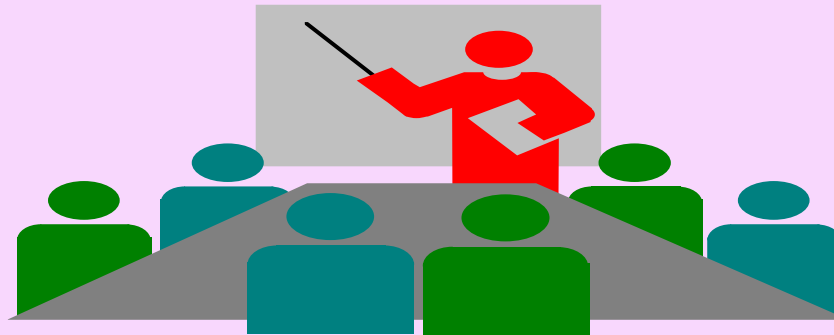


MANAGEMENT FOR RESULTS

MODULE-8

{AUTHORITY, RESPONSIBILITY & ACCOUNTABILITY}




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MANAGEMENT FOR RESULTS

AUTHORITY, RESPONSIBILITY & ACCOUNTABILITY

 **Aim:** To discuss the importance of authority, responsibility and accountability

 **Objective:** At the end of module you will be able to

- **Explain the meaning of terms:**
- **Authority, Responsibility and Accountability.**
- **Explain the need for authority in organization**
- **Discuss the assignment of responsibility**
- **Describe the need for accountability**

MANAGEMENT FOR RESULTS

AUTHORITY, RESPONSIBILITY AND ACCOUNTABILITY

AUTHORITY:

- **The right to enforce a decision (Ownership)**
- **Right delegated to people in organization**
- **To make decision and direct others to act**

RESPONSIBILITY:

- **Obligation for some one to perform assigned work or to make certain that some one else performs it in a prescribed way.**

ACCOUNTABILITY:

 **Answerability of an employee to his or her boss.**

MANAGEMENT FOR RESULTS

AUTHORITY, RESPONSIBILITY & ACCOUNTABILITY

AUTHORITY IN ORGANIZATIONS

 INSTITUTIONAL OBLIGATION TO EXERCISE CONTROL

EXAMPLES OF EXERCISING AUTHORITY


 MILITARY ORGANIZATIONS

 RELIGIOUS INSTITUTIONS

 HOSPITALS

NEED FOR AUTHORITY IN INSTITUTIONS


 Authority is necessary to manage and control institutional resources

 Generally authority is accepted well by employees if the authority figure is a role model i.e gap between his preaching and practice is minimal.

MANAGEMENT FOR RESULTS

AUTHORITY, RESPONSIBILITY & ACCOUNTABILITY

RESPONSIBILITY IN ORGANIZATION

 Responsibility is kind of empowerment to motivate managers to own the assigned tasks and derive job satisfaction

 “If you want one year of prosperity, grow grain;

 If you want ten years of prosperity, grow trees;

 If you want one hundred years of prosperity, grow people.”

PREREQUISITES FOR ASSIGNING RESPONSIBILITIES

 Employee must have the skills necessary to complete the job

 Employee must have the knowledge to understand the job

STEPS INVOLVED IN RESPONSIBILITY PROCESS

 CHOICE, DECISION MAKING, OWNERSHIP, WILLINGNESS,
COMMITMENT AND RESPONSIBILITY

MANAGEMENT FOR RESULTS

AUTHORITY, RESPONSIBILITY & ACCOUNTABILITY

DELEGATION:

 ----- Giving rights or

 Assigning responsibility to

 An employee who must

- **Have skills necessary to complete the job and**
- **Have knowledge to understand the job**

 Besides

 Having commonsense and proper judgement.

MANAGEMENT FOR RESULTS

AUTHORITY, RESPONSIBILITY & ACCOUNTABILITY

 AUTHORITY WITHOUT RESPONSIBILITY

 IS DANGEROUS

 &

 RESPONSIBILITY WITHOUT AUTHORITY

 IS DISASTROUS

 “I AM THE MOST RESPONSIBLE PERSON IN THIS PLACE.

 IF ANYTHING GOES WRONG

 I AM ALWAYS HELD RESPONSIBLE”

MANAGEMENT FOR RESULTS

AUTHORITY, RESPONSIBILITY & ACCOUNTABILITY

ORGANIZATIONAL PRINCIPLES

CRUCIAL FOR EFFICIENT FUNCTIONING

 Clearly understandable job descriptions

 Clear job assignments to staff

 Responsibility and accountability for assigned tasks

 Documented reporting and accountability mechanism

 Authority for tasks & accountability for results of tasks

 Organized work stations to complete scheduled tasks

 Clear concept of who is accountable to whom and for what

 People using common sense and making judgement calls

 People make accurate decisions as many are irreversible.

MANAGEMENT FOR RESULTS

AUTHORITY, RESPONSIBILITY & ACCOUNTABILITY

Improvement Innovations Unlimited Incorporated Canada
Authorizes

Innovative Business Improvements Private Limited

To provide “Management For Results” Course

Transferable

LEARNING PROCESS

Managerial

skills acquired

Authority

{Accountability}

Management for results

Learning

Experience
IBI-180

Responsibility

MANAGEMENT FOR RESULTS

AUTHORITY, RESPONSIBILITY & ACCOUNTABILITY

FLOW OF AUTHORITY AND ACCOUNTABILITY:

Authority

Executive

Manager

Manager

Manager

Supervisor Supervisor Supervisor

Employee

Employee

Employee







Employee

Accountability

MANAGEMENT FOR RESULTS

AUTHORITY, RESPONSIBILITY & ACCOUNTABILITY


{ CASE STUDY MR. AUTHOR }

-  Mr. Author is a General Manager of a Paper Mill with annual turnover of more than Rs.30 crores.
-  He has 200 people working in the Mill under his control.
-  He directly supervises seven functional managers.
-  Mr. Author has been extremely busy so he asked Personnel Manager to conduct all future, weekly management staff meetings. The meetings involved planning for the week.
-  Decisions made were to be recorded and sent to Mr. Author.
-  The first meeting of the seven managers went well.


MANAGEMENT FOR RESULTS

AUTHORITY, RESPONSIBILITY & ACCOUNTABILITY

{ CASE STUDY MR. AUTHOR }

 Personnel manager had reservations about conducting the meetings as three of the other managers were senior to him in length of service. This situation had created animosity among the group.


 Manager Finance and Manager Production were not very cooperative while other managers really did not say much when Manger personnel tended to make decisions on his own. These decisions were communicated to Mr. Author.


 Mr. Author attended meetings periodically. On one occasion he informed the managers that he disagreed with some of the decisions made during previous meetings and modified those decisions.

MANAGEMENT FOR RESULTS

AUTHORITY, RESPONSIBILITY & ACCOUNTABILITY

{ CASE STUDY MR. AUTHOR }


 Manager Finance and Production Manager were happy to hear that because they felt they were not part of the decision making process. Manager Finance informed Mr. Author that Personnel Manager had been taking decisions in a authoritarian way. His comments were also supported by the Production Manager. Mr. Author did not respond to their comments and Manager Finance resigned in anguish.

 Mr. Author then decided to conduct all such meetings himself. He told his decision to Personnel Manager besides expressing his displeasure regarding the way meetings were conducted in a authoritarian way by him.

MANAGEMENT FOR RESULTS

AUTHORITY, RESPONSIBILITY & ACCOUNTABILITY

{ CASE STUDY MR. AUTHOR }

 Personnel Manager felt insulted in the presence of his peers and resigned in protest. Staff union became aware of the conflict when the second manager quit. Morale was low and everyone was talking about how Mr. Author had mismanaged the whole incident.




MANAGEMENT FOR RESULTS

AUTHORITY, RESPONSIBILITY & ACCOUNTABILITY


 { CASE STUDY MR. AUTHOR }

 QUESTIONS FOR THE PARTICIPANTS

 QUESTION NO.1

 If Mr. Author is to start over again, what suggestions would you have for him?

 QUESTION NO. 6


 Now that the damage is done, what should Mr. Author do to help other staff understand the situation and bring the management team back together?

MANAGEMENT FOR RESULTS

AUTHORITY, RESPONSIBILITY & ACCOUNTABILITY

QUESTIONS FOR THE PARTICIPANTS

QUESTION NO. 1

 You are employed in an organization and are expected to complete certain tasks. Your job description may be different than your actual job. While you know to whom you report, you may not be very clear about the authority and responsibility component of your job. Clearly state your responsibilities.

MANAGEMENT FOR RESULTS


AUTHORITY, RESPONSIBILITY & ACCOUNTABILITY

QUESTIONS FOR THE PARTICIPANTS

QUESTION NO. 2

 Describe the authority you have in your organization?


QUESTION NO. 3

 Do you think your supervisor should delegate more responsibility and authority to other staff? Give examples.


MANAGEMENT FOR RESULTS

AUTHORITY, RESPONSIBILITY & ACCOUNTABILITY

QUESTION NO. 4

 Considering what you have learnt about authority, responsibility and accountability, how would you manage your unit differently?

QUESTION NO. 5

 Explain the meanings of authority, responsibility and accountability within the context of the organization.

MANAGEMENT FOR RESULTS

AUTHORITY, RESPONSIBILITY & ACCOUNTABILITY


QUESTION NO.6

 Why is authority needed in an organization?

QUESTION NO.7

 Give overview of the factors underlying process to assign responsibilities to people?

QUESTION NO. 8

 Why do we need accountability in organizations?