

Power, Authority and Delegation

Power is the ability to exert influence on other people. Power can be present in any relationship. In an organization manager exert power on subordinates. Again subordinates can also exert power on his boss by useful suggestions.

Five bases of power:

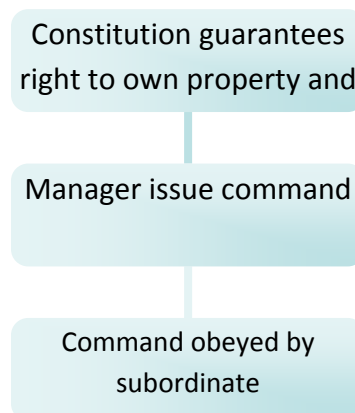
1. Reward power
2. Coercive power
3. Legitimate power
4. Expert power: Based on the belief or perception that influencer has some special knowledge that influence doesn't have
5. Referent power: This power is exerted by the influencer with whom a person desire to be identified.

Authority is a form of power. Authority is often used more broadly to refer to a person's ability to exert power as a result of quality such as knowledge or titles such as judge.

Formal authority is the type of power that is associated with organizational structure and management.

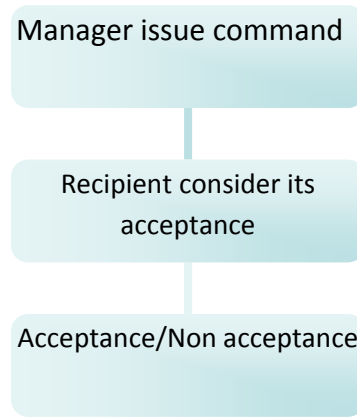
Classical view of formal authority:

Authority originates at very high level and then lawfully passed down from level to level.



Acceptance view of Formal authority:

Not all legitimate orders or commands are obeyed at all circumstances. Some are accepted by the receiver, some are not. Receiver decides whether to comply or not.



Chester I. Barnerd defined some conditions under which one will comply with the command of higher authority:

1. He can understand the command
2. At the time of decision he believes that, it is not inconsistent with the purpose of the organization
3. At the time of decision he believes that, it is compatible with his personal interest
4. He is physically and mentally able to comply with it.

Types of authority:

1. Line authority:
 - Managers with line authority are those people in the organization who are directly responsible to achieve org goals.
 - LA is represented by the organizational chain of command.
2. Staff authority:
 - People or groups with Staff authority provide service and advice to line managers.
 - Brand department, Sales and marketing department.
 - Ad firm-what should be the slogan of the product.

3. Functional authority:

- Authority of members of staff department to control the activities of other departments.
- Quality Control(QC) department

Delegation is the act of assigning formal authority and responsibility to the subordinate to carry out specific activity.

Advantage:

- The more tasks the manager delegate the more opportunity they have to seek higher responsibilities.
- Delegation cause employee to accept accountability and exercise judgment.
- Delegation not only helps to train them but also improves their self confidence and willingness to take initiative.
- Delegation leads to better decision making as employee have clear view of the fact.
- Effective delegation speeds up decision making process because delay is eliminated when employee is authorized to take necessary steps.

Prerequisite of delegation:

- Willingness of manager
 - Give employee freedom
 - Let them choose methods that is different than his
 - Give freedom to make mistakes
 - Mistakes are not viewed as excuse to stop delegation
 - Opportunity to offer training
- Open communication between employee and manager
 - Manager need to know the capabilities of employee
 - Manager need to encourage their ability and back them up
- Manager's ability to analyze and understand the factors
 - Organizational goal
 - Capability of employee
 - Task's requirements

Steps of delegation:

1. Decide Which task can be delegated:
 - Many items should be delegated
 - First, minor decisions and recurring chores
 - Demanding jobs and challenging tasks to capable one
2. Decide who should get the assignment:
 - Who have available time
 - For whom it would be a useful developmental exercise
 - Who have special skill
3. Provide sufficient resource to carry out delegated tasks:
 - Financial resources
 - Staff resources
 - Time resources
4. Delegating the assignment:
 - Provide all relevant information about task
 - Specify expected result
 - Cultivate a climate of open communication
5. Be prepared to run interference if necessary:
 - Resources may be insufficient
 - Person may run up against resistance of others
6. Establish a feedback system:
 - Establish checkpoints and feedback system
 - Design feedback system carefully
 - Tighter the control less actual delegation will take place