

To whom it may concern

Subject: Completion of Project by PLSA students of Semester VI in 2021-22

The undersigned hereby certifies that the students mentioned in the table given below have completed their Projects for the University of Calcutta B.A/B.Sc. Semester-VI Examination, 2022 in CC-13 course of Political Science Honours. These students are mentioned in the modified template of Metric 1.3.2 (for DVV compliance) as PLSA (SEM VI) with pdf link of their projects stated alongside.

SL.NO.	REGISTRATION NO.	COLLEGE ROLL NO.	NAME	SUBJECT
1	013-1212-0032-19	19/BAH/0028	SNEHA MONDAL	PLSA
2	013-1211-0003-19	19/BAH/0071	SOMOSREE SANYAL	PLSA
3	013-1211-0103-19	19/BAH/0087	ARUNIKA DASGUPTA	PLSA
4	013-1211-0140-19	19/BAH/0103	NAMROTA PAUL	PLSA
5	013-1211-0086-19	19/BAH/0131	ISHANI DEB	PLSA
6	013-1211-0142-19	19/BAH/0132	SUMEDHA GHOSH	PLSA
7	013-1211-0013-19	19/BAH/0135	TRIPTI RAI	PLSA
8	013-1211-0016-19	19/BAH/0181	AISHANI MITRA	PLSA
9	013-1211-0014-19	19/BAH/0198	ANUSUIYA PANDEY	PLSA
10	013-1211-0094-19	19/BAH/0203	ISHITA BISWAS	PLSA
11	013-1211-0094-19	19/BAH/0204	SWAGATA DHOLAY	PLSA
12	013-1211-0005-19	19/BAH/0205	SAMATA SIKDER	PLSA
13	013-1211-0112-19	19/BAH/0234	TOSHMI DAS	PLSA
14	013-1211-0115-19	19/BAH/0264	ARUNIMA PAUL	PLSA
15	013-1211-0329-18	BAH/18/0150	ANNESHA GHOSH	PLSA
16	013-1211-0265-18	BAV/18/0238	SADAF KHAN	PLSA
17	013-1212-0097-19	19/BAH/0032	TIYASA BAIDYA	PLSA



Principal
Gokhale Memorial Girls' College

GOKHALE MEMORIAL GIRLS' COLLEGE



Name- Sneha Mondal

College roll- 19/BAH/0028

Cu reg- 013-1212-0033-19

Cu roll- 192013-11-0120

Sub- PLSA

Paper- CC-13

Date- 07/07/22

Topic- Delegation

Mamun's Mundayar
7.7.22

Sneha Mondal
7.7.22

91 APR 2023



Authenticated
Adarsh
Principal
Gokhale Memorial Girls' College

ଅନୁଶ୍ରବଣ :-

डाटागर्नत वलतु अककन कुर्कितन कर्मीव काउ तथक अरु अरिपुन वमीव
उमरु कर्तु अककन निर्मि अथ अकन कवा कवाक, अकक वामीक
अथ डाटागर्नत वलतु कवाक अककन अक र्कितत तथक अकक अकक
र्कितत कर्तु अकन (Delegation means conferring authority from one
organization unit to another), अरि अथ डाटागर्नत कर्तु तथक
अककन अरु कर्तु अककन कवाक ना, र्कितत कर्तु तथक नीक अकक
अकन अकक अकक र्कितत र्कितत नाक

સાધનાની મુદ્દતો જાણવાનો તમને અવકાશ

ડાહ્યામનને વળાણ દૂરમાડે- અર્થેથી પ્રાણાનુર ભાવનાય ના. તેમ ચાકિર અર્થેથી
 અર્થને ભાવે (પ્ર) ગરુ પ્રાણાનુર દાખિયુ અર્થને ભાવે ના- જરુ, ચાકિરમન,
 નિમ્નકુલને હિ પ્રાણાનુર અર્થેથી ગરુ (પ્ર) ભાવે પ્રાણાનુર રાત
 ડાહ્યામનને ભાવે- ચાકિર અર્થેથી- ડાહ્યામનને રાત નિમ્ન ભાવે

ઉપસાધાર્શ્વ:-

આંગણિકાની ધીરિ-શિખર-પરમાર્થન મુખ્યત્વે પ્રજા વિચારના મુખ્યિ-
 જાન્યુ આમર્શિત પ્રજા, એ અર્થિજન સમીક્ષા આમળા અર્થન વળા રમુ પ્રજા
 પ્રજાગિત એ આગળના અર્થને વળા, આંગણિકા આમળા નાટિકાનાના
 આમળા નિર્દેશ પ્રજા આમળા સમીક્ષા પ્રમાણ્ય-કર્તવ્ય, કુર્તવ્ય સમીક્ષા
 પ્રજા અર્થિજન સમીક્ષા ઉપર-પ્રજાગિત-વિચારના પ્રમાણ્ય-વળા-પ્રજા-
 સમીક્ષા અર્થિજન સમીક્ષા આમળા પ્રજા પ્રમાણ્ય પ્રમાણ્ય પ્રમાણ્ય પ્રમાણ્ય
 પ્રજા આમળા નાટિકાનાના પ્રજા નિર્દેશ પ્રમાણ્ય નાટિકાનાના
 પ્રમાણ્ય પ્રજા

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1. સાંસ્કૃતિક અભિવૃદ્ધિ ; તત્ત્વલેખ : અત્યાધુનિક મહાનગર ; મુદ્રત : ગુપ્તાન્ત સામર્થ્ય 8 પ્રવચન વાર્ષિક રાજકોટ - 9 ; પ્રથમ પ્રકાશ : 2008.
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ସ୍ୱାସ୍ଥ୍ୟ ଓ ଆରୋଗ୍ୟ :-

ସ୍ୱାସ୍ଥ୍ୟ ସୁଧାରୁଁଥିବା କାରଣ ବାବଦ ଜ୍ଞାନ ଓ ଯତ୍ନ ଯୋଗୁଁ ଏହା ଅତ୍ୟନ୍ତ ଗୁରୁତ୍ୱପୂର୍ଣ୍ଣ
 ଓ ଉଚିତ୍ତମ ଯତ୍ନ ସହ, ଯିଏ ଆପଣଙ୍କ ସ୍ୱାସ୍ଥ୍ୟ ଉପରେ ଧ୍ୟାନ ଦେଇ
 ଅନୁଶୀଳନ କରୁଥିବେ ତାହା ଶାନ୍ତ ଆତ୍ମାରେ ଅନୁଭବିତ ହେବ। ସ୍ୱାସ୍ଥ୍ୟ
 ସୁଧାରୁଁଥିବା ଲିପିରେ ଡ. ଶ୍ରୀମତୀ ସୁମାତ୍ତୀ - ଏକ ଅନୁଭବିତ ବିଷୟ ଯାହା
 ସ୍ୱାସ୍ଥ୍ୟର ଉନ୍ନତି, ସ୍ୱାସ୍ଥ୍ୟ ଉପରେ ଏହା ଏକ ଉନ୍ନତ ଉଦାହରଣ
 ସ୍ୱାସ୍ଥ୍ୟର ଉନ୍ନତି ଏହା ଏକ ଉନ୍ନତ ଉଦାହରଣ ଯାହା ଶାନ୍ତ
 ଆତ୍ମାରେ ଅନୁଭବିତ ହେବ। ସ୍ୱାସ୍ଥ୍ୟ ଉପରେ ଏହା ଏକ ଉନ୍ନତ
 ଉଦାହରଣ ଯାହା ଶାନ୍ତ ଆତ୍ମାରେ ଅନୁଭବିତ ହେବ।

ଶ୍ରୀମତୀ ସୁମାତ୍ତୀ
 - ସ୍ୱାସ୍ଥ୍ୟ ଓ ଆରୋଗ୍ୟ
 ତାରିଖ:- ୦୩/୦୩/୨୨

- ସ୍ୱାସ୍ଥ୍ୟ ଓ ଆରୋଗ୍ୟ
 ତାରିଖ:-

Name: Somesha Sanyal

College Roll No: 19/BAH/0071

CU Registration No: 013-1211-0003-19

CU Roll No: 192013-11-0105

Semester: 6

Paper: CC13

Date: 7/7/2022

Year: 2022

Topic: Delegation.

Authenticated.

Chaspha
Principal

Sobhale Memorial Girls' College



Manish Kumar
7.7.22

11 APR 2023

Somesha Sanyal

7.7.22

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Preface

This paper is all about Delegation, which is one of the principle of organisation in Public Administration. An effort has been made to make the paper relevant and to the point with a number of subtopics.

Acknowledgement

This is to show my gratitude to my Political Science Professor Dr. Mausumi Mukherjee for selecting the topic for our tutorial. I am also very much thankful to the books that I've followed while preparing my tutorial.

Somosree Sanyal
7/7/2022

Student's Signature

Teacher's Signature

Introduction

Delegation of authority and responsibility is an universal principle of organization. No organization can work without involvement of authority as it is a means of bringing economic and good administration. Delegation occurs when someone in authority confers upon another person, the power to do a particular task.

Main Concept

Delegation ~~me~~ means the entrusting of one's occupational authority to another, usually a subordinate to facilitate work in the organization. The person to whom authority is delegated is normally a lower ranking employee who is accountable for the use of the delegated powers to the person who delegates them. Delegation of authority is a common feature in all types of large organizations.

Definition

According to Mooney, "Delegation is the devolution of authority by a superior person to his agent or subordinate, subject to his supervision and control. This implies that legally the delegated powers still vest with the principle, to be exercised by the subordinate or agent."

According to Tunny, "Delegation means conferring authority from one executive or organization unit to another. Thus delegation does not necessarily imply devolution from a higher to a lower authority."

Delegation does not mean the final transfer of power and responsibility to the delegated authority. The person who delegates authority still remains the final power of supervision and control besides the power to revoke his delegation anytime he desires.

Features of Delegation

There are certain features of Delegation.

- i) Assignment of duties by the superiors to the subordinate
- ii) One cannot delegate the authority which

he does not possess

iii) The delegate becomes duty bound to complete the work i.e. creation of obligation.

iv) Granting of authority by the delegator to the delegatee to facilitate the work assigned to him. The delegator does not delegate his entire authority to his subordinates for in case, he delegates all his authority, he cannot exercise the power to supervise and control. Therefore delegation is subject to specific or limited terms.

Types of Delegation

i) Downward : Delegation is downward when a higher authority delegates to a lower authority. For example, A Sales manager delegating to a Salesman.

• upward : Delegation is upward when a lower authority delegates a

higher authority. For example: Shareholders delegating to their board of directors.

- Sideward: Delegation is sideward when it is at equal levels. For example: Delegation between African Tribal Chief and their central Tribal Authority.

ii) Full and partial: Delegation is full when complete powers are granted to the delegate to take final decisions and actions.

Delegation is partial when the delegate has to consult the delegator for important aspects of the job assigned to him.

iii) Formal and Informal: Delegation is formal when based on written rules and orders.

It is informal when based on customs.

and conventions.

Need for Delegation

Delegation is a functional imperative for all types of organizations. It is one of the main ways of division of authority. The basic needs for delegation are:-

- i) Without delegating powers, where necessary, would be physically impossible for the head to carry on the entire tasks of the organization himself.
- ii) In some cases proper adjustment of policy and programme to local conditions requires discretionary field decisions.

Factors favouring Delegation

- i) Best means to increase the capacity of the task.

i) Makes an organization act effectively and efficiently, economically.

ii) Acts as a source of flexibility in an organization.

General principles of Delegation

i) Delegation should be written and specific

ii) Only that much of authority should be delegated as is within the competence of subordinates to exercise safely

iii) A systematic rule should be established and superior should always guide the subordinate

iv) Overall responsibility should remain with the delegate who exercises authority

v) Delegation should be followed by a performance appraisal system.

- vi) Delegation should be based on the principle of unity of command
- vii) Delegation should be backed by adequate resources.

The degree to which delegation is possible depends upon the nature of the case, circumstances involved. Usually, the following powers are not delegated.

- a) Supervision of the work of the first line of subordinate.
- b) Rule making power where it is vested
- c) Making of special higher authority
- d) power to sanction new policies and plans.

Some more factors that are favouring Delegation are:

i) Delegation helps the creation of a managerial class: Not only delegation gives education and training to the subordinates but ~~also~~ it ^{also} provides managerial training to subordinates. It enables them to bear the responsibility as well as to develop the habit of facing challenges. Delegation also increases the spirit of participation in administration. It is a means of self-advancement and self-expression.

ii) Delegation helps succession: Delegation is a means of giving training to the subordinates. It prepares the subordinates to succeed to superior positions whenever there may fall vacant due to the retirement or removal or resignation of higher officials. Whenever an administrator may quit another should be able to succeed him.

Due to all these factors, delegation has become an imperative necessity for

every organization, particularly for every large scale and expanding organization.

Essentials of Delegation

- i) Delegation should be regarded as a whole at every point. (Including function, authority, power and responsibility).
- ii) There should be mutual trust among the two parties involved.
- iii) A Corollary of delegation is accountability.
- iv) Delegation must be clear and unequivocal.
- v) Delegation must be sufficiently backed by resources, it must carry the weight and power of decision and resources.
- vi) Recognition of the fact that decisions cannot be made without the risk of error.

Methods of Delegation

Herman and Zelda Redman suggested three methods of delegation.

- i) Assignment Review : The Subordinate is asked to write a precise summary of the task allocated, before he actually starts the course of action that are to be followed.
- ii) Indirect Participation : The Supervisor periodically questions the Subordinates concerning the progress of the task to determine ~~areas~~ the problematic areas.
- iii) Written Reports : Writing reports requires a special ability on the part of the Subordinates to inform the management concerning the results of their research in investigation of the problem.

Advantages of Delegation

Delegation is a functional imperative for all kinds of organization. Therefore, it carries certain advantages. These are:

- i) Reduce burden on the supervisor.
- ii) Develops the second line of leadership.
- iii) Increase the sense of responsibility.
- iv) Overcome congestion of work at the top level.
- v) Avoidance of delay in administrative process.

Disadvantages/Hindrances of Delegation

Delegation faces several hindrances, psychological as well as organisational.

We can study these hindrances in two parts

- i) Organizational Hindrances
- ii) Psychological or personal Hindrances

Organizational Hindrances

1. Lack of established methods and Procedures
→ Delegation becomes easier if procedures and rules are well established. Also for making delegation successful, definite procedure should be laid down and followed.
2. Size and Location of the Organization
→ The larger the organization and broader its geographic coverage, the greater are the chances of delegation. However, the large size can cause the problem of effective delegation and proper monitoring of the delegated work and responsibility.

3. Lack of means of Coordination and Communication

→ Coordination is an important principle of organization. Without coordination, no organization can work. But coordination requires clear and timely communication.

Psychological or Personal Hindrances

Several psychological factors can also cause hindrances in the way of delegation. These include: The egoistic tendency of the superior to have credit for everything, Fear or loyalty on the part of the subordinates, Lack of confidence in the capacity and competence of the subordinates, Lack of knowledge of what to delegate and how to delegate,

Pfiffner has provided certain human causes of failure to delegate.

→ Persons who arise to position of hierarchical

Leadership have more than normal egoism

i) They fear that disloyal or subversive power centres will develop among strong subordinates.

ii) In Public Administration, political considerations often make delegation difficult.

iii) At times, those who desire to delegate do not know how to do it.

In addition to these, the non-acceptance of Delegation on the part of the subordinates can also be a problem. The reason behind this can be:

a) Fear of criticism

b) Lack of confidence to exercise delegated authority.

→ more burden of work than one's capacity for work.

Despite these hindrances, delegation is mostly used in all organizations, rather it has to be used due to the increasing volume and complexity of work. Delegation is an important principle of organization. In contemporary times, no organization particularly no large scale organization can work properly without delegation.

Methods of Removing the hindrances

→ Proper procedures and methods of work established to facilitate the process of delegation.

→ Every organization, small or big, should have clearly defined procedures, responsibilities and hierarchically divided spheres of delegated authority to avoid confusion and duplication of work.

iii) Proper means of coordination and communication between various levels of staff should also be established to facilitate the processes of delegation in an organization.

iv) As far as personal factors are concerned not only training of the subordinates but also of the senior administrators should be made compulsory. The subordinates should be trained in the art of proper use of discretionary authority and the higher levels of administrative hierarchy in the habit of delegation.

v) Perpetual management planning consisting of job analysis, organization study, work flow study and simplification of systems and procedures, should be carried out.

vi) Some external checks which may automatically show danger signals, must be created.

Limitations of Delegation

- i) The extent to which authority may be delegated is restricted by the Constitution, laws and political institutions.
- ii) The nature of work and the size and extent of an organization.
- iii) The ability and competence of staff at the lower level.

On the recommendation of the O and M division, the central government has already taken to "Delegation" in administration as a matter of policy. For Eg. The Finance Ministry's control over expenditure has been considerably reduced by the delegation of financial powers to various ministries and departments.

Conclusion

There is a great significance of delegation in an organization and none can work efficiently without them. It is important for the sustainability and it is a very important part of the organizational set up. The organization should develop a system in which the duties and responsibilities of the incumbents holding different positions in the organizational hierarchy should be clearly defined. Delegation empowers a subordinate to make its decision and become acquainted with different situations.

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GOKHALE MEMORIAL GIRLS' COLLEGE

NAME – ARUNIKA DASGUPTA

SEMESTER – 6TH

SESSION – 2022

REGISTRATION NUMBER – 013-1211-0103-19

COLLEGE ROLL NUMBER- 19/BAH/0087

UNIVERSITY ROLL NUMBER – 192013-11-0115

**CORE COURSE PAPER 13 (Public Administration -
Concepts and Perspectives)**

TOPIC – Delegation

PROFESSOR – Dr. Mausumi Mukherjee

Mausumi Mukherjee
7.7.22



Arunika Dasgupta
07/07/2022

11 APR 2023

Authenticated
Chandana
Principal
Gokhale Memorial Girls' College

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Arunika Dasgupta

[ARUNIKA DASGUPTA]

10/06/2022

INTRODUCTION

The number of organizations has increased tremendously and so the need to manage it efficiently. In a small scale organization, it is possible to run the organization effectively by keeping all the powers with him, but not in the case of a large scale organization. In large scale organization the head may formally keep with him all the powers relating to the operation of the organization but keeping in view the need for efficiency, it is required to delegate the authority to the subordinates. The principle of hierarchy binds together the different units and levels of the organization with a continuous chain of authority. The essence of this principle is the delegation of authority.

Delegation means to entrust one's own power and responsibility to another person or group of persons who are lower in rank and power. In public administration a chief executive transfers his power or part of it to an employee who is in rank lower to him. In other words, an officer shifts a part of his power to a subordinate.

MEANING AND DEFINITION

Delegation is the assignment of any authority to another person (normally from a manager to a subordinate) to carry out specific activities. It means to grant or conferment of authority by a superior to a subordinate for the accomplishment of a particular assignment. Some of the meanings are discussed below. Mooney delegation means "conferring of specified authority by a higher to lower authority." It is the devolution of authority by a person to his agent or subordinate, subject to his right of supervision and control. It implies that legally delegated authority still belongs to the Delegator or the person who delegates, but in practice, its exercise is allowed to the subordinate or the agent.

Terry, however, does not agree with Mooney's interpretation of delegation. According to him, "delegation means conferring authority from one executive or organization unit to another." Thus delegation is not essentially devolution from a

higher to a lower authority. It can as well be from a lower to a higher authority and between equal authorities.

Millet " Delegation of authority means more than simply assigning duties to others in more or less detail. The essence of a delegation is to confer discretion upon others, to use their judgement in meeting specific problems within the framework of their duties."

KINDS OF DELEGATION

There are different types of delegations. Terry has classified delegation into three types. These are as follows:

- 'Downward' when the higher delegates to the lower as in the case of sales-manager delegating to salesmen;
- 'Upward' when the lower delegates to the higher as in the case of shareholders delegating to their board of directors; and
- 'Sideward' when delegation is at equal levels as in the case of African tribal chiefs and their Central Tribal Authority.

In terms of the amount or degree of delegation of authority, we can refer to several types of delegation:

1. Permanent and Temporary

Delegation may be of permanent or temporary nature. In the case of permanent delegation, the powers are delegated forever subject to normal conditions. Only in extraordinary circumstances, this kind of delegation might be revoked. It is temporary when authority is granted for a short period.

2. Full and Partial

Delegation is full when complete powers are granted to the delegatee to take the final decisions and actions while it is partial when the delegates' have to consult the delegator on important aspects of the jobs assigned to him. Normally, delegation is partial and full delegation is rarely found. For example, when a diplomatic representative is sent abroad with full powers to negotiate. Full delegation is known as alter ego.

3. Conditional and Unconditional

Delegation is conditional when the action of a subordinate is subject to confirmation and revision by the superior; it is unconditional when subordinate is free to act without reservations.

4. Formal or Informal

Delegation is formal when embodied in written rules, by-laws, or orders; it is informal when based on customs, conventions, and understanding.

5. Direct or Intermediate

Delegation is direct when no third person intervenes between the two parties to delegation; it is intermediate when it is made through the third person. Intermediate delegation is rarely found. Mooney gives two instances of such delegation. They are the election of the President of the U.S.A. by the people through electoral college and the election of the Pope by the congregation through the council of cardinals.¹

6. Outward Delegation

Delegate is outward when authority is granted to an outside body which is not under the direct control of the delegator. For example, delegation to ad hoc committees set up for a specific purpose.

REASONS FOR AN INCREASED NEED FOR DELEGATION

In this era of large scale organizations, the need of delegation of authority has increased. In every large organization, it becomes practically impossible for any one person to carry all the burden of responsibility without devolving it. Increasing work load and responsibilities also make the delegation of authority a necessity. Delegation is one of the best devices of dividing and distributing work, authority and responsibility.

Factors favouring Delegation

The following factors have been responsible for the need, rather the ever-increasing need for Delegation:

- 1) Delegation is the best means for lessening the increasing burden of Tasks:**
In a small organization, one person can do all the work of the organization. But in a large scale organization, the burden of work is heavy and it gradually increases due to several developments in the internal and external environment of the organization. It is impossible for a single person to do the job without depending upon the work and assistance of his subordinates. Here arises the need for delegation of authority and work. Through delegation, the superior is in a position to cope with the rush of work.
- 2) Delegation helps the Chief Executive to devote more time to Policy Making, Planning and Decision Making:** In a large scale organization, the burden of work is almost on the shoulders of a single person; i.e; the Chief Executive. That why, delegation becomes a necessity. Only through delegation, the Chief Executive can get rid of excessive burden of his work. Delegation makes it possible for him to devote more time to the vital task of policy making, decision making and planning.

3) Delegation makes the organization act efficiently and economically:

Delegation involves a division of labour. It is essential for the discharge of duties efficiently. It minimizes delays and makes the organization act more efficiently and economically. The division of authority acts as a means of effective control over different branches of the organization/ administration.

4) Delegation is a means of imparting training to the Subordinates:

Delegation means conferring of authority by higher official or level to the lower official or level. When the lower level official exercises the delegated authority, he gets vital training in administration. Thus, delegation is a means of giving training to the subordinates. The subordinates get trained to bear the burden of work and to share the responsibility. It enables them to help the superior in decision making and running the organization. It also prepares them for handling future responsibilities.

5) Delegation helps the creation of a Managerial Class:

Not only delegation gives education and training to the subordinates but also it provides managerial training to the subordinates. It enables to bear the responsibility as well as to develop the habit of facing challenges. Delegation also increases the spirit of participation in administration. It is a means of self advancement and self expression.

6) Delegation helps Succession:

Delegation is a means of giving training to the subordinates. It prepares subordinates to succeed to superior positions whenever these may fall vacant due to the retirement or removal or resignation of higher officials. Whenever an administrator may quit another should be able to succeed him.

7) Delegation acts as a source of flexibility in the Organization:

Flexibility is an important ingredient for the effective and efficient functioning of the organization. Undue rigidity is always harmful. To bring flexibility in an organization, delegation is needed. Delegation helps an organization to adjust with the changes in the environment as well as with the changes in the needs of society.

Due to all these factors, delegation has become an imperative necessity for every organization, particularly for every large scale and expanding organization.

Delegation is practiced universally and almost in all organizations. The difference in nature and scope of delegation practiced by various organizations is one of degree and scope. The increased and still increasing complexities of the contemporary era of industrial-technological society have increased the role and responsibilities of the administration. Consequently, there has taken place a big increase in the system of delegation.

PRINCIPLES OF DELEGATION

Delegation is a universal practice. It is practiced in every organization. It serves several specific needs. These needs can, however, be served only when delegation is done systematically i.e. when it is governed by certain principles. To make delegation effective and productive of good results, the following principles have to be observed:

- 1) **Delegation should be Written and Specific:** Delegation of authority must clearly specify the scope and nature of authority which is delegated. The delegatee must know exactly how much authority has been delegated. The orders of delegating authority should be issued as far as possible in writing. The person who gets the delegated powers must be clear about the limits of delegation and his responsibility in respect of the use of delegated authority.
- 2) **Delegation should be properly planned:** Delegation should be done in a planned manner. There should be no ambiguity about the authority that has been delegated. Policies, regulations and procedures should be well defined. Only planned delegation can be productive of desired results.
- 3) **Objective of delegation should to get some definite and desired result:** The authority is delegated to get the assigned and authorized work done. Subordinates cannot act according to their discretion. They have to carry out the delegated responsibility with the delegated authority. They are to always act within the limits defined by enabling act of delegation. The limits of delegation as well as expected results are to be always communicated to the person to whom delegation has been addressed to.
- 4) **Authority and responsibility should to be kept Equal:** Delegation means conferring authority on subordinates for performing a task which are delegated, authorized and assigned to them. While delegating authority, responsibility should also be fixed and delegated. The subordinate using delegated authority and functions should be told that it would be his

responsibility to win the results, whether good or bad and that he will be accountable for these. The subordinates have to be told that delegation does not entitle him to act according to his own wishes. The subordinates are to be given authority as well as responsibility in an equal proportion.

- 5) **Overall responsibility should remain with the Superior who delegates his authority:** Total responsibility cannot be delegated by the superior. The subordinate is to be held responsible to the superior for the activities delegated to him. The superior continues to supervise the subordinate even when the latter exercises the delegated authority. The overall responsibility remains with the superior.
- 6) **A Systematic Reporting System should be established:** While providing for delegation, the delegating authority must ask and get reports from the subordinate about the work being done on the basis of delegated authority. It is necessary for providing an opportunity to the superior to keep on reviewing the progress of the work being done by the subordinate. When a delegated assignment is completed, it should be followed by an appraisal of the subordinate's performance. After the completion/attainment of the specified task, the delegated authority has to return to the superior. For every fresh task fresh delegation is to be done. Blanket delegation has to be avoided.
- 7) **The superior should always be ready to guide the subordinate:** Even after delegating authority, the superior should always be ready to help the subordinate. He should always provide necessary guidance, help and direction to the subordinate. Delegation never ends the role of the delegating official.

A far as possible, delegation should be based on these principles. However it must be admitted that no hard and fast precise principles stand universally accepted or followed.

HINDRANCES TO DELEGATION

No doubt delegation is of great significance for all organization, still, it is often seen that the superior officers hesitate to delegate authority. There are several hindrances to the delegation which can be grouped as *(a) Organizational and (b) Personal.*

Organizational Hindrances:

The organizational hindrances are:

- (i) Lack of established methods and procedures—delegation is made easier if procedures and rules are well established;
- (ii) Lack of means of coordination and communication;
- (iii) Unstable and non-repetitive nature of work—stable and repetitive work affords a greater degree of delegation;
- (iv) Size and location of an organization—delegation becomes a necessity if organization is geographically spread.
- (v) Lack of properly spelled-out positions in term of duties and authority.

Personal Factors:

Personal factors which cause failure to delegate are many and may be summed up as egotism to keep power; to remain in limelight and to take credit for everything; fear of disloyalty on the part of subordinates; lack of confidence in the intelligence and technical competence of the associates; absence of emotional maturity in the chief; fear of accountability to high-ups, to the legislature or the people, absence of incentives for additional work-load etc.

Pfiffner gives the following human causes of failure to delegate:

- (i) Persons who rise to position of hierarchical leadership have more than normal egotism.
- (ii) They are afraid that others will not make the proper decisions or carry them out in the desired manner.
- (iii) They fear that disloyal or subversive power centres will develop among strong subordinates.
- (iv) Strong, vigorous and highly motivated persons become impatient with the slower pace and indecisiveness of subordinates.
- (v) In public administration, political considerations often make delegation difficult.
- (vi) The cultural heritage of man has been one of authoritarian, patriarchal leadership; thus the practice of delegation is partly dependent on cultural change.
- (vii) The act of delegation requires an emotional maturity which apparently is rare, even among successful persons.
- (viii) The symbols of leadership (those personal qualities and traits which attract the attention of others) are inconsistent with the philosophy of delegation. Those striving to succeed must make themselves prominent.
- (ix) Persons who desire to delegate do not know how.
- (x) They do not know how far, for at least two reasons.
 - (1) The science of organisation and management is immature; and
 - (2) Their work experience has not taught them to delegate because most organisations fail to practice delegation."

With all the above organizational and personal difficulties hindering delegation, no one can deny that delegation is a 'must' and that there is no way out except to remove, as far as possible these difficulties. As far as the organizational factors are concerned, much of the dilemma of delegation can be solved by establishing proper procedures and methods of work.

Each operating service should have an Organization Manual as also an Office Procedure Manual in which proper procedures and the responsibility and authority attached to each of the positions in the hierarchy should be fully described. Delegation, then, shall be more exact and specific. Proper means of coordination and communication should also be established to facilitate delegation.

As far the personal factors are concerned, not only training of the subordinates but also of the top executive should be emphasized. The subordinates should be trained in the art of properly using discretion within limits of the rules and the top executive in the habit of delegation.

METHODS FOR REMOVING HINDRANCES TO DELEGATION

Delegation of authority poses a problem. It is in fact a dilemma to retain the basic control in the hands of the Chief Executive while permitting the right kind and extent of delegation for the execution of details.

Following steps may help in the solution of this baffling administrative problem:

- (a) The supervisor should periodically visit the staff, discuss problems and suggest guidelines for tackling problems pertaining to policy or its operation.
- (b) A systematic plan for reporting and reviewing operational records and documents may be devised. This may facilitate control. This will further enable the administrator to know what work is to be done by him personally and what can be entrusted to others.
- (c) The reports of the subordinates containing specific information about performance, progress, results, new questions or problems and their solution should be appraised so that a review of the progress is made.
- (d) Through inspections and adoption of survey procedures, the administrator should unmask areas of weaknesses requiring corrective action and suggest ways through which the functioning of the organization is improved.

Thus it is evident that a proper plan of delegation visualizes a proper scrutiny for effecting improvement. However, certain general principles, for assessing the effectiveness of a system of delegation of authority may be specified.

CONCLUSION

There is a great significance of delegation in an organization and none can work efficiently without them. It is important for the sustainability and important part of the organizational setup. To cope with the challenges, the organization must possess a proper system of coordination and communication at different levels of administration. The organizations should develop a system in which the duties and responsibilities of the incumbents holding different positions in the organizational hierarchy should be clearly defined. Delegation empowers a subordinate to make its decision and become acquainted with different situations.

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GOKHALE MEMORIAL GIRLS' COLLEGE

NAME - NAMRITA PAUL

DEPARTMENT - POLITICAL
SCIENCE

UNIVERSITY REGISTRATION
NO - (13-1211-14)-19

UNIVERSITY ROLL NO -
192013-11-1113



COLLEGE ROLLNO - 19/13/AH/1103

CORE COURSE - 13

11 APR 2023

Authenticated
Namrita Paul
Principal
Gokhale Memorial Girls' College

Namrita Paul
7/3/23

Namrita Paul 7/3/23

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Teacher's signature

Namrata Datta (19/05/22)

Student's signature

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INTRODUCTION

Delegation means the entrusting of one's occupational authority to another, usually subordinate to facilitate work in the organisation. In the contemporary era of large scale organisation delegation has become a vital necessity. It does not mean final transfer of powers and responsibility to the delegated authority. The person who delegates authority still retains the final power of supervision and control.

According to Terry, "Delegation means conferring authority from one organisation unit to another."

According to John A. Miller, "Delegation is more than simply assigning duties to others in more or less detail".

GENERAL PRINCIPLES (OF) DELEGATION

- 1) Delegation should be written and specific.
- 2) Delegation should be properly planned and systematic.
- 3) Only that much of authority must be conferred as it is within the competence of the subordinates.
- 4) A reporting system should be established with those to whom the authority has been delegated.

HINDRANCES TO DELEGATION

Hindrances to delegation are of two types :
(a) organisational (b) personal

Organisational hindrances are:-

- 1) Lack of communication and coordination.
- 2) Lack of defined duties.
- 3) Lack of established methods and procedures.

Personal hindrances are:-

- 1) Person of hierarchical leadership are afraid that others will not make proper decisions.
- 2) Person who desire to delegate do not know how.
- 3) The act of delegation requires maturity which is apparently rare.

EXAMPLE (OF) DELEGATION

One of the most important example of delegation can be analysed in the context of Indian political system. The term delegated legislation is often used in Indian political system. Since the legislature has to perform the multifarious functions the legislature do not find adequate time to legislate on every detail and have left the large volume of the area to the executive to make rules. This is also known as secondary legislation.

The term delegated legislation means exercising of legislative power by a agent who is lower in rank to the legislature. But sometimes this concept has gained criticism such as delegated legislation makes law without much discussion. So it may not be better for the public.

CONCLUSION

Thus it can be concluded that delegation is a powerful tool when used correctly can create an effective environment in which the subordinates work together to achieve positive outcomes and aid efficiency and effectiveness. Possible barriers can be mitigated. The merits of delegation outweigh its demerits. So the organisation should always delegate its task or authority.

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GOKHALE MEMORIAL GIRLS' COLLEGE

NAME :- ISHANI DEB

SEMESTER :- 6th

SESSION :- 2022

COLLEGE ROLL NUMBER :- 19/BAH/0131

REGISTRATION NUMBER :- 013-1211-0086-19

UNIVERSITY ROLL NUMBER :- 192013-11-0113

CORE COURSE 13

TOPIC :- DELEGATION

PIONEER

11 APR 2023

Authenticated

Chandlo

Principal

Gokhale Memorial Girls College

Moumita Mondal
7.7.22

Ishani Deb 7/7/22

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Teacher's Signature

Student's Signature:

Ishani Deb 7/7/22

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Introduction

Delegation of authority and responsibility is a universal principle of organization. Now the question may arise what is an organization? An organization is an entity such as a company, an institution or an association - comprising one or more people and having a particular purpose. No organization can work without devolution of authority as it is a means of bringing efficiency in economy and administration.

Delegation means the entrusting one's occupational authority to another usually a subordinate to facilitate work in the organization. Delegation occurs when someone authority confers upon another person the power to do a particular staff. The person to whom authority is delegated is normally a lower ranking employee who is accountable for the use of the delegated powers to the person who delegates them. It is a common feature in all big organization.

According to Mooney, "Delegation is the devolution of authority by a superior person to his subordinate subject to his supervision and control."

History

The historical backdrop of the delegation of power can be followed from the Charter Act of 1833. The Charter Act of 1833 vested the administrative powers only in the hands of the Governor-General-in-Council which was an official body. He was enabled to make laws and guidelines for making, correcting or modifying any laws or guidelines which were for all people regardless of their nationality.

In 1935 the Government of India Act 1935 was passed which contained a serious plan of delegation.

Although the concept of delegated legislation was not mentioned specifically in the Indian Constitution it can be understood by interpreting Art. 312 of the given Constitution. This Article gives the right to Rajya Sabha to open a new branch of All India Services with a majority of two-thirds majority vote. This means that some powers of legislation will be delegated to the new recruits of All India Service.

Types

According to the degree of authority delegated, delegation may be :-

- Full or Partial delegation
- Conditional or Unconditional delegation
- Formal or informal delegation
- Direct or intermediate delegation
- Normal or abnormal delegation

Delegation is full when complete authority is conferred on the agent. Delegation is partial when complete authority is not delegated i.e. partial authority is conferred on the agent. For example :- when a diplomatic representative is sent abroad with full powers to negotiate, it is called full delegation. When he is required to get advice and guidance on crucial matters from the head office of his country, it is partial delegation.

Delegation is conditional when the action of a subordinate is subject to confirmation and control by the principle. It is unconditional when the subordinate is free to act without any reservations.

Delegation is formal when embodied in written rules or orders. It is informal when

based on customs, conventions and understanding.

Delegation is direct when no third person intervenes between the two parties to delegation. It is intermediate when it is made through the third person. Intermediate Delegation is rarely found. Mooney gives two instances of such delegation. They are the election of the President of the USA by the people through electoral college and the election of the Pope by the congregation through the council of cardinals.

When defined and limited authority are delegated to the subordinate it is called normal delegation. When unduly large powers are delegated to the subordinate it is called abnormal delegation.

Outward delegation means when authority is granted to an outside body which is not under the direct control of the delegator. For example, delegation to ad hoc committees set up for a specific purpose.

Need for delegation

Delegation is functional imperative of all kinds of the organization. No organization can work without delegation of authority as it brings not only efficiency and economy but also makes the administration smooth. The most important needs for delegation are :-

- It reduces the burden on the supervisor.
- It distributes the workload from the superior and avoids delays in the administrative process.
- It leads to proper adjustment of policy and programs to local conditions.
- It helps in the efficiency and economy of the organization.

Proper delegation of authority minimizes delay, makes service more effective, economical and efficient. It increases the sense of responsibility and interest in the employees.

Principles of Delegation

Delegation is a universal practice. It is practiced in every organization. It serves several specific needs. To make delegation effective and productive of good results, the following principles have to be observed:

- Delegation should be written and specific: Delegation of authority must clearly specify the scope and nature of authority which is being delegated. The delegatee must know how much authority has been delegated.
- Delegation should be properly planned: Delegation should be done in planned manner. Policies, regulations and procedures should be well defined. Only planned delegation can be productive of desired results.
- Authority and Responsibility should be equal: Delegation means conferring authority on subordinates for performing a specific task which are assigned to them. While delegating authority, responsibility should be fixed and delegated. The subordinates are to be given authority as well as responsibility in an equal proportion.

- Overall responsibility should remain with the superior who delegates the authority. Total responsibility cannot be delegated by the superior. The subordinate is to be held responsible to the superior for the activities delegated to him. The overall responsibility remains with the superior.
- A systematic reporting system should be established. While providing for delegation, the delegating authority must ask and get reports from the subordinate about the work being done on the basis of the delegated authority.
- Superior should always be ready with the subordinate. Even after delegating the superior should always be ready to help the subordinate. He should always provide necessary advice, help and guidance to the subordinate.

Hindrances to delegation

No doubt delegation is of great significance for all organization, still, it is often seen that the superior officers hesitate to delegate authority. There are several hindrances to the delegation which can be grouped as:-

- Organizational
 - Personal and psychological
- Organizational hindrances include:-
- Lack of well established organizational methods and procedures.
 - Unstable and changing nature of work.
 - Lack of means of coordination and communication.
 - The larger the organization and the broader geographic coverage, greater the delegation.
 - Lack of properly defined duties and sphere of authority.

Personal or psychological factors which may cause failure to delegate are:-

- to remain in limelight
- to take credit for everything.
- absence of accountability
- lack of confidence and intelligence.
- fear of disloyalty from the part of subordinate.

Piffmire gives the following human causes of failures to delegate they are :-

- Persons who desire to delegate do not know how.
- They are afraid that others will not make the proper decisions or carry them out in the desired manner.
- In public administration, political considerations often make delegation difficult.
- Persons who rise to position of hierarchical leadership have more than normal egotism.

In addition to these there are some other causes of failure to delegate in the part of subordinate they are :-

- fear of criticism
- lack of confidence and intelligence
- lack of initiative.
- More burden of work than one's capacity of work

Notwithstanding all the above hindrances to delegation, the need of delegation cannot be denied.

Methods for removal of hindrances

Pfiffner suggest following techniques or methods for removal of hindrances they are:-

- Select those subordinate who are capable for shouldering the responsibility.
- Responsibility should be properly defined.
- Subordinate should be gradually trained to carry out the responsibility.
- Flow of information up down hierarchy must be ensured.
- General policy should be disseminated throughout the organization.

Thus hindrances of delegation should be consciously overcome with the help of above stated methods.

Conclusion

There is a great significance of delegation in an organization and none can work efficiently without them. It is important for the sustainability and important part of the organizational setup.

To cope with the challenges, the organization must possess a proper system of coordination and communication at different levels of administration. The organizations should develop a system in which the duties and responsibilities of the incumbents holding different position in the organizational hierarchy should be clearly defined. Delegation empowers a subordinate to make its decisions and become acquainted with different situations.

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CORE COURSE 13

DELEGATION

A PRINCIPLE OF ORGANISATION

Name: SUMEDHA GHOSH

University Registration No.: 013-1211-0142-19

University Roll No.: 192013-11-0119

College Roll No.: 19/BAH/0132

College: Gokhale Memorial Girls' College

Year 2019-22

Subject: PLSA

Semester: 6



Authenticated
Principal
Gokhale Memorial Girls' College
7.7.22

Mamoni Muckhger
7.7.22

Sumedha Ghosh
7.7.22

PREFACE

In the contemporary era of the existence of large organizations, delegation has become a necessity.

This paper highlights the importance of delegation as a principle of organization. Starting with an introduction the paper covers the meaning of delegation, followed by the need for delegation, different forms, key principles for proper delegation, hindrance, and solutions, with a conclusion.

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INTRODUCTION

Every organization has an administrative system, whose main function is achievement of certain goals. In the field of public administration, this goal is the implementation of certain policies. For smooth and efficient implementation of the policies, there is a need for an efficient and sophisticated organization of administration. This organization, to achieve its optimum potential, must be based on certain universal principles like hierarchy, unity of command, coordination, etc. Delegation is one of the principles of organization.

Delegation is the system through which a higher official assigns certain duty to the lower official. It involves the conferring of a part of work and authority to another and creation of a system of accountability in respect of performance and work. Delegation is an important principle of organization. No higher official can carry out the process of implementation alone. Devolution of power and responsibilities is essential for avoiding burdening of workload and enabling a smooth and swift administrative process.

MEANING OF DELEGATION

Delegation means the entrusting of one occupational authority to another, usually a subordinate, to facilitate work in the organization. The person to whom authority is delegated is normally a lower ranking employee who is accountable for the use of the delegated powers to the person who delegates them. Delegation of authority is a common feature in many organizations.

According to Mooney, "delegation is the devolution of authority by a superior person to his agent or subordinate, subject to his supervision and control."

This implies that legally delegated powers still lie with the superior official. However, Terry explained the principle from a different angle. He defines that "Delegation means conferring authority from one executive or organizational unit to another."

Thus, delegation does not necessarily imply devolution of power from a higher to a lower authority but can also be vice versa or an exchange in equal status. Delegation, however, does not mean final transfer of power and authority and responsibility to the delegated authority. Delegation of authority means more than simply assigning duties to other. The essence of delegation is to confer discretion upon others, to use judgements in meeting specific problems within the framework of their duties.

NEED FOR DELEGATION

Delegation is a functional imperative for all types of organizations. It is inevitable for any group functioning which necessitates division of work or authority. Delegation is one of the main ways of division of authority. According to White, "Circumstances of magnitude and volume, however, require some delegation of authority and the settlement of much business at the point where it arises."

The need for delegation exists due to its various advantages:

1. *Delegation is the best means for lessening the burden of tasks: -*

In a large-scale organization, then burden of work is heavy and it gradually increases due to several developments in the environment of the organization. It is not feasible for one person to keep up with the pressure and functions efficiently. The need for delegation arises in this situation.

2. *Delegation helps the Chief Executive to devote more time to Policy-making, Planning and Decision: -*

As delegation reduces the workload of the superior official, he/she can devote more time to the vital task of Policy-making.

3. *Delegation makes the organization act efficiently and economically:-*

Since delegation involves division of labour, it minimizes delays and makes the organization function more efficiently and

economically. The division of authority acts as the means of control over the branches of the organization.

4. *Delegation is a means of imparting training to subordinates :-*

When the authority is delegated to the subordinates, they get trained to bear the burden of work and share responsibility, which in turn enables them to help their superior in decision making.

5. *Delegation helps the creation of the Managerial Class :-*

The training that the subordinates receive through the process of delegation prepares them to take over the responsibilities of their superiors in the future and forms a managerial class.

6. *Delegation acts as a source of flexibility in the organization :-*

Flexibility is an essential ingredient for the effective and efficient functioning of the organization. Delegation helps an organization adjust with the changes in the environment as well as with the changes in the needs of the society.

All of the abovementioned advantages make the delegation process indispensable for any organization.

FORMS OF DELEGATION

According to the degree of authority delegated, delegation exists in the following forms :-

1. Full or Partial Delegation :

Delegation is full when complete authority is conferred on the agent. 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 points from the head office at home.

2. Conditional or Unconditional Delegation :

Delegation is conditional when the action of a subordinate is subject to confirmation and control by the principal.

It is unconditional when the subordinate is free to act without reservation.

3. Formal or Informal Delegation :

Delegation is formal when it is embodied in written rules and laws, and it becomes informal when instead of laws, it is based on customs and conventions.

4. Direct or Intermediate Delegation :

Delegation is direct when no third person intervenes between the two parties to delegation. Intermediate delegation is when it is made through a third person. For example, the election of the US President by

the people through an electoral college is an instance of intermediate delegation.

PRINCIPLES OF DELEGATION

Delegation is a universal practice. It is clear that delegation is vital for an organization's survival. But for proper delegation, certain principles should be followed.

- i. Delegation should be written and specific.
- ii. Delegation should be properly planned.
- iii. Authority and responsibility should be kept equal.
- iv. However, all authority and responsibility should be kept with the superior delegating his power.
- v. A systematic reporting system should be established.
- vi. The superior should always guide the subordinate.

Herman and Zelda Reedman have suggested the following three methods for good delegation.

1. Assignment Review: The subordinate is asked to write a precise summary of the task allocated before he actually starts the course of action to be followed.
2. Indirect Participation: The superior periodically questions the subordinate concerning the progress of the task to determine the problem areas.

3. Written Reports: Writing reports requires a special ability on the part of the subordinate to inform the management concerning the results of their research in investigation of their problems.

HINDRANCES TO DELEGATION

There are two major kinds of hindrances to proper delegation in an organization.

A. Organizational Hindrances:

- Lack of Established Methods and Procedures.
- Lack of Coordination and Means of Communication.
- Unstable and Changing Nature of Work.
- Size and Location of the Organization.

All of the above problems are organizational problems which creates confusion, unawareness, and tension among the superior and subordinate officials.

B. Psychological/Personal factors:

The following hindrances are mainly associated with the characteristics of the personality of the official.

- The egoistic tendency of the superior to take over the credit.
- Fear or disloyalty among the subordinates.
- Lack of confidence and competence in the subordinates.
- Indifferent nature of the superior and subordinates regarding the process of delegation.

RESOLVING THE HINDRANCES

Understanding the need to remove the hindrances to delegation, Pfiffner suggested some methods for this purpose.

- Selecting those subordinates who are capable of shouldering responsibility.
- Responsibility should be properly defined.
- Subordinates should be gradually trained to carry out new responsibilities.
- General policies should be established and disseminated throughout the organization.
- Maximum standardization of both functional and housekeeping procedures should be secured.
- Perpetual management planning consisting of job analysis, organization study, budget planning, etc. should be carried out.
- Some form of external checking to secure the process more efficiently must be ensured.
- Flow of information in both directions within the hierarchy must be ensured.
- Proper adherence to the principles of delegation needs to be maintained.

CONCLUSION

With all its advantages and limitations, the process of delegation is a fundamental principle of organization. It gives meaning to the other principles. If there is absence of delegation of authority, the essence of hierarchy – the most important principle – gets lost. Delegation gives meaning to the structure and function of the organization. Though there are several limitations, this principle forms the core of an organization.

Delegation provides an insight to the subordinates as to how they are to function when they take over the role of the superior in the future. Thus, it has immense impact on the development of an individual's potential and personality. Delegation forms the core of an organization's functional capacity.

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GOKHALE MEMORIAL GIRL'S COLLEGE

NAME - Tripti Rai

SEMESTER - 6th

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REGISTRATION NUMBER - 013-1211-0013

COLLEGE ROLL NUMBER - 19/BAH/0135

UNIVERSITY ROLL NUMBER - 192013-11-0107

CC - 13

Tripti Rai
7/7/22

TOPIC - : DELEGATION



APR 2023

Authenticated
Principal
Gokhale Memorial Girls' College

Manish Mungar
7.2.22

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INTRODUCTION

Delegation means the entrusting of one's occupational authority or another, usually a subordinate, to facilitate work in the organization. The person to whom authority is delegated is normally a lower ranking employee who is accountable for the use of the delegated powers to the person who delegates them. Delegation of authority is a common feature in all type of large organisations. In simple words Delegation is the system by which a higher official or unit assigns some duties to a lower official or unit. Delegation involves the conferring of a part of work, and authority to another and creation of a system of accountability in respect of performance and work.

According to Mooney, delegation means conferring of specified authority by a higher or lower authority. It is the devolution of authority by a person to his agent or subordinate subject to his right of supervision and control. Terry doesn't agree with this interpretation. To him "delegation means conferring authority from one executive or organization unit to another." Thus delegation does not necessarily imply devolution from a higher to lower authority. It can be vice versa or between equal status.

According to A.K. Wickesberg, "The act or process of delegation is the assigning to subordinates of specified tasks of the organisation and granting to one or more person the authority necessary for directing satisfactorily the activities and duties so assigned."

Delegation has, thus a dual characteristics inasmuch as both the delegates and the delegator have authority vested in them at the same time. Organisationally conceived, therefore, delegation is only a way for dividing and distributing authority.

FORMS OF DELEGATION

According to the degree of authority delegated, delegation may be

(a) Full or partial, (b) Conditional or unconditional, (c) Formal or informal, and (d) Direct or intermediate.

(a) Delegation is full when complete authority is conferred on the agent, 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 points from the head office at home.

(b) Delegation is conditional when the action of a subordinate is subject to confirmation and control by the principal, it's unconditional when the subordinate is free to act without conventions.

(c) Delegation is formal when they embodied in written rules and laws, it is informal when based on customs and conventions.

(d) Delegation is direct when no third person intervenes between the two parties to delegation; it is intermediate when it's made through a third person.

All these types of delegation of power and responsibility are used by the superiors for getting the work done from their subordinates.

NEED FOR DELEGATION

Delegation is a functional imperative for all types of organisation. The major advantages of delegation are the following:-

- Delegation is the best means for lessening the increasing burden of tasks. It is impossible for a single person to do the job without depending upon the work and assistance of his subordinates. Here arises the need for the delegation and through this, the superior is in position to cope with the rush of work.
- Delegation helps the Chief Executive to devote more time to policy making, Planning and Decision making. Only through Delegation, the Chief Executive can get rid of the excessive burden of his work.
- Delegation makes the organisation act effectively and economically. It involves the division of labour. It minimizes delays and makes the organization act more efficiently and economically. The division of authority acts as a means of effective control over different branches of the organisation.
- Delegation helps the creation of a managerial class. Not only delegation gives education and training to the subordinates but also helps the creation of a managerial class of subordinates. It increases the

the spirit of participation in administration. It's a means of self-advancement and self-expression.

- It act as a source of flexibility in the organisation. To bring flexibility in an organisation, delegation is needed. It helps an organisation to adjust with the changes in the environment as well as with the changes in the needs of the society.

Due to all these factors, delegation has become an imperative necessity for every organisation; particularly for every large scale and expanding organisation. The increasing complexities of the contemporary era of industrial-technological society have increased the role and responsibilities of the administration.

ESSENTIALS OF DELEGATION

- (i) Delegation should be regarded as a whole at every point (including function, authority, power and responsibility)
- (ii) Delegation must be sufficiently backed by resources it must carry the weight and power of decision and resources.
- (iii) Recognition of the fact that decision cannot be made without the risk of error.
- (iv) There should be mutual trust among the two parties involved.
- (v) Delegation must be clear and unequivocal.
- (vi) A corollary of delegation is accountability.

PRINCIPLES OF DELEGATION

Delegation is a universal practice. It is practice in every organisation. It serves several specific needs. These needs can, however, be served only when delegation is done systematically i.e. when it is governed by certain principles. To make delegation effective and productive of good results, the following principles have to be observed:

- (1) Delegation should be written and specific. Delegation of authority must clearly specify the scope and nature of authority which is being delegated. The delegatee must know how much authority has been delegated. The orders of delegating authority should be issued as far as possible in writing.
- (2) Delegation should be properly planned. There should be no ambiguity about the authority that has been delegated. Policies, regulations and procedures should be well defined.
- (3) Overall responsibility should remain with superior who delegates his authority. The subordinate is to be held responsible to the superior for the activities delegated to him. The superior continues to supervise the subordinate even when the latter exercises the delegated authority.
- (4) A systematic Reporting system should be established. It is necessary for providing an opportunity to the superior

to keep on reviewing the progress of the work being done by the subordinate. When a delegated assignment is completed, it should be followed by an the subordinate's performance. For every task fresh delegation is to be done. Blanket delegation has to be avoided.

(5) The superior should always be ready to guide the subordinate. Even after delegating authority, the superior should always be ready to help the subordinate. He should always provide necessary guidance, help and direction to the subordinate. Delegation never ends the role of the delegating official.

However, it must be admitted that no hard and fast and precise principles and universally accepted are followed. These principles can be of good help for a systematic and productive delegation of authority by a superior to a subordinate.

HINDRANCE TO DELEGATION

Hindrances to delegation are two types -

(a) Organisational and (b) Personal.

(a) Organisational hindrances are:-

- (i) Lack of well established organisational methods and procedures.
- (ii) Lack of means of coordination and communication.
- (iii) Size and location of an organisation - a widely spread out organizational network necessitates delegation.
- (iv) Lack of properly defined duties and sphere of authority.

Peffiner gives the following human causes of failure to delegate:

- Person who rise to position of hierarchical leadership have more than normal egotism.
- They are afraid that others will not make the proper decision or carry them out in the desired manner.
- They fear that disloyal or subversive power centre will develop among strong subordinates.
- Strong, vigorous and highly motivated persons become impatient with the slower pace and indecisiveness of subordinates.
- In Public administration, political considerations often make delegation difficult.

- The cultural heritage of man has been one of authoritarian patriarchal leadership, thus the practice of delegation is partly dependent on cultural change.
- The act of delegation requires an emotional maturity which apparently is rare, even among successful persons.
- Person who desire to delegate do not know how.
- It has two reason - the science of organisation and management immature; and their work experience has not taught them to delegate because most organisations have fail to practice delegation.

As far as personal factors are concerned, not only training of the subordinates but also of the senior administrators but should be made compulsory. The subordinates should be trained in the art of proper use of discretionary authority and the higher levels of administrative hierarchy in the habit of delegation.

REMOVING HINDRANCES IN THE WAY OF DELEGATION

To make delegation effective and systematic, it is essential to follow the known principles in delegation as well as to take some steps from removing the hindrances in the way of delegation.

- Delegation of authority should be specific and customarily be in written form.
- Policies, regulations and procedure should be well defined to assure uniformity of interpretation in the organisation.
- Authorities which can be exercised competently and safely at lower levels should be delegated. The rights decide the form of response to an operational challenge or problem is based delegated to the lower practicable level so as to be near the scene of actual action.
- All parts of the organisation be familiar with responsibilities of responsibility and authority and the extent thereof.
- Delegation should be planned in sense that they are integrated with the systematic development of a competent and trained staff and conform to other operational plans and policies.

CONCLUSION

There is a great significance of delegation in an organisation and none can work efficiently without them. It is important for the sustainability and important part of the organisational setup. To cope up with challenges, the organisation must possess a proper system of coordination and communication at different level of administration.

The organisation should develop a system in which the duties and responsibilities of the incumbents holding different position in the organisational hierarchy should be clearly defined. Delegation empowers a subordinate to make its decision and become acquainted with different situations.

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COORDINATION

Name : Aishani Mishra

College Roll No :- 19/BAH /0181

University Roll No :- 192013 -11-0109

Registration No :- 013-1211-0016-19

Paper :- CC-13 (Module-II)

Semester :- VI

Authenticated.

A. K. Singh

Principal

Seetha Memorial Girls' College



11 APR 2023

Teacher's Signature

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Introduction

The purpose of organising; division of work, departmental management, centralisation and decentralisation, delegation of authority, and organisation structure is to optimally achieve the organisational goals. This is possible if the 12 or 20 depts of the organisation are integrated, unified and co-ordinated in a unified direction. Once the activities of the organisation are broken into smaller units which are regrouped into departments, it becomes necessary for managers to coordinate the activities of those departments by communicating the organisational goals to each department, setting departmental goals and linking the performance of each department with that of others so that all the departments collectively contribute towards the organisational goals. Coordination is thus, the process of linking the activities of various departments of the organisation. Coordination is the process which ensures smooth inter of the functions of management.

A modern enterprise consists of a number of depts. In older days, the enterprise was divided into depts such as - purchase, production, sales, finance and accounts. But now, the enterprise is divided into the following departments - purchase, personnel, reserve and development, public relations etc. The classification of department is very large at present. So the importance of co-ordination has subsequently increased.

Coordination

Concept of Coordination

Every organisation carries on its objectives with the help of various persons engaged in fulfilling the different tasks of the organisation. The diversity of task in the organisation necessitates division of work in accordance with the principles of division of labour. A government organisation in every country is divided into a number of departments, service and agencies, which are further subdivided into administrative units to facilitate work. In order to see that these various units, agencies and departments work in harmony with each other, coordination becomes necessary.

Coordination refers to the ordering or management of individual and group efforts to ensure unity of action in the realisation of common objectives. It involves synchronisation of different actions or efforts of various units of an organisation to provide the requisite amount, quality, time and sequence of efforts so that the planned objectives may be achieved with minimum of conflict. Coordination maintains unity of action amongst individuals and department. In absence of co-ordination will result in sub-optimal performance.

of goal. In extreme situations it may result in losses and liquidation of companies. Co-ordination integrates, harmonises and balances the conflicting opinions of individuals and departments and facilitates their movement in a direction of the agreed.

Coordination is the essence of management or managership, for the achievement of harmony of individual efforts towards the accomplishment of group goals is the purpose of management. This process by which the manager achieves harmonious group effort and unity of action in the pursuit of a common purpose. The manager brings about this process as he performs the basic managerial functions of planning, organising, staffing, directing and controlling. Coordination is the force that binds all the other functions of management. It is the common thread that runs through all activities such as purchase, production, sales and finance to ensure continuity in the working of the organisation. Sometimes it is considered as a separate function. Coordination is implicit and inherent in all functions of an organisation.

According to Groves essential factors in coordination are:-

- i) Familiarity with the work of other agencies.
- ii) Informal acquaintance.

ii) Physical Proximity

iv) The desirability of a limited number of participants

Elbowe lays down six essential elements in the mechanism of coordination in a large organisation: (1) coordinating personnel, (2) committees and conferences, (3) instructions, (4) reports and returns, (5) planning and (6) policy. Cooperation is the consequence of coordination.

Coordination is an administrative activity in which every employee is some times on the other involved, directly or indirectly. It is basically a function of a general nature though it may be fulfilled by an amateur or a technician while performing a general work. Coordination may be on vertical or horizontal lines. In public organisations authority is always commensurate with responsibility. A functional balance between authority and responsibility will help to preserve the functional equilibrium of an employee in the organisation. Coordination involves exercise of powers of authority by higher staff over the lower and the proper discharge of responsibility by the lower staff. Coordination builds linkages across various levels of organisation thereby affecting functional equilibrium in the organisation as a whole.

Effective Coordination:- It is based on interdependence of organisational activities. It is based on systems

approach to management which acknowledges that different departments of the organisation are interdependent. Input one is the output of other. It also assumes the interdependence of organisation's internal and external environment. The degree of coordination depends upon the degree of interdependence. More the interdependence, more is the need for coordination and vice versa. If there is no interdependence among organisational activities there is no need for coordination. This is known as system approach to coordination.

Coordination is the most basic and fundamental principle of organisation. Mac Farland suggests four ways of achieving effective coordination. These are:-

- i) Clarifying authority and responsibility:- This will avoid overlapping and duplication of work.
- ii) Checking and observation:- It is also a control process whereby the executive can compare between actual activity and desired activity. Records and reports help the executive to detect the spots where interlink of the units are lacking.
- iii) Facilitating effective communication:- Effective communication process helps in clarifying authority and observing the coordination, which exists. The effective coordinating devices here are the use of committees and group decision making technique.
- iv) Coordination through leadership:- Top administrative

must assent its leadership role and without this nothing of coordinative value will occur.

The degree of effectiveness of coordination can be judged by the criterion following criteria

- i) It is timely and extends in balanced fashion to all parts of organisation and operates horizontally as well as vertically. Mary Parker Follett says
 - a) It must be a continuous process and
 - b) It must be direct between the persons involved.
- ii) It must start at the outset of the activity.

Definitions of Coordination

In the words of White, "coordination is the adjustment of the functions of parts to each other, and of the movement and operation of parts in tune so that each can make its maximum contribution to the product of the whole".

Mooney and Reilly defines coordination as the orderly arrangement of group efforts to provide unity of action in the pursuit of common goals. Mooney also says that "coordination is the basic principle of organisation and includes within it all other principles, which are subordinate to it and through which it operates".

According to Terry: "Coordination is the adjustment of the parts of each other and of the movement and operation of parts in time so that each can make its maximum contribution to the product of the whole".

According to Brech "coordination is balancing and keeping together the team by ensuring suitable allocation of tasks to the various members and seeing that the tasks are performed with the harmony among the members themselves". Coordination has both negative and positive connotation. Negatively, coordination means the removal of conflicts and overlapping in administration, positively it means the fostering of a spirit of cooperation and comradeship among the workers of an org. Newman define coordination Thus: "The orderly synchronisation of efforts to provide the proper and unit, flow and linearity of execution resulting in harmonious and unified actions to a stated objective".

From the above definitions we can infer that coordination is a conscious process of assembly and synchronising various kinds of activities with a view to achieve specific objectives.

Objectives of Coordination

The main purposes which are sought to be realised

through Coordination are as follows:-

- a) Reconciliation of Goals:- This can be done by the coordination only. The conflict of goals arises because everybody perceives the organizational goals differently and has to achieve them in his own way. This may lead to confusion and chaos in the organization. Therefore, coordination is necessary to bring unity of action in the organization.
- b) Total Accomplishment:- Through coordination it is possible to bring about total accomplishment which will be far in excess of the sum of the individual parts. It has been observed that the total accomplishment of ten employees of a dept whose efforts are properly coordinated will be far greater than the mathematical sum of their individual accomplishments. This happens because through coordination, duplication of efforts is prevented and the time and energy thus saved are better utilized in more creative tasks.
- c) Economy and Efficiency:- Through coordination, it is possible to bring about economy and efficiency in the organization. Coordination will avoid duplication of efforts due to which there will be economy in labour, time and equipment. When the activities are

poorly integrated there will be lost delays which will bring efficiency in the business down.

- d) Harmonious relationships:- Another objective of Coordination is to maintain harmonious relationship between individuals and the organization. Individuals derive satisfaction when their work performance brings about realization of the desired goals. They keep their morale high.

As the org. is structured with clear lines of authority and responsibility, conflict between the employees is minimized and better relationships are established. This not only helps in reducing labour turnover, but also enables workmen to stick to their jobs in the org. Thus, coordination in an organization is expected to promote good personal relationships.

Features of Coordination

Coordination is the integration, unification, synchronisation of the efforts of the departments to provide unity of action for pursuing common goals. A force that binds all the other functions of management. The management of an organization endeavours to achieve optimum coordination through its basic functions planning, organizing, staffing, directing and controlling. Therefore, Coordination is not a

separate function of management because synergy is successful only, if it can achieve harmony between different employees and departments. Here are some important features of coordination.

i) Coordination is concerned with integration of group efforts and not individual effort. It involves the orderly arrangement of the activities of a group of people. However, individual performance is related to the group performance. Coordination makes the individual efforts integrated with the total process.

ii) Coordination is the concerted efforts of requisite quality and quantity given at the proper time. In other words, co-ordination denotes co-operation i.e. collective efforts, plus time element and direction element. According to Haymer: "Coordination is the orderly synchronization of efforts of the subordinates to provide the proper amount, timing and quality of execution. So that there is unified efforts lead to the shared objective, namely, the common purpose of enterprise."

iii) Coordination is a continuous and dynamic process. It is a continuous concept in sense that it is achieved through the performance of functions. And it is dynamic in nature because the functions themselves are dynamic and may change over period.

- iv) Coordination has 3 important elements namely, balancing, timing and integrating:- Coordination of different activities becomes possible only when different duties are performed in the right time and in the right quantity.
- v) Managerial responsibility:- Coordination is the responsibility of every manager at every level for every open function. All managers continuously coordinate the efforts of people working in their respective dept.
- vi) Necessary obligation:- Coordination is not something that managers may, nor may not strive for. All managers must direct their efforts towards a common goal. ~~is~~ considering this as their obligation.

Types of Coordination

Coordination is the essence of management and an integral part of all the managerial functions. In an organisation, the efficient coordination of internal and external components help in reducing the complexities (both internal and external). Then the organisation experiences an increase in productivity, easier integration of micro and macro level organisational dynamics, a better connection of roles among intra-organisational and inter-

organised groups as well as building team among competing groups and defining organisational tasks. Coordination is primarily of two types: internal and external coordination.

1) Internal Coordination:- Synchronisation of the activities and efforts of individuals within each of the respective units, departments, offices etc. In an organisation is known as internal coordination. Internal coordination is aimed at building a strong bond between the executives, the managers, the department, the division and workers or the employees. This establishes an integration of organisational activities. Internal coordination has two groups:-

• Vertical coordination:- It is achieved amongst the activities of people working different level. It coordinates the activities of top managers with those people of middle and lower level managers. It is 'the linking of activities at the top of the organisation with those at the middle and lower levels in order to achieve organisational goals'. Vertical coordination can be achieved through span of management, centralisation, decentralisation and delegation.

- Horizontal coordination:- It establishes interlink between one worker and other, between one branch and other, between one section and another, between one division and branch or one dept and another. So, It is a coordination amongst the activities of people of different department working at same level. It is the linking of activities across departments at similar levels. It links the activities of four primary departments production, finance, personnel and sales.

Need for horizontal coordination arises when departments depend upon each other for information or products. When information is transmitted across departments, departmental managers share their views on the same problem and arrive at innovative ideas and thoughts. It deals with the situation.

- ii) External coordination:- As the name suggests, external coordination is all about establishing a relationship between the employees of the organization and people outside it. These relationships are established with a view to having a better understanding of outsiders like market agencies, Public, competitors, customers, govt agencies, financial institutions etc. Public relations officers (PROs) play the most significant role in such cases by building relationship.

between the organisations and people outside of it.

It can thus be noted that as a part of internal coordination, employees report vertically to the superiors as well as the subordinates and horizontally with their co-workers or colleagues. As a part of external coordination, relationships are established between the organisation and the outsiders. Both external coordination is very essential for the survival and growth of the organisation just like internal coordination. Both internal and external coordination is equally important for the successful running of an organisation.

Principles of Coordination:

Principles refers to ~~as~~ fundamental truths on which an action is based. In order to achieve coordination, managers follow these ^{below} principles of coordination. Mary Parker Follet has enumerated the following fundamental principles of coordination.

- 1) Direct Contact: Direct contact among the responsible persons in an organisation brings coordination through inter-personal relations in person, exchange of views, responses and communication. Personal contacts bring about agreement on method, action and lead to quick and efficient realisation of corporate objectives. Direct contacts prove the

way for removing misunderstanding, resolve controversies between the manager and his subordinates and help in smooth functioning of the org.

i) Early Beginning:- Coordination should start from the very beginning of planning process itself. Right from the time of setting objectives, policy formulation, drawing up plans for execution. Coordination has to be carried out. It helps in resolving the problems as soon as they come up. Moreover, participation from the initial stage not only facilitates agreement but also includes people to give their unconditional commitment to organisational goals. Thus, coordination must have an early start.

ii) Reciprocity:- All actions and people influence and are influenced by other actions and people in the whole organisation. Thus all functions in a situation like material, man, environment are reciprocally related. This necessitates integration of all efforts and interests towards the common purpose.

iii) Continuity:- Coordination is a continuous process and must go on all the time. It cannot be left to chance but the manager must constantly coordinate.

Techniques of Coordination

The following techniques help to achieve coordination:-

i) Liaison officers:- They are appointed in the organisation to enhance the coordination between different sections and group. These officers run out the ^{smooth} running of coordination.

ii) Rules and Procedure:- In organisations where simple and routine activities are performed, rules and procedures provide established standards of performance. Organisational members perform according to rules without going to top managers every time they face a problem. Rules and procedure thus provide an effective way of achieving coordination.

iii) Scalar chain:- It clearly identifies every person's position in the organisational structure. It also identifies the authority and responsibility attached to each position in the scalar chain. When one knows clearly his position, the position of his boss and subordinates, it facilitates coordination.

iv) Plans and goals:- well defined plans and goals help to achieve coordination by ensuring that efforts of all individuals and departments are directed towards organisational goals.

ii) Cooperation: It is a way of achieving co-ordination. Cooperation refers to voluntary actions of members to work collectively as a group. If all the members cooperate with each other, it will result in coordination amongst their activities.

iii) Well designed Methods of Communication: Good communication brings about proper co-ordination and helps the members of a business organisation to work together. Flow of communication in all directions will facilitate co-ordination and smooth working of the enterprise. The use of formal tools like orders, reports and working papers and informal devices like the grapevine will provide adequate information to all concerned. Continuous clear and meaningful communication provides every member with a clear understanding of the nature and scope of his work as well as that of other persons whose responsibilities are related to his. This aids the executives in coordinating the efforts of members of their teams.

iv) Committees: Committees are usually formal organised groups with a designated member and chairperson which regularly conduct scheduled meetings. Committees are formed to solve specific

organisational problems like leave committee. This looks into cases of absenteeism and leave of workers and achieves coordination by keeping the organisational work force scheduled at their jobs.

vii) Group Discussion:- It is the other tool for co-ordination. It provides opportunities for free and open exchange of views and interchange of ideas, problem proposals and solutions. Face to face communication enables the members to attain improved understanding of organisation work matters and leads to better coordination.

Problems of Coordination:-

In practice, coordination in the organisation faces certain problems listed below:-

- i) Natural hindrance:- Due to lack of knowledge, superior and subordinate communication may not be worked. Therefore it prevents effective coordination in organisation.
- ii) Lack of administrative talent:- It is widely applied for the supervisors in the organisation as such as authoritarian attitudes and non-acceptance of feedback from the subordinates.
- iii) Lack of techniques of coordination:- without much

respect among the subordinates, the coordination may not survive. Moreover the manager must respect the feelings and emotions of the employees.

10) Ideas and objectives:- Every manager in an organisation must know the objectives clearly. If he cannot understand the objectives, then the coordination will not be successful and effective.

9) Uncertainty:- A constant threat looms before uncertain future. Natural phenomena like rain, flood, disease, uncertain political condition etc pose uncertainty and challenge to coordination.

Section - Hudson has added four more factors namely, 'size and complexity, personalities and political factors, the lack of dealing with wisdom and knowledge pertaining to public affairs and the accelerated expansion of public administration of international dimensions'. In short the hindrances to coordination are the rapid proliferation of govt. departments and agencies, lack of delegation by the superior authority, and ambiguity in defining the span of control.

Conclusion

Complex nature of present day business and conflict between organisational and individual goals and unpredictable nature of human beings require management to coordinate various activities in business to achieve its objective. To coordinate is to harmonise all the activities of a concern in order to facilitate its working and its success. Through coordination, an executive develops an orderly pattern of group efforts among his subordinates. Secure unity of action in the pursuit of common goal. Coordination plays a vital role to achieve the objective of an organisation. It helps in maintaining harmony and mutual understanding among the members of an organisation.

We can say that coordination is not a simple function of management but it is the essence of management. In other words we can say that all functions are flowers and coordination is a thread that ties those flowers to form the garland of organisation.

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Teacher's signature

Arshant Kishan
10/5/22

Student signature
with date

GIKHALE MEMORIAL GIRLS COLLEGE

NAME → ANUSUIYA PANDEY

SEMESTER → 6

COLLEGE ROLL NO → 19/BAH/0198

PAPER → CC13

REGISTRATION NO → 013-1211-0014-19

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11 APR 2023

Authenticated
A. Karpho
Principal
Gikhaile Memorial Girls College

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Anusuiya Pandey
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INTRODUCTION

Leadership is one of the most important concept which have been the object of study and research for long time. However, in contemporary times, the importance of its study has doubly increased due to several reasons. As Suckler Hudson observes, "The overwhelming significance of the problem of leadership has mounted with evolutionary growth of the factors of size, complexity, specialisation, organisational entities, technical development and social demands. Multiplication of organisations, functions, departments and subordinate local units have together combined to make the role of leadership in administration and management important. Leadership has assumed added importance due to the growing number and size in the organisations as well as the complexities of social environment. Leadership has a important function in the efficient functioning of an organisation. It has a important tool of management. Generally in many government organisations work is divided departmentally with each unit working independently. To provide a link among them all there is a need for a leader. Only the leader can keep the entire group committed to the goals and ensure the best result. Leadership is an imperative necessity for motivating the members of an organisation to work for the securing of organisational goal. It also works as a cohesive force which binds the group together and develops a spirit of co-operation amongst the personnel.

Leadership: Definition

- (1) "A leader is a group member who exerts more positive influence over others than they exert over him." M.E. Shaw
- (2) "Leadership is the ability to persuade others to seek defined objectives enthusiastically. It is the human factor which binds a group together and motivates it toward goals. The management activities like planning, organising and decision-making are useless as dormant cocoons until the leader triggers the power of motivation in the people and guides them toward goals." Keith Davis
- (3) "Leadership is the activity of influencing people to strive willingly for mutual objectives".
- (4) "Leadership is often a thought of as being primarily personal in character, as being founded upon individual pre-eminence or accomplishment in a particular field of endeavour. Superior strength, superior training, intelligence, knowledge, determination, and all of these means for attainment of leadership." - Millet.

BASES OF LEADERSHIP

There are three main Bases of Leadership.

- 1) Personal bases.
- 2) Political bases.
- 3) Institutional bases.

1) Personal base → The personal bases of leadership includes:

- a) Good health.
- b) A sense of friendliness.
- c) A sense of mission.
- d) Keen intelligence.
- e) Integrity and sense of moral commitment and duty.
- f) Judgement.

2) Political Bases → According to Appleby, the political bases of leadership include the following three things.

- a) The officer should handle the administrative problems in the larger and broader terms.
- b) He must have a governmental sense.
- c) He must have a political sense.

3) Institutional Bases → The administrative leader should fulfill the conditions necessary for the institutional well-being of his agency or organization. Leader has to ensure that all the co-workers should develop a team spirit and work as a united team under the leadership.

FUNCTIONS OF LEADERSHIP

Leadership has a significant role to play in the life of an organisation. The success or failure of an organisation is greatly dependent upon how the leaders perform their function.

(1) Determination of Goals → Each organisation has its goals. These goals are not automatic. These are to be formulated by leader. The effectiveness of an organisation always depends upon suitability of the objectives to the organisation. In the determination of these leadership plays a crucial role. It formulates concrete goals for securing the objectives.

(2) Interpretation and transmission of Policies → During the course of activities within the organisation, the members bound to disagree on the course of action to be taken. Such a situation always give rise to several problems. It is the leader who resolves problems by interpreting the policies. The leader has to explain the policies to subordinates as well as to prepare them for achieving these.

(3) To give general orders and guidelines → It is the duty of the leader to give orders and guidelines deemed necessary for fulfilling the objectives of the organisation. The general orders and guidelines are given by the leader.

(4) Coordination → It is an important principle of organisation. In any organisation the parts have to work in co-ordination with each other for producing useful results. Co-ordination is a technique for drawing together a number of conflicting and competing skills and interests and leading them in a common end.

(5) Stimulating or Motivating Function → It is the leader who inspires his followers to accept the organisational goals and to work effectively towards their accomplishment.

(6) Appreciating and Praising Function → Praising is also a very important function of leadership. Employees need recognition for the work done by them. They want a word of appreciation for the service being rendered by them.

(7) Involvement of subordinates through a delegation of authority and responsibility → The next important function of a leader is to particularly in a public organisation is the capacity to delegate authority to the subordinates for carrying out the desired and the essential work.

LEADERSHIP Qualities

There are several qualities which are universally regarded as essential for leadership. Only the presence of these qualities in the leader can make the leadership successful and effective. A good leader has to be man of intelligence, ability, hard work, understanding and personality.

The following can be described as the major qualities of successful of effective leadership.

(1) Good Health and vitality of the Leader → Possession of a generous and unusual endowment of physical and intellectual energy is the secret of the most successful leader. Good health and strength is an essential asset for effectiveness of a leader.

(2) Leaders strong sense of Purpose and direction → A sound sense of purpose and a clear direction constitute the second quality of good leadership. A good leader must have a strong sense of purpose and direction. He must be clear in the objectives, purposes and aims he want to achieve.

(3) A leader should be an Enthusiast → The mere presence of a sound purpose is not enough for a good leader. It must be supported by dynamic emotions, hope and sense of will work. Enthusiasm requires great energy and deep intellectual response. He should himself feel encouraged in doing his work and at the same time, he should be in a position to encourage others.

(4) Affection and Friendliness → Affection and friendliness are essential for a good leader. These are the positive motivating forces for regulating the conduct of those upon whom these are expressed. The tendency of friendliness and affection evokes a reciprocal response. A leader should be aware of the importance of public relations. He should have the balancing a particular degree of formalism with non-formalism in his behaviour.

(5) Maturity and Friendliness → The leader should keep broad interest and activities in mind. Experience is the best teacher. Maturity of mind always comes from learning and leader should always be prepared to learn techniques of effective leadership.

(6) Adaptability → A good leader should always be ready to absorb and adopt new ideas and the view of others as may be demanded by situation. He should always be prepared to learn the technique of effective leadership.

TECHNIQUES OF LEADERSHIP

(1) Suggestion → Suggestion may be either direct or indirect. It is used normally to build up or maintain the prestige of a leader. It is useful in getting support. It is an important technique of leadership for exercise influence over others.

(2) Initiation → Initiation is also important technique of leadership. It is not an active process of leadership it is rather a support upon which the leader rely. He should have the technique to initiate action, reform and changes in the administration.

(3) Publicity → Publicity is another technique in the hands of a leader by which he can influence others. It is used by him for earning prestige, for conveying decision, policies, facts and conclusions as well as for eliciting the views of his followers.

(4) Reliance upon the Logic of Events → The leader has to be watchful to sense the trends and tendencies at work and find out the logic of events, prepare a suitable programme of action and direct the followers accordingly.

(5) Show of Affectionate Devotion → The followers always have or develop a sort of devotion toward their leader. When a leader show affection towards the devotion of his followers he cares for the ideas and feelings of his followers.

CONCLUSION

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We may therefore come to the conclusion that a successful head of a big organisation should be equipped with following qualities:

- (a) Foresight → A leader should be foresighted and far seeing. He should have the capacity of seeing beyond the situation.
- (b) Clarity of vision → A leader should have clear vision. He should not be confused man. He must know what he wants and what he does not want.
- (c) Decisiveness → A vacillating and un-decisive chief is a potential danger to morale of an organisation. Hence decisiveness is an important trait of leader's character.
- (d) Correct Judgment → A leader's sense of judgment should be unerring type.
- (e) Progressive → A leader should be progressive and be enthusiastic enough to improve the performance of an organisation.
- (f) A Good organisation → A leader should be a good organizer. He should develop in them a feeling of owning the organisation where they are working. He should be a believer in participate management.

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GOKHAL MEMORIAL GIRL'S COLLEGE

STUDENT NAME :- ISHITA BISWAS

COLLEGE ROLL NO. :- 19/BAH/0203

CU ROLL NO. :- 192013-11-0114

REGISTRATION NO. :- 013-1211-0094-19

NAME OF THE SUBJECT :- PLSA

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Authenticated
Charita
Principal
Gokhale Memorial Girls' College

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6 Satisficing Rationality :

2018-2019 Administrative Behaviour
 Chapter - 3: The Administrative Process - 2nd part of the chapter
 defines the administrative process as a series of steps that are followed
 in the organization to achieve its purpose. The process starts with the
 identification of the problem, followed by the selection of the objectives,
 the formulation of the policy, the implementation of the policy, and the
 evaluation of the results. The process is a continuous one, and it is
 influenced by the environment of the organization. The process is also
 influenced by the nature of the problem, the resources available, and the
 time available. The process is a complex one, and it is not always
 linear. It is a process that is constantly evolving and changing.
 The process is a series of steps that are followed in the organization to
 achieve its purpose. The process starts with the identification of the
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 the policy, the implementation of the policy, and the evaluation of the
 results. The process is a continuous one, and it is influenced by the
 environment of the organization. The process is also influenced by the
 nature of the problem, the resources available, and the time available.
 The process is a complex one, and it is not always linear. It is a
 process that is constantly evolving and changing.

Satisficing Rationality is a concept that is used to describe the
 decision-making process in organizations. It is a process that is based on
 the idea of "satisficing" rather than "maximizing". Satisficing is a
 process that involves making a decision that is "good enough" rather than
 the "best" possible decision. This process is often used in situations where
 the decision-maker has limited information or time. Satisficing is a
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 used in situations where the decision-maker has limited information or
 time. Satisficing is a process that is based on the idea of "satisficing"
 rather than "maximizing".

: ଅନ୍ୟସୂଚି :

୧. ନାଥ ପ୍ରାଣ(ନାଥ) ; ଦେବ ପ୍ରକାଶନ ; ନିର୍ମିତ (ଅନୁବାଦ) -
ପାଞ୍ଚାଙ୍ଗ (ପ୍ରା.) କାବ୍ୟାଳୟ ; ୫/୨ ପିନ୍ତାକାମ ନାୟକଙ୍କ
ସମ୍ପାଦନା - ୧୦୦ ୦୦ ରୁ ; ପ୍ରଥମ ପ୍ରକାଶ - ଜାନୁଆରୀ ୨୦୦୨
୨. ଶ୍ରୀମତୀ ଶ୍ରୀମତୀ ; ଗୁରୁପ୍ରକାଶନ ଓ ପ୍ରକାଶନ ; ପ୍ରକାଶନ
ପ୍ରକାଶନ ; ସମ୍ପାଦନା - ୧୦୦ ୦୧୭ ; ପ୍ରଥମ ପ୍ରକାଶ - ଜୁନ
୨୦୦୫
୩. ପ୍ରୋଫେସର ଶ୍ରୀମତୀ ଶ୍ରୀମତୀ ; ଗୁରୁପ୍ରକାଶନ ଓ
ପ୍ରକାଶନ ; ପ୍ରକାଶନ - ପ୍ରୋଫେସର କାବ୍ୟାଳୟ ;
ସମ୍ପାଦନା - ୧୦୦ ୦୧୭ ; ପ୍ରଥମ ପ୍ରକାଶ - ୨୦୦୫

୦୫/୦୭/୨୦୦୭

[Signature]

ହରିଚନ୍ଦନ ଧୀରୀ : ଗୀତାଗୋବିନ୍ଦ-କାବିତା ଓ ସ୍ତୋତ୍ର-
ଗାୟନ, ଶ୍ରୀକାବି ଶାସ୍ତ୍ରୀଙ୍କ ଅନୁଗତ ଗୁରୁତ୍ବ ଓ ଆଶ୍ରୟ
ବିଶ୍ରାମ ଗ୍ରାଣୀ, ଏହି ସ୍ତୋତ୍ର ତିନି ଅଂଶ-ରେ
ଅବିଭକ୍ତ ଅଟେ। ପ୍ରଥମ ଅଂଶ : ପ୍ରଥମ ଅଂଶ
ତିନି ଓ ଶ୍ରୀ-ସ୍ତୋତ୍ର-ସମ୍ବନ୍ଧୀୟ-ପଦ୍ୟ-ଏହି ସ୍ତୋତ୍ର ଅନ୍ତର
ଅଂଶ-ରେ ଅବିଭକ୍ତ ଅଟେ ଏବଂ ଗୀତାଗୋବିନ୍ଦ-
ସମ୍ବନ୍ଧୀୟ

GOKHALE MEMORIAL GIRL'S COLLEGE

NAME:- SWAGATA DHOLAY

SEMESTER:- 6TH

SESSION:- 2022

REGISTRATION NUMBER:- 013- 1211-0024-19

COLLEGE ROLL NUMBER:- 19/BAH/0204

UNIVERSITY ROLL NUMBER:- 192013-11-0110

DATE:- 10th May,2022

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11 1 APR 2023



Authenticated -
Akshita
Principal
Gokhale Memorial Girl's College

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Introduction

Leadership is one of the most important concepts which have been the object of study and research for a long time.

Leadership is indispensable for the successful functioning of an organisation and attainment of its goals and objectives. Multiplication of organisations, functions, departments and subordinate local units have together combined to make the role of leadership in administration more important than ever before. Leadership has assumed added importance due to the growing number and size of organisation as well as the complexities of social environment.

Leadership has an important role to play in the efficient functioning of an organisation. It, in fact, has become an important tool of management. The biggest task of management is to provide good leadership. Leadership is required for the implementation of policies and programmes as well as to guide, direct, control and co-ordinate various activities of the Organisation. That is why 'Keith Davis' in his book "Human Behaviour at Work" writes :-

2

"Without leadership an organisation is but a muddle of men and machines. The importance of leadership also arises from the fact that it can prove to be an important modifier of behaviour of the people working in the organisation. Leadership transforms a potential into reality."

Generally in many governmental Organisation, work is divided departmentally with each unit working independently. To provide a link among them all, there is a need for a leader. Only the leader can keep the entire group committed to the goals, and ensure the best results. Leadership is an imperative necessity for motivating the members of an Organisation to work for the securing of organisational goals. It also works as a cohesive force which binds the group together and develops a spirit of co-operation amongst the personnel.

As rightly stated by Hicks and Gullett, "the terms 'leader' and 'manager' are not necessarily interchangeable because leadership is a sub-class of management.... a leader needs to influence the behaviour of others. He is not necessarily required to perform all the functions of a manager." Thus, the hall-mark of leadership is the capacity to influence others to follow.

Definition of Leadership

The word "leader" stems from the root *leden* meaning "to travel" or "show the way". It has been derived from the verb "to lead". This also implies "to advance", "to expel", "to stand out", to guide and govern the actions of others. A leader is a person who leads a group of followers.

Some popular definitions by scholars are:-

"A leader is a group member who exerts more positive influence over others than they exert over him."
— M. E. Shaw

"Leadership is the activity of influencing people to strive willingly for mutual objectives."
— Terry

"Leadership is the capacity to persuade people towards a common goal."
— MacIver & Page

"Leadership is the ability to persuade others to seek defined objectives enthusiastically."
— Keith Davis

Functions of Leadership

Leadership has a significant role to play in the life of an Organisation. The success or failure of an Organisation is greatly dependent upon how the leaders perform their functions.

Hicks and Gullet have identified the following eight important functions of leadership:

- Arbitrating
- Suggesting
- Supplying objectives
- Catalysing
- Providing security
- Representing
- Inspiring
- Praising

Chester Barnard identifies three main functions of leadership:-

- the determination of objectives & purposes
- to maintain communication in the Organization
- to secure essential services from individuals

According to Follett, a leader performs 3 functions:-

- Co-ordination
- Definition of Purpose, and
- Anticipation

Some important Functions of Leadership are:-

1) Determination of Goals :- Each Organisation has its goals. These goals are not automatic. These are to be formulated by the leader. The effectiveness of an organisation always depend on the suitability of the objectives to the Organisation. In determining these, the leadership has to play a crucial role. It formulates concrete goals for securing the objectives.

2) Interpretation and transmission of Policies :-

During the course of activities within the organisation, the members are bound to disagree on the course of action taken. Such a situation always give rise to several problems. It is the leader who resolves problems by interpreting the policies. The leader has to explain the policies to the subordinates as well as to prepare them for achieving these.

3) To give general Orders and Guidelines :-

It is the duty of the leader to give general orders and guidelines deemed necessary for fulfilling the objectives of the Organisation. The general orders and guidelines given by the leader are binding on the members of the Organisation. These are designed to ensure uniformity, collective efforts and a coordinated approach. This enables the personnel to work together as a team of officials under the leadership.

4) Co-ordination :- It is an important principle of organisation. In any organisation, the parts have to work in co-ordination with each other for producing useful results. Co-ordination is a technique for drawing together a number of conflicting and competing skills and interests and leading them towards a common end. Leadership has the onerous responsibility of securing co-ordination in an organisation. Only leadership can bring co-ordination in the different parts or departments or agencies or units.

5) Stimulating or Motivating Functions :- It is the leader who inspires his followers to accept the organisational goals and to work effectively towards their accomplishment. It is the leader who lets his followers feel that their activities are worthwhile and important. Leadership is essential for motivating the employees in doing their work effectively, efficiently and productively.

6) Appreciating and Praising Function :- Praising is also an important function of leadership. Employees need recognition for the work done by them. They want a word of appreciation for the service being rendered by them. Leadership does this through sincere praise by their employees know that they are

important and that their work is of value. It appreciates their work. The process of drawing out support from the followers for any aim is crucial for the leader. It is only possible when the followers are convinced that their interests and desires are being cared for and their work is being appreciated.

→ Involvement of sub-ordinates through a delegation of authority and responsibility:-

The next important function of a leader, particularly in a public organisation, is the capacity to delegate authority to the sub-ordinates for carrying out the desired and essential work. Leadership becomes effective when others are persuaded to accept the assignment given to them and they proceed to carry out their duties.

Leadership performs the essential function of integrating the officials into a team and motivating the team for securing co-ordinated efforts needed to secure the desired and needed results. Leadership is essential for coordination and effective management of tasks.

Leadership Qualities

According to Millet; The leadership qualities include,
"Good health, a sense of mission, interest in other people, intelligence, integrity, persuasiveness, judgement and loyalty."

According to Tony; The leadership qualities are,
"energy, emotional stability, knowledge of human relations, personal motivation, communication skills, teaching ability, social skill, and technical competence."

The following can be described as the major qualities of successful and effective leadership:-

1) Good Health and Vitality of the Leader:-

Possession of a generous and unusual endowment of physical and intellectual energy is the secret of the most successful leader. Good health and strength is an essential asset for the effectiveness of a leader. Sluggishness, apathy and fatigue are generally considered to be the stumbling elements of good leadership.

2) Leaders strong sense of Purpose and Direction :-

A sound sense of purpose and a clear direction constitute the second quality of good leadership. A good leader must have a strong sense of purpose and direction. He must be clear in the objectives, purposes and aims he wants to achieve. His priorities should be definite. He should be a man of conviction without, however, being rigid and die hard in approach. He should have the courage of conviction.

3) A leader should be an Enthusiast :-

The mere presence of a sound Purpose is not enough for a good leader. It must be supported by dynamic emotions, hope and sense of will work. Enthusiasm requires great energy and deep intellectual response. He should himself feel encouraged in doing his work and at the same time, he should be in a position to encourage others. A good leader possess all these qualities.

4) Affection and Friendliness :- Affection and

friendliness are essential for a good leader. These are the positive motivating forces for regulating the conduct of those upon whom these are expressed. The tendency of friendliness and affection evokes a reciprocal response. A leader should be aware of the importance of Public relations.

5) Maturity of Mind :- The leader should keep broad interests and activities in mind. Experience is the best teacher. A leader has to get exposed to a wide variety of things and actions. To be more specific, a leader should be emotionally mature and possess a balanced temperament. Maturity of mind always comes from learning and a leader should always be prepared to learn the techniques of effective leadership.

6) Adaptability :- A good leader should always be ready to absorb and adopt new ideas and the views of others as may be demanded by the situation. If he lacks this quality, there may be organisational chaos. Therefore, for his own survival and for the survival of the organisation, he has to be open and adaptive, dynamic and flexible but not given to hasty decisions and impulsiveness. He should always be prepared to accept new ideas and methods but without compromising with the basic structure of the policies and values of the organisation he leads.

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7) Good Public Relations Person :- The followers must be able to trust their leader. The leader should be a good public relations man. As a good Public relations man, his aim should be not only to inform the public but also to know what the public wants. He must have the knack of feeling the pulse of his followers as well as to initiate desired changes through corrective policies, plans, programmes, speeches and conferences. His personality should be pleasing. A judicious use of mass media should make by him for securing good public relations as well as for creating a good public image. The ability to use the media as a means of projecting his image as a leader is an essential quality in this age of information and communication.

8) Person of Integrity :- The followers want to feel a sense of solidarity, honesty and reliability towards the leader. In short, they want the leader to possess integrity. Where there is divergence of views relating to the major objectives of the Organisation, the integrity of the leader is needed for arriving at a consensus or shared decision-making. In a complex pluralist society, there are always present competing as well as conflicting demands and the decision-making is always a problematic exercise. He should be in a position to project his decision as fair and best possible in a given situation.

Techniques of Leadership

The leadership qualities remain unproductive in the absence of a proper technique of action. These bring an improvement in general and leadership value in particular. Good leadership implies good manners and these are very essential in each democratic society. A leader has to avoid giving too many orders at one time. Too many and too frequent orders always create confusion. He has to refrain from getting regarded as a bossy man.

Thus, there are number of ways or techniques through which a good leader influences others. Every leader must try his utmost to use such techniques as can enable him to make and keep his leadership effective and dynamic.

The techniques used by the leader for influencing or controlling his subordinates are:-

1) Suggestion :- Suggestion may be either direct or indirect. It is used normally to build up or maintain the prestige of the leader. It is useful in getting support. Thus, suggestion is an important technique of leadership for exercising influence over others. The leader can get the desired decisions adopted and secure their effective implementation through

- 2) Initiation :- Initiation is also an important technique of leadership. It is not an active process of leadership; it is rather a support upon which the leader can rely. He should have the technique to initiate action, reforms and changes in the administration.
- 3) Persuasiveness :- This technique is important and also very essential for influencing individuals for securing a willing agreement on specific issues. It is an art in which the leader has to gather all evidences and opinions, and convince the followers to adopt the followers desired course. A leader has to have the technique of exercising trained influence (control) over the minds and actions of his followers.
- 4) Publicity :- Publicity is another technique in the hands of a leader by which he can influence others. It is used by him for earning prestige, for conveying decisions, policies, facts and conclusion as well as eliciting the views of all others.

5) Reliance upon the Logic of Events :-

The leader has to be watchful to sense the trends and tendencies at work and find out the logic of events, prepare a suitable programme of action and direct the followers accordingly.

6) Show of Affectionate Devotion :-

The followers always have or develop a sort of devotion towards their leader. When a leader shows affection towards the devotion of his followers, he may in one way or the other, be in a position to influence his followers. By showing that he cares for the ideas and feelings of his followers, the leader can pursue his goal or influencing their behaviour towards desired goals.

Good and alert Leadership always continuously depends upon the use of all these techniques for achieving the desired Goals through the willing and productive work and support of the followers.

Conclusion

Leadership has a crucially important role to play in the efficient functioning of the Organisation. Leadership qualities, in fact qualitative leadership is essential for the health and success of the leader and the Organisation that he leads. Good use of techniques of leadership can ensure both successes for the leader as well as for the successful and productive working of the Organisation which the leader heads. It also absolutely essential the leadership style should never be autocratic. It should reflect a synthesis of the participative and laissez faire styles of leadership.

“Be the servant while leading”

— Swami Vivekananda

Leadership means many things to many people. This is due to the changing environment of leaders in different roles in different functions in different settings starting from leadership of the family to the top position in multinational Organisation. However, the essentials of leadership are the same to all leaders in all positions.

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GOKHALE MEMORIAL GIRLS COLLEGE

NAME – SAMATA SIKDER

SEMESTER – 6TH

SESSION – 2022

REGISTRATION NUMBER – 013-1211-0005-19

COLLEGE ROLL NUMBER – 19/BAH/0205

UNIVERSITY ROLL NUMBER – 192013-11-0106

CORE COURSE PAPER 13

TOPIC – LEADERSHIP : PUBLIC ADMINISTRATION

11 1 APR 2023

Authenticated
Alexa pho
Principal
Gokhale Memorial Girls College



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INTRODUCTION

The present-day crisis in India is the crisis of finding administrative leaders who can give new dimensions to administration in line with our concepts of democracy, secularism, planning and socialism. With the functions of the government constantly increasing for the realization of a 'welfare state', the need for administrative leadership has acquired a special urgency.

In every field of social, political, and other areas there is an immense importance of leadership. Naturally, leadership is a very important aspect of the administrative process. Henry says " leadership is a big subject, perhaps no aspect of organizational behaviour has had more written about it than leadership. No organisation, big or small, can run without a leader. Hence, like other processes, leadership is also an important process.

Generally, in many government organisations, work is divided departmentally with each unit working independently. To provide a link among them all, there is a need for a leader. Only the leader can keep the entire group committed to goals, and ensure the best results. Leadership is an imperative necessity for motivating the members of an organisation to work for the securing of organizational goals. It also works as a cohesive force which binds the group together and develops a spirit of co-operation amongst the personnel.

DEFINITION

Leadership can be defined as capacity to influence others or to make other persons to do a work or to follow something according to certain principles or to do a work in accordance with rules framed by the authority.

M.E. Shaw defined leadership as "A leader is a group member who exerts more positive influence over others than they exert over him". Keith Davis says "Leadership is the ability to persuade others to seek defined objectives enthusiastically. It is the human factor which binds a group together and motivates it towards goals. The management activities like planning, organising and decision-making are useless or dormant cocoons until the leader triggers the power of motivation in the people and guides them towards goals."

Leadership is the ability of a person to influence the personnel for cooperating towards some goals which are deemed desirable and essential. There are four distinct factors of leadership:-

- The way by which the people rise to Leadership.
- The process of influencing others.
- The nature of goals to be secured.
- The qualities exhibited by leader in action.

FUNCTIONS OF LEADERSHIP

Leadership has a significant role to play in the life of an organisation. The success or failure of an organisation is greatly dependent upon how the leaders perform their functions. There is no unanimity of opinion as to what are the functions of a leadership. Leadership has a very crucial role to play in the organisation. For the betterment or further improvement of the organisation the leadership introduces new changes and it is the duty of the administrator to implement those changes. Hence we find that both leadership and administration are part and parcel of an organisation.

- *Determination of Goals*-Each organisation has its goals. These goals are not automatic. These are to be formulated by the leaders. The effectiveness of an organisation always depends on the suitability of the objectives of an organisation. In determining these, the leadership has to play a crucial role. It formulates concrete goals for securing the objectives.
- *Interpretation and transmission of policies* -During the course of activities within the organisation, the members are bound to disagree on the course of action to be taken. Such a situation always gives rise to several problems. It is the leader who resolves the problems by interpreting the policies. The leader has to explain the policies to the subordinates as well as to prepare them for achieving these.
- *To give general orders and guidelines* -It is the duty of the leader to give general orders and guidelines deemed necessary for fulfilling the objectives of the organisation. The general orders and guidelines given by the leader are binding on the members of

the organisation. These are designed to ensure uniformity, collective efforts and coordinated approach. This enables the personnel to work together as a team of officials under the leadership.

- *Coordination* - Coordination is a technique for drawing together a number of conflicting and competing skills and interests and leading them towards a common end. Leadership has the onerous responsibility of securing co-ordination in an organisation. Only leadership can bring co-ordination in the different parts or departments or agencies or units.
- *Motivating function* - It is the leader who inspires his followers to accept the organizational goals and to work effectively towards their accomplishment. It is the leader who lets his followers feel that their activities are worthwhile and important. Leadership is essential for motivating the employees in doing their work effectively, efficiently and productively.

Leadership performs the essential function of integrating the officials into a team and motivating the team for securing coordinated efforts needed to secure the desired and needed results. Leadership is essential for coordination and effective management of tasks.

TECHNIQUES OF LEADERSHIP

Like any other arts, there are definite techniques of leadership. Even the leadership qualities remain unproductive in the absence of a proper technique of action. These brings an improvement in general and leadership value in particular. Good leadership implies good manners and these are very essential in each democratic society. A leader has to avoid giving too many orders at one time. Too many and too frequent orders always create confusion.

A good leader is straightforward in personal dealings. He consciously maintains a proper balance between formalism, discipline, friendliness and familiarity. He continuously encourages his followers to evolve new ideas and share the same with him.

Thus, there are number of ways or techniques through which a good leader influences others.

- *Suggestion* may be either direct or indirect. It is used normally to build up or maintain the prestige of the leader. It is useful in getting support. Thus suggestion is an important technique of leadership for exercising influence over others. The leader can get the desired decisions adopted and secure their effective implementation through meaningful and skillful suggestions.
- *Initiation* is also an important technique of leadership. It is not an active process of leadership; it is rather a support upon which the leader can rely. He should have the technique to initiate action, reforms and changes in administration.
- *Publicity* is another technique in the hands of a leader by which he can influence others. It is used by him for earning prestige for conveying decisions, policies, facts and conclusions as well as for eliciting the views of all others.

- *Reliance upon the logic of events*-The leader has to be watchful to sense the trends and tendencies at work and find out the logic of the events, prepare a suitable programme of action and direct the followers accordingly.
- *Show of affectionate devotion*- The followers always have or develop a sort of devotion towards the leader. When a leader shows affection towards the devotion of his followers he may in one way or the other, be in a position to influence his followers. By showing that he cares for the ideas and feelings of his followers, the leader can pursue his goal of influencing their behaviour towards desired goals.

Good and alert leadership always continuously depends upon the use of all these techniques for achieving the desired goals through the willing and productive work and support of the followers.

DEVELOPMENT OF LEADERSHIP

It is now widely accepted that "high talent manpower does not grow wild; it requires careful seeding and meticulous cultivation." With the growth of modern industrialization, we will have to accept the basic assumption that leaders are not born; rather they are made. Generation and accumulation of managerial resources is increasingly a matter of careful planning, judicious investment, and conscious effort.

According to Barnard's word : "I suppose no one doubts that without education the supply of leaders of organization competent for conditions of the modern world would be wholly inadequate and many of us suspect that if we knew better how to train men, we should be much better able than we are to cope with the social dilemmas we confront."

Hence there is a need for proper education, both in theory and practice of organization, to our leaders.

CONCLUSION

We may therefore come to the conclusion that a successful head of a big organisation should be equipped with certain qualities. A leader should be foresighted and far seeing. He should have the capacity of seeing beyond the situation. A leader should have clear vision. He should not be a confused man. He must know what he wants and what he does not want. A leader's sense of judgment should be unerring type. A leader should be progressive and be enthusiastic enough to improve the performance of an organisation. A good leader is to be a source of inspiration for the subordinates around him. He must win their confidence and make them feel an inch taller due to his inspiring leadership. He should be a good public relation officer. He should be skillful enough as to explain his point of view to the public and know their reactions.

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Gokhale Memorial Girls' College

Name: Toshmi Das

Roll number: 19/BAH/0234

University roll number: 192013-11-0116

University registration number: 013-1211-0112-19

Class: B.A. 3rd Year

Paper: CC13

Topic: Leadership

Department: Political Science Honours

Authenticated
Chandlo
Principal
Gokhale Memorial Girls' College

11 Apr 2023



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ପୃଷ୍ଠା ନଂ

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• ଡାକ୍ତରୀ ଦେଖିବା

୨-୩

• ଡାକ୍ତରୀ ବାହାର

୩-୪

• ଡାକ୍ତରୀ ଗୋପନ

୪-୫

• ଡାକ୍ତରୀ ଗୋପନ

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• ଡାକ୍ତରୀ ଗୋପନ

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● ସମାଜସେବା :

“ସ୍ବାତନ୍ତ୍ର୍ୟସଙ୍ଗ୍ରାମୀ”, “ଜାତସ୍ବାଧୀନତା” ଅର୍ଥାତ୍ ଜାତୀୟ ସ୍ବାଧୀନତା ନିମନ୍ତେ
 “ସଂଗ୍ରାମ” ହେବା ଯୋଗ୍ୟ ଅଟେ । ଯେହୁଁ ଜୁଷ୍ଟିସ୍ ଆଦି ଉଦ୍ଦେଶ୍ୟ ନା “ନିର୍ଦ୍ଦୋଷତା”
 ଦ୍ବାରା ନିର୍ଦ୍ଦୋଷତା ପରିଚାଳିତ ହେଉ ନା ମାତ୍ର ସେହି ସ୍ବାଧୀନତା ଲାଭରେ
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 ତେଣୁ । “ନିର୍ଦ୍ଦୋଷତା” ହେଉ “ସ୍ବାଧୀନତା” ଉପରେ ନିର୍ଦ୍ଦୋଷତା ନା ଉଦ୍ଧାର
 ଯୋଗ୍ୟତା । ତାହା ନିଜେ ଉଦ୍ଧାର ନିଜେ “ଜାତସ୍ବାଧୀନତା” ଅର୍ଥାତ୍
 ଉଦ୍ଧାର ନିଜେ ଉଦ୍ଧାର ନିଜେ ଉଦ୍ଧାର ନିଜେ ଉଦ୍ଧାର ନିଜେ ଉଦ୍ଧାର ।

● ବ୍ୟବସାୟ ପ୍ରସିଦ୍ଧି ।

ଆମର ଏହି ପ୍ରକଳ୍ପଟି ତିନି ସହର ଏବଂ ଆମାଲେ-
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 ଆମ ମାତାମର ଏହି ପ୍ରକଳ୍ପଟି ତିନି ବଡ଼ ହେବେ ଏବଂ ଆମର
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ଶ୍ରୀମତୀମାନଙ୍କୁ ଆମର



ଶ୍ରୀମତୀମାନଙ୍କୁ ଆମର

GOKHALE MEMORIAL GIRLS' COLLEGE

NAME – ARUNIMA PAUL

SEMESTER – 6TH

SESSION – 2022

REGISTRATION NUMBER – 013-1211-0115-19

COLLEGE ROLL NUMBER- 19/BAH/0264

UNIVERSITY ROLL NUMBER – 192013-11-0117

CORE COURSE -13

TOPIC – LEADERSHIP



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Authenticated
Arunima Paul
Principal
Gokhale Memorial Girls' College

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Secondly, I would like to express my gratitude to my friends for giving me valuable suggestions regarding the paper and helping me to finalize the tutorial paper within the given time.

INTRODUCTION

Leadership is one of the most important concepts which have been the object of study and research for a long time. However, in contemporary times, the importance of its study has doubly increased due to several reasons.

A leader is a person who influences the thoughts, feelings and behaviours of a large number of individuals. In his book, 'Leading mind: An anatomy of leadership', 'Howard Gardner' defines leadership in the following way – 'A leader is an individual who significantly affects the thoughts, feelings, and/or behaviour of a significant number of individuals.' Leadership involves facing some fundamental and obvious challenges. It involves motivating followers, mobilising their knowledge, skills and abilities, creating and implementing an organisational vision, and managing change.

According to M.E. Shaw, 'A leader is a group member who exerts more positive influence over others than they exert over him.' According to Millett, leadership is often thought of as being primarily personal in character, as being founded upon individual pre-eminence or accompaniment in a particular field of superior strength, superior cunning, superior knowledge, superior intelligence, superior determination- Any or all of these may be the means to the attainment of leadership.

BASIS OF LEADERSHIP

There are three main bases of leadership:-

- (1) Personal basis
- (2) Political basis
- (3) Institutional basis

1. Personal basis:- These include:-

- (i) Good health
- (ii) A sense of friendliness
- (iii) A sense of mission
- (iv) keen intelligence
- (v) Integrity and sense of moral commitment and duty

- (vi) Judgement
- (vii) Persuasiveness

2. **Political basis:-** According to professor Appleby, The political basis of leadership includes the following:-
 - (i) The official should handle administrative problems in their large and broader terms.
 - (ii) He must have a governmental sense and also
 - (iii) he must have a political sense.
3. **Institutional basis:-** The administrative leader should fulfil the conditions necessary for the institutional well being of his agency or organisation. Leadership has to ensure that all the co-workers should develop a team spirit and work as a united team under the leadership.

NEED FOR LEADERSHIP

The crisis of administration in India today is the crisis of leadership. With the public sector constantly on the increase, large and complex organisations are being built up under the aegis of the ever-expanding 'welfare' state. All these organisations, big and small, need administrative leadership. More schools, more hospitals, more industries, more steel plants, more co-operatives, more institutions, more laboratories call for one indispensable element, namely administrative leadership. Barnard remarks "that the necessary production of leaders to the population has greatly increased". In the words of Seckler-Hudson, "The overwhelming significance of the problems of leadership has mounted with the revolutionary growth of such factors as size, complexity, specialisation, organisational entities, technical developments and social demands". Does the first and foremost task of Management Today is to provide leadership that is to direct, control and coordinate the activities of a group of persons with a view to achieving the desired goals of the organisation.

FUNCTIONS OF LEADERSHIP

Leadership has a significant role to play in the life of an organisation. The success or failure of an organization is greatly dependent upon how the leaders perform their function. The supporters of the authoritarian views of leadership feel that higher production is the sole purpose for which the leader must work.

Hicks and Gullett Have identified the following eight important functions of leadership:-

- (1) Arbitrating
- (2) Suggesting
- (3) supplying objectives
- (4) Catalysing
- (5) providing security
- (6) Representing
- (7) Inspiring
- (8) Praising

Chester Barnard Identifies three main functions of leadership:-

- (1) To maintain communication in the organisation
- (2) To secure essential services from individuals
- (3) to formulate purposes and objectives

Some of the studies conducted at Ohio State University have established 9 dimensions of leadership function. However, three of them are unique in nature. These are:-

- (1) *Closeness of the leader to the group. This involves how frequently he interacts with the members And what is his acceptability to the group.*
- (2) *It is the responsibility of the leaders to see that objectives are being achieved.*
- (3) *The leader is to see work for facilitating Effective interactions among the members of the organisation.*

Some Important functions of leadership:-

- (1) Determination of Goals:- Each organisation has its goal. These goals are not automatic. These are to be formulated by the leader. The effectiveness of an organisation always depends on the ability of

the objectives to the organisation. In determining these, The leadership has to play a crucial role. It formulates concrete goals for securing the objectives.

- (2) To give general orders and guidelines:- It is the duty of the leader to give general orders and guidelines deemed necessary for fulfilling the objective of the organisation the general orders and guidelines by the leaders are binding on the members of the organisation. These are designed to ensure uniformity collective efforts and a coordinated approach. This animal stop personal to work together as a team of official under the leadership
- (3) Coordination:- it is an important principle of the organisation. In any organisation the parts have to work in coordination with each other for producing useful results. Coordination is a technique for drawing together a number of conflicting and competing skills an interest and leading them towards a common end. Leadership has the onerous responsibility of securing coordination in an organisation.
- (4) Stimulating or motivating functions:- It is the leader who inspires his followers to accept the organisational goals and to work effectively towards their accomplishment. Leadership is essential for motivating the employees in doing their work effectively, efficiently and productively.
- (5) Involvement of subordinates through a delegation of authority responsibility:- The next important function of a leader, particularly in a public organisation, is the capacity to delegate authority to the subordinates for carrying out the desired and essential works. Leadership becomes effective when others are persuaded to accept the assignments given to them and they proceed to carry out their duties.

QUALITIES OF LEADERSHIP

There are several qualities which are universally regarded as essential for leadership. Only the presence of these qualities in the leader can make the leadership successful and effective. A good leader has to be a man of intelligence, Ability, hard work, understanding and personality.

Almost every writer on management has his own list. Thus, Barnard's List includes four qualities:-

- (i) Vitality and endurance
- (ii) Decisiveness
- (iii) Persuasiveness
- (iv) responsibility an intellectual capacity- In that order of importance. His views on the limitation of Intellectualism are interesting. He Decries the present trend to put excessive emphasis upon intellectual attainments by selecting authorities.

According to Millett, the following are the qualities of a successful and effective leader:-

- (1) Good health, personal energy and physical endurance
- (2) persuasiveness that is the capacity to win others
- (3) Loyalty, devotion to a cause and also the persons with whom one works
- (4) Interest in other people, sense all friendliness and a concern for others
- (5) Intelligence, that is readiness or quickness to comprehend the essential elements of necessary information and capacity to use knowledge.

In our opinion, a leader as the successful head of a big organisation should posses the following attributes:-

- (1) Decisiveness:- Nothing is possibly More damaging to the morale of an organisation than a vacillating, procrastinating, Hesitating, undecisive chief.
- (2) Clarity of vision:- A leader must know what he wants and what he does not want
- (3) Unerring judgement:- A leader's judgement has to be more correct than incorrect
- (4) Good public relations:- In modern age, this is a quality most needed. The executive should have the skill to sell his wares
- (5) Improvement in consciousness:- The leader should be progressive and be enthused with the desire to improve performance of the organisation.

DEVELOPMENT OF LEADERSHIP

Now that management has come to be regarded as a science and a technique and accepted as a profession, the need for training managers has been

universally recognised. It is true that traditionally, managers and executive leaders have been born rather than made.

Barnard in his chapter on 'Education for executives' makes a penetrating analysis of the needs of the executives and suggests methods to develop these requirements.

- (1) **Need for broad interest and wide imagination:-** This can be inculcated by a system of general education supplemented by self education on the part of the executives. Barnard suggests even giving them sabbatical leave to brush up their knowledge and grace into fresher and wider pastures.
- (2) **Superior intellectual capacities:-** A highly cultivated untrained mind is essential to understand the modern world of complex technologies and intricate techniques. This aspect is perhaps most amenable to formal education and training.
- (3) **Understanding human relations:-** According to Barnard, there are three aspects to this problem-
 - (i) Appreciation of the non rational behaviour of human beings. Man, it must be remembered, does not always act rationally
 - (ii) an understanding of nature of general social system and
 - (iii) an understanding of formal organisation as organic and evolving systems.

TECHNIQUES OF LEADERSHIP

Like any other art, there are definite techniques of leadership. Proper leadership techniques are a *sine qua non* of good Leadership. Good leadership implies good manners and those are very essential in each democratic society.

A good leader always keeps his order simple, issues these in time, and he sequences and spaces these according to priorities. He is straight forward in personal dealings.

Techniques used by the leadership for influencing or controlling the subordinates:-

- (1) **Suggestion:-** Suggestion may be either direct or indirect. It is used normally to build up or maintain the prestige of the leader. It is useful in

getting support. Thus, sedition is an important technique of leadership for exercise influencing over others.

(2) Initiation:- It is also an important technique of leadership. It is not an active process of leadership. Initiation is rather a support upon which the leader can rely. He should have the technique to initiate action, reforms and changes in the administration.

(3) Persuasiveness:- This technique is important and also very essential for influencing individuals for securing a willing argument on specific issues. It is an art in which the leader has to gather all evidences and opinions, and convince the followers to adopt the desired course.

(4) Publicity:- It is another technique in the hands of a leader by which he can influence others. It is used by him for earning prestige, for conveying decisions, Policies, facts and conclusions as well as for eliciting the views of all others.

(5) Reliance upon the logic of events:- The leader has to be watch full to sense the trends and tendencies at work and find out the logic of events come up prepared a suitable programme of action and direct the followers accordingly.

STYLES OF LEADERSHIP

The style of leadership provides motivation for the achievement of organisational goals. The way a leader works that is the leadership style, is an important input of effective and organised work of an organisation.

Leadership styles refer to the leader's behaviour that is the behaviour pattern which the leader reflects in his Role as the leader of his team.

Three main styles of leadership are:-

- (a) Autocratic styles of leadership
- (b) Participative styles of leadership
- (c) Laissez faire styles of leadership

(1) Autocratic styles of leadership:- In the autocratic styles of leadership, the policy making and decision-making authority is concentrated in the hands of the leader. It is the leader who decides the policies and modifies them according to his own wishes.

In the autocratic style of leadership, authority is centralised and the leader exercises a centralised control over the subordinates. In it, the leader tends to remain personal and aloof from the group. He considers himself superior, all correct and views all his colleagues as inferiors, inexperienced and ignorant.

This type of leadership has the advantage of quick decision-making but at the same time, it has several big disadvantages. It causes pain to the employees and results in dissatisfaction. In the process, the employees tend to become passive towards organisational goals.

(2) **Democratic or participative style of leadership:-** The participating style of leadership seeks to get the cooperation of the workers in achieving the desired goals by allowing them to participate in the decision-making activity. All policies and decisions are arrived at through group discussion and then through a majority vote or a consensus.

The leader encourages and assists his colleagues and provides them with alternatives instead of dictating the final decision. He makes them feel that they work with him not under him. The members of the group enjoy a large measure of freedom. The participative style leads to improved employee-employer relation, higher morale and greater job satisfaction. It reduces the burden of the leader.

Merits of participative style of leadership:-

- (i) Enhances the acceptance of management ideas
- (ii) raises the morale of the members of the organisation
- (iii) Improves employer-employee relations
- (iv) Reduces the burden of Leadership

The participative style of leadership can also be a source of some problems. It can lead to some:-

- (i) Dilution in the quality of decision
- (ii) Delay in decision-making because decisions have to be made through consultation and conferences

(3) Laissez Faire style of leadership:- In this type of leadership, the organisation does not depend on the leader to provide external motivation. In this type of leadership, employees motivate themselves. They enjoy a greater measure of freedom of decision-making and action.

This style of leadership has the advantage of giving freedom and independence to the employees. But its success depends upon the qualities of the employees and their willing dedication for their work.

FOLLETT'S VIEW ON LEADERSHIP

According to Mary Parkar Follett, A leader is not the president of the organization or head of the department, but one 'who can see all around the situation, who sees it as related to certain purposes and policies, who sees it evolving into the next situation, who understands how to pass from one situation to another'. A leader has to perform the three functions of coordination, definition of purpose and anticipation.

Follett states that there are three types of leadership:-

- (1) Position
- (2) Personality
- (3) Function

In the leadership position the leader holds a position of formal authority. In the personality leadership, the leader has a dominating an charismatic personality. A person who holds both position and personality can become an effective leader.

However, in modern organizations it is not the persons with formal authority or the charismatic personality Who lead but those who poses expert knowledge.

Follett opines that leadership goes to man who has the capacity to understand and grasp the Significance of any situation. She stated that the experts could even give orders to higher officials. Leadership of function is more important than leadership of personality.

She stated that bosses should Distance from ordering their subordinates, as it will create a negative impact. People resent being bossed over by others work cannot be extracted satisfactorily or effectively By ordering them.

THEORIES OF LEADERSHIP

Great man Theory

The great man theory is based on the theory that Leaders are born, not made. They are born with great qualities or powers which distinguish them from the rest. Born leaders inherit peculiar traits or qualities through which they dominate the remaining people. They have certain extraordinary qualities. Some of the great leaders who made a profound impact on the lives of people were Mahatma Gandhi, Jawaharlal Nehru, Nelson Mandela, Napoleon, Abraham Lincoln, and Winston Churchill. They were born leaders who had charisma and great leadership qualities. With this special talents or gifts they could influence others. This theory is also known as charismatic theory of leadership.

Traits Theory

Leaders have certain qualities which ordinary people lack. According to the traits Theory, there are certain Innate Characteristics or traits that exist in the leader, which identify him or her as a successful leader. The qualities poses by a successful leader our intelligence, supervisory skills, ability, initiative, self Insurance and self perceived occupational levels.

Situational Theory

The situational theory was proposed by Fred fiddler. Leadership depends largely on specific situations arising from time to time. The traits and skills which characterize good leader will vary from group to group And situation to situation.

According to Koontz and O'Donnell, there are three different approaches to leadership. They are the traitist, situationist and elementalist.

A traitist Leader is the person who adopts an inductive procedure, observing those who recognize as leaders, enumerating the traits each possessed.

A situationist Leadership evolved method for identifying our leadership. Their starting point is to assume elements such as speech, intelligence, stability and persistence.

The elementalist approaches to leadership are concerned with refining the concepts of leadership traits, correlating this with leadership success and thus developing a values for each.

Contingency Theory of leadership

The contingency theory of leadership was proposed by Fred Fielder. This theory explains the relationship between leadership styles and favorableness of the situation. Fred Fielder Describe situational favorableness in the following way:-

- (1) Leader member relationship:- This is the most critical variable in determining the situations favorableness.
- (2) the degree of task structure:- This is the second most important input into the favorableness of the situation.
- (3) The leaders position power:- This is often through formal authority, which is the third most critical dimension of the situation.

Leadership behavior Continuum Theory

Robert tananbaum and Warren H Schmielt Develop the leadership behavior continuum theory During the 1960s. This theory explains the quality of leadership in relation to a leaders behavior. It analyses the duties and the behavior of a leader with the satisfaction and performance of subordinates. This theory distinguishes about how ever leader becomes most successful or least successful. Thus, it confirms that a leader must not be autocratic or democratic. He must be flexible and act according to the situation.

Laissez faire Theory

The Laissez Faire theory is described as 'no leadership theory' As there is no direct leader in their context. The leader delegates his or her authority to his subordinates. The followers will establish their own approach in performing. This is taken from economics, Laissez Faire meaning leave alone. There is minimum interference from the leader. In political science, Laissez Faire state is that in which there is minimum interference by the government.

RENSIS LIKERT

Rensis Likert is an eminent management thinker who used scientific methods to study management. As a professor of psychology and sociology at the institute of Social Research, University of Michigan, Likert author two books. They are *New pattern of management (1961)* and *The Human Organization (1967)*.

Likert classified management in the organization into four system- System I to system IV.

System I:- The system one type of management provides for an authoritarian or exploitive Environment in which there is a low level, off motivating among the employees, little interpersonal support, participation and downward Communication and authoritarian control.

System II:- System two type of management for the benevolent an authoritarian environment and is paternalistic.

System III:- In system three type of management, exercise of authority is more broad based with delegation of power to middle levels an consultation of affected interest at lower levels.

System IV:- This type of management is employee centred. The organization is democratic with complete trust on the employee's. There is a high degree of motivation and economic rewards are given on the basis of hard work.

CONCLUSION

All the theories and styles on leadership mentioned above indicate the leadership style should be democratic and employee centred. Leadership should allow the workers to take part in the decision-making process and participate in all important activities.

However, it must also be remembered that providing leadership to a big organization in the 21st century is not an easy task. It is highly complicated which requires superior qualities.

All leadership style have both negative and positive features. The executive should strive to bring out the positive traits and make the negative traits ineffective in their organization.

a leader can be successful only if he derives large amount of satisfaction from his work. He or she has to be highly motivated to achieve higher things.

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Aug 8/2022

NAME : ANNESHA GHOSH
COLLEGE ROLL : 13AH/183/
(0150)

UNIVERSITY ROLL : (013-
1211-(0329-183

TOPIC : DECISION
MAKING

MODULE : CC-13

Authenticated
Akantha
Principal
Gokhale Memorial Girls' College



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Annesha Ghosh
2/7/22

SIGNATURE:

DATE:

Annesha Ghosh 2/7/22

INTRODUCTION

DEFINITION AND NATURE : There is a difference between administration and administrative processes and if we fail to understand it confusion is bound to arise. By administration we mean the execution of governments or authorities policy or decisions whereas administrative process implies the methods or procedures that are applied for running the administration. In every form of administration, certain form of policies or decisions are adopted for the management of organisation or various departments of Government.

Decision making is one of the various administrative processes. Let us briefly define it.

Simon's definition runs as: "Decisions are something more than factual propositions, they are descriptive of a future state of affair & these descriptions can be true or false in a strictly empirical sense, but they possess an imperative quality, they select one future of state of affairs in preference to another & direct behaviour towards the chosen alternative. In short they have an ethical & factual content. In this definition Simon has briefly stated the nature of decision. In his opinion decisions

are both factual & ethical. The aim of decision is to take steps for the future development of the organisation or better management of the department under a government. So we can say that decision making deals with both the present & future of organisation.

Stephen Wasby (Political Science - the Discipline & its Dimensions - An Introduction) has defined the idea from a different background. He says

"Decision making is usually defined as a process or sequence of activities involving stages of problem recognition, search for information, definition of alternatives, & the selection by an actor of one from two or more alternatives consistent with the ranked preferences."

In every form of public administration there generally arises certain problems which require solution. But the methods of techniques of solution must follow definite principles. There shall exist clear cut principles or procedures which will guide the administrator in running the administration.

Briefly stated, decision making is a part of the management of both private & public organisation. Herbert Simon "declared" that a theory of administration should be concerned with the processes of decision as well as the processes of action. Simon says that without decision

there can be hardly any action. Authority starts action, but before that it takes a decision which means - what action will be taken. The decision or decision making & action both are continuous processes. It is due to the fact that the organisation is always under the process of continuous change. According to Simon decision or decision making is a matter of compromise. It is due to the fact that a decision maker is faced with a number of situations, problems or alternatives & he will have to make a compromise.

COMPROMISE AND COMPOSITE :

Decision or Decision making according to Simon is always a compromise & a composite. An executive or concerned authority cannot take a decision at one sitting or quickly. He will have to bring number of possibilities under consideration before arriving at the final decision. This process can be stated as a form of compromise. According to Simon, administration is a group activity. In any administrative system information flow in all direction. In an open system an administrative department cannot keep itself aloof from others. For the better future of the organisation the authority must keep lively contact with all.

Simon next says that every decision is a composite decision which means that behind every decision there are clear contributions of a number of persons & for that reason it is called composite decision. when all the aspects of a decision are properly considered or scanned it will be found that behind every decision there is contribution of many individuals, of course everyone's contribution may not be very important, but the importance of a contribution cannot be ignored.

MODELS OF DECISION MAKING :

The decision making process though a logical one is a difficult task. All decisions can be categorised into the following three basic models:-

- 1) The Rational/Classical Model.
 - 2) The Administrative or Bounded Rationality Model.
 - 3) The Retrospective Decision Making Model.
- All models are beneficial for understanding the nature of decision making process in an enterprise or organisation. All models are based on certain assumptions on which the decisions are taken.

1) THE RATIONAL / CLASSICAL MODEL :

The rational model is the first attempt to know the decision making process. It is considered by some as the classical approach to understand the decision making process. The classical model gave various steps in decision making process.

FEATURES OF CLASSICAL MODEL :

- 1) Problems are clear.
- 2) Objectives are clear.
- 3) People agree on criteria and weights.
- 4) All alternatives are known.
- 5) All consequences can be anticipated.

6) Decision makers are rational:

- i) They are not biased in recognizing problems.
- ii) They are capable of processing all relevant information.
- iii) They anticipate present & future consequences of decisions.
- iv) They search for all alternatives that maximizes the desired results.

2) BOUNDED RATIONALITY MODEL OR ADMINISTRATIVE MAN MODEL:

Decision making involve the achievement of a goal. Rationality demands that the decision maker should properly understand the alternative courses of action for reaching the goals. He should also have full information & the ability to analyse properly various alternative courses of action in the light of goals sought. There should also be a desire to select the best solutions by selecting the alternative which will satisfy the goal achievement.

Herbert A. Simon defines rationality in terms of objective & intelligent action. It is characterised by behavioural nexus between ends & means. If appropriate means are chosen to reach desired ends the decision is rational.

Bounded Rationality model is based on the concept developed by Herbert Simon. This model does not assume individual rationality in the decision process.

Instead it assumes that people, while they may seek the best solution, normally settle for much less, because the decisions they confront typically demand greater information, time, processing capabilities than ~~by~~ they possess. They settle for "bounded ~~responsibility~~ rationality or limited rationality in decisions. This model is based on certain basic concepts.

a) Sequential Attention to alternative solution:
Normally it is the tendency for people to examine possible solution one at a time instead of identifying all possible solutions & stop searching once an acceptable solution is found.

b) Heuristic: These are the assumptions that guide the search for alternatives into areas that have a high probability for yielding success.

c) Satisficing: Herbert Simon called this 'satisficing' that is a picking a course of action that is satisfactory or 'good enough' under the circumstances. It is the tendency for decision makers to accept the first alternative that meets their minimally acceptable requirements rather than pushing them further for an alternative that produces the best result. Satisficing is preferred for decisions of small significance when time is the major constraint or where most of the alternatives are essentially similar.

Thus, while the rational or classic model indicates how decision should be made it works as prescriptive, it falls ~~also~~ somewhat short concerning

how decisions are actually made.

3) RETROSPECTIVE DECISION MODEL:

This decision making model focuses on how decision makers attempt to rationalise their choices after they have been made & try to justify their decisions. This model has been developed by Per Goetberg. He made an observation regarding the job choice processes of graduating business students & noted that, in many cases the students identified implicit favourites very early in the recruiting & choice process. However, students continued their search for additional alternatives & quickly selected the best alternative. The total process is designed to justify, through the guise of scientific rigour, a decision that has already been made intuitively. By this means, the individual becomes convinced that he or she is acting rationally & taking a logical reasoned decision on an important topic.

CONCLUSION

Some common errors in decision making:

Since the importance of right decision cannot be ~~under~~ overestimated enough for the quality of the decisions can make the difference between success and failure. Therefore it is imperative that all factors affecting the decision be properly looked into & fully investigated.

In addition to technical & operational factors which can be quantified & analyzed, other factors such as personal values, personality traits, psychological assessment, perception of the environment, intuitional & judgemental capabilities & emotional interference must also be understood & credited.

Some researchers have pinpointed certain areas where managerial thinking needs to be re-assessed & where some common mistakes are made. These affect the decision-making process as well as the efficiency of the decision & must be avoided.

Some of the errors are as follows:-

a) Indecisiveness: Decision making is full of responsibility. The fear of its outcome can make some people timid about taking a decision. This timidity may result in taking a long time for making a decision & the opportunity may be lost. This trait is a personality trait & must

be looked into seriously. The manager must be very quick in deciding.

b) Postponing the decision until the last moment

This is a common feature which ~~leads~~ results in decision making under pressure of time which generally eliminates the possibility of thorough analysis of the problem which is time consuming as well as the establishment & comparison of all alternatives. Accordingly, a decision plan must be formulated; time limits must be set for information gathering, analysis & selection of a course of action.

c) A failure to isolate the root cause of the problem: It is a common mistake & it is necessary to separate the symptoms & their causes.

d) A failure to assess the reliability of informational sources: very often we take it for granted that the other person's opinion is very reliable & trustworthy & we don't check for the accuracy of the information ourselves.

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NAME : SADAF KHAN

COLLEGE ROLL : BAH/18/0238

UNIVERSITY

ROLL : 013-1211-0265-18

REGISTRATION No. : 18-2013-11-0135

TOPIC : LEADERSHIP

MODULE : CC-13.

11 APR 20

Authenticated
Principal
Golshale Memorial Girls' College



Teacher's Signature

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I. IMPORTANCE OF LEADERSHIP FOR AN ORGANISATION :

Multiplication of organisations, functions, departments and subordinate local units have together combined to make the role of leadership in administration more important than ever before. Leadership has assumed added importance due to the growing number and size of organisation as well as the complexities of social environment.

It is an important tool of management and also for its efficient functioning. That is why Keith Davis in his book "Human Behaviour at Work" writes: "Without leadership an organisation is but a muddle of men and machines. The importance of leadership also arises from the fact that it can prove to be an important modifier of behaviour of the people working in the organisation. Leadership transforms a potential into reality".

"Leadership is the capacity to persuade people towards a common goal". - Macleaver & Page.

"A leader is a group member who exerts more positive influence over others than they exert over him". - M. E. Shaw

On the basis of the above definitions, we can say that Leadership is the ability of a person to influence the personnel for cooperating towards some goals which are deemed desirable and essential.

There are four distinct factors of Leadership:

1. The way by which the people rise to leadership.
2. The process of influencing others.
3. The nature of goals to be secured.
4. The qualities exhibited by Leader in action.

II BASIS OF LEADERSHIP

There are 3 main basis of leadership:

- (1) PERSONAL BASIS: The personal basis of leadership includes:-
 - (a) Good health
 - (b) A sense of friendliness
 - (c) Keen intelligence
 - (d) Judgment
 - (e) Persuasiveness
 - (f) A sense of mission
 - (g) Integrity and sense of moral commitment and duty.

(2.) POLITICAL BASIS: It includes:-

- (a) The officer should handle administrative problems in their larger and broader terms;
- (b) He must have a governmental sense; and also
- (c) He must have a political sense.

(3.) INSTITUTIONAL BASIS: The administrative leader should fulfill the conditions necessary for the well being of his agency/organisation. Leadership has to ensure that all the co-workers should develop a team spirit and work as a united team under the leadership.

III FUNCTIONS OF LEADERSHIP

The success or failure of an organisation depends upon how the leaders perform their functions. The supporters of the democratic leadership feel that the essential function of the leader is to work towards the securing of unity and cohesiveness in the organisation.

The advocates of the authoritarian views feel that higher production is the sole purpose for which the leader should work.

Hicks and Gullett have identified the following eight important functions of leadership: (1) Arbitrating, (2) Suggesting, (3) Supplying objectives, (4) Catalysing, (5) Providing security, (6) Reversing, (7) Inspiring and (8) Praising.

Chester Barnard identifies three main functions of leadership:

- (1) To maintain communication in the organization
- (2) To secure essential services from individuals
- (3) To formulate purposes and objectives

SOME IMPORTANT FUNCTIONS OF LEADERSHIP

1. Determination of goals - Each organisation does have a goal which is not automatic but formulated by the leader. The leader plays a crucial role in determining these. It should be concrete.
2. Coordination - It is an important principle of organisation. Only leadership can bring about coordination in different parts of organisation or departments or agencies or units.

3. Stimulating or motivating functions - It is the leader who inspires his followers to accept the organisational goals and to work effectively towards their accomplishment.
4. Interpretation and transmission of Policies - During the course of activities within the organisation, the members are bound to disagree on certain matters giving rise to conflicts and problems. It is the leader who resolves such problems by interpreting the policies.

Leadership performs the essential function of integrating the officials into a team and motivating the team for securing coordinated efforts needed to secure the desired and needed results.

IV LEADERSHIP QUALITIES :

There are several qualities which are universally regarded as essential for leadership. Only the presence of these qualities can make the leadership

successful and effective. A good leader has to be a man of intelligence, ability, hardwork, understanding and personality.

1. Good health and vitality of the leader: Possession of a generous and unusual endowment of physical and intellectual energy is the secret of the most successful leader.
2. Leaders strong sense of purpose and direction: A sound sense of purpose and a clear direction helps a leader to achieve the aims and objectives that he has set being rigid and die hard in approach.
3. Affection and friendliness: These are the positive motivating forces for regulating the conduct of those upon whom these are expressed.
4. Adaptability: A good leader should always be ready to absorb and adopt new ideas and the views of others as may be demanded by the situation.

Good Public Relations Person: The followers must be able to trust their leaders.

As a good public relations man, his aim should be not only to inform the public but to also know what the public wants.

A leader has to combine all these qualities for making his leadership effective and successful.

V TECHNIQUES OF LEADERSHIP :

Like any other art, there are definite techniques of leadership. Proper leadership techniques are a sine qua of good leadership. Even the leadership qualities remain unproductive in the absence of a proper technique of action.

Techniques used by the leadership for influencing / controlling the subordinates :

1. Suggestion: Suggestion may be either direct or indirect. The leader can get the desired decisions adopted and secure their effective implementation through meaningful and skillfull suggestions.

Initiation: He should have the technique to initiate action, reforms and changes in the administration.

3. Persuasiveness: This technique is important and also very essential for influencing individuals for securing a willing agreement on specific issues.
4. Publicity: It is used by him for earning prestige, for conveying decisions, policies, facts and conclusions as well as for eliciting the views of all others.

Good and alert leadership always continuously depends upon the use of all these techniques for achieving the desired goals through the willing and productive work and support of the followers.

Leadership has a crucially important role to play in the efficient functioning of the organisation. Leadership qualities, in fact qualitative leadership is essential for the health and success of the leader and the organisation that he leads. It is also absolutely essential that the leadership style should never be autocratic. It should reflect a synthesis of the participative and laissez faire styles of leadership.

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SEM-6 (CC13)

NAME - Tiyasha Baidya

COLLEGE ROLL NO- 19/BAH/0032

CU ROLL NO- 192013-11-0121

CU REGISTRATION NO- 013-1212-0097-19

Date- 7.7.22

Authenticated
Arpit
Principal
Gulhale Memorial Girls' College



Manushi Mishra
7.7.22
Tiyasha Baidya
7.7.22

সূচীপত্র :-

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• ভাবাপন্ন (Deligation) এর ধর্মবিশেষ:-

ভাবাপন্ন বলতে বোঝায় কর্মের কর্মীর দায়িত্ব
সঙ্গে তার অধিকার কর্মীর উপর কর্তৃত্ব স্বতন্ত্র
নির্দিষ্ট অঙ্গের অর্পণ করা বোঝায়, অর্থাৎ
ব্যাপক অর্থে ভাবাপন্ন বলতে বোঝায় অর্থাৎ
এক ইচ্ছার মধ্যে অঙ্গের স্বাধীন ইচ্ছার
কর্তৃত্ব অর্পণ, সুই অর্থে ভাবাপন্ন কেবল
দেব মধ্যে অধিকার দেব কর্তৃত্ব আনাত্ত
বোঝায় না, ইহা কেবল মধ্যে লীচ অঙ্গের
অঙ্গের দেবের অধিকার হতে পারে,

ভাবাপন্ন স্বতন্ত্র দায়িত্বের নাম স্বা.
ভাবাপন্ন বলতে বোঝায় কর্তৃত্ব আনাত্ত
বোঝায় না, যে কৃষ্ণ কর্তৃত্ব অর্পণ
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বলার কৃষ্ণ স্বতন্ত্র ভাবাপন্ন হলে
নিতে পারে,

③ আন্তর্জাতিক কাজ, দক্ষতা, দৃষ্টিতা ইক.
মিতব্যয়িতার অঙ্গীকরণে হলে সিদ্ধান্ত
গ্রহণের ক্ষেত্রে সুনির্দিষ্ট বিবেচনায়
অস্বাভাবিকতা বন্ধ প্রমাণিত।

④ কর্তৃত্বের ভারসাম্য হলে কাজে লিখ
যাবে না, কারণ সিদ্ধান্ত গ্রহণের জন্যে
সীমিত আন্তর্জাতিকের কাজে আবশ্যিক
প্রয়োজন হুঁসুতা

⑤ কর্তৃত্বের ভারসাম্য হলে বিজ্ঞানী-
গণের মনোবল বৃদ্ধি পায়,

ভারসাম্য হলে অপরকে কর্তৃত্ব হা কাজে
বলারক অর্জন করা, নিজের পক্ষে কর্তৃত্বের
কর্মসম্পাদন বর্জিত থাকে। সুদূর কর্তৃত্ব অর্জন
সহ কর্মসম্পাদন অর্জিত। কিছু দিনে প্রচেষ্টা
অসম্পাদন হলে কাজের দায়িত্ব নিজে থাকে,
আর এইভাবে অসম্পাদন। ভারসাম্য
করে।

ଛିନ୍ନ ଭାବୁ ନାହିଁ ସ୍ଥଳ ବାସିନ୍ଦ୍ରୀକଣା
 ଶ୍ରେଣୀରେ ଥାନ୍ତି, - ଭିନ୍ନ ଚରିତ୍ରଗୁଣାବଳୀ
 ଯୋଗେ ଯୋଗେ ଯୋଗେ ନିଜର ସ୍ଥଳ
 ଥାନ୍ତି, ଯେଉଁଠି ନିଜର ସ୍ଥଳ ଥାନ୍ତି

ଯେଉଁଠି ନିଜର ସ୍ଥଳ ଥାନ୍ତି, ଯେଉଁଠି ନିଜର ସ୍ଥଳ ଥାନ୍ତି

ଯେଉଁଠି ନିଜର ସ୍ଥଳ ଥାନ୍ତି, ଯେଉଁଠି ନିଜର ସ୍ଥଳ ଥାନ୍ତି

ଯେଉଁଠି ନିଜର ସ୍ଥଳ ଥାନ୍ତି, ଯେଉଁଠି ନିଜର ସ୍ଥଳ ଥାନ୍ତି

ଯେଉଁଠି ନିଜର ସ୍ଥଳ ଥାନ୍ତି, ଯେଉଁଠି ନିଜର ସ୍ଥଳ ଥାନ୍ତି

ଉତ୍ତର ପ୍ରଶ୍ନ :-

ଓଡ଼ିଆ ଶିକ୍ଷା, ଉଚ୍ଚ ମାଧ୍ୟମିକ ଓ ଉଚ୍ଚ ମାଧ୍ୟମିକ

ସମ୍ପାଦନା : 1989, 1994, 2001, 2007, 2019

ଓଡ଼ିଆ ଶିକ୍ଷା ପ୍ରତିଷ୍ଠାନ - 37-1

ଫୋନ୍-ନମ୍ବର, ଫୋନ୍-ନମ୍ବର - 706 073

ସମ୍ପାଦନା : 1989

ପ୍ରଥମ ପ୍ରକାଶନ : 2019