



19MEE312

**PRINCIPLES
OF
MANAGEMENT**



UNIT III ORGANISING

Delegation of responsibility

Obstacles on the part of the Delegator

The obstacles to delegation on the part of the delegator (manager) can be summarized as follows:

1. **Desire for Authority:** Some managers may have a strong inclination towards maintaining authority and control. They may exhibit autocratic tendencies and prefer to have full control over decision-making processes, limiting the empowerment of their subordinates.
2. **Perceived Indispensability:** Certain managers may believe that they possess unique skills and expertise, making them feel irreplaceable in handling certain tasks. Consequently, they may hesitate to delegate authority, fearing that others won't be able to perform as well as they can or provide fresh perspectives.
3. **Incompetence and Fear of Exposure:** Managers who lack competence in certain areas may be hesitant to delegate authority. They may have flawed work methods and procedures and fear that delegating tasks could expose their limitations or result in negative feedback.
4. **Risk Aversion:** Some managers may be risk-averse and reluctant to delegate authority due to concerns about potential mistakes or wrong decisions made by their subordinates. They may prefer to take all decisions themselves, avoiding any perceived risks associated with delegation.
5. **Lack of Confidence in Subordinates:** Managers may have reservations about the capabilities and reliability of their subordinates, which can hinder effective delegation. Doubts about subordinates' skills and trustworthiness may lead to hesitancy in assigning them significant responsibilities.



6. **Inadequate Direction and Guidance:** Managers who struggle to provide clear directions and guidance to their subordinates may find it challenging to delegate authority effectively. This could indicate a lack of understanding of the principles and best practices of delegation.
7. **Insufficient Controls and Monitoring:** Effective delegation requires appropriate controls and monitoring mechanisms to ensure that delegated authority is being used appropriately. Managers may be hesitant to delegate authority if they lack the means to monitor and evaluate the proper use of authority by their subordinates.

Obstacles on the part of the Delegatee

Sometimes, subordinates may hesitate to accept delegated authority for various reasons. These are some common factors that contribute to this reluctance and find ways to address them:

1. **Lack of Self-Confidence:** Subordinates may doubt their abilities and feel unsure about taking on delegated tasks. They worry about making mistakes or not performing well enough. It's important to provide support and encouragement to boost their confidence and help them realize their potential.
2. **Dependency on the Boss:** Some subordinates prefer to rely on their boss for decision-making. They feel more comfortable being guided and spoon-fed by their superiors instead of taking independent action. To encourage delegation, it's crucial to promote autonomy and empower subordinates to make their own decisions.
3. **Fear of Criticism:** Subordinates may be afraid of facing criticism or negative feedback from their boss. This fear can hold them back from accepting delegated authority. Creating a safe and supportive environment where mistakes are seen as opportunities for growth can help alleviate their concerns.



4. **Heavy Workload:** When subordinates are already overwhelmed with their current workload, they may be hesitant to take on additional responsibilities through delegation. It's essential to ensure a fair distribution of tasks and provide adequate support to prevent burnout and promote a healthy work-life balance.

5. **Lack of Support and Resources:** Subordinates may feel reluctant to accept delegation if they don't have the necessary support, resources, or tools to fulfil their responsibilities effectively. It's important to provide them with the required training, guidance, and access to resources to set them up for success.

6. **Lack of Incentives:** Subordinates may be more motivated to accept delegation if they see tangible incentives or rewards associated with it. Recognizing and appreciating their efforts, providing opportunities for growth and advancement, and creating a culture that values and acknowledges their contributions can encourage their active participation.

Obstacles on the part of the Organization

Sometimes, a delegation of authority can face obstacles due to weaknesses in the organizational structure. Some of these weaknesses in a simpler way:

1. **Inadequate Planning:** When there is not enough careful planning, it becomes hard to figure out who should have the authority to delegate tasks. Unclear goals and strategies can make delegation difficult.

2. **Confusing Authority:** If authority is split among different people or departments and not clearly defined, it can cause confusion and conflicts. When everyone has their say, it's hard to delegate effectively.

3. **Lack of Clear Command:** When subordinates receive instructions from multiple superiors without a clear chain of command, it can lead to confusion. They may struggle to know who to listen to and have trouble making decisions.



4. **Poor Control Techniques:** Without proper ways to control and monitor delegated tasks, it's tough to know if things are going well. This can lead to a lack of accountability and make delegation less effective.

5. **Not Enough Competent Managers:** When there's a shortage of skilled managers or supervisors, it becomes challenging to delegate authority effectively. Competent managers are important for guiding and supporting subordinates.

6. **Unclear Authority Relationships:** If it's not clear who has the authority in the organization, it can create confusion. Subordinates may not know who to report to or ask for help, which can slow down delegation.

7. **Lack of Trust:** When there's a lack of trust among people or departments in the organization, it can make delegation harder. Subordinates may be hesitant to accept delegated authority if there's a sense of distrust or lack of teamwork.