

9/8/23

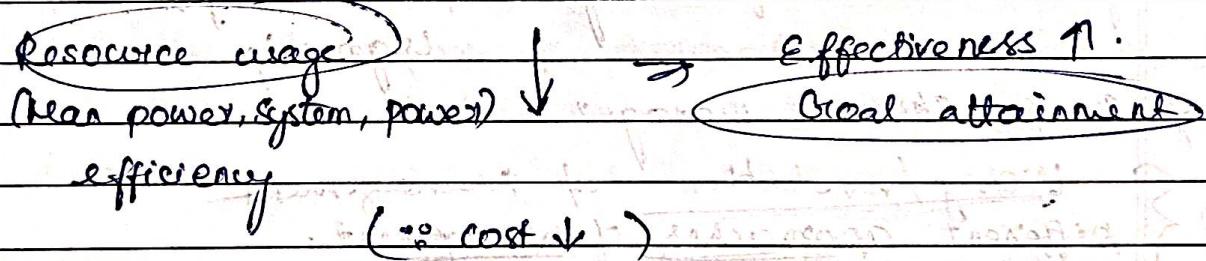
(Gives us) what's objective - opportunities, challenges, threats

Management, Organization, leadership
 ↳ implement hierarchy
 ↳ Goal, mission, vision
 Project

Organization - purpose - why they started?
func - people (workers)
 str - hierarchy.

Managers → gives instructions & organizes, monitors, leads.
 Operations → directly on work (workers)

Management → people who runs organisation



2m) Management definition - fix goal → attain.

7/8m) Management functions:

planning - work plan / design

organising

leading - Tl

controlling - top most position.

↓
end product

N. Roles:

1. Interpersonal relationship - outside organization

2. Transfer of info -

3. Decision making → management people only.

Interpersonal relationship: → outside (clients / other col/ies)

Role

Function → within

1. ^{Green} Figurehead → sign (top level manager)
2. Leader → eg: TL → Organising & leading
3. Liaison → labour etc.

Transfer info

1. Monitor → supervisors for work eg: test engineers
 2. Disseminators → distributing info to clients
 3. Spokesperson → getting info from alumni, parents, HR etc.
gives info for company improvement
→ stakeholder
- Q) * Qualities of Manager
* 10 roles of manager
* general skills of manager - problem solving, dev. new roles, upgrading.
* specific skills of manager.

Q) History / evolution of management
Different approaches of management.

- Q) * Universal process approach → not specific rule irrespective of work
- * Operational → based on work/sector
 - * Behavioural → role sharing - feedback
 - * Systems → " - environment
 - * Contingency → "

Henri Fayol's Universal Management process.

Manager's job - 5 function.

1. planning

2. Organisation

3. Command

4. Co-ordination

5. ctrl.

8m)

14 rules of management.

1. Division of work - assign equal work
2. Authority - take up responsibility
3. Discipline - follow rules.
4. Unity of command - obey rules & regulations
5. Unity of direction
6. Subordination of individual interests to general interest.
↳ get fib & implement
7. Remuneration → payment
8. Centralization → common for all (equal rights)
9. Scalar chain → hierarchy follows
10. Order - resource, material, people, in proper places
↳ equal share
11. Equality → no partiality allowed in administration
12. Stability of tenure of personal → time to learn job.
13. Initiative - accept & initiate new ideas.
14. Esprit de corps - unity & harmony

Operation approach → Frederick W. Taylor.

profit oriented → scientific management

- # Trial & error & implement new thing
- # Resource ↓ → goal attainment?
- # Learning time ↑ → master fixed task
- # selection (pro qualification) & train people
- + pay based on performance, experience, skills.

followers: Frank & Lillian Gilbreth.

Refine time & work → Dept. analyse work

Henry L. Gantt:

Refine production ctrl. & cost ctrl → Robotics

Gantt chart → work scheduling.
made off workers & customers.

Any of following:

Walter A.

Management oriented approach.

dehumanized, profit oriented

* Behavioral approach:

Managers - sensitive to employee needs.

Based on humanization.

* Threat of unionization -

Hawthorne studies

* philosophy of Industrial Humanism

To manage good relationship b/w employer & people.
or clients

Human Relations Movement.

Wagner Act - for hike / salary - Union Leader.

Productivity of people attitude & Management attitude.

emotion > profit (Importance) - Elton Mayo.

↳ physical logical

↳ Harry Parker Follett: mentor each individual employee

↳ Douglas McGregor theory X & Theory Y

X: -ve view → demotivates, unwillig workers

Y: +ve view → energetic, creative & willig workers

#

Systems approach: Many workers work independently for common cause.

System: * Analytical → Synthetic thinking

↳ problem solving

(i) Logical

↳ SOT

Only management not managers - make decisions.

Decision making:

1. Entrepreneur
2. Disbursing holder - soln, support
3. Resource allocator - distribution of works
4. Negotiator - salary / sales

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• Trends & Audit University of Mysore (P)

Q) Skills of successful manager

General skills.

* Conceptual

* Interpersonal

* Technical

* Political (ability of manipulation)

Specific skills.

* Planning, organizing, leading, controlling

* Decision making, problem solving, risk taking

* Communication, writing, speaking, listening

* Ability to work under pressure, time bound

Goal of organization = individual interest.

System's view → only systematic in hierarchy

Contingency view → management interacts in every place

and makes decision.

(Q)

Terms of understanding → ans 5.

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Unit - 2

Planning

Nature of planning

* Intellectual process - think before act.

* Decision making

* flexible plan

* continuous process

* All-pervasive func

Importance of planning

* Uncertainty

* → Success

* Company's goal achieves easily with

* facilitates func

Good plan;

flexible, applicable to real time, time bound
achievable, controllable
clear objective, Vision, mission.

Q) steps in planning flow chart

- ~~Step~~
- 1) Aware of opportunity: (based on requirement/demand)
 - 2) setting objectives/goals
 - 3) considering within premises
 - 4) Identifying alternatives
 - 5) Comparing alternatives in light of goals:
(Achievable alternatives)
 - 6) Choosing best alternative
 - 7) Formulating Supporting plans → Implementing.
 - 8) Quantifying Plans by making budgets
→ applicable budgets/Market value for product

~~8 (16 cm)~~

~~Type of Plans:~~

1-5 yrs (long term goal)
1) Strategic plan: 1 goal — 1 objective → (Achievement)

<1 year (Tactical plan: — mission, vision

→ long term into small term plans.

Current 2) Operational planning: work plan.

→ detail schedule.

Based on 4th Contingency planning: Recovery from discomfort situation
situation. (or) Alternative.

Ans) Difference b/w planning

Ans) Drawbacks of planning

* costly, time consumption.

* No free operation.

* limited for rapid changing situation.

* No flexibility

* people restrict to situation.

* difficult to formulate.