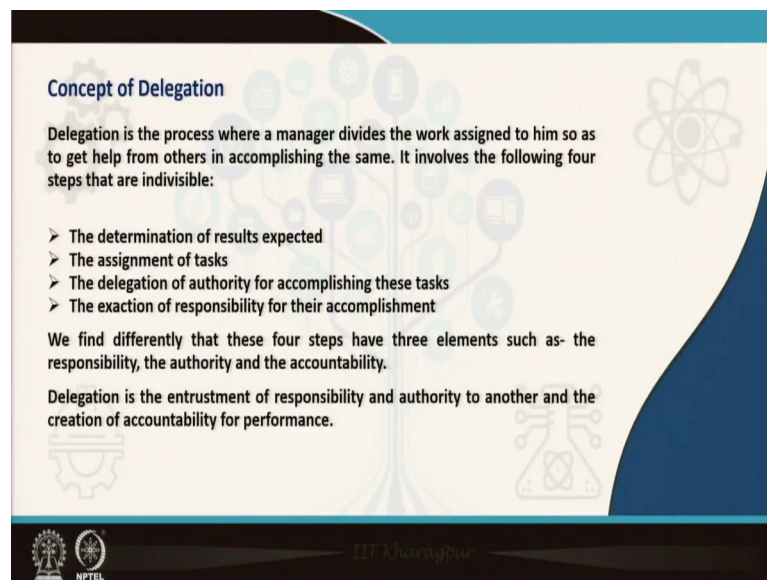


Principles of Management
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Module – 06
Lecture - 28
Delegation

Welcome to lecture 3 in module 6. In the previous lectures, we discussed about centralization and decentralization. Today we are going to discuss about some of the important topic called Delegation ok.

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Concept of Delegation

Delegation is the process where a manager divides the work assigned to him so as to get help from others in accomplishing the same. It involves the following four steps that are indivisible:

- The determination of results expected
- The assignment of tasks
- The delegation of authority for accomplishing these tasks
- The exaction of responsibility for their accomplishment

We find differently that these four steps have three elements such as- the responsibility, the authority and the accountability.

Delegation is the entrustment of responsibility and authority to another and the creation of accountability for performance.

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So, let us get into the lecture see the word delegation may not be new to most of you because, you know everybody would have used or maybe you would be practicing in your workplaces or in your college or in the wherever you are, we often term that you know we need to delegate responsibility.

So, now let us try to understand delegation because you know from the management perspective; delegation may look very simple as a terminology as a word, but you know. How do you going to tell delegate? And what you can delegate? When you delegate what are the kind of you know authority, responsibility and accountability has to be imposed on the subordinate has to be you know understood.

So, that you know you will be able to efficiently delegate the responsibility because, the delegation finally, tries to achieve a larger goal of an organization. That is why the delegation as a concept we need to understand even more. Now, try to understand how the delegation happens? What are the key components in the delegation? Let us try to understand the concept first.

Delegation is nothing, but it is a process where a manager divides the work and assign to a manager. For example, there is one set of work is assigned the manager will delegate the work assigned to him as to subordinates to get the work get accomplished ok. So, when in the process of you know delegating his responsibility with subordinates, there are four steps that are you know indivisible. One is determination of the results expected that nothing, but you know what is the end outcome.

So, what we are actually wanted to achieve, you know what is the goal which is sit on is and you know what is the target which is to be achieved, that is the determination you need to determine. What are the results expected out of this delegation you are going to do? Then assignment of task you need to assign the task nothing, but the duties you need to assign the duties to your subordinates to not to achieve the expected results.

Then, delegation of authority for accomplishing these tasks. So, when you are you know talking about delegating the task, you need to also delegate the authority. So, in subsequent you know slides we are going to understand what is authority. Then, exaction of the responsibility for their accomplishment.

So, now, you know in these four steps you will be you know learning another three key elements, which are very important coming out. One is responsibility and authority and accountability, these three are an important component when you are trying to understand the concept of delegations.

And even if you want to delegate, you need to understand the level of authority or the degree to which the authority has to be provided and the responsibilities of this you know subordinates to delivering the responsibilities. Then the accountability the extent of accountability they hold on this ok.

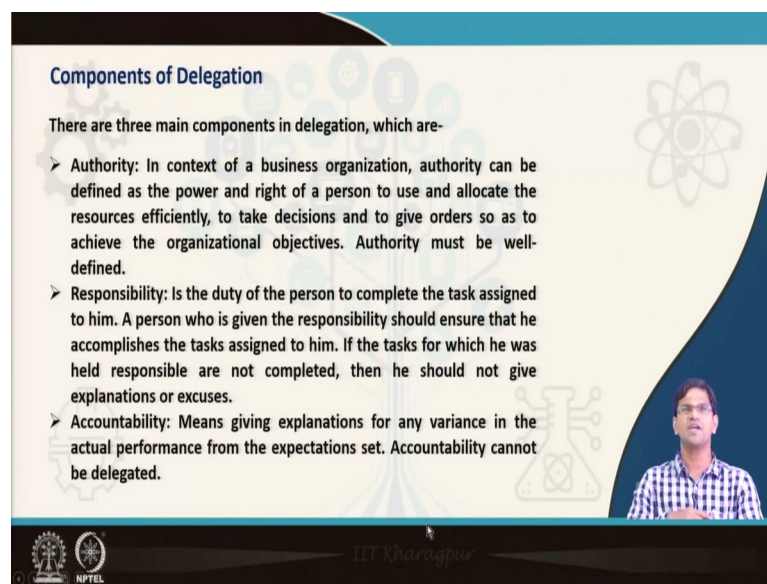
Sometimes what happened on the delegation people generally you know misconceive the delegation I said you know, like you know I just disown my responsibility I just pushed

my work on somebody else, it is not delegation. So, delegation which is different you know where you know what has to be done. And you are actually passing on the you know amount quantity of some work to be done to your subordinate.

So, that you know you are efficiently able to manage the goals right, that is what you know delegation is it is not about you know disowning my responsibility meaning that you know ok.

There is work x is given to me I just push the work x to somebody else that is not delegation. Delegation is something where we are talking about you know your systematically process wise, we divide, the work and then we distribute the work to with a subordinate. So, that in collectively we are able to achieve.

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Components of Delegation

There are three main components in delegation, which are-

- **Authority:** In context of a business organization, authority can be defined as the power and right of a person to use and allocate the resources efficiently, to take decisions and to give orders so as to achieve the organizational objectives. Authority must be well-defined.
- **Responsibility:** Is the duty of the person to complete the task assigned to him. A person who is given the responsibility should ensure that he accomplishes the tasks assigned to him. If the tasks for which he was held responsible are not completed, then he should not give explanations or excuses.
- **Accountability:** Means giving explanations for any variance in the actual performance from the expectations set. Accountability cannot be delegated.

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Let us you know try to understand those three elements in the delegation, one is authority. What is authority? In the context of the business organizations authority is defined as the power and a right of a person, you know authority always associated with the power and right conferred on a person to use.

Allocate the resources efficiently you know, I have the power to distribute the resources, you know decide, how much I can give the resources allot these resources to one department or the functional areas or to the people or to the team to the project it can be anything to take decisions the power always comes with the decision making authority.

Because, you should be given power to take a decision at least to an extent, where your position holds then to give orders; so, as to achieve the organizational goal.

So, the authority always comes with the power and the right conferred on a person to allocate the resources to take decisions and you know give orders, you know directions you can direct people.

So, that you are able to achieve the organizational objective. So, authority must be well defined you know unless otherwise you do not define the authority for example, what kind of decisions you make you can you are allowed to make right? So, what kind of orders as a person you are allowed to make?

For example, let us consider you are a manager. So, now, as a manager you have given some responsibility. Now, you wanted to delegate that responsibility to your immediate subordinate. Now, the moment you allocate that your responsibility to an immediate subordinate. Now, you need to define the authority to your subordinate because, as a manager you would enjoy definitely some power and authority that to make decisions now. You are delegating responsibility of your subordinate.

Now, you need to define kind of a decision making this subordinate can make with respect to the task I am assigning, and you know what kind of orders he or she can make so, that you know she will be able to efficiently work. Now, the concept of authority is clear now. Now, we are moving to the concept of responsibility. What is the responsibility? Responsibility is nothing, but either duties of a person to complete the task assigned to him ok.

So, a person who is given the responsibility should ensure that you know he or she accomplishes the task assigned to him right. So, there are set of you know duties or the set of tasks assigned to them, they have to they are responsible to deliver it or complete the task assigned to them. So, if you know if the task for which he or she was held responsible are not completed, he or she should give the explanation that is the responsibility.

For example, I have assigned you a one set of a task. And what is the expectations? I will expect you to complete the task or deliver the task, the moment you are failing to do. So, then you are in a position to provide an explanation to a manager or your superior that

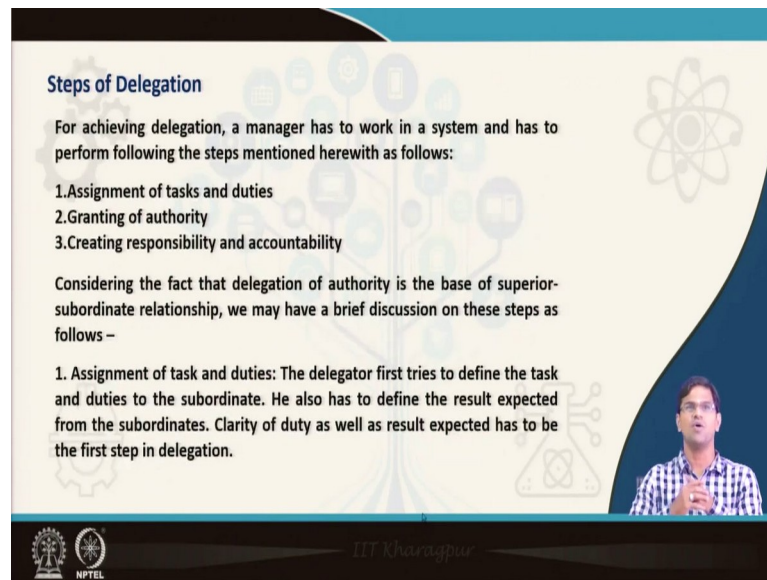
why you are not able to deliver. What are the reasons? So, that becomes a responsible because you also owe responsibility to say why you have not delivered then accountability.

So, accountability means you know you are also you know very similar to responsibility, but it is something more, where you know you have giving explanation for any variations in the actual performance. For example, you need to achieve x, but you are deviated or variations in the achievement then, you are accountable to say why your you know performance is not up to the mark are meeting the expectation set.

So, now accountability cannot be delegated because, you know you are accountable to deliver and you know you cannot just simply delegate. As a manager here comes the difference between disowning and the delegation, as a manager responsibility is to let us say you know there is a project you need to complete the project that can be a manager responsibility. But, manager subsequently what manager does he or she can delegate a responsibility to their subordinates.

But now, manager cannot say see I have already given my job to my subordinates or my team members now they have to complete no. So, here you cannot you are also accountable to delivery of the project, when a manager you delegate you are also owing to the deliverable ok. So, the accountability cannot be delegated. Because, accountability it stays with whoever is responsible to deliver the functions or the task assigned to them ok.

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Steps of Delegation

For achieving delegation, a manager has to work in a system and has to perform following the steps mentioned herewith as follows:

1. Assignment of tasks and duties
2. Granting of authority
3. Creating responsibility and accountability

Considering the fact that delegation of authority is the base of superior-subordinate relationship, we may have a brief discussion on these steps as follows –

1. Assignment of task and duties: The delegator first tries to define the task and duties to the subordinate. He also has to define the result expected from the subordinates. Clarity of duty as well as result expected has to be the first step in delegation.

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Now, let us try to understand some of the steps involved in the delegations ok. So, for better delegations as I said you know delegations may look very simply, but you know it is very you know tricky, you know trivial thing to know understand to know how you will be able to assign ok. So, let us try to understand. One is assignment of task and duties ok. So, then granting of authority, third one is creating responsibility and accountability these three are some of the steps involved in delegation ok.

Let us try to understand in brief about you know, what are those you know steps we talked about you know assignment of task and duties. See the delegator the delegator here I can you know you can take yourself, or as a manager, or can be a boss anybody who is actually got the task to do. And then he is you know distributing to a subordinate they become a delegator.

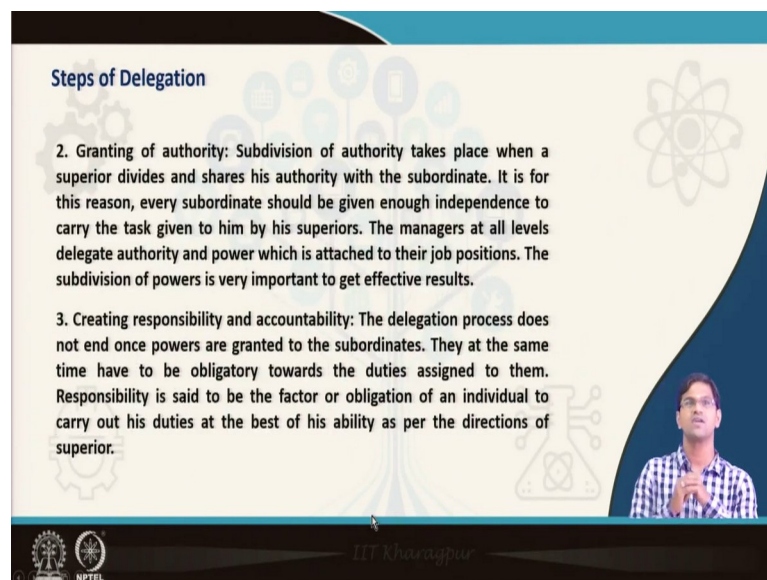
The delegator first tries to define the task and duties to the subordinate. So, it is very you know it is very important step because, you need to clearly define. What are your duties and what are your responsibilities what are your duties? So, you know you need to do task and duties has to be clearly explained to the subordinate.

Then, he also he or she also has to define the result expected from the subordinate, see I say these are the task these are the routine which you need to do, but I should also say what are the expected results out of it ok.

For example, let us say you know take you know insurance company as an example, let us say you know you have your team members. And then you are assigning that you know you need to call people to find out, whether they will be willing to you know take the policy or not then that can be a duty. But what is the expected results? You also want them to convert these phone calls into a potential customer, meaning that the they will end up buying some of the products from the insurance company ok.

So, that the clarity of a duty as well as the expected result has to be you know first step in the delegation, you need to clearly define what are the task and duties to the subordinate. Then what is the expected outcome you know, what is the expected result out of the assignment ok?

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Steps of Delegation

2. **Granting of authority:** Subdivision of authority takes place when a superior divides and shares his authority with the subordinate. It is for this reason, every subordinate should be given enough independence to carry the task given to him by his superiors. The managers at all levels delegate authority and power which is attached to their job positions. The subdivision of powers is very important to get effective results.
3. **Creating responsibility and accountability:** The delegation process does not end once powers are granted to the subordinates. They at the same time have to be obligatory towards the duties assigned to them. Responsibility is said to be the factor or obligation of an individual to carry out his duties at the best of his ability as per the directions of superior.

The slide features a video inset of a man in a checkered shirt speaking. The background includes icons of a gear, a lightbulb, and a network diagram. Logos for IIT Kharyapur and NPTEL are visible at the bottom.

Then, granting of authority; now subdivision of authority takes place when a superior divide and shares the authority with the subordinate. Meaning that as I said as a manager you hold certain authority with you means, decision making power distribution of resources to give orders or directions or asking for a report. These are all certain you know authority you have right.

Now, you are actually trying to you know distribute or you know subdivide this authority to your subordinates. And share your authority to subordinates because, you know since you are support to do some set of tasks. Now, you are actually you know passing this to

some of your subordinate the moment you are passing these responsibilities, you are actually passing your authority also.

Because, you know certain decision-making capacity you should provide, then the authority to make decisions to distribute resources and also to make you know decisions right. So, then and you know it is for this reason every subordinate should be given, enough independence to carry the task given to him by superiors.

See imagine you know you are just delegating and then you are not letting others do it. Then it is not actually a delegation, you are actually you know exercising too much of control on your subordinate which is actually. What has happened? It will not let your you know subordinates perform; the you know duties assigned to them ok. So, the authority has to be given there will be some independence to be provided to the subordinate.

Then, creating responsibility and accountability; the delegation process does not end once the powers are you know granted to the subordinate. It means you know that you can take a decision on this you can distribute resources whatever the way you deem fit, but that does not stop there.

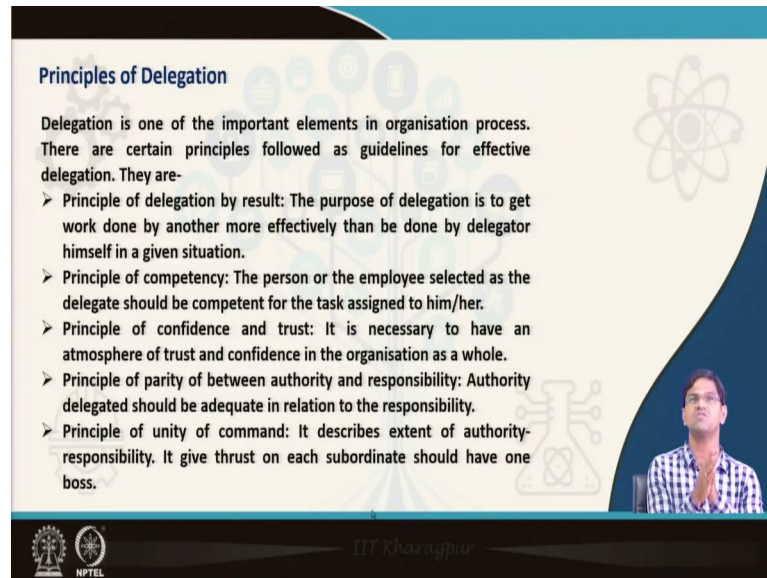
The delegation also talks about you know; you have to be obligated towards the duties assigned to them. Because, you know you are saying yes, I am given you a power the moment I give you a power it is coming along with a certain responsibility and accountability.

For example, you are making a decision to give resources or allocate resources to certain department. Let us say you are financial you are actually you know, making decision on distributing let us say you know allocating certain funds to a particular department.

Then, anything goes wrong out of your decision you become accountable that is what you know. When the authority comes, when there is also associated accountability and responsibility for you, because in case of any failure in case of any deviance or in case of any inefficiency in the way, it is being done you are becoming responsible and accountable to make things corrected or you are also responsible to give explanations why the particular system has resulted in inefficiency or why people are not able to deliver.

So, that is your responsibility and accountability come in these are the three important steps in the delegation.

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Principles of Delegation

Delegation is one of the important elements in organisation process. There are certain principles followed as guidelines for effective delegation. They are-

- Principle of delegation by result: The purpose of delegation is to get work done by another more effectively than be done by delegator himself in a given situation.
- Principle of competency: The person or the employee selected as the delegate should be competent for the task assigned to him/her.
- Principle of confidence and trust: It is necessary to have an atmosphere of trust and confidence in the organisation as a whole.
- Principle of parity of between authority and responsibility: Authority delegated should be adequate in relation to the responsibility.
- Principle of unity of command: It describes extent of authority-responsibility. It give thrust on each subordinate should have one boss.

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Now, let us try to you know also understand the principles of delegation because, you know delegation is one of the important elements in the organization process. Because, you know maybe you know, we studied in the previous chapters you know organization is a larger group, you know its kind of you know social group.

Where we have different levels, different departments and we are also talked about the coordination then, the when we are talking about different levels. And then so, many people involved in you know making the organization being effective you need to delegate certain responsibility ok.

Now, let us try to understand some of the principles, you know principles of delegation by result. So, the purpose of the delegation is to get work done by another or by the subordinates more effectively done by a delegator himself. See for example, you know maybe the kind of a task is given may be huge task you know you wanted to divide, this work and then you can distribute the work. So, that you know collectively you will be able to achieve.

So, that is why you know when your delegation is by result, you want the outcome of the delegation we expect, it the work to be done more efficiently and effectively. You are not

just delegating because you are just passing it back no, you are delegating purposefully. For example, you might have a specialized person who are excellent coder. Then, you are actually delegating to make sure that your work is done more effectively you are actually trying to get the better output right.

Then, principles of competency see the when you are actually you know selecting a subordinate, you know that person has to be competent enough to deal with the assigned task to him or her right. So, because you know when you are choosing you know passing the responsibility to somebody who is not competent enough. Then, it is actually you will be failing to achieve your goal. So, principles of competence you need to assess the competency before you delegate.

Then, principles of confidence and trust; it is necessary to have an atmosphere of trust and confidence in the organization as a whole, unless otherwise there is no trust and the confidence then the delegation is not possible. Because, you know see for example, we have seen maybe you know in your own life or with your organization you say you know, somebody who never trust you to you know share the work.

Or let us say you know they feel like you know no, I know I have many things to do I wanted to delegate, but I do not trust the people, I do not trust my subordinates, I do not trust my team and its you know vice versa can happen. So, team members may not trust the you know, manager maybe sometimes you know team members might think you know manager might only push work which is very difficult to be delivered by them.

So, you know it is very important that you know trust and confident has to be there, in the organization unless otherwise the delegation is not possible. Then, principles of parity between authority and responsibility, as I said you know authority and responsible are independent.

Because, you know authority talks about you know giving power and responsibility is you know you know taking responsibility for the deliverable, or even you know any you know failure in the deliverable. Also, you are becoming responsible you are becoming accountable.

So, you need to ensure that the authority provided to you should be in parity with the responsibility provided, you know it should be in parallel it should go you know, it's can

be a when the decision-making power is given this level. And your responsibility should also be here. Because, you know for example it's you know I give only authority like this level lower level, but you know I expect you to be responsible for this then no.

Because, you know you should provide them the decision-making power or the you know decision making power with respect to the allocation of resources, it has to be equally and parity with the kind of responsibility imposed on your subordinate right.

Then principles of unity of command; so, it describes the extent of authority and responsibility you know, it gives thrust on each subordinate should have one boss its very simple you know. You should have one boss so, that you know you do not need to report to multiple, you know supervisors or the managers because you know it is very difficult to report to so, many. So, unity of command should be very clear only one person should supervise ok.

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Principles of Delegation

Bhattacharya, D.K. has pointed out some more principle of delegation. Such as -

- Principle clarity of delegation: Delegation of authority must be clear in terms of its contents, functional relations, scope, and assignments.
- Principle of consistency with expected results: Before proceeding with actual delegation of authority to the subordinate, the manager should know the precise jobs to be done and the results expected of such delegation.
- Principle of no delegation of responsibility: The obligation to accomplish the assigned task is absolute and is not partitioned when authority is delegated to the subordinate.

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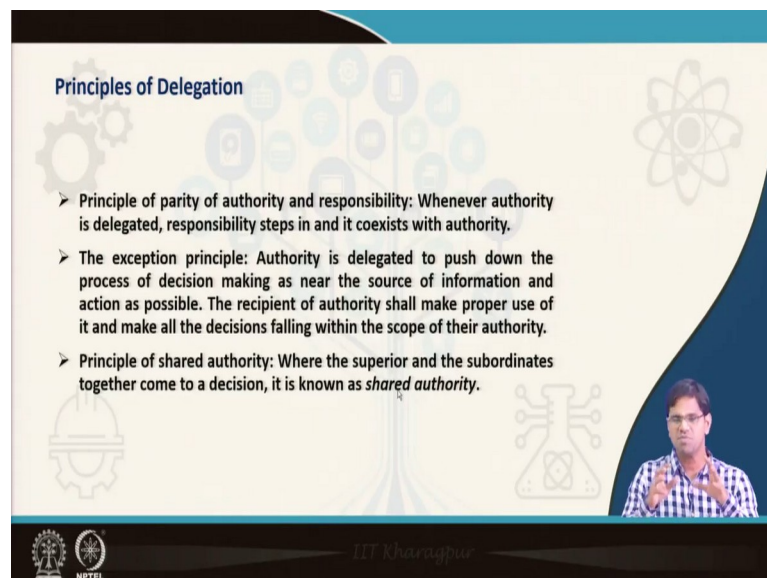
Then, these are the some of the you know principles of delegation Bhattacharya has also given some more you know principles of delegations. Let us look at some of its principle of clarity of delegations. So, if you look at the you know previous slide you know principles of you know defining it right. So, a very similar to his you know clarity of delegation.

Delegation of authority must be clear, in terms of the content, functional relations scope and assignment, whatever it is you need to be it should be very clear what kind of a delegation you are going to do and, principles of consistency with the expected results. Before proceeding with the actual delegation of authority to subordinate, the manager should know the precise jobs to be done and the result expected of the you know.

There should be a consistency between the you know kind of task you are going to assign to your subordinate, with respect to the expected results you know, there should be consistency you know if there is an inconsistency between the task assigned and the expected results. Let us say you know you assign some set of a job, which are not even related to the expected outcome. Then, it is actually you know not proper way of delegation you need to ensure that you know the activities are actually parallel aligning with the expected outcome.

And principles of no delegation of responsibility, the obligation to accomplish a task is absolute and it is not partitioned. So, then you know the no delegation of responsibility can happen for example, it is you know infused on you and then you need to deliver it is a very small set of tasks, you cannot delegate that particular responsibility.

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Principles of Delegation

- Principle of parity of authority and responsibility: Whenever authority is delegated, responsibility steps in and it coexists with authority.
- The exception principle: Authority is delegated to push down the process of decision making as near the source of information and action as possible. The recipient of authority shall make proper use of it and make all the decisions falling within the scope of their authority.
- Principle of shared authority: Where the superior and the subordinates together come to a decision, it is known as *shared authority*.

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Then, principle of parity of authority and responsibility with I think you know this is similar one we discussed in the previous one also, that is again you know you need to ensure that the authority is aligning with the kind of responsibility imposed on the

subordinates. Then the exception principle; so, authority is delegated to push down the process of decision making as near the source of information's and the actions as possible.

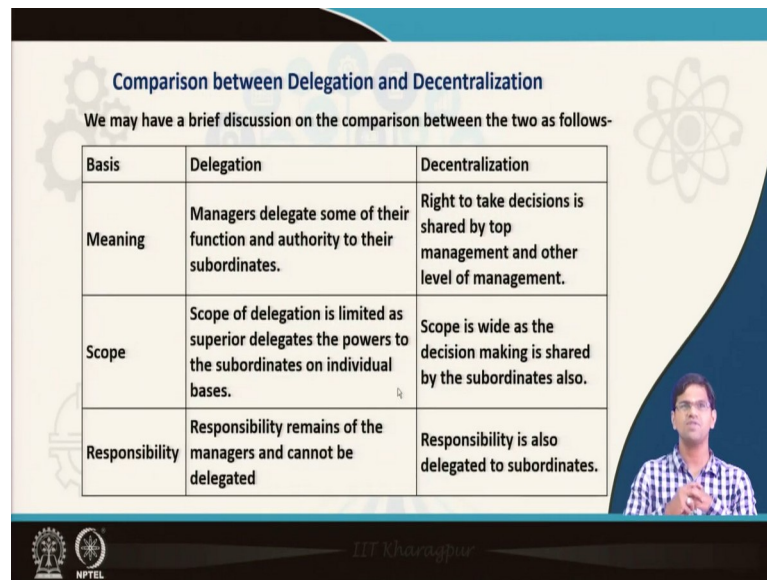
It is nothing, but you see for example, let us say you know set of people who are working they are on the you know shop floor. Let us say talk about those people who are you know, let us talk about the sales persons right. Sales persons when they interact with the customers customer might, demand, certain, you know demands they might keep or they might go for you know price negotiation, or the you know whatever the you know service delivery or whatever it is.

So, with the power the delegation actually ensured that you know you are actually transferring the decision-making power, to a people who are actually processing the information making the decision who is actually interacting. So, that you know it can be actually you know bring benefit.

So, for example, you know you give certain you know delegation of authority to as a sales person that you know ok, up to this level you can actually negotiate on the price and then you close the deal. Then, if you are actually giving that kind of you know power pushing down the decision-making power, it is actually very beneficial right.

Then principle of shared authority, when the superior and subordinates together come to a decision ok. So, they collectively participate to decide on something, then that is become a shared authority ok.

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The slide features a title 'Comparison between Delegation and Decentralization' and a sub-heading 'We may have a brief discussion on the comparison between the two as follows-'. Below this is a table with three rows: 'Meaning', 'Scope', and 'Responsibility'. The table compares 'Delegation' and 'Decentralization'. A presenter is visible in the bottom right corner of the slide.

Basis	Delegation	Decentralization
Meaning	Managers delegate some of their function and authority to their subordinates.	Right to take decisions is shared by top management and other level of management.
Scope	Scope of delegation is limited as superior delegates the powers to the subordinates on individual bases.	Scope is wide as the decision making is shared by the subordinates also.
Responsibility	Responsibility remains of the managers and cannot be delegated	Responsibility is also delegated to subordinates.

Now, we discussed about you know steps in delegations and then we also discussed about principles of delegation. Now, we need to understand how the concept of delegation is different from decentralization because, you know we studied in the previous lecture about centralization and decentralization.

Decentralization is also talking about you know, bringing down the decision making at the you know lower levels you know distribution of power at the lower levels to take decisions that is a decentralization.

Now, we need to understand how these two concepts are different right, in different parameters we are going to see by meaning ok. Managers delegate some of their function's authority to the subordinate's delegations, generally manager delegate some of their function and authority, whereas, in the decentralization right to take decision is shared with the top managers and other levels of management.

So, it is like you know where the decentralization the right to take decision is being provided at the lower or you know department level, or the functional level, or about the you know each you know unit level or the you know regional level or whatever the way. So, that why that is the difference between the delegation and the decentralization ok.

So, in the delegation where the manager only delegates some of their functions and the authority not the whole; whereas, in the decentralization decision making power is

actually you know given from the top to the lower level people to make the decision. Then scope, the scope of delegation is limited to superior delegates the power to the subordination on individual bases.

It's nothing, but you know where it is again you know very subjective or limited to you know. So, what level of the delegation is done by the manager? Whereas, in the decentralization scope is wide because, in the decision making is shared by the subordinates also whereas, here manager decides what level of you know work I can assign to my subordinate right.

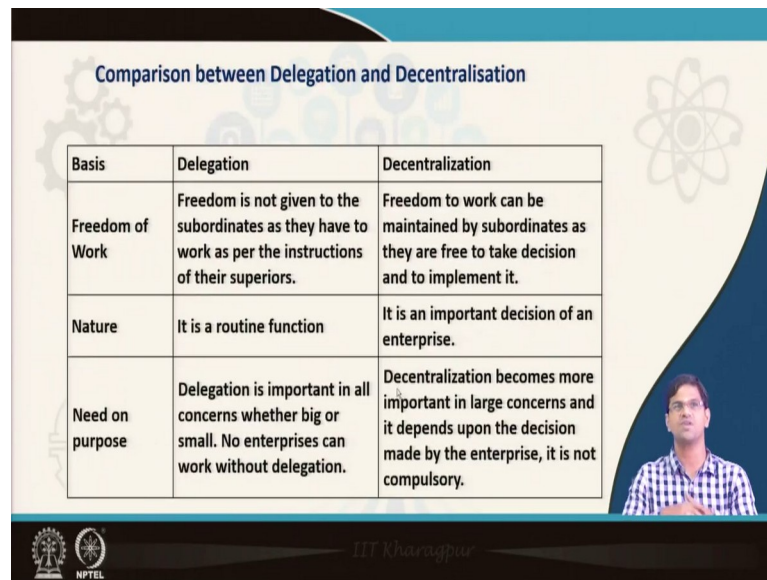
So, there is a limitation. So, only manager will decide what happen whereas, here in the decentralization subordinates engage, meaning that the all employees participate in the decision-making process that is a decentralization.

Then responsibility wise; see responsibility remains of the manager and cannot be delegated because, as I said when a task is assigned to a manager. Manager actually takes the decision to subordinate you know delegate it to somebody else, but the answer who is answerable manager is answerable right.

Whereas in the you know decentralization responsibility is also delegated because, you know lower level or the departmental level they make a decision then, they become responsible for the kind of a decision they make.

Whereas, here though manager delegate certain responsibility to people, but who is finally, answerable it is a manager if say something failed you know, company will ask the manager not the subordinates right; whereas, here the accountability and responsibility lies with each level who makes the decision ok.

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The slide features a table comparing Delegation and Decentralization across three categories: Freedom of Work, Nature, and Need on purpose. A video inset of a presenter is visible in the bottom right corner of the slide area.

Basis	Delegation	Decentralization
Freedom of Work	Freedom is not given to the subordinates as they have to work as per the instructions of their superiors.	Freedom to work can be maintained by subordinates as they are free to take decision and to implement it.
Nature	It is a routine function	It is an important decision of an enterprise.
Need on purpose	Delegation is important in all concerns whether big or small. No enterprises can work without delegation.	Decentralization becomes more important in large concerns and it depends upon the decision made by the enterprise, it is not compulsory.

Then, freedom of work freedom is not given to the subordinates, as they have to you know work as per the instructions of the superiors right. In the delegation yes of course, you know because there is a controlling power from the managers.

So, in decentralization freedom to work can be maintained by subordinate as they are free to take decisions and implement. It because in this decentralization why the concept of decentralization itself has come in because, you know you need to expedite the process of decision making or you know, it's kind of you know point of sale right. You know where we are talking about you know swiping missions, we use point of sale or point of distribution.

Similarly, decentralization actually provides lot of power you know to make you know your own design, your own way of doing things you know planning your work. So, a lot of freedom is imposed on the subordinates whereas, in the delegation it is not because the manager still holds the power ok.

Nature it is a routine function of course, it's a routine function you know for the decentralization it's an important you know important decision of an enterprise. Because, decentralization most often talks about the kind of decision you make. So, then you know it is it will actually you know ensure that you are effective functioning of a company.

Then, need on purpose the delegation is important in all concerns whether big or small, no enterprises can work without delegation. Delegation is absolutely you know there for everything.

So, decentralization is important in large concerns and it depends on the decision made by the enterprise so, but it is not compulsory right because you know as we said. So, when we have you know large levels you know, we said you know there are advantages of being decentralization is you know the tall structure of organizations.

So, the decision making takes longer time, by the time you make a decision the things will change you will have a lot of impact that is why decentralization has been promoted that you know you take decision at each level. So, that the decision has been much faster and quicker.

So, you are able to be a draw lot of competitive advantage correct. So, that is where you know the difference is comes here. Delegation is absolutely there in every place. And it is a small organization or a bigger organization and you know it is applicable there ok.

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Basis	Delegation	Decentralization
Grant of Authority	The authority is granted by one individual to another.	It is a systematic act which takes place at all levels and at all functions in a concern.
Grant of Responsibility	Responsibility cannot be delegated	Authority with responsibility is delegated to subordinates.
Degree	Degree of delegation varies from concern to concern and department to department.	Decentralization is total by nature. It spreads throughout the organization i.e. at all levels and all functions.
Process	Delegation is a process which explains superior subordinates relationship	It is an outcome which explains relationship between top management and all other departments.

Then, grant of authority see authority is granted by one individual to another meaning that the manager actually provides shares their authority to their subordinates; whereas, in the decentralization it's a systematic act which takes place at all levels at all functions

in a concern. Because, every organization will be designed you know based on the functional area based on the level, they will decentralize the decision-making power.

And grant of responsibility; responsibility cannot be delegated as I said you know manager still holds the responsibility to respond to their failures. So, authority with the responsibility delegated to subordinates. Of course, yes authority accountability and responsibility are delegated to the subordinates in the decentralization process ok.

Degree; so, the degree of delegation varies from concern to concern and department yes of course, you know it is you know I would say idiosyncratic in nature. Because, you know based on the manager, you know sometime you know even the you know individual differences of a manager might also you know decide you know.

Of course, the organization policy and rules will govern kind of you know level of degree of delegation do you do, but sometimes you know the personality or the individual difference is also place.

For example, you know when company says you delegate at least 50 percent of your responsibility, but you know there are some personalities where they never trust their subordinates, they still hold 80 percent of the job with them and then only delegate 20 percent. So, the degree of delegation is varying with respect to concern to concern, it also varies with respect to person also. As a manager participate you know quite intensively in you know delegations, they also hold lot of responsibility ok.

In decentralization you know, its total by nature you know it spreads throughout the organization at all levels and all functions. You know when the decentralized organizations, you see that you know every level it has been given you know lower level of course, middle level management top level management, in the executive level, everywhere the decentralization is distributed.

And process delegation is a process which explains the superior, subordinate relationship. Because, you know it is very important how good the relationship between the superior and subordinate. Because, you know that will also increase the confidence and trust. So, it is an outcome by which explains the relation between the top management and their other departments ok.

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Basis	Delegation	Decentralization
Essentiality	Delegation is essential of all kinds of concerns	Decentralization is a decisions function by nature.
Significance	Delegation is essential for creating the organization	Decentralization is an optional policy at the discretion of top management.
Withdrawal	Delegated authority can be taken back.	It is considered as a general policy of top management and is applicable to all departments.
Freedom of Action	Very little freedom to the subordinates	Considerable freedom

Now, essentiality; so, you know delegation is essential for all kinds of the concern because, you know irrespective of the kind of company you are delegation is important unless otherwise you know you do not delegate you do not perform ok. So, decentralization is actually an organizational level decision because, you know it is not actually essential across organization. Because, you know we have seen in the previous lecture that you know some organization goes for centralization.

Because for example, you wanted to maintain a uniformity across different locations, it is better you choose a centralization approach. Because, you know you can actually impose the same set of rules across different, you know organizations or different you know regional areas you are able to maintain the uniformity. So, in this case you know decentralization is not an essential, it is not a mandatory one. But of course, you know based on the kind of decision you make or kind of an organization you have you can decide.

Then significance; so, delegation is essential for creating the organization yes, unless otherwise you know no delegation happens and nobody will be able to be effectively performing. So, decentralization as I said in the earlier discussion point also, it is very optional policy at a discretion of the top management. You know top management will decide, whether to provide the decision-making power to the lower level people or not, it is again absolutely dependent by the top management people.

Withdrawal; so, delegated authority can be taken back of course, you know manager delegate some responsibility and then say ok, come on I am not going to give you back this you know let it be stay with me right. So, that is always possible whereas, in the case of a decentralization, it is considered as a general policy.

You know they make a common policy and you know, when they make a policy they apply to all departments. They say I am going to make the department to take decide on their own features on the course of actions yes, I give it uniformly to all departments. So, the freedom of actions a very little freedom because, you know manager all the time on top of you sitting on you to give directions and controlling you.

And there is a considerable amount of freedom is given because, the idea of decentralization itself is to you know provide more freedom and more scope for the quicker decision making, you know that is why the difference of decentralization comes into a picture ok.

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Advantages of Delegation

Advantages of Delegation include the following –

1. **Best use of manpower** – Proper delegation means effective use of work force. Task assigned keeping in mind the skills of an employee often gives good results.
2. **Time management** – Effective delegating skills work gives managers extra time to do other work that are of more critical nature.
3. **Prompts decision making** – Empowering subordinates to take decisions in their area of expertise speeds up the work process as they don't have to seek approval at every step.
4. **Builds team spirit** – Working together generates team spirit, develops team involvement and understanding of the business.

The slide features a blue and white color scheme with a background of faint icons related to technology and business. A small inset photo of a man in a checkered shirt is visible in the bottom right corner of the slide content area. Logos for IIT Khargapur and NPTEL are located at the bottom of the slide.

Now, try to understand some of the advantages of the delegations, best use of manpower. Because, you know the delegation actually takes the advantage by using the specialized people for a specialized task right, you will be able to you know use the best use of the manpower. Because somebody is really skilled it is highly advisable to you delegate this specialized task to the specialized persons you know extract the best outcome from them. So, you need to use them right.

Then time management, when you are able to delegate effectively, you are able to effectively manage because sometimes the manager might have a number of jobs to do it is better that you know delegation happened.

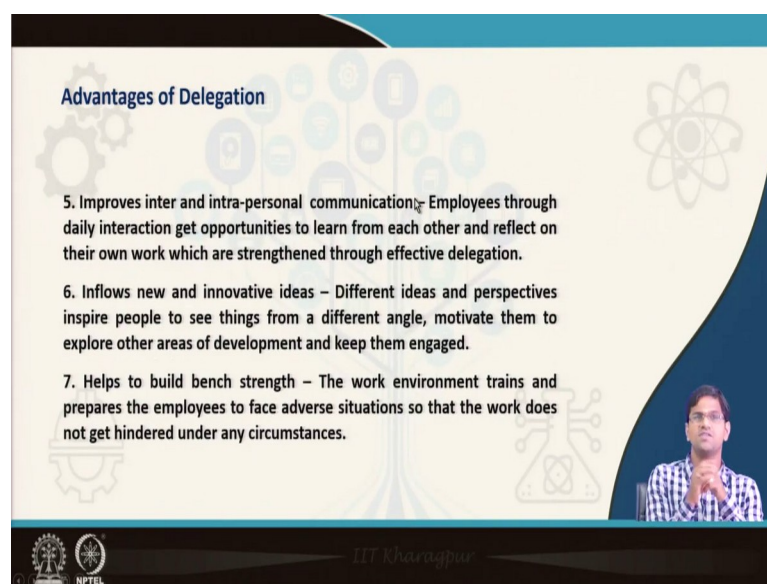
So, that you know the company always runs more efficiently right. Then, prompt decision making the delegations, you know empowering subordinates to take decisions in the area of expertise. Actually, speed up the work process you know, they do not have to seek approval at every step you know.

For example, as I said you know the delegation also goes with the authority, authority also talking about power and the decision making. So, when you are actually assigning certain task you are actually giving them the power to take decisions certain.

Aspects of the you know day to day running the business. So, means you know it will actually bring down the time consumption to take decisions, you know manager may not you know not necessarily approach every time to take decisions.

So, it might much faster and its builds a team spirit when you delegate the responsibility so, individuals collect started to collectively work because, you know maybe some part of the work being given to each individual. So, but everybody will interact each other and then, it will build a better team spirit you know team cohesiveness will increase ok.

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Advantages of Delegation

5. Improves inter and intra-personal communication: Employees through daily interaction get opportunities to learn from each other and reflect on their own work which are strengthened through effective delegation.
6. Inflows new and innovative ideas – Different ideas and perspectives inspire people to see things from a different angle, motivate them to explore other areas of development and keep them engaged.
7. Helps to build bench strength – The work environment trains and prepares the employees to face adverse situations so that the work does not get hindered under any circumstances.

The slide features a blue and white color scheme with decorative icons of gears and a molecular structure. A small video inset in the bottom right corner shows a man in a checkered shirt speaking. The footer includes the NPTEL logo and the text 'IIT Kharagpur'.

So, it is actually improving inter and intrapersonal communication the moment you are delegating, you know lot of interactions and you know interpersonal interactions increases, it will increase better communications impacts. And then, inflow of new and innovative ideas the moment you delegate you know people participate in the process of you know doing the works.

So, you always expect when there are many people participate, everybody brings their you know new way of you know approaching the problem or new way of doing things. So, there is lot of you know innovative ideas will fallen right. So, it helps to build the bench strength, the you know work environment you know trains and prepares the employees to face adverse situations. So, that the work does not get hindered by any you know extraordinary situations.

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Disadvantages of Delegation

Disadvantages of Delegation can be discussed as per following way-

1. Lack of knowledge of employees skills –Wrong delegation of task can prove fatal for a project and business.
2. Lack of trust – Many managers either lack trust or do not want to trust their subordinates. They try to do everything themselves due to which their work pressure never gets easy enough.
3. Lack of interest – Managers who keep the interesting work to themselves and assign routine and monotonous to others give rise of discontentment.
4. Lack of credit – When multiple people work on a single project the credit of the work often gets distributed. The true contribution of each person is at times not recognized.
5. Lack of authority – It is also important to delegate sufficient authority along with responsibility. Only then can employees work their full potential.

The slide features a blue header, a white background with a blue atom-like graphic on the right, and a small video inset of a man in a checkered shirt. Logos for IIT Madras and NPTEL are visible at the bottom.

So, but having discussed about the advantages of the delegations, though the delegation is important it has lot of beneficials to organization, but it also has some disadvantages. Let us look at you know briefly. A lack of knowledge of employee's skills. So, what will happen? You know when you do as I said you know competency of the employee is important that is also one of the principles of delegations.

When you have you know employees who are not competent, and you know you wrongly delegate a task to another person who did not have the competency to perform

then. It is actually you know going to fail, become a big fatal for a project and a business ok.

The lack of trust many managers either, lack or do not want to trust their subordinates you know maybe they feel that you know it is the responsible of the manager to make these things done. So, I am you know there is a lack of trust, which is actually you know be a disadvantage in the delegation. And lack of interest you know manager who keep up the you know keep interesting work to themselves, you know for example, that the task is given.

So, they always you know take up the interesting part of the work and then they only delegate you know very repetitive jobs, there is no scope for you know, interesting perspective. So, they actually you know it will create you know lack of interest among the employees to take that particular task. The lack of credit you know sometimes what will happen when multiple people work on a project the credit of the work often gets distributed.

So, people feel like you know I am not getting that you know attention or I am not getting that recognition. Because, you know I contributed significantly for the success of the project, but you know since it is a group work. So, everybody is getting you know recognition.

So, I do not get that significance. So, that most often happens because you know we see that in a teamwork, there are a lot of free raiders, free raiders nothing, but you know who never does the job. But they enjoy the outcome of the group right. So, that is always possible.

And lack of authority, it is also important to delegate sufficient authority along with responsibility. Now, in the delegation most often what happens you know only tasks are assigned, but not the authority. That is why I said you know the term delegation may look very simply, but you know you will understand, when you are delegating you also have to delegate your authority and responsibility also. You cannot just only keep the authority with you and then only a task to be assigned right. So, these are the some of the disadvantages.

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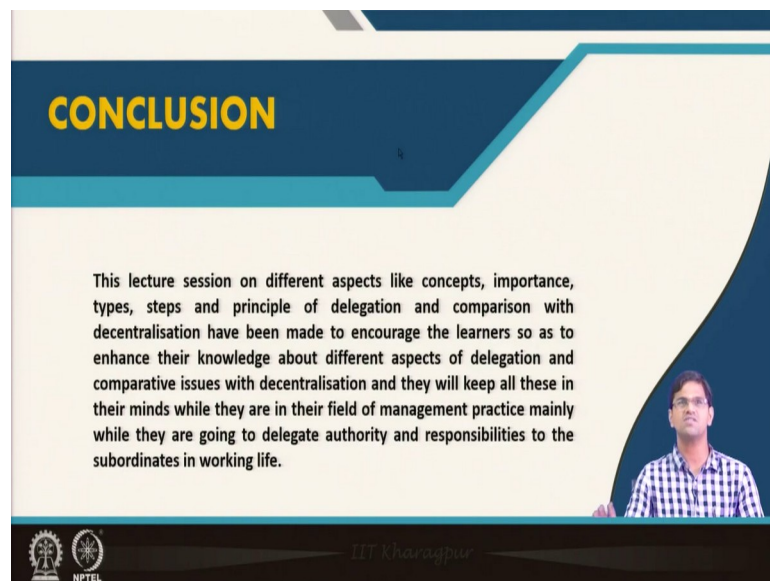
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CONCLUSION

This lecture session on different aspects like concepts, importance, types, steps and principle of delegation and comparison with decentralisation have been made to encourage the learners so as to enhance their knowledge about different aspects of delegation and comparative issues with decentralisation and they will keep all these in their minds while they are in their field of management practice mainly while they are going to delegate authority and responsibilities to the subordinates in working life.

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Today we discussed about the delegation principles of delegations, and you know we also learnt about the steps in delegations. How the delegation has to be done? And you know we also try to distinguish the delegation with respect to decentralization ok.

Thank you.