

Delegation

Delegation of authority merely means the granting of authority to subordinates to operate within prescribed limits.

Theo aimman



Delegation is the process a manager follows in dividing the work assigned to him so that he performs that part which only he because of his unique organizational placement, can perform effectively and so that he can get others to help with what remains.

Louis Allen



- Delegation refers to the downward transfer of authority from a superior to a subordinate.
- It enables a manager to use his time on high priority activities & extend his area of operations
- It satisfies a subordinate's need for recognition and provides them with opportunities to develop and exercise initiative.
- Delegation does not mean abdication. The manager shall still be accountable for the performance of the assigned tasks.
- The authority granted to a subordinate can be taken back and redelegated to another person.



AUTHORITY

Authority refers to the right of an individual to command his subordinates and to take action within the scope of his position. The concept of authority arises from the established scalar chain which links the various job positions and levels of an organisation.

Authority relationships help to maintain order in the organization by giving the managers the right to extract obedience and give directions to the workforce under them.

The extent to which a superior can exact compliance also depends on the personality of the superior. It must be noted that authority is restricted by laws and the rules and regulation of the organisation, which limit its scope.

Authority also refers to right to take decisions inherent in a managerial position to tell people what to do and expect them to do it. originates by virtue of an individual's position and the extent of authority is highest at the top management levels and reduces successively as we go down.

Authority determines the superior subordinate relationship wherein the superior communicates his decision to the subordinate, expecting compliance from him and the subordinate executes the decision as per the guidelines of the superior.

However, as we go higher up in the management hierarchy, the scope of authority increases.



Responsibility

Responsibility is the obligation of a subordinate to properly perform the assigned duty.

It arises from a superior subordinate relationship because the subordinate is bound to perform the duty assigned to him by his superior.

Thus, responsibility flows upwards i.e., a subordinate will always be responsible to his superior.

when an employee is given responsibility for a job he must also be given the degree of authority necessary to carry it out.

Thus, for effective delegation the authority granted must be commensurate with the assigned responsibility.

If authority granted is more than responsibility, it may lead to misuse of authority, and if responsibility assigned is more than authority it may make a person ineffective.



Accountability

Delegation

empowers an employee to act for his superior but the superior would still be accountable for the outcome. Accountability is being answerable for the final outcome.

Once authority has been delegated and responsibility accepted, one cannot deny accountability.

It cannot be delegated and flows upwards i.e., a subordinate will be accountable to a superior for satisfactory performance of work



It indicates that the manager has to ensure the proper discharge of duties by his subordinates. It is generally enforced through regular feedback on the extent of work accomplished.

The subordinate will be expected to explain the consequences of his actions or omissions.

it can be stated that while authority is delegated, responsibility is assumed, accountability is imposed. Responsibility is derived from authority and accountability is derived from responsibility.

Basis	Authority	Responsibility	Accountability
Meaning	Right to command	Obligation to perform an assigned task	Answerability for outcome of the Assigned task.
Delegation	Can be delegated	Cannot be entirely delegated	Cannot be delegated at all.
Origin	Arises from formal position	Arises from delegated authority	Arises from responsibility.
Flow	Flows downward from superior to subordinate	Flows upward from subordinate to superior	Flows upward from subordinate to superior

Importance of Delegation

Effective management

By empowering the employees, the managers are able to function more efficiently as they get more time to concentrate on important matters.

Employee development

delegation helps by preparing better future managers. Delegation empowers the employees by providing them with the chance to use their skills, gain experience and develop themselves for higher positions.



Facilitation of growth

Delegation helps in providing a ready workforce to take up leading positions in new ventures. Trained and experienced employees are able to play significant roles in the launch of new projects by replicating the work ethos they have absorbed from existing units.

Basis of management hierarchy

Delegation of authority establishes superior-subordinate relationships, which are the basis of hierarchy of management. It is the degree and flow of authority which determines who has to report to whom. The extent of delegated authority also decides the power that each job position enjoys in the organization.

Importance of Delegation

Motivation of employees

When a superior entrusts a subordinate with a task, it is not merely the sharing of work but involves trust on the superior's part and commitment on the part of the subordinate. Responsibility for work builds the self-esteem of an employee and improves his confidence. He feels encouraged and tries to improve his performance further.



Better coordination

The elements of delegation, help to define the powers, duties and answerability related to the various positions in an organization. This helps to avoid overlapping of duties and duplication of effort as it gives a clear picture of the work being done at various levels. Such clarity in reporting relationships help in developing and maintaining effective coordination amongst the departments, levels and functions of management..



Thank you

**You can find me at
kavitajainkv@gmail.com**