



Respect for Authority

- It is right to make decisions, the right to direct the work, and the right to give orders.
- It is crucial factor in organization, since engineers and employees must be authorized to carryout the jobs assigned to them.
- Authority can be defined as the legal right to command action by others to enforce compliance
- Clear lines of authority *identifies areas of* personal responsibility and *accountability*.

Sources of authority

- Authority derives from the several sources. They are the persons position or rank, and personal attitudes such as charisma, knowledge and expertise

Institutional authority

- It can be defined as the institutional right given to a person to exercise power based on the resource of institution
- It is an authority given by institution to the qualified individuals to meet their industries objectives
- This authority is exercised by making policy, allocating resources, issuing orders, carrying out actions, giving recommendations etc..
- Limitations:
 - It is given by owners. In practice sometime, it is given to ineffective persons. They are unable to exercise their authorities effectively in order to meet company's objectives.

Experts Authority

- It is the possession of special knowledge skill, competencies to perform some task or to give sound advice.
- It proved that leaders with expertise can be more effectively guide and motivate others than the conventional leaders. This concept is referred as “authority of leadership”
- In todays organization, the staff engineers, advisors, and consultants are given expert authority, while the institutional authority is assigned to the line managers



Authority Vs Power

Sl.no	Authority	Power
1	It is the legal rights to superior, which compel his subordinates to perform certain acts	It is the ability of the person to influence others to perform an act. It may not have legal sanction
2	It is delegated to an individual by his supervisor	It is earned by an individual through his own efforts
3	It is mostly well defined and finite	It is undefined and infinite
4	It lies in the position held and the authority change in position	It resets in the individual. Even when the position has changed, his power remains with him

Morally Justified authority

- the institutional authority assigned to employee may ensure in achieving the institutional objectives. But those institutional rights should necessarily be morally justified institutional rights and duties
- The institutional authority is said to be morally justified when:
 - The goals of the institution are morally permissible or morally desirable
 - The way of implementation should not violate basic moral duties.

Accepting authority

- Employees accept their employers authority by accepting the guidance and obeying the directives issued by the employer.
- According to Herbert Simon, “ a subordinate is said to accept authority whenever he permits his behavior to be guided by the decision of superior, without independently examining the merits of that decision”
- All the employers have the limits on ‘zone of acceptance’ in which they are willing to accept the authority



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- Generally employees are not interested to make an issue of every incident of questionable morality, because of fear of losing their job.
- Therefore the ‘zone of acceptance’ can be used as a measure of the lack of individual moral integrity

Paramount Obligations

- The engineers paramount obligation is to protect the public health, safety, and welfare, rather than the obligations of loyalty and faithful service to employers
- The engineers have obligations to accept their employers institutional authority. But it does not mean that they have to obey obligations blindly.
- Engineers must weigh their obligations to the public, their employers, their colleagues, and others.
- *Obligation – responsibility
- Paramount- supreme