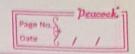


Difficulties faced by delegation of authority

There may arise cortain difficulties in the process of delegation. The delegation process faces some difficulties as follows:

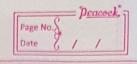
- Just confidence of Superior: The feeling in a superior that only he can do certain work effectively than others is the main difficulty in delegation. When a manager is of the opinion that his subscitus ordinates will not be able to make proper decisions then he will convented all powers with him and will not like to delegate his authority. This may not be due to the incompetence of subordinates but due to the ower confidence of a Superior.
- I lack of confidence in Subardinates: The superior may be of the view that subardinates are not competent to carry out certain things of their own the may lack confidence in his subardinates. Under these circumstances superior will hesitalists delegate authority.
- 2. lack of ability in Superior : A Duperior may lack
  the ability to delegate authority to subordinates.
  The manager may not be able to identify the areas
  where delegateon is required. He may not even able
  to chalk out the proper process of delegation. The lack
  of competence on the part of superior restricts the
  delegation of authority.



control in the organization colucte half the manager to keep in touch with performance of subordinates. When certain control like budgets, standard cost ele are there then manager can exercise a dequate control over the performance of his subordinates. In the absence of such techniques be will not be able to judge the performance of his subordinates.

5. Lack of plajes Tempesm amont of Superior: The Chief enecutive may be over cautious or conservative by nature. He will not like to take risk of delegating authority. His foar will always be that something may go wrong. The executive, with this type of temperament will hesitate to delegate authority. A element of risk cannot altogether be rected out but certain risks will have to be taken. The subordenates will only learn when given a chance to take indipendent decision.

Shyness on the past of subordinates in assuming additional responsibility. They may awaid botheration accurring from delegation of authority. The Jeas of committing mishakes or lack of confidence on the part of subordinates may also act as a bassies in delegation of authority.



## Decentralization of Authority

Decentralization is the tendency to disperse decision making authority in an algorized structure It is a fundamental aspect of delegation to the extent that authority that is deligated is decembralized. How much Should authoriby to be concentrated in of dispossed throughout the organization? There could be absolute centralization of authority in one pesson, but that implies no suleasdinate managers and therefore no strentened organization Some decentralization exists in all organization On the other hand there cannot be absolute decentralizations, for if managers delegate all they authority, their status as manager coord sease, their position wouldbe climinated, and their would again le no aganization. Dolog Decentralization implies more than deligation: It reflects a philosophy of organization

delegation: It reflects a philosophy of organization and management. It requires careful relection of which down the arganization. It requires careful relection of which down the arganization. Itrevalue and colin to hald near the top, specific policy making to quide the decision making proper selection and training of people and adequate controls. A policy of becontralization affects all area of management and can be looked upon as an essential element of a managerial system. In fact, without it, managers could not use their discretion to handle the liver changing situations they face.



The managerial function of staffing is defined as filling, and keeping filled, position in the organization structure. This is done by identifying work farce requirements, inventorying the people available and seem recruiting, selecting, placing, promoting, appearsing planning and the careers of, compensating and training or otherwise developing both Candidates and current job holders so that they can accomplish their tasks effectively and efficiently It is close that Staffing must be closely linked to organizing, that is, the setting up of international Mectures of soles and positions.

Staffing is identified as a seperate managerial Junction for Several reasons.

1. The staffing of organizational position includes knowledge and approaches not usually recognized

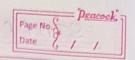
by practicing managers.

2. Making staffing a seperate function facilitates placing an liver greater emphasis on human element in personal selection, applaisal, carles planning and manager development.

An important area of knowledge and experience

har been developed in the area of Staffing. 4. Managers often overlook the fact that stoffing is their responsibility-not that of the personal department To be sure, this department provides valuable

fill the positions in their organic zation and to keep them filled with qualified people.

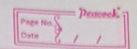


## Functions of Staffing

- 1. The first and fore most function of staffing is to obtain qualified personnel for different jobs parition in the organization.
- 2. In Staffing, the sight person is recruited for the right job, therefore it leads to manimum productivity and higher performance.
- 3. It helps in promoting the optimum utilization of human resource through various aspects.
- though the recruitment of the Right person.
- 5. Staffing helps to ensure better utilization of human resources.
- 6. It ensures the continuity and growth of the organization through development managers.

## Importance of Staffing

Efficient performance of other function: For the efficient performance of other functions of management staffing is its key. Since if an organization does not have the competent personnel, then it cannot perform the functions of management like planning, or ganizing and control functions property.



- 2. Effective sere of Technology and other resources: 31 is
  the human factor that is instrumental in the effective
  estilization of the latest Technology, capital material
  etc. The manager can ensure the right kinds of
  personnel by performing the stoffing functions.
- Optimum utilization of human sesousces. The wage lill of ling concern is quite high. Also a huge amount is spent an secsuiting, selection, training and development of employees. To get the optimum output, the staffing function should be performed in an efficient mannes.
- n. Developing of Human Capital: Another function of staffing is concerned with human capital requirement. Since the management is required to determine in advance the manpower requirements.

  Therefore it has also to train and develop the existing personnel for career advancement. This will meet the requirements of the company in future.
- 5. The motivation of Human Resources: In an organization, the behaviour of in dividual, in influenced by various factors which are invalued such as education Level, needs, socio-culture factore etc. Therefore the human ospecte of the organization have become very important and so that the coorker can also be motivated by financial and non financial incudives in order to perform their functions properly in achieving the objectives.

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6 Building higher Morale: The sight type of climals should be created for the workers to contribute to the achievement of the organizational objectives. There fore by performing the staffing function effectively and efficiently the management is able to describe the rignificance and importance which is attaches to the personnel working in the