

ORGANISATION MANUALS

- ▶ THIS INCLUDES THE FOLLOWING INFORMATION:
- ▶ Company's mission and philosophy.
- ▶ Company's objectives, policies and process.
- ▶ Authority and responsibilities of each positions.
- ▶ Relationship of each position with other position.
- ▶ Means of measuring performance.
- ▶ Committees- their membership, objectives and functions.

LINE, STAFF AND FUNCTIONAL AUTHORITY

- ▶ In Line authority, a superior exercises direct command over a subordinate, it is represented by the standard chain of command that starts with the board of directors to the last worker who performs the basic activities of the organization.
- ▶ The nature of staff authority is merely advisory. A staff officer has the authority of ideas only. Examples are:
 - ▶ A market researcher who gathers and analyses data on marketing advices on the introduction of new product/services.
 - ▶ Industrial engineer prepares layout of plant and equipment's to production manager.

STAFF FUNCTIONS

- ▶ An internal auditor who checks the accuracy of accounting records and suggests to the head of the accounting department measures to prevent fraud.
- ▶ Personnel officer who advises the personnel manager on all dealings with unions.
- ▶ There are four levels of authority of a staff officers.
- ▶ Voluntary consultations, compulsory consultations, concurring authority, functional authority.
- ▶ In functional authority he can give direct orders to people in other departments outside his formal chain of command instead of making recommendations to them.

Delegation of authority

- ▶ A manager in an enterprise cannot do all the task necessary for the accomplishment of group goals. He therefore assigns some part of his work to his subordinates and also gives them sufficient authority to make decisions. This downward pushing of authority to make decisions is known as delegation of work.
- ▶ By delegating authority the manager retains the overall Responsibility which was assigned to him to perform his functions



Advantages of effective delegation

- ▶ It relieves the manager of his heavy work load.
- ▶ It leads to better decisions.
- ▶ It speeds up decision making.
- ▶ It helps train the subordinates.
- ▶ It serves as compensation to those employees who faces the prospect of limited advancement.
- ▶ It helps create formal organization structure.