19MEE312

PRINCIPLES

OF

MANAGEMENT

UNIT III
ORGANISING

What is Delegation?

Delegation is the process of assigning authority, responsibility, and tasks to individuals or teams within an organization. It involves transferring decision-making authority from managers to their subordinates, empowering them to make decisions and take action within their assigned roles. By delegating tasks, managers can focus on higher-level responsibilities and strategic decision-making while their subordinates handle operational or specialized tasks. Delegation includes elements, such as authority, responsibility, accountability, and effective communication. It brings several benefits, including increased productivity, skill development, empowerment, improved decision-making, and succession planning. Effective delegation requires considering factors, like employee competence, workload capacity, and task complexity, along with providing adequate support and feedback for successful task completion.

Determination of Results Expected

Assignment of Duties

Granting of Authority

Creating Accountability for Performance

Process of Delegation

Process of Delegation

The process of delegation involves the following steps:

1. Determination of Results Expected: Managers begin by clearly defining the desired outcomes and objectives that need to be achieved through delegation. This step involves setting specific and measurable targets aligned with the organization's goals. It provides a clear focus for the delegation process and ensures everyone understands the expected results.

2. Assignment of Duties: Once the results are determined, managers identify specific tasks and responsibilities to be delegated. It is important to match the duties with the skills, capabilities, and interests of the individuals or teams involved. Clear instructions and guidelines should be provided to ensure a shared understanding of the assigned duties and expectations.

3. Granting of Authority: Delegation goes beyond task assignment; it also involves granting the necessary authority to carry out the assigned tasks effectively. This includes decision-making power, access to resources, and the ability to take necessary actions within defined limits. Granting authority empowers individuals or teams to make decisions and exercise discretion in fulfilling their responsibilities.

4. Creating Accountability for Performance: To ensure accountability, managers establish clear lines of responsibility and hold individuals or teams accountable for the proper performance of their delegated duties. This includes setting performance standards and metrics, regularly monitoring progress, providing feedback and guidance, and evaluating outcomes. Accountability fosters a sense of ownership and motivates individuals to perform at their best.

Obstacles to Delegation

While delegation is crucial for organizational efficiency, several obstacles can hinder its effectiveness. These obstacles can be categorized into three groups:

Superior

Subordinate

Organization

Reference:

1. Harold Koontz, and Weihrich, 'Essential of Management' 8th Edition, Tata Mc Graw Hill Education, Delhi, (2010).
2. John R. Schermerhorn, Jr. Management. 12th Edition, John Wiley and Sons, (2012)