

DELEGATION

According to Mooney, delegation means conferring of specified authority by a higher to a lower authority. The scalar principles is the principles of integration and binds the various levels and units of the organisation with a continues chain of authority. The essence of the scalar principle is delegation of authority. Delegation of authority is a feature common to all types of large scale organizations. The smaller the organisation the lesser is the need for division of authority. It is when an organisation grows that the need for delegation arises, because one person or a group of persons can no longer make all the decisions. Authority and responsibility along with duties must, therefore, be divided. Delegation is one of the main ways for dividing and distributing authority. The extent of delegation of authority, however, is inversely related to the size and complexity of the organisation.

Meaning of Delegation

Delegation is the devolution of authority by a superior person to his agent or subordinate subject to his supervision and control. According to Terry, delegation means conferring authority from one executive or organisation unit to other. Thus delegation is not essentially devolution from a higher authority to a lower authority. It can as well be from a lower to a higher authority and between equal authorities.

Form of Delegation

Described in terms of degree of authority delegated, delegation may be full or partial; conditional and unconditional; formal and informal; direct or indirect.

Delegation is full when complete powers are conferred on the agents for example, when a diplomatic representative is sent abroad with full powers to negotiate. It is partial when he is required to get advice and guidance on crucial point from the delegating authority in his country. Delegation is conditional when the action of a subordinate is subject to confirmation and revision by the superior.

According to Mooney, delegation means conferring of specified authority by a higher to lower authority. It means that delegation is the devolution of authority by a superior person to his agent or subordinate subject to his supervision and control. Legally the delegated authority is still with the superior. But in practice its exercise is given to the subordinate or agent. In modern administration system delegation becomes necessary due to two reasons. (1) No head can actually exercise all powers legally vested him. (2) Without delegation the subordinates would not be able to do their work.

General Principles of Delegation

There are certain general principles of delegation. Delegation should be written and specific and it should be made to a position rather than to an individual. Only that much of authority should be delegated as it is within the competence of subordinate to exercise safely. Delegation should be properly planned and systematic. Policies, regulations and procedures should be well defined as to give no misunderstanding to the employees using discretionary powers. Finally there should be free and open lines of communication between the delegators and delegates.

Hindrances of Delegation

There are certain hindrances to delegation. Hindrances can be either organizational or personal. Lack of established methods and procedures, lack of means of coordination and communication, unstable and

non-repetitive nature of work and size and location of an organisation are some of the organizational hindrances. Egotism to keep power, to remain in limelight and to take to credit of everything, fear of disloyalty on the part of subordinates, absence of emotional maturity, lack of confidence in the competence of the subordinates are some of the personal factors which may become hindrance to delegation.

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