

Distribution of authority

After grouping of activities, the next thing in the process of organizing is to distribute the authority.

Authority is the right to do something; responsibility is an obligation to do something; accountability is inseparability to superior; power is the ability to do something; and autonomy is the freedom, independence and discretion in what one does.

Concept of Authority

Since authority is the crux in distribution of authority. It would be necessary to understand what the authority is. Authority is the right to do something. Authority is the power legitimized by organization which empowers a manager to make decisions, to use organizational resources, and to monitor and regulate the behavior of subordinates for the efficient performance of assigned work responsibilities. Authority (right to do something) is different from power (ability to do something).

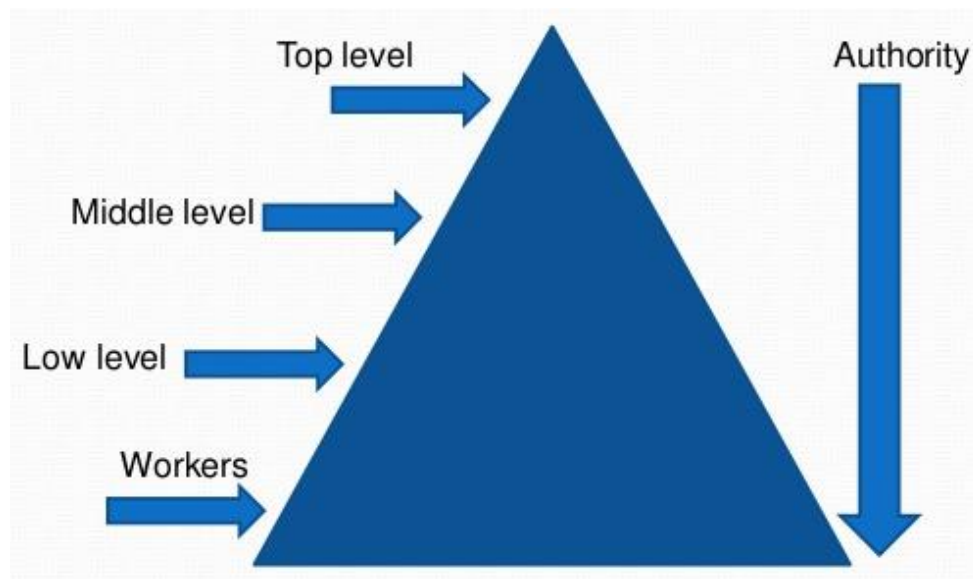
Authority is positional, but power may not be positional. Authority has the legal power, but power is because of personal influence and resource fullness. Authority always moves downward, but power can move in any direction. Authority can be delegated, but not power. Authority commands fear but power commands respect.

An organization consists of various positions arranged in a hierarchy with well defined authority and responsibility. There is always a central authority from which a chain of authority relationship stretches throughout the organization. The hierarchy of positions defines the lines of communication and pattern of relationships.

Characteristics of Authority:

- It is the right given to the managers.
- The right is vested in position and the manager gets it when he occupies the position.
- Authority originates at the top and moves downward.
- Authority can be delegated by a superior to his subordinate.
- Authority creates superior – subordinate relationship.
- Manager exercises authority to influence subordinates' behavior so as to get the things done.

Distribution of Authority is always in downward direction:



Importance of Distribution of Authority

1. **Higher Efficiency** (A superior being able to concentrate on non-routine jobs (delegated to subordinates) multiplies his efficiency).
2. **Motivation** (since delegation indicates confidence of manager, the subordinate feels self-importance, recognition, etc. he feels motivated).
3. **Develops subordinates** (Making decisions and solving problems enables them to develop their managerial skills).
4. **Better Distribution of work in the Group** (since every employee gets adequate authority to act, it also leads to prompt decision making).
5. **Foundation of Decentralization** (the delegation may be made permanent, only if it works well temporarily, in the organization chart).

Coordination

Coordination is very essential in management. Business has various functions. These functions are performed by different individuals. Co-ordination is the base or primary function of every manager because various departments of an organization are working independently and there is need to relate and integrate their activities.

Co-ordination of various activities is as essential as their division. It helps in integrating and harmonizing various activities. Co-ordination also avoids duplications and delays. In fact,

various functions in an organization depend upon one another and the performance of one influences the other. Unless all of them are properly coordinated, the performance of all segments is adversely affected.

In the words of **Mcfarland**, “Co-ordination is the process whereby an executive develops an orderly pattern of group efforts among his subordinates and secures unity of actions in the pursuit of a common purpose.”

Co-ordination eliminates conflict between the head office and branches as well as between departments of an organization and removes difficulty in communication. Instead of regarding co-ordination as a separate function of management, it must be considered as the essence of management.



Co-ordination: The Essence of Management

Co-ordination brings unity of action and integrates different activities of organization. Co-ordination is considered as the essence of management because:

1. It is needed to perform all the functions of management.
2. It is required at all levels.
3. It is the most important function of an organization.

Features of Co-ordination are:

1. Coordination Integrates Group efforts: The concept of coordination always applies to group efforts. There is no need for coordination when only single individual is working.

2. Ensure Unity of efforts: Coordination always emphasizes on unifying the efforts of different individuals because conflicting efforts may cause damage to organization. The main aim of every manager is to coordinate the activities and functions of all individuals to common goal.

3. Continuous process: Coordination is a non-ending function. It is a continuous function although its degree may vary. The managers work continuously to achieve coordination and maintain coordination because without coordination companies cannot function efficiently.

4. Coordination is a pervasive function: Coordination is a universal function; it is required at all the levels, in all the departments and to perform all the functions due to interdependence of various activities on each other. For example if low quality inputs are purchased by purchase department, it will result in production of low quality product which further result in low sale, low revenue and so on.

5. Coordination is the responsibility of all managers: Coordination is not the task of only top level managers but managers working at different levels try to coordinate the activities of organization. The top level try to coordinate the overall plans and policies of organization, middle level try to coordinate departmental activities and lower level coordinate the activities of workers.

6. Coordination is a deliberate function: Every manager tries to coordinate the activities of organization to avoid confusion and chaos. Without coordination efforts of individuals cannot be united and integrated; that is why while performing various activities in the organization managers deliberately perform coordination function.