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### ORGANISING

#### Delegation

A manager, no matter how capable he is, cannot manage to do every task on his own. The volume of work makes it impractical for him to handle it all by himself. As a consequence, if he desires to meet the organisational goals, focus on objectives and ensure that all work is accomplished, he must delegate authority. एक प्रबंधक, चाहे वह कितना भी सक्षम क्यों न हो, प्रत्येक कार्य को स्वयं करने का प्रबंधन नहीं कर सकता। काम की मात्रा उसे खुद के द्वारा यह सब संभालने के लिए अव्यवहारिक बनाती है। परिणामस्वरूप, यदि वह संगठनात्मक लक्ष्यों को पूरा करने की इच्छा रखता है, तो उद्देश्यों पर ध्यान केंद्रित करें और सुनिश्चित करें कि सभी काम पूरे हो गए हैं, उन्हें अधिकार सौंपने चाहिए।

Delegation refers to the downward transfer of authority from a superior to a subordinate. It is a pre-requisite to the efficient functioning of an organisation because it enables a manager to use his time on high priority activities. It also satisfies the subordinate's need for recognition and provides them with opportunities to develop and exercise initiative. Delegation helps a manager to extend his area of operations as without it, his activities would be restricted to only what he himself can do. However, delegation does not mean abdication. प्रत्यायोजन एक सुपीरियर से अधीनस्थ को अधिकार के हस्तांतरण को संदर्भित करता है। किसी संगठन के कुशल कामकाज के लिए यह पूर्व-आवश्यकता है क्योंकि यह एक प्रबंधक को उच्च प्राथमिकता वाली गतिविधियों पर अपने समय का उपयोग करने में सक्षम बनाता है। यह अधीनस्थ की मान्यता की आवश्यकता को भी पूरा करता है और उन्हें विकास और व्यायाम की पहल करने के अवसर प्रदान करता है। प्रतिनिधिमंडल एक प्रबंधक को अपने संचालन के क्षेत्र का विस्तार करने में मदद करता है क्योंकि इसके बिना, उसकी गतिविधियाँ केवल उसी तक ही सीमित रहेंगी जो वह स्वयं कर सकता है। हालांकि, प्रतिनिधिमंडल का मतलब उदासीकरण नहीं है। The manager shall still be accountable for the performance of the assigned tasks. Moreover, the authority granted to a subordinate can be taken back and redelegated to another person. Thus, irrespective of the extent of delegated authority, the manager shall still be accountable

to the same extent as before delegation. प्रबंधक अभी भी सौंपे गए कार्यों के प्रदर्शन के लिए जवाबदेह होगा। इसके अलावा, एक अधीनस्थ को दिए गए अधिकार को वापस लिया जा सकता है और किसी अन्य व्यक्ति को पुनर्वितरित किया जा सकता है। इस प्रकार, भले ही प्रत्यायोजित प्राधिकरण की सीमा के बावजूद, प्रबंधक अभी भी उसी हद तक जवाबदेह होगा, जैसा कि प्रतिनिधिमंडल के समक्ष है।



*No delegation leads to delays in decision-making*



## Elements of Delegation

According to Louis Allen, delegation is the entrustment of responsibility and authority to another and the creation of accountability for performance. A detailed analysis of Louis Allen's definition brings to light the following essential elements of delegation:

**(i) 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 also refers to the right to take decisions inherent in a managerial position to tell people what to do and expect them to do it. In the formal organisation authority 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 the corporate ladder. Thus, authority flows from top to

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bottom, i.e., the superior has authority over the subordinate. Authority relationships helps to maintain order in the organisation by giving the managers the right to exact obedience and give directions to the workforce under them. 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. 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. However, as we go higher up in the management hierarchy, the scope of authority increases.

**(ii) 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. An important consideration to be kept in view with respect to both authority and responsibility is that 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.

**(iii) Accountability:** Delegation of authority, undoubtedly empowers an employee to act for his superior but the superior would still be accountable for the outcome: Accountability implies 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.