

Step in delegation

The distribution of authority throughout an organisation does not occur automatically. Rather, it is deliberate design or plan by which a manager makes his authority effective and influential. This requires delegation of authority through the particular steps. The entire process of delegation of authority can be completed through the following four steps:

- (1) Determination of results expected
- (2) assignment of duties
- (3) authorisation for actions, and
- (4) creation of obligation.

Let us now explain briefly these steps:

1. **Determination of Results Expected**
Authority should be delegated to a position according to the results expected from that position. Since authority is intended to furnish managers with a tool for so managing as to gain contribution to the organisational objectives, it is essential that authority delegated to a manager is adequate to ensure the ability to accomplish results expected. To the

extent there is clarity in these, delegation will be effective. Therefore, the first requirement is the determination of contributions of each position which is largely a step undertaken at the stage of creating various positions.

2: Assignment of Duties.

The second step is the assignment of duties to the subordinate. Duties can be described in two ways: First, these can be described in terms of an activity or set of activities; for example, selling activity to salesman. According to this view, delegation involves assignments of these activities by a manager to subordinates. Second, duties can be described in terms of results that are expected from the performance of activities, for example, how much sale is to be achieved by salesman. Assignment of duties in terms of results expected works better because a subordinate is likely to get psychological satisfaction from his work, and he will have advance notice of the criteria on which his performance is to be

judged. A man's duties will be clear to him only when he knows what activities he must undertake and what goals he must fulfill.

3. Authorisation for action

→ The third aspect involves granting of permission to take actions like making commitments; use of resources, and other actions necessary to get the assigned work done. This problem is essentially one of determining the scope of authority to be delegated to each particular subordinate. In the delegation process, the manager confers upon a subordinate exercise of the authority in conformity with his understanding of the intentions of the superior who delegates it to him and understanding of ~~the~~ as the superior is inseparably linked with the activities allocated to them.

4. Creation of obligation.

→ The last aspect of delegation is to create obligation on the part of subordinate for the satisfactory performance of his assignments. As discussed earlier, a subordinate is

is responsible for the total activities assigned to him and not only for the activities actually being performed by him. The sense of obligation required arise from the maintenance of responsibility by the superior and an accompanying insistence that the work performed must meet his expectations.

Centralisation and Decentralisation

Another highly important issue in organising is the extent to which authority is centralised, or its opposite, decentralised, in a formal organisation structure. In management, centralisation refers to concentration of authority and decentralisation dispersion of authority. However, both these terms are used to give various connotations. These words are used in the context of physical or geographical location, physical or geographical decentralisation refers to dispersion of an organisation's operations throughout the country. The functional decentralisation refers to dispersion of organisational

Functions into separate autonomous units, for example, production, marketing, finance, etc. However, both these classifications of centralisation and decentralisation are merely descriptive and not analytical. Therefore, the terms are used with certain prefixes like geographical decentralisation or functional decentralisation. It is the degree of delegation of authority that conveys the meaning of centralisation or decentralisation in management, though in this case too, people prefer that these terms should be used along with 'of authority' to make them more clear and explicit such as 'centralisation of authority' or 'decentralisation of authority' when centralisation and decentralisation are used in the context of degree of authority at various levels and associated management practices, they denote different degrees of delegation of authority. For example, Allen has defined both the terms as follows:

“Centralisation is the systematic and consistent reservation of authority at central points within an organisation. Decentralisation applies to the systematic delegation of authority in an

Organisation - wide context"

Thus, centralisation refers to the reservation of authority at the top level of the organisation and decentralisation refers to systematic delegation of authority in the organisation. However, there can neither be absolute centralisation nor there can be absolute decentralisation. The concepts of centralisation and decentralisation are two extreme points in the matter of distribution of authority in the organisation. In between these two extreme points, there may be a continuum of authority distribution.