OF CHAIN OF COMMAND

A coin has two faces in the same way everything has its pros and cons. For chain of command, there are positive sides which we will look at. They are as follows: It helps the higher authority to be abreast what is happening in the institution thereby maintaining oversight over the school or system. It gives the leader room to delegate responsibility to people since he cannot be everywhere at every point in time. With different officers at different levels to supervise the work, it becomes easier for the one at the top because the work to do will be lesser. By this, they are automatically his assistants and eyes. It also provides a detailed closer supervision of delegated responsibilities. Every department will pay closer attention at all the details in the implementation of the directives. Details will be obeyed to the latter. Direct supervision will equally resolve problems of the department immediately by getting answers instantly on one on one basis. This will increase the efficiency of the department.

DISADVANTAGES OF CHAIN OF COMMAND

In chain of command, if anything goes wrong at the end, it will be difficult to trace it out because the hierarchy of command is long. Chain of command makes the system to be rigid, no flexibility. The system will be extremely bureaucratic and there will be bottle neck along the line. This will slow down decision making thereby wasting time, money and resources. In chain of command, it is difficult to adopt change because of the long chain involved. For a change to take place, it will be the conviction of the people in the line or chain of command. Another problem in a chain of command is that a message passed might be altered along the line before it gets to the last person. The order given from top will vary as it goes down the chain. Also, a policy made from the top might not be understood down the line. It might be delayed or killed along the chain. Chain of command can be covered up. The truth can be hidden from the top. Again, in strict Bureaucracy, where everyone minds his or her area of specialization, there will be no competition to show the best in terms of performance. There will be restriction on the part of the employee to be creative (Mulder, 2019). In chain of command where there is hierarchical order, people are placed in classes which make room for some to be slave workers to others (Zeeman, 2019; Janse, 2019).

HANDLING DEVIATES IN THE CHAIN OF COMMAND

In the chain of command, if a superior authority is by-passed breaking the chain of command, it will bring down the morale of the person which will be translated to other members of the organisation. If this is not well handled, it will bring crisis in the organisation then production or growth of the organisation will be affected. For this reason, there should be ways of handling such situations. Redman (2019) and Lobrey (2017) suggested some ways as follows:

Breaking the chain of command should not be ignored: The chain of command should not be broken except it is for an emergency case in which the superior officer should be on the know. Anything other this should be addressed. The case order than this should be

investigated up to find out what happened and why it happened. The matter should be well addressed or it will cause more problems. Give warning measures, if possible punishment should be given to the appropriate person or persons and at the right time.

Put everyone on a clean sheet: In handling this case, let your mind be blank of everything, be plane to the situation. See all the people involved as innocent people so that one can get to the root of the problem. Do not run into conclusion.

Give a fair hearing: Have a private discussion with the employee. Give a chance to the employee by discussing the reason for breaking the chain of command. This will give the employee an opportunity of airing out his or view. After this, one can now hear from the superior officer and get back to the employee to know that the behaviour is not a healthy one so must be discontinued as a verbal warning.

A resolution should be given to the case: In resolving the case, if it was found that the employee just misbehaved for no cause, then a sound warning should be given. A written warning has to be given three (3) times before this. This measure will deter and discourage others from doing the same thing. On the other hand, if the problem is from the management of the system, the issue has to be addressed to avoid future occurrence. If breaking of chain of command is not well handled, it can escalate to serious problem and crises may erupt in the organisation.

CONCLUSION

Chain of command is an organisational structure in which the line of authority or order is continuous. It is not broken. It is a structure that tries to coordinate and control all the different activities in the system. Basically, it runs from head to the subordinates, all the way down to the lowest rung of the organizational ladder. Though, there are modified ones.

Chain of command is meant to basically build in total obedience and accountability in the system. Though there are different types of chain of command, all are geared towards this same goal. The differences may depend on the type of organisation or environment where the organisation is being situated but the point is that all are made to achieve the same aim of growing the institution and put the organisation in a stable and peaceful state. The organisation could be private or government owned one. It could be a big, medium or small sized one. Whatever may be the case, it has to grow so measures are put in place to check this course. This automatically leads to chain of command in which orders are given as reports are received and decisions are being taken.

In summary, one will say, the chain of command has been one of the oldest organisational structure which has been in existence. Before it was officially adopted, it has been part of our traditional system, it has been the working tool of most informal organisations like the clubs, the home, the family, the communities etc.

The purpose for which it was formed was to institute absolute control and accountability in the system thereby having an utmost growth of the organisation or institution. The different basic types of chain of command were mentioned and explained. They are the traditional Hierarchy, the flatter, the flat, the flaterchies, the holacratic and the matrix. Also the control mechanism was looked into as Regulative Controls, Normative Controls and Organisational Culture Norms. These control measures help to build up the institution in a subtle way. Advantages and disadvantages of the chain of command were equally mentioned while recommendation was also given.

Recommendations

For recommendations, it shall be said that the type of chain of command to be operational in any institution should be based on the:

- Size of the institution;
- Environment or situations surrounding the institution whether military or civil society; and
- Every institution should operate on a mixture of the organisational structures to get the best.

REFERENCES

- Astin, A. W., & Astin, H. S. (n.d.). *Leadership Reconsidered: Engaging Higher Education in Social Change*. Retrieved from https://www.naspa.org/images/uploads/kcs/SLPKC_Learning_Reconsidered.pdf.
- Chain of Command (n.d.). Chain of Command. Retrieved from <https://www.yourdictionary.com/chain-of-command>
- Chain of Command (n.d.). Chain of Command. Retrieved from <http://www.businessdictionary.com/definition/chain-of-command.html>.
- Chain Of Command Principle (n.d.). Chain Of Command Principle Retrieved from <https://www.referenceforbusiness.com/management/Bun-Comp/Chain-of-Command-Principle.html>.
- Droege, S. B. (n.d.). *Management Control*. Retrieved from <https://www.referenceforbusiness.com/management/Log-Mar/Management-Control.html>.
- Janse, B. (2019, October 21). *Marxism / Karl Marx theory by Karl Marx and Friedrich Engels*. Retrieved from <https://www.toolshero.com/management/marxism/>.
- Janse, B. (2019, October 21). *Managerialism Theory, a Powerful Management Tool*. Retrieved from <https://www.toolshero.com/management/managerialism-theory/>.
- Lohrey, J. (2019, February 11). *How to Handle an Employee Who Ignores the Chain of Command*. Retrieved from <https://bizfluent.com/info-12174725-handle-employee-ignores-chain-command.html>.
- Matrix Management. (2019, October 24). Matrix Management. Retrieved from https://en.wikipedia.org/wiki/Matrix_management.
- Morgan, J. (2015, July 22). *The Complete Guide to the 5 Types of Organizational Structures for the Future of Work*. Retrieved from <https://www.forbes.com/sites/jacobmorgan/2015/07/22/the-complete-guide-5-types-of-organizational-structures-for-the-future-of-work/#5a065e5a7705>.
- Morgan, J. (2015, July 20). *The 5 Types of Organizational Structures: Part 1, the Hierarchy*. Retrieved from <https://www.forbes.com/sites/jacobmorgan/2015/07/06/the-5-types-of-organizational-structures-part-1-the-hierarchy/#4619b5565252>.
- Morgan, J. (2015, July 20). *The 5 Types of Organizational Structures: Part 2, 'Flatter' Organizations*. Retrieved From <https://www.forbes.com/sites/jacobmorgan/2015/07/08/the-5-types-of-organizational-structures-part-2-flatter-organizations/#75dbd6856dac>.
- Morgan, J. (2015, July 20). *The 5 Types of Organizational Structures: Part 3, Flat Organizations*. Retrieved From <https://www.forbes.com/sites/jacobmorgan/2015/07/13/the-5-types-of-organizational-structures-part-3-flat-organizations/#28f74406caa5>.

- Morgan, J. (2015, July 20). *The 5 Types of Organizational Structures: Part 5 Holacratic Organizations*. Retrieved from <https://www.forbes.com/sites/jacobmorgan/2015/07/20/the-5-types-of-organizational-structures-part-5-holacratic-organizations/#11b26f2d48a2>.
- Mulder, P. (2019, October 21). *Bureaucratic Theory Definition by Max Weber*. Retrieved from <https://www.toolshero.com/management/bureaucratic-theory-weber/>.
- Nishadha. (2019, June 12). *Types of Organizational Charts (Organizational Structure Types) for Different Scenarios*. Retrieved from <https://creately.com/blog/diagrams/types-of-organizational-charts/>.
- Organizational Structure (n.d.). Organizational Structure Retrieved from <https://unizik.edu.ng/administration/organizational-structure/>.
- Oyebade, F. (2016, February 1). *Working Organogram and Procedures in the University System*. Retrieved from <https://oer.unimed.edu.ng/CONFERENCES/10/1/Dr-Funke-Oyebade-mni-Working-Organogram-and-Procedures-in-the-University-SystemOER1536870.pdf>.
- Penfield, G. H. (2014, April 15). *Mission Command: A Time-Proven Leadership Philosophy that Emphasizes Trust*. Retrieved from <https://publications.armywarcollege.edu/pubs/212.pdf>.
- Redman, B. (2019, May 8). *How to Deal with a Subordinate Who Undermines Your Authority*. Retrieved November 4, 2019, from <https://bizfluent.com/how-10036192-deal-subordinate-undermines-authority.html>.
- Tanguay, D. M., & Barnett, T. (n.d.). *Chain Of Command Principle*. Retrieved from <https://www.referenceforbusiness.com/management/Bun-Comp/Chain-of-Command-Principle.html>.
- The Purpose of the Chain of Command (n.d.). The Purpose of the Chain of Command Retrieved from <https://www.greeleyschools.org/cms/lib/CO01001723/Centricity/Domain/4216/The Purpose of the Chain of Command.pdf>.
- Westland, J. (2019, October 24). *Matrix Organizational Structure - A Quick Guide*. Retrieved from <https://www.projectmanager.com/blog/matrix-organizational-structure-quick-guide>.
- Zeeman, A. (2019, March 22). *Karl Marx*. Retrieved November 4, 2019, from <https://www.toolshero.com/toolsheroes/karl-marx/>.

KEYTERMS AND DEFINITIONS

Chain: An unbroken line

Command: An order given by a superior to an inferior

Chain of Command: An unbroken line of order

Holacracy: It is a mixture of hierarchical and flat structures. Groups are formed in hierarchy instead of individuals.

Flatarchies Organisational Structure: It is a hierarchical structure that allows flat structure to operate as a team.

Flatter Organisational Structure: It is a type in which the top is made flat instead of the normal pyramidal form.

Flat Organisational Structure: It has everyone operating at the same level.

Hierarchy: It is a pyramidal form of structure in which different levels are created.

Normative Control: These are informal laws or norms that control a system.

Regulatory Control: These are official rigid standing policies of a hierarchical system.