19MEEC1015-PRINCIPLES OF MANAGEMENT

By
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Directing

Creativity and Innovation

Subject: Principles of Management

Unit: 4

Lecture:1

Directions

‣ Definition

  ‣ Interpersonal aspect of managing by which subordinates are led to understand and contribute effectively and efficiently to the attainment of enterprise objectives

  ‣ Directing consists of the process and techniques utilized in issuing instructions and making certain that operations as carried on as originally planned

‣ Functions of directions

  ‣ Giving orders to employees
  ‣ Leading and Motivating them

Requirements of Effective Direction

▸ **Harmony of Objective**
  - ▸ Goals of its members are in complete harmony with and complementary to the goals of the organization

▸ **Unity of Command**
  - ▸ Subordinates should receive orders and instructions from one superior only

▸ **Direct Supervision**
  - ▸ Boosts the morale of employees, increases their loyalty and provides them with immediate feedback on how well they are doing

▸ **Efficient Communication**
  - ▸ Superior gives orders, allocates jobs, explains duties and ensures performance
  - ▸ Ensured only if the manager makes provision for a proper feedback
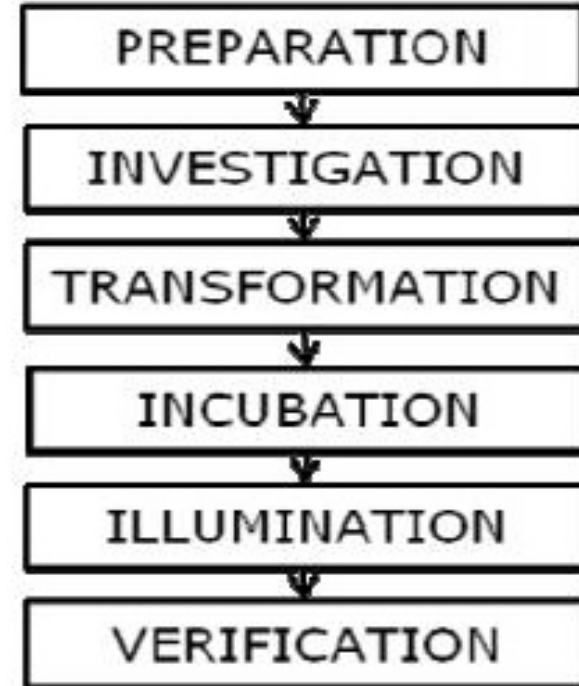
▸ **Follow through**
  - ▸ Whole performance of his subordinates not merely to keep a check on their activities but to help them in their act, to show them where their deficiency

Creativity and Innovation

▸ Creativity can be described as problem identification and idea generation and innovation is considered as idea selection, development and commercialization.

▸ Creativity is creation of new ideas and Innovation is implementation of the new ideas.

▸ There cannot be innovation without creativity. There can be creativity without innovation but it has no value.

Steps Involved Creativity

▶ Preparation

▶ Taking part in brainstorming sessions in various forums like professional and trade association seminars, and taking time to study other countries and cultures to identify viable opportunities is also part of preparation.

▶ Ability to listen and learn from others.

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PREPARATION
    ↓
INVESTIGATION
    ↓
TRANSFORMATION
    ↓
INCUBATION
    ↓
ILLUMINATION
    ↓
VERIFICATION
```

Steps Involved Creativity Contd…

▸ **Investigation:** This stage of enhancing entrepreneurial creativity and innovation involves the business owner taking time to study the problem at hand and what its various components are.

▸ **Transformation:** The information thus accumulated and acquired should then be subjected to convergent and divergent thinking which will serve to highlight the inherent similarities and differences. Convergent thinking will help identify aspects that are similar and connected while divergent thinking will highlight the differences. This twin manner of thinking is of particular importance in realizing creativity and innovation for the following reasons:

▸ One will be able to skim the details and see what the bigger picture is the situation/problem's components can be reordered and in doing so new patterns can be identified.

Steps Involved Creativity Contd...

▶ **Incubation:** Subconscious reflect on the accumulated information, i.e. through incubation, and this can be improved or augmented when the entrepreneur,

  ▶ Engages in an activity completely unrelated to the problem/opportunity under scrutiny.

  ▶ Takes time to daydream i.e. letting the mind roam beyond any restrictions self-imposed or otherwise.

  ▶ Relax and play

  ▶ Study the problem/opportunity in a wholly different environment.

▶ **Illumination:** This happens during the incubation stage and will often be spontaneous. The realizations from the past stages combine at this instance to form a breakthrough.

▶ **Verification:** This is where the entrepreneur attempts to ascertain whether the creativity of thought and the action of innovation are truly effective as anticipated. It may involve activities like simulation, piloting, prototype building, test marketing, and various experiments.

Innovation

▶ Innovation is the implementation or creation of something new that has realized value to others.

▶ Creativity and innovation are not one and the same, but they do complement one another. In fact, one can't function without the other.

▶ The primary difference between creativity and innovation is that the former refers to conceiving a new idea while the latter involves converting that idea into a marketable commodity.

Why You Need Creativity and Innovation in Business?

▸ As the standard practices and business models are constantly shifting, eventually becoming obsolete. Successful entrepreneurs realize this and excel at pursuing new opportunities.

▸ Problem-solvers by nature and are always seeking new solutions to everyday problems.

▸ The most creative ideas are generated by connecting dots that most wouldn't think to connect, driven by a keen understanding of what consumers truly want and need.

19MEEC1015-PRINCIPLES OF MANAGEMENT

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Directing
Communication

Subject: Principles of Management
Unit: 4
Lecture:4

Communication

▸ Definition
  ▸ The transfer of information from a sender to a receiver, with the information being understood by the receiver

▸ Purpose of Communication
  ▸ To establish and disseminate the goals of an enterprise
  ▸ To develop plans for their achievement
  ▸ To organize and other resources in the most effective and efficient way
  ▸ To select, develop and appraise members of the organization
  ▸ To lead, direct, motivate and create a climate in which people want to contribute
  ▸ To control performance

The Communication Process

▶ Sender of the Message
  ▹ Thought or an idea, and then encoded in a way that can be understood by the both sender and receiver

▶ Use of a channel to transmit the message
  ▹ Through a memorandum, a computer, a telephone, a telegram, TV, or other media

▶ Receiver of the Message
  ▹ Reception of the Message so that it can be decoded into thoughts

▶ Noise Hindering Communication
  ▹ Anything – whether in the sender, the transmission, or the receiver – that hinders communication

▶ Feedback in Communication
  ▹ To check the effectiveness of communication

▶ Situational and organizational factors in Communication
  ▹ Educational, Sociological, legal – political, and economic

A Communication Process Model
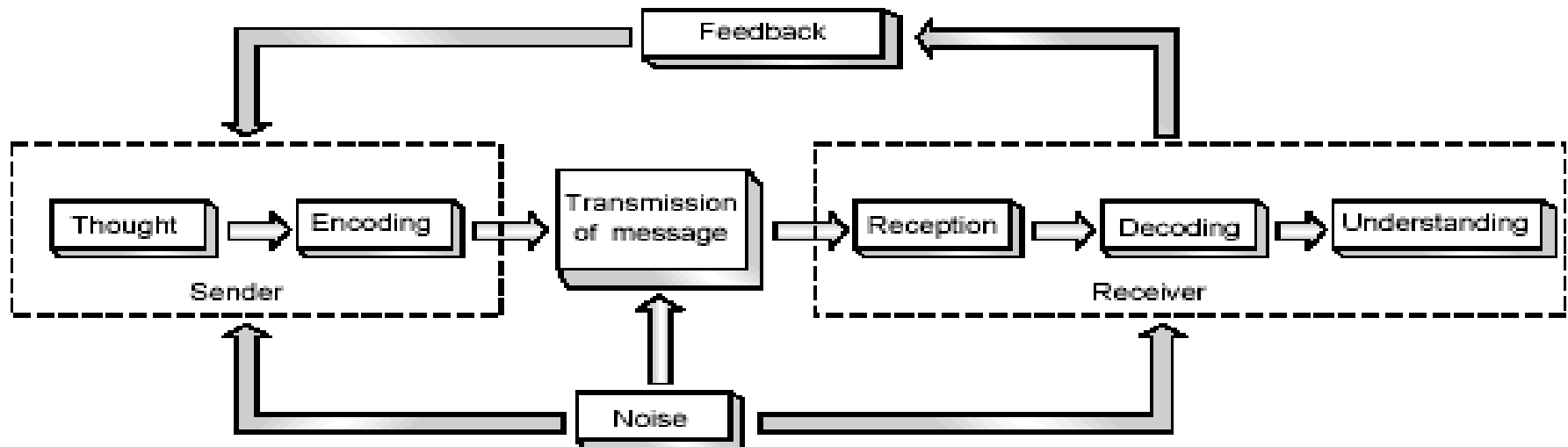
Communication in the Organization

‣ **Effective Decision Making**

   ‣ Obtaining the information from managers' superiors and subordinates and also from departments and people elsewhere in the organization

‣ **The Manager's Need to Know**

   ‣ Communication system must be tailored to the manager's needs

‣ **Communication Flow in the organization**

   ‣ Downward Communication

   ‣ Upward Communication

   ‣ Crosswise Communication

   ‣ Written, Oral, and Nonverbal Communication

Communication Flow in the Organization

▶ Downward Communication

  ‣ Flows from people at higher levels to those at lower levels in the organizational hierarchy

  ‣ Media – Includes instructions, speeches, meetings etc.,

  ‣ Written DC – Includes memorandums, letters, pamphlets etc.,

▶ Upward Communication

  ‣ Travels form subordinates to superiors and continues up the organizational hierarchy

  ‣ Means – Includes chain of command, are suggestion systems, appeal and grievance procedures, complaint systems and the ombudsperson

  ‣ Ombudsperson – A person assigned to investigate employee concerns, thus providing a valuable upward communication link (Environment in which subordinates feel free to communicate)

Communication Flow in the Organization Contd…

▶ ## Crosswise Communication

  ▸ Horizontal Flow – Information is among people on the same or similar organizational levels

  ▸ Diagonal Flow – Information is among persons at different levels who have no direct reporting relationships with one another

▶ ## Written, Oral, and Nonverbal Communication

  ▸ Written – Providing records, References and legal defenses
    ☐ Promote uniformity in policy and procedure and can reduce costs
    ☐ Create mountains of papers, ineffective writers and no feedback

  ▸ Oral – Information is communicated orally
    ☐ Give the subordinate a feeling of importance
    ☐ Time consuming, No agreements

  ▸ Nonverbal – Includes facial expressions and body gestures
    ☐ Actions often speak louder than words

Barriers & Breakdowns in Communication

▶ Specific Communication barriers are

- Lack of planning
- Unclarified Assumptions
- Semantic Distortion
- Poorly Expressed Messages
- Communication Barriers in the International Environment
- Loss by Transmission and Poor Retention
- Poor Listening and Premature Evaluation
- Impersonal Communication
- Distrust, Threat, and Fear
- Insufficient Period for adjustment to change
- Information Overload

Toward Effective Communication

- Guidelines for Improving Communication
  - Clarify the purpose of the message
  - Use intelligible encoding
  - Consult others' views
  - Consider receivers' needs
  - Use appropriate tone and language and ensure credibility
  - Get feedback
  - Consider receivers' emotions and motivations
  - Listen – A key to Understanding
  - Tips for Improving written communication
    - Use simple words and phrases, Avoid Unnecessary words etc.,
  - Tips for Improving oral communication
    - Through Practice, Practice, and Practice

Electronic Media in Communication

- Telecommunication
  - Information can be transmitted within seconds or minutes to countries on the opposite side of the globe by fax or e-mail

- Teleconferencing
  - A group of people interacting with each other by means of audio and video media with moving or still pictures

- The Use of Computers for Information Handling and Networking
  - Instant Messaging – Shows whether a friend or colleague is connected to the internet; if connected, messages can be exchanged instantly

19MEEC1015-PRINCIPLES OF MANAGEMENT

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Directing
Motivation and Satisfaction

Subject: Principles of Management

Unit: 4

Lecture:2

Motivation

▸ Koontz and O'Donnell, "Motivation is a class of drives, needs, wishes and similar forces".

▸ Successful managers have learned to understand the concept of human motivation and are able to use that understanding to achieve higher standards of subordinate work performance.

Nature and Characteristics of Motivation

▸ Motivating is the work a manager performs to inspire, encourage and impel people to take required action.

  ▸ **Motivation is an Internal Feeling -** psychological phenomenon which generates in the mind of an individual.

  ▸ **Motivation is Related to Needs -** deficiencies which are created whenever there is a psychological imbalance.

  ▸ **Motivation Produces Goal-Directed Behavior**

  ▸ **Motivation can be either Positive or Negative -** Positive or incentive motivation is generally based on reward. Negative or fear motivation is based on force and fear.

Importance of Motivation

▸ Motivation is one of the important elements in the directing process.

▸ Motivation improves skills and knowledge.

▸ Motivation contributes to good industrial relations in the organization.

▸ Motivation is the best remedy for resistance to changes.

▸ Motivation facilitates the maximum utilization.

▸ Motivation promotes a sense of belonging among the workers.

Satisfaction

▶ Employee satisfaction (Job satisfaction) is the terminology used to describe whether employees are happy and contented and fulfilling their desires and needs at work.

▶ Factors contributing to employee satisfaction includes

   ▶ Employees respect

   ▶ Employee recognition

   ▶ Empowering employees

   ▶ Benefits and compensation

Satisfaction Contd…

▶ Employee satisfaction is often measured through employee satisfaction surveys in the areas such as

- ▶ Management,
- ▶ Understanding of mission and vision
- ▶ Empowerment,
- ▶ Teamwork,
- ▶ Communication, and
- ▶ Coworker interaction

▶ Alternate method - measure employee satisfaction is meeting with small groups of employees and asking the same questions verbally.

19MEEC1015-PRINCIPLES OF MANAGEMENT

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Directing
Motivation Theories

Subject: Principles of Management
Unit: 4
Lecture:5

Motivation and its Theories

▶ Motivation

  ▸ A general term applying to the entire class of drives, desires, needs, wishes and similar forces

  ▸ Managers motivate their subordinates is to say that they do things which they hope will satisfy these drives and desires and induce the subordinates to act in a desired manner

▶ Theories of Motivation

  ▸ An Early Behavioral Model: McGregor's Theory X & Theory Y

  ▸ Maslow's Hierarchy of Needs Theory

  ▸ Alderfer's ERG Theory

  ▸ Herzberg's Motivation – Hygiene Theory

  ▸ The Expectancy Theory

  ▸ Equity Theory

  ▸ Goal Setting Theory

  ▸ Skinner's Reinforcement Theory

  ▸ McClelland's Need Theory

McGregor's Theory X and Theory Y

▶ **Theory X Assumptions**

  ▸ Traditional assumptions about the nature of people

    ☐ Average human beings have inherent dislike of work

    ☐ Threatened with punishment to achieve objective

    ☐ Prefer to be directed

▶ **Theory Y Assumptions**

  ▸ Self Direction and self control

  ▸ Commitment to objectives is in proportion to the size of the rewards

  ▸ Learn under proper conditions

  ▸ Intellectual potentialities are partially utilized

Maslow's Hierarchy of needs theory

▸ Maslow's needs theory
  ▸ When one set of needs is satisfied, this kind of need ceases to be a motivator
▸ The Needs Hierarchy
  ▸ Physiological needs
    ▸ Basic needs for sustaining human life
  ▸ Security, or safety, needs
    ▸ People want to be free of physical danger
  ▸ Affiliation, or acceptance, needs
    ▸ Accepted by others
  ▸ Esteem needs
    ▸ Satisfactions as power, prestige, status, and self confidence
  ▸ Need for self – actualization
    ▸ What one is capable of becoming – to maximize one's potential and to accomplish something

Maslow's Hierarchy of needs theory contd...

Maslow's Hierarchy of Needs.
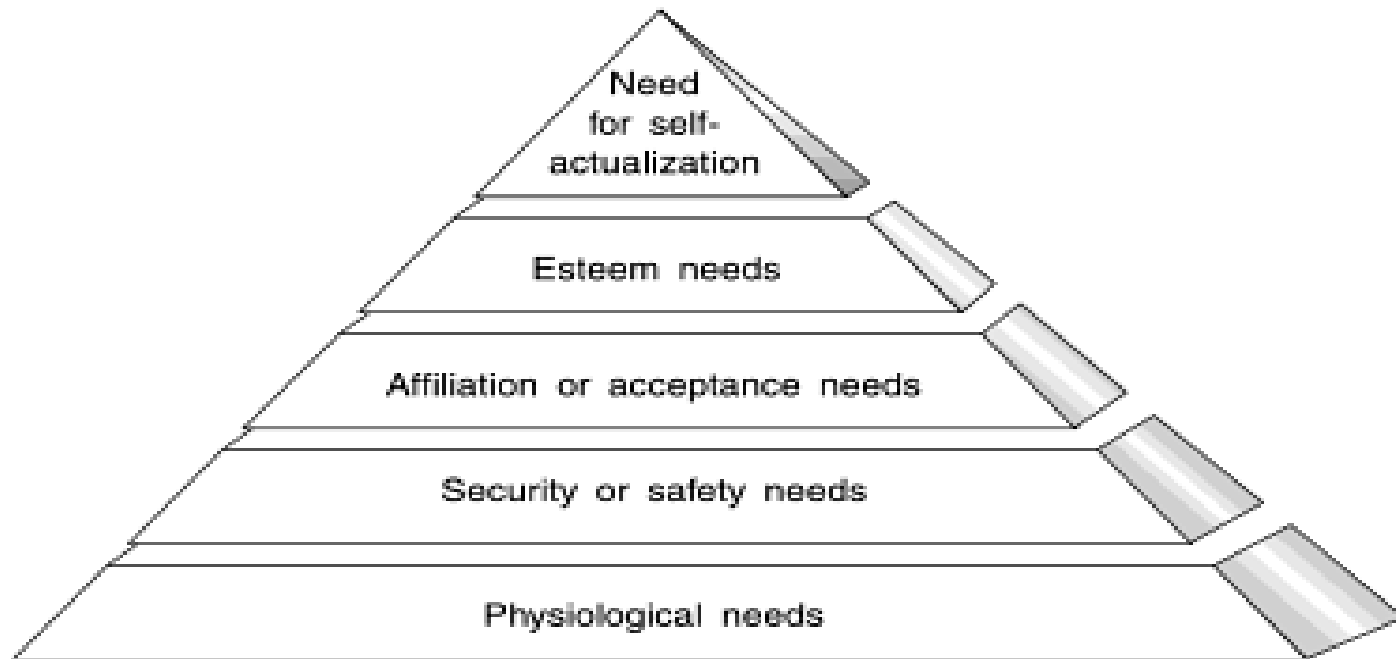
Alderfer's ERG Theory

▸ ERG theory
  ▸ Similar to Maslow's hierarchy of needs
▸ Three categories
  ▸ Existence needs
    ▸ Similar to Maslow's basic needs
  ▸ Relatedness needs
    ▸ Pertaining to satisfactorily relating to others
  ▸ Growth needs
    ▸ Referring to self – development, creativity, growth, and competence

"Alderfer suggests that one may be motivated by needs on several levels at the same time"

Herzberg's Motivation – Hygiene Theory

▸ Herzberg's two factor theory of motivation

  ▸ Dissatisfiers, also called maintenance, hygiene, or job – context factors, are not motivators, while satisfiers are motivators and are related to job content

  ▸ First group of factors (the dissatisfiers) will not motivate people in an organization

  ▸ Second group of factors (the job – content factors) was found to be the real motivators because they have the potential of yielding a sense of satisfaction

"If this theory of motivation is sound, managers must give
 considerable attention to upgrading job content"

Comparison

Figure 14.2

Comparison of Maslow's and Herzberg's Theories of Motivation.
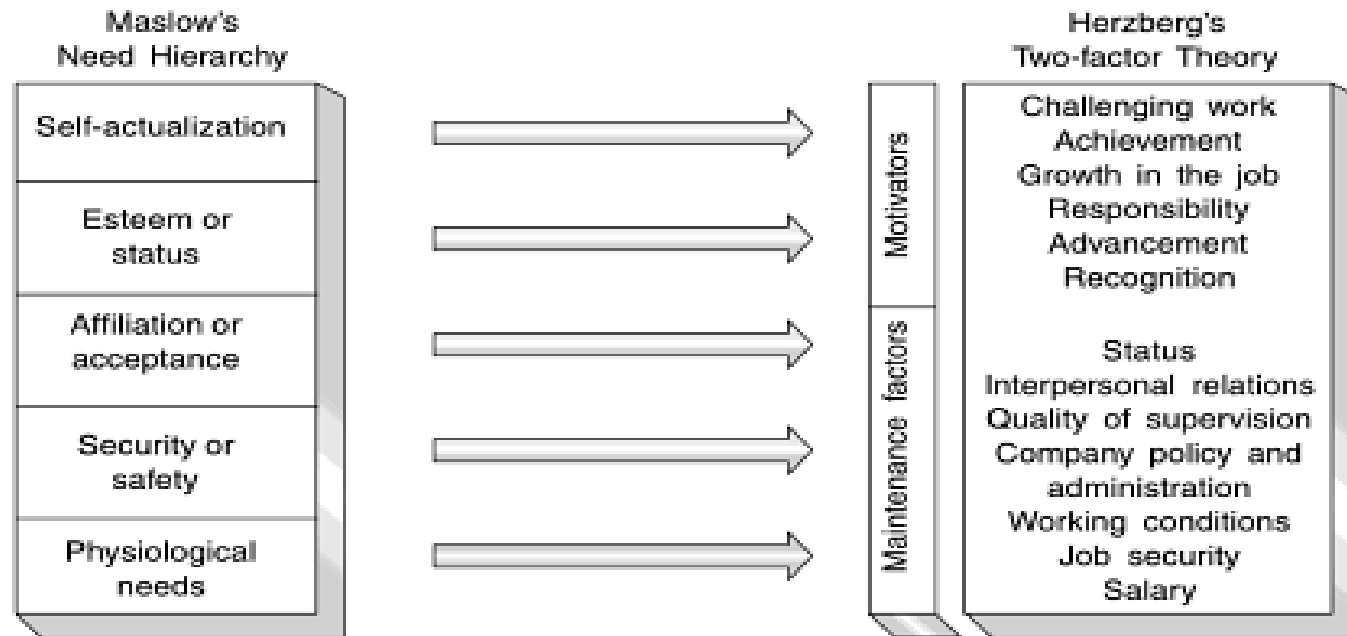
The Expectancy Theory of Motivation

▶ Vroom's Expectancy Theory

  ▹ People will be motivated to do things to reach a goal if they believe in the worth of that goal and if they can see that what they do will help them in achieving it.

  ▹ Vroom's theory may be stated as

$$Force = Valence * Expectancy$$

Where,

Force is the strength of person's motivation

Valence is the strength of an individual's preference for an outcome

Expectancy is the probability that a particular action will lead to desired outcome

The Expectancy Theory contd…

▸ ## The Porter and Lawler Motivation Model

  ▸ Amount of effort (the strength of motivation and energy exerted) depends on the value of a reward plus the amount of energy a person

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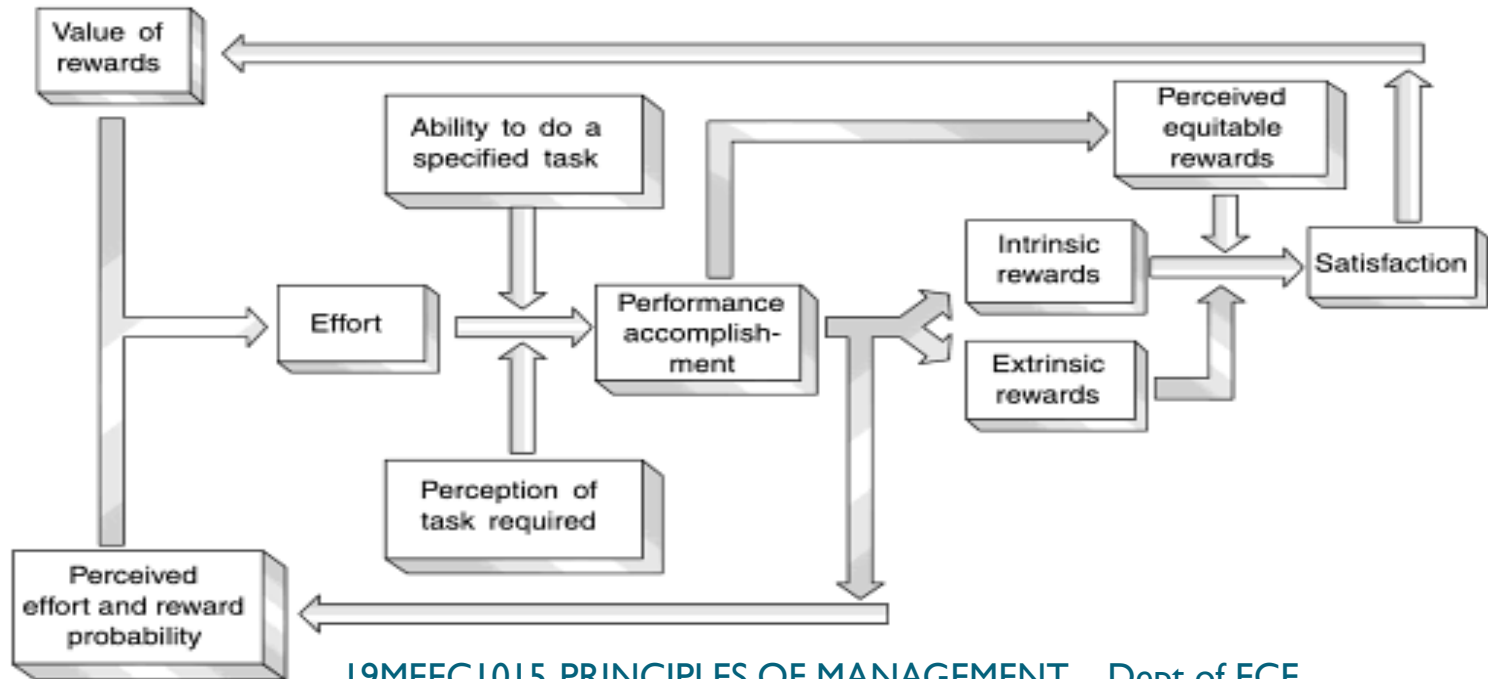
Equity Theory

▸ Definition

  ▸ Motivation is influenced by an individual's subjective judgment about the fairness of the reward he or she gets, relative to the inputs(which include many factors, such as effort, experience and education), compared with the rewards of others

  ▸ The essential aspect of theory may be expressed as

$$\frac{Outcomes\ by\ a\ person}{Inputs\ by\ a\ person} = \frac{Outcomes\ by\ another\ person}{Inputs\ by\ another\ person}$$

  ▸ If people perceive the rewards as equitable, they probably will continue at the same level of output

  ▸ If people perceive the rewards as inequitable, they may be dissatisfied or they may even leave the organization

Goal Setting Theory of Motivation

▸ Objective or Goal Setting for Motivation

  ▸ Theory pertains to the steps required, of setting objectives, planning actions, implementation, and control and appraisal

  ▸ For objectives to be meaningful, they must be clear, attainable, and verifiable.

  ▸ Clear goals, if accepted, are motivating

  ▸ Completely unrealistic objectives that cannot be achieved are demotivating rather than motivating

Skinner's Reinforcement Theory

▸ Positive Reinforcement or Behavior Modification

  ▸ Individuals can be motivated by proper design of their work environment and by praise for their performance with punishment for poor performance produces negative results

  ▸ They analyze the work situation to determine what causes workers to act the way they do, and then they initiate changes to eliminate troublesome areas and obstructions to performance

  ▸ It emphasizes removal of obstructions to performance, careful planning and organizing, control through feedback, and the expansion of communication

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McClelland's Needs Theory of Motivation

▸ Motivating needs
  ▸ The basic motivating needs are the need for power, the need for affiliation, and the need for achievement
  1. Need for Power
     ▸ Great concern with exercising influence and control
       ☐ Forceful, Outspoken, hardheaded, and demanding
  2. Need for Affiliation
     ▸ Concerned with maintaining pleasant social relationships
  3. Need for Achievement
     ▸ Have an intense desire for success and an equally intense fear of failure

Special Motivational Techniques

- What motivational techniques can managers use ?
  - Money
    - Often more than monetary value; it can also mean status or power, or other things
  - Other Rewards Considerations
    - Intrinsic rewards may include a feeling of accomplishment and self actualization
    - Extrinsic rewards include benefits, recognition, status symbols, and money
    - Pay may be based on individual, group, and organizational performance
  - Participation
    - They listen carefully, they must themselves decide on matters requiring their decision
  - Quality of Working life (QWL)
    - QWL program, which is a systems approach to job design and a promising development in the broad area of job enrichment, combined with a grounding in the sociotechnical systems approach to management

16MEE40-PRINCIPLES OF MANAGEMENT

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Directing

Leadership, Leadership Theories

Subject: Principles of Management

Unit: 4

Lecture:3

Leadership

▸ Definition
  ▸ The art or process of influencing people so that they will strive willingly and enthusiastically toward the achievement of group goals

▸ Difference between Managership and Leadership

Leadership	Managership
Emerge as a leader on a number of situational factors	Always put into his position by appointment
Unorganized groups	Organized structures creates roles
Has some informal power	Has some formal authority
Mutuality of objectives	Clash of objectives

▸ Leadership and Motivation are closely interconnected and it is an important aspect of managing

Ingredients of Leadership

▸ Major ingredients are

- ▸ The ability to use power effectively and in a responsible manner
- ▸ The ability to comprehend that human beings have different motivating forces at different times and in different situations
- ▸ The ability to inspire
- ▸ The ability to act in a manner that will develop a climate conducive to responding to and arousing motivations
- ▸ Effective managers must develop a healthy relationship with their boss

▸ Principle of Leadership

- ▸ Since people tend to follow those who offer them a means of satisfying their personal goals, the more managers understand what motivates their subordinates and the more they reflect this understanding in their actions, the more effective they are likely to be as leaders

Approaches to Leadership

▶ Traits Approach

  ▶ Many studies of traits are

    ▶ Physical, Intelligence and ability, Task – related characteristics and social characteristics

    ▶ Some other key leadership traits are drive, leadership motivation, honesty and integrity, self confidence etc.,

    ▶ This approach gives no guidance as to how much of any trait a person should have

▶ Charismatic Approach

    ▶ Traits are self – confident, strong convictions, communicating high expectations, being in touch with reality

    ▶ Characteristics of followers and the situation may impact on effective leadership

Leadership Behavior and Styles

▶ Styles based on use of Authority

  ▶ Autocratic leader – Commands and expects compliance, is dogmatic and positive, and leads by the ability to withhold or give rewards and punishment

  ▶ Democratic or Participative leader – Consults with subordinates and encourages their participation from them

  ▶ Free – rein leader – uses power very little, if at all, giving subordinates a high degree of independence in their operations

▶ Do women lead differently

  ▶ Leadership as changing the self – interest of followers into concern for the total enterprise by using interpersonal skills and personal traits to motivate subordinates

  ▶ Use traditional command structure in directing their followers

The Flow of Influence with Three Leadership Styles
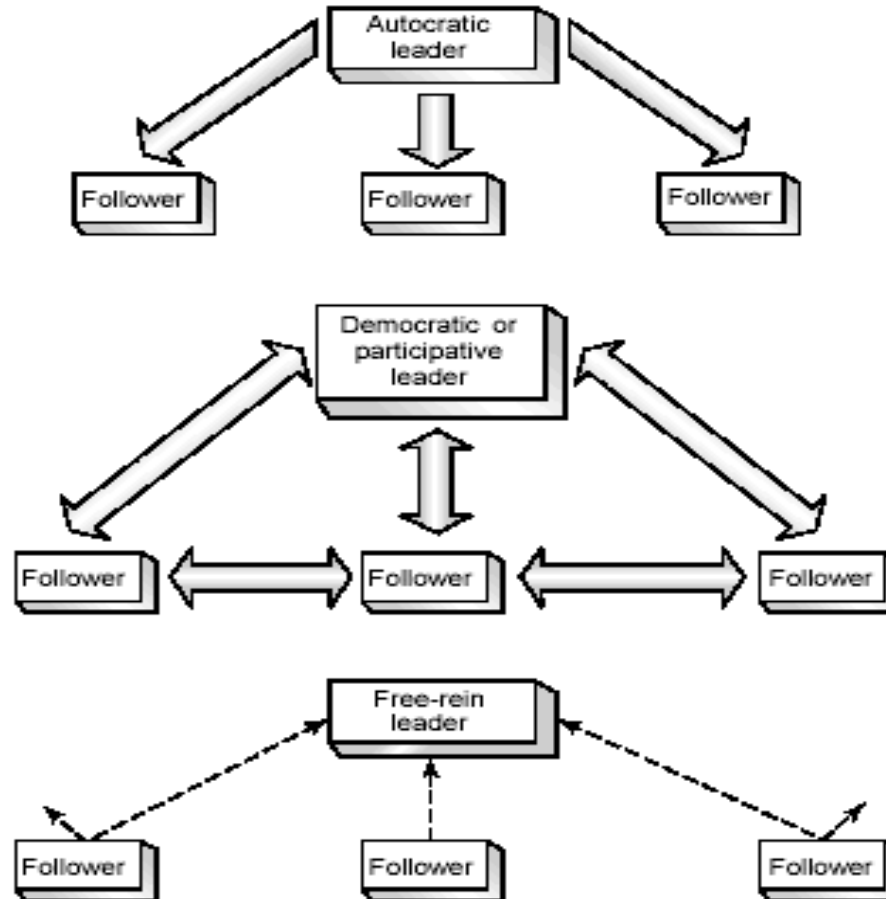
Leadership Behavior and Styles contd…

- The Managerial grid
  - Concern for people – quality of policy decisions, procedure and processes and volume of output
  - Concern for production – commitment toward goal achievement, maintaining interpersonal relations
- Leadership as a continuum
  - Leadership involves a variety of styles, ranging from one that is highly boss – centered to one that is highly subordinate centered
  - The appropriate leadership style depends on the leader, the followers, and the situation
  - Important elements may influence a manager's style – forces operating in the manager's personality, forces in subordinates and the forces in situation

The Managerial Grid
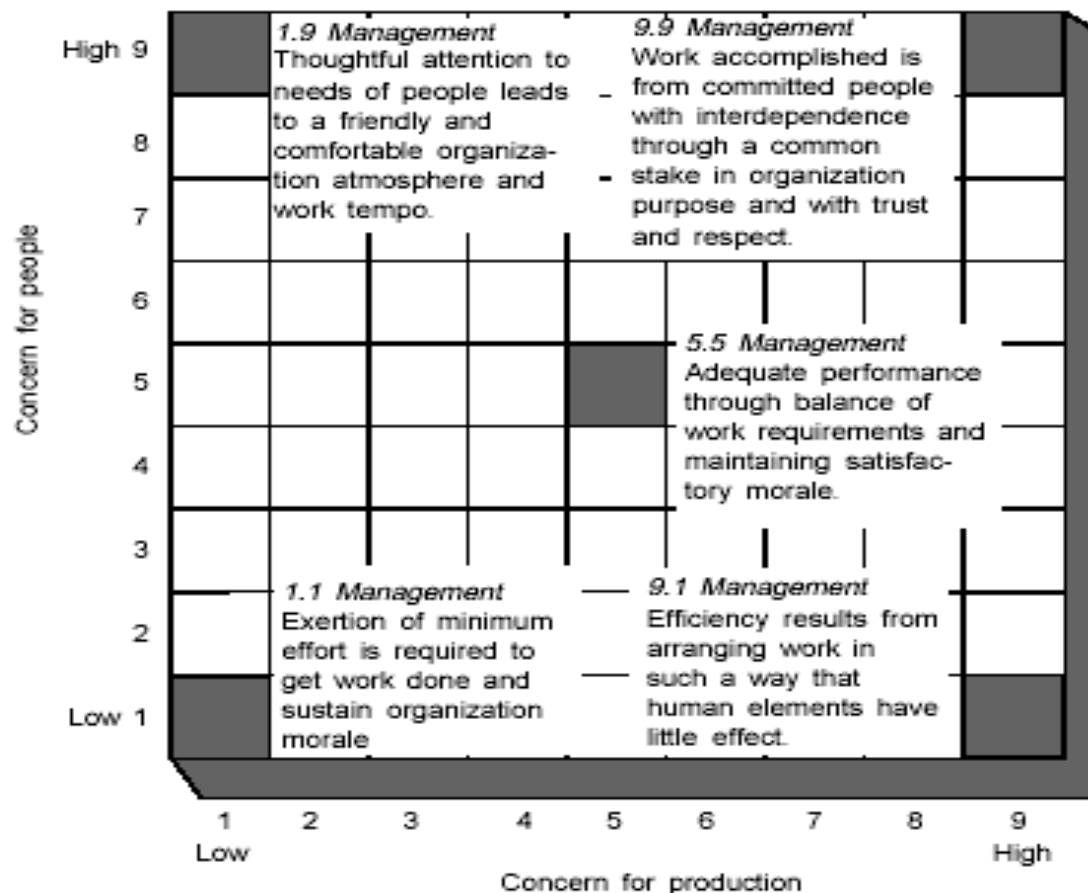
Situational or Contingency Approach

▶ Fiedler's contingency approach to leadership
  ▸ People become leaders not only because of their personality attributes but also because of various situational factors and the interactions between leaders and group members

▶ Critical dimensions of the leadership situation
  ▸ Position power – obtain good followership more easily
  ▸ Task structure – tasks can be clearly spelled out and held responsible
  ▸ Leader – member relations – Trust a leader and are willing to follow that leader

▶ Leadership styles
  ▸ Two styles – one is task oriented and the other is towards interpersonal relations
  ▸ Scores on the Least preferred Coworker (LPC) scale and Scores on the Assumed Similarity between Opposites (ASO) scale are the techniques to measure leadership styles

The Path – Goal Approach to leadership Effectiveness

▶ Path – Goal theory

  ▹ The main function of the leader is to clarify and set goals with subordinates, help them find the best path for achieving the goals, and remove obstacles

  ▹ This behavior makes satisfaction of the needs of subordinates dependent on effective performance

  ▹ Enhances the subordinates' environment through coaching, directing, supporting and rewarding

▶ Category of leader behavior

  ▹ Supportive leadership behavior

  ▹ Participative leadership

  ▹ Instrumental leadership

  ▹ Achievement – oriented leadership

Transactional and Transformational Leadership

▸ **Transactional leaders**

  ▹ Identify what needs to be done to achieve goals, including clarifying roles and tasks, rewarding performance, and providing for the social needs of followers

  ▹ Such leaders work hard and try to run the organization effectively and efficiently

▸ **Transformational leaders**

  ▹ Articulate a vision, inspire and motivate followers, and create a climate favorable for organizational change

  ▹ Transform their organizations quickly to respond to the rapid changes in the environment

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Directing

Organization Culture, Types of Culture

Subject: Principles of Management

Unit: 4

Lecture:6

Organization and Culture

▶ Organization

  ▸ Platform where individuals from different backgrounds come together and work as a collective unit to achieve certain objectives and targets.

  ▸ Consists of individuals with different specializations, educational qualifications and work experiences all working towards a common goal.

▶ Culture

  ▸ The attitude, traits and behavioral patterns which govern the way an individual interacts with others is termed as culture.

  ▸ Culture is something which one inherits from his ancestors and it helps in distinguishing one individual from the other.

Organization Culture

▸ Has certain values, policies, rules and guidelines which help them create an image of their own.

▸ Broadly there are two types of organization culture:

  ▸ **Strong Organization Culture:** Strong organizational culture refers to a situation where the employees adjust well, respect the organization's policies and adhere to the guidelines. In such a culture people enjoy working and take every assignment as a new learning and try to gain as much as they can. They accept their roles and responsibilities willingly.

  ▸ **Weak Organization Culture:** In such a culture individuals accept their responsibilities out of fear of superiors and harsh policies. The employees in such a situation do things out of compulsion. They just treat their organization as a mere source of earning money and never get attached to it.

Types of Organization Culture

- **Normative Culture**
  - Norms and procedures of the organization are predefined and the rules and regulations are set as per the existing guidelines.

- **Pragmatic Culture**
  - More emphasis is placed on the clients and the external parties. Customer satisfaction is the main motive of the employees in a pragmatic culture. Such organizations treat their clients as Gods and do not follow any set rules.

- **Academy Culture**
  - Organizations hire skilled individuals. The roles and responsibilities are delegated according to the back ground, educational qualification and work experience of the employees.

- **Baseball team Culture**
  - Considers the employees as the most treasured possession of the organization.

- **Club Culture**
  - Cultures are very particular about the employees they recruit. The high potential employees are promoted suitably and appraisals are a regular feature of such a culture

Types of Organization Culture Contd...

▸ **Fortress Culture**

  ▸ Organizations where the employees are not very sure about their career and longevity. The employees are terminated if the organization is not performing well.

▸ **Tough Guy Culture**

  ▸ Employees are reviewed from time to time and their work is thoroughly monitored. The employees are under constant watch in such a culture.

▸ **Bet your company Culture**

  ▸ Organizations are formulated to address sensitive issues and it takes time to get the results.

▸ **Process Culture**

  ▸ Employees in such a culture adhere to the processes and procedures of the organization. The employees abide by the rules and regulations and work according to the ideologies of the workplace. All government organizations follow such a culture.

Importance of Organization Culture

▸ The culture decides the way employees interact at their workplace.

▸ The culture of the workplace also goes a long way in promoting healthy competition at the workplace.

▸ The work culture goes a long way in creating the brand image of the organization.

▸ The organization culture brings all the employees on a common platform.

▸ The work culture unites the employees who are otherwise from different back grounds,

▸ The work culture promotes healthy relationship amongst the employees.

▸ It is the culture of the organization which extracts the best out of each team member.

Factors affecting the organization culture

▶ Attitudes, mentalities, interests, perception and even the thought process of the employees.

▶ Nature of the business i.e., When the market crashes, these industries have no other option than to terminate the employees and eventually affect the culture of the place.

▶ The culture of the organization is also affected by its goals and objectives. The strategies and procedures designed to achieve the targets of the organization also contribute to its culture.

▶ The clients and the external parties to some extent also affect the work culture of the place.

▶ The management and its style of handling the employees also affect the culture of the workplace.