



# What We'll Discuss

## TOPIC OUTLINE

Respect for Authority

Authority Vs Power

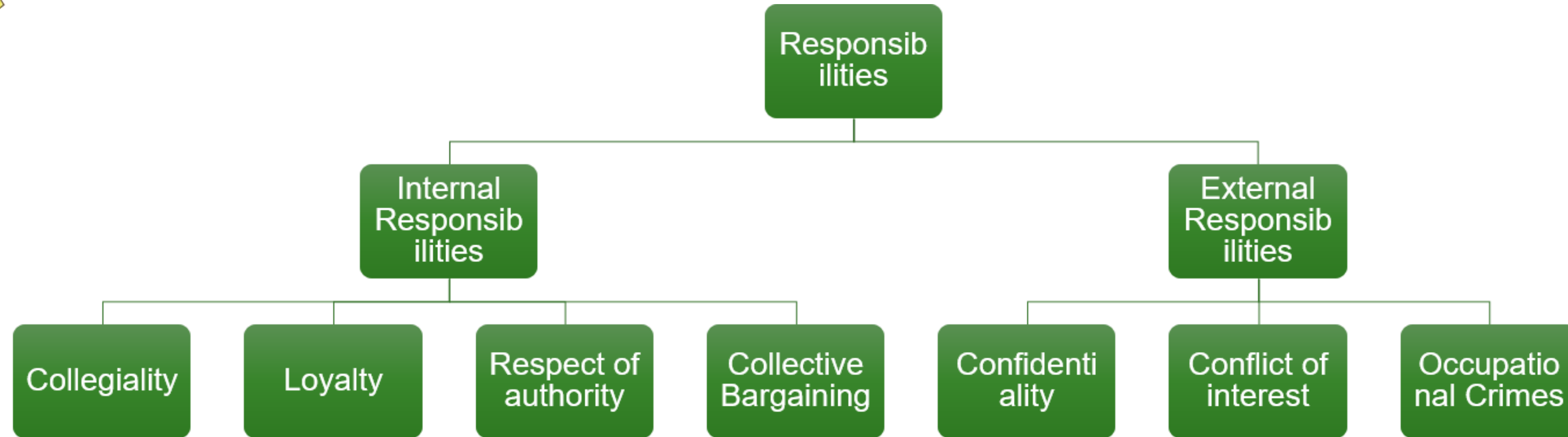
Managing Conflicts

Collective bargaining

Unionism & Professionalism



# Responsibilities of Engineers



## Internal Responsibilities:

- Responsibilities of an engineer towards an employer, that the Responsibilities within an organization

## External Responsibilities :

- Responsibilities of an engineer towards outside world, that the Responsibilities outside organization



# Respect for Authority

- It is right to make decisions, the right to direct the work, and the right to give orders.
- It is crucial factor in organization, since engineers and employees must be authorized to carryout the jobs assigned to them.
- Authority can be defined as the legal right to command action by others to enforce compliance
- Clear lines of authority provides a means for identifies areas of personal responsibility and accountability.



# Sources of authority

- **Authority derives from the several sources. They are the persons position or rank, and personal attitudes such as charisma, knowledge and expertise**



# Institutional authority

- It can be defined as the institutional right given to a person to exercise power based on the resource of institution
- It is an **authority given by institution to the qualified individuals to meet their industries objectives**
- This authority is exercised by making policy, allocating resources, issuing orders, carrying out actions, giving recommendations etc..
- **Limitations:**
  - It is given by owners. In practice sometime, it is given to ineffective persons. They are unable to exercise their authorities effectively in order to meet company's objectives.



# Experts Authority

- It is the possession of special knowledge skill, competencies to perform some task or to give sound advice.
- It proved that leaders with expertise can be more effectively guide and motivate others than the conventional leaders. This concept is referred as “**authority of leadership**”
- In todays organization, the staff engineers, advisors, and consultants are given expert authority, while the institutional authority is assigned to the line managers



# Authority Vs Power

Sl.No	Authority	Power
1	It is the legal rights to superior, which compel his subordinates to perform certain acts	It is the ability of the person to influence others to perform an act. It may not have legal sanction
2	It is delegated to an individual by his supervisor	It is earned by an individual through his own efforts
3	It is mostly well defined and finite	It is undefined and infinite
4	It lies in the position held and the authority change in position	It resets in the individual. Even when the position has changed, his power remains with him





# Managing Conflicts

- Effectively dealing with conflicts, including value disagreements, is an essential managerial task.
- Common Conflicts:
  - ❑ Conflicts over schedule
  - ❑ Conflicts over which project and department are most important
  - ❑ Conflicts over personnel resources made available for projects
  - ❑ Conflicts over technical issues
  - ❑ Conflict over administrative procedures
  - ❑ Personality conflicts
  - ❑ Conflicts over costs





# Morally Justified authority

- The institutional authority assigned to employee may ensure in achieving the institutional objectives. But those **institutional rights should necessarily be morally justified institutional rights and duties**
- The institutional authority is said to be morally justified when:
  - The goals of the institution are morally permissible or morally desirable
  - The way of implementation should not violate basic moral duties.



# Accepting authority

- Employees accept their employers authority by accepting the guidance and obeying the directives issued by the employer.
- According to Herbert Simon, “ a subordinate is said to accept authority whenever he permits his behavior to be guided by the decision of superior, without independently examining the merits of that decision”



# Collective bargaining

- International Labour Organization (ILO) define it as : **Negotiation about working conditions and terms of employment between employer and one or more representative employee's with a view to reaching the agreement**
- The term bargaining refers to evolving agreement using methods like negotiation, discussion, exchange of facts and ideas rather than confrontation.
- \* confrontation- battle.



# Process of collective bargaining



- Presenting character of demands by the union on behalf of constituent elements
- Compromise at bargaining table
- Reaching the agreement
- The parties often refer to the result of the negotiation as a Collective Bargaining Agreement (CBA) or as a Collective Employment Agreement (CEA).



# Types of Collective Bargaining

- **Distributive Bargaining** – In this, one party's gain is another party's loss. Example – Wages
- **Integrative bargaining** – In this, both the parties may gain or none of the parties may face a loss. Example – Better training programs
- **Attitudinal Structuring** – When there is backlog of bitterness between both the parties then attitudinal structuring is required to make smooth industrial relations.
- **Intra-organizational Bargaining** – There can be conflicting groups in both management and unions also. So, there is need to achieve consensus in these groups.



# Unionism & Professionalism



- Legally, any organization employing more than 20 employees could have a union. In a organization more than one union is permitted
- They employers form unions to safeguard the interests of employees and to prevent exploitation of employees
- According to John Kemper, the unionism and professionalism are conflicting with each other. Professionalism offers Paramount importance to the importance to the interest of society and their employers. But unions are collective bargaining agents.
- Many professional societies indirectly instruct the engineers should not become members of the unions.
- **Collective bargaining is ethical or unethical only on the basis of the given situation**



# Arguments over Unions



- Arguments in favour of unions
  - ❑ It play vital role in achieving high salaries and improved standard of living organization
  - ❑ Employees get greater sense of participation in organization decision
  - ❑ Ensure job security
  - ❑ Unions maintain stability by providing an effective grievance procedure for employee complaints
  - ❑ Unions can act as counterforce to any political movement that exploits the employees





# Arguments over Unions



- Arguments against unions
  - Unions destroys the economy of a country
  - Unions remove person to person negotiation between employers and employees
  - Unions encourage conflict and stressed relations between employees and employee
  - Unions prevents employer from rewarding individuals for their personal achievements



THANK YOU