

18PDH102T- PRINCIPLES OF MANAGEMENT

UNIT - 1

MANAGEMENT

Management T

- ✓ Team work
- ✓ Tasks
- ✓ Time
- ✓ Through out
- ✓ Tactics
- ✓ Transparent
- ✓ Tools
- ✓ Tracking
- ✓ Testing
- ✓ Target
- ✓

MANAGEMENT

□ MANAGE **Men** T

- ✓ Men
- ✓ Material
- ✓ Machines
- ✓ Methods
- ✓ Money
- ✓ Minute
- ✓ Measurement



1.1 Organization- The Individual and the Organization

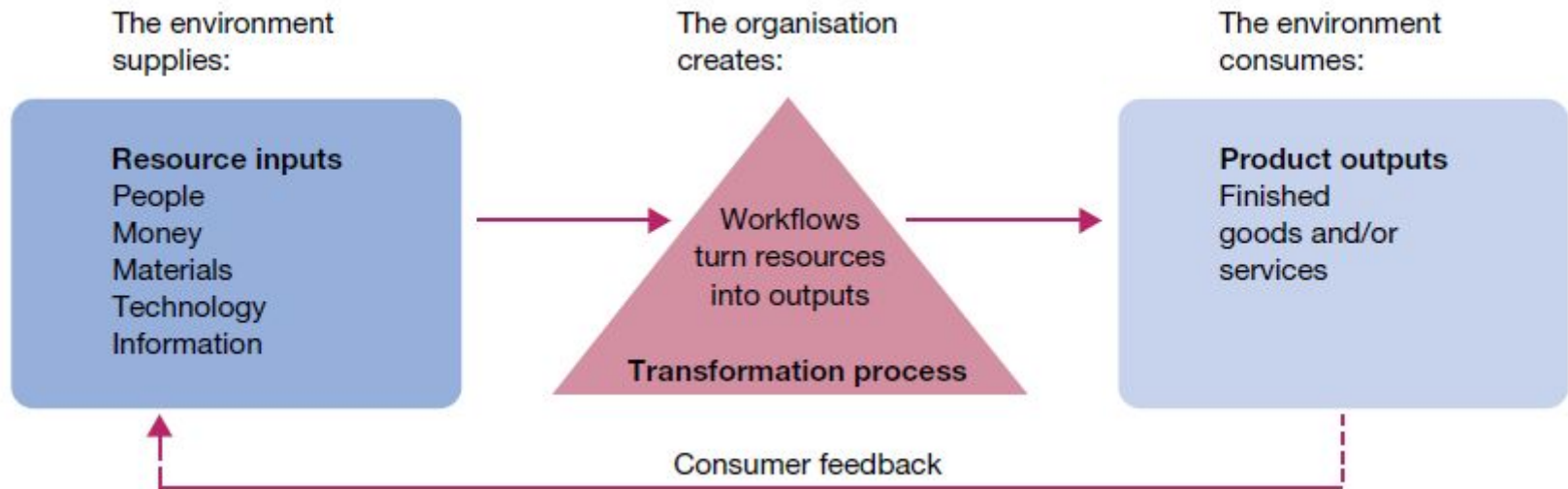
Organization

- **A consciously coordinated social unit, composed of two or more people, that functions on a relatively continuous basis to achieve a common goal or set of goals.**

Common Characteristics of Organizations

- Have a distinct purpose (goal)
- Are composed of people
- Have a deliberate structure

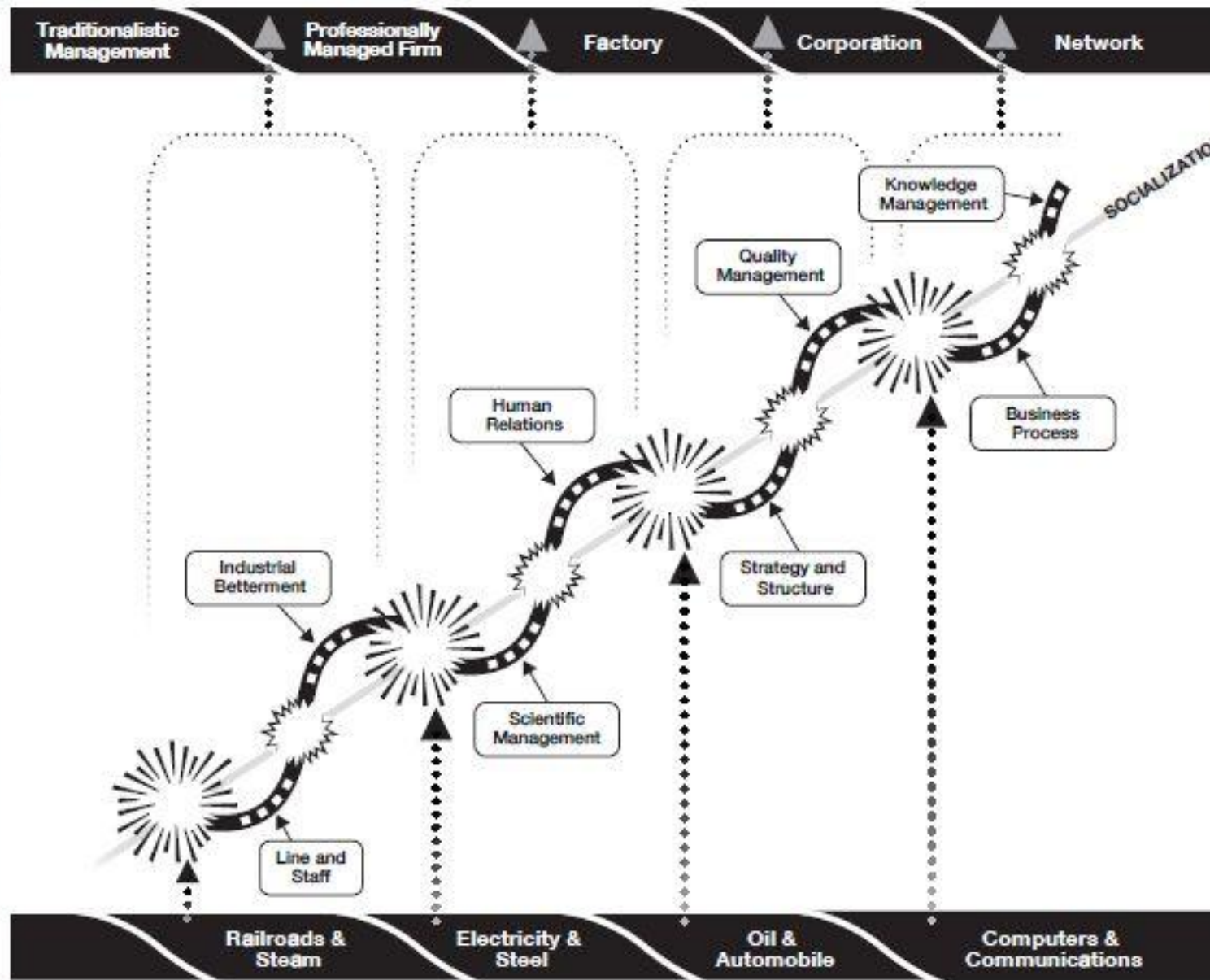
Organisation as a Open System



The changing nature of organisations

- Pre-eminence of technology.
- Demise of 'command-and-control'.
- Focus on speed.
- Adoption of networking.
- Belief in empowerment.
- Emphasis on teamwork.
- New workforce expectations.
- Concern for work–life balance.

ECONOMIC PERFORMANCE



TIME

The Changing Organization

Traditional

- Stable
- Inflexible
- Job-focused
- Work is defined by job positions
- Individual-oriented
- Permanent jobs
- Command-oriented
- Managers always make decisions
- Rule-oriented
- Relatively homogeneous workforce
- Workdays defined as 9 to 5
- Hierarchical relationships
- Work at organizational facility during specific hours

New Organization

- Dynamic
- Flexible
- Skills-focused
- Work is defined in terms of tasks to be done
- Team-oriented
- Temporary jobs
- Involvement-oriented
- Employees participate in decision making
- Customer-oriented
- Diverse workforce
- Workdays have no time boundaries
- Lateral and networked relationships
- Work anywhere, anytime



1.2 Management-

Primary Functions of Management

Management- Primary Functions of Management

- *Management is the process of designing and maintaining an environment in which individuals, working together in groups, efficiently accomplish selected aims*

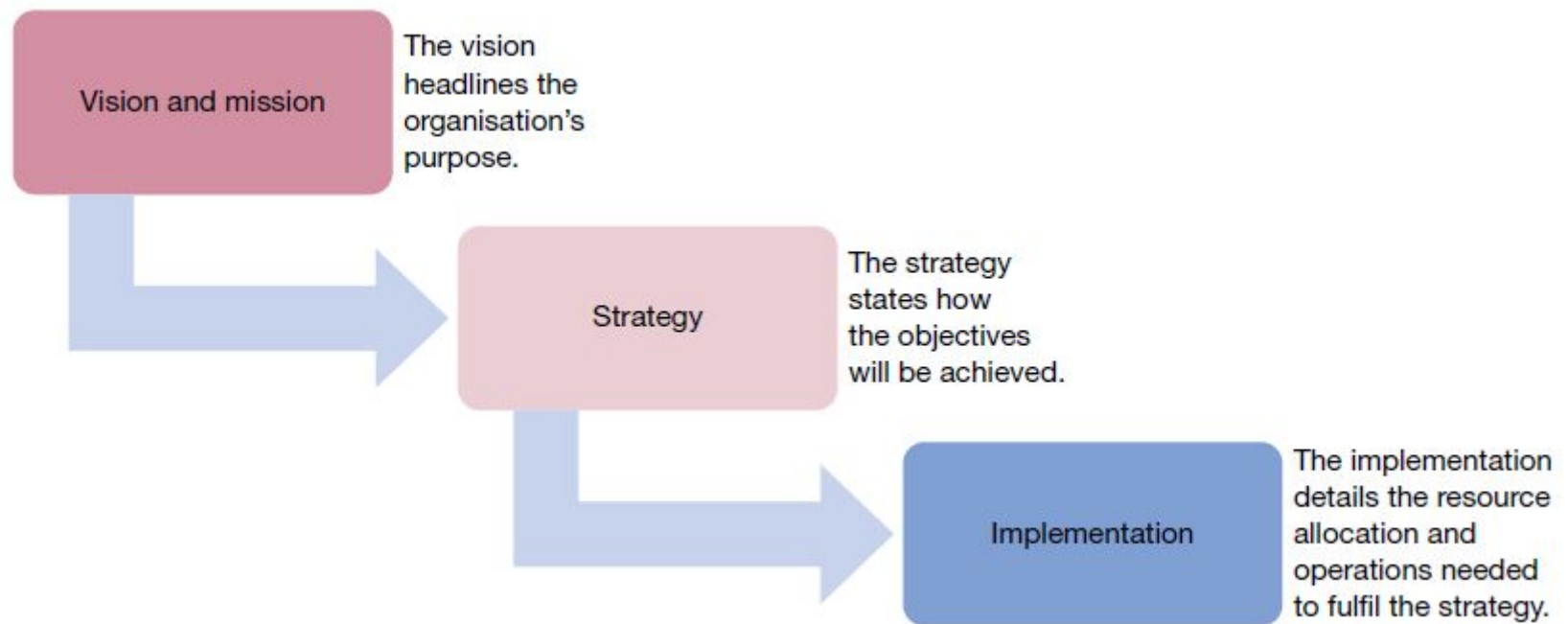
- Van Fleet and Peterson define management, 'as a set of activities directed at the efficient and effective utilization of resources in the pursuit of one or more goals.'
- to Harold Koontz, 'Management is an art of getting things done through and with the people in formally organized groups. It is an art of creating an environment in which people can perform and individuals and can co-operate towards attainment of group goals.'

Process of Management



- Vision and Mission
- Strategy
- Implementation

Process of Management



Functional Approach

Planning

- A process that includes defining goals, establishing strategy, and developing plans to coordinate activities.

Organizing

- Determining what tasks are to be done, who is to do them, how the tasks are to be grouped, who reports to whom, and where decisions are to be made.

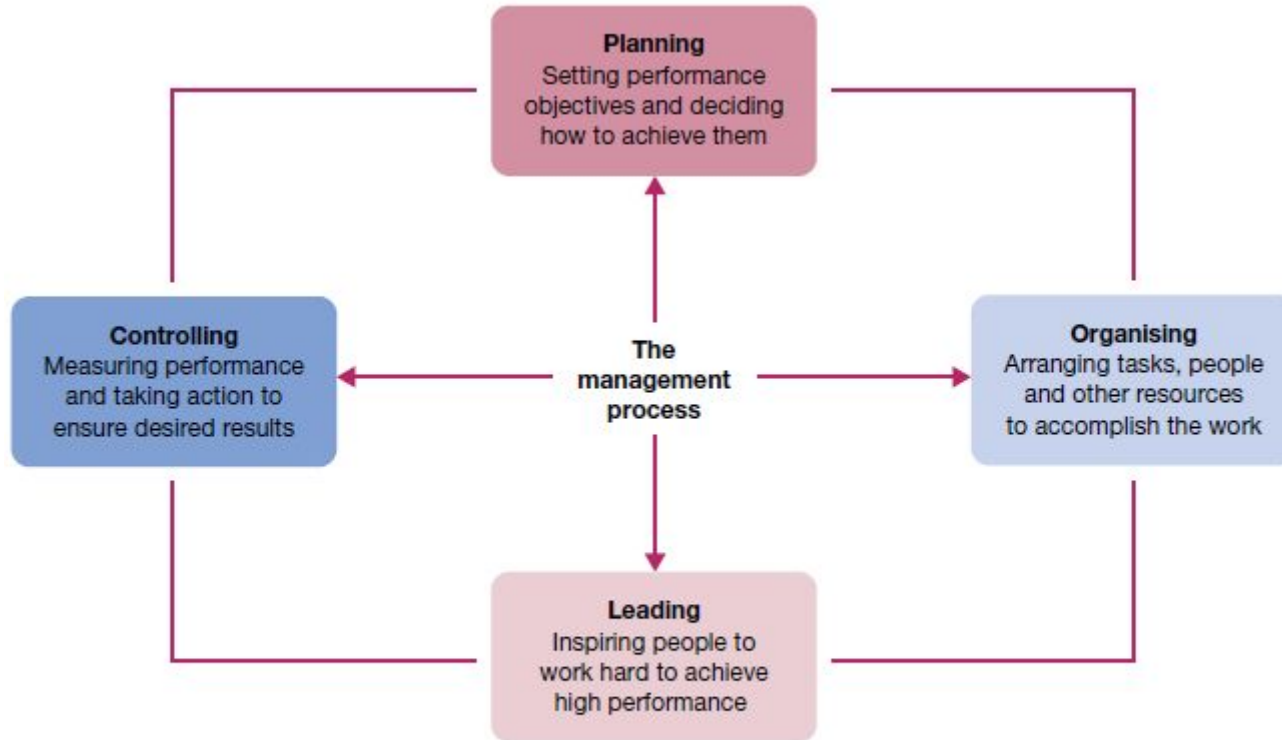
Leading

- A function that includes motivating employees, directing others, selecting the most effective communication channels, and resolving conflicts.

Controlling

- Monitoring activities to ensure they are being accomplished as planned and correcting any significant deviations.

Functions of Management



Functions of Management

Planning	Organizing	Leading	Controlling
1. Vision & Mission 2. Strategizing 3. Goals & Objectives	1. Organization Design 2. Culture 3. Social Networks	1. Leadership 2. Decision Making 3. Communications 4. Groups/Teams 5. Motivation	1. Systems/Processes 2. Strategic Human Resources





1.3 Role of management in organization-Advantages of Managing People Well

Features of Management

- ❑ **Management is Goal-Oriented**
- ❑ **Management integrates Human, Physical and Financial Resources**
- ❑ **Management is Continuous**
- ❑ **Management is all Pervasive**
- ❑ **Management is a Group Activity**

Importance of management

- ❑ **It helps in Achieving Group Goals**
- ❑ **Optimum Utilization of Resources**
- ❑ **Reduces Costs**
- ❑ **Establishes Sound Organization**
- ❑ **Establishes Equilibrium**
- ❑ **Essentials for Prosperity of Society**



1.4 Types of Managers- Role of managers

Managers



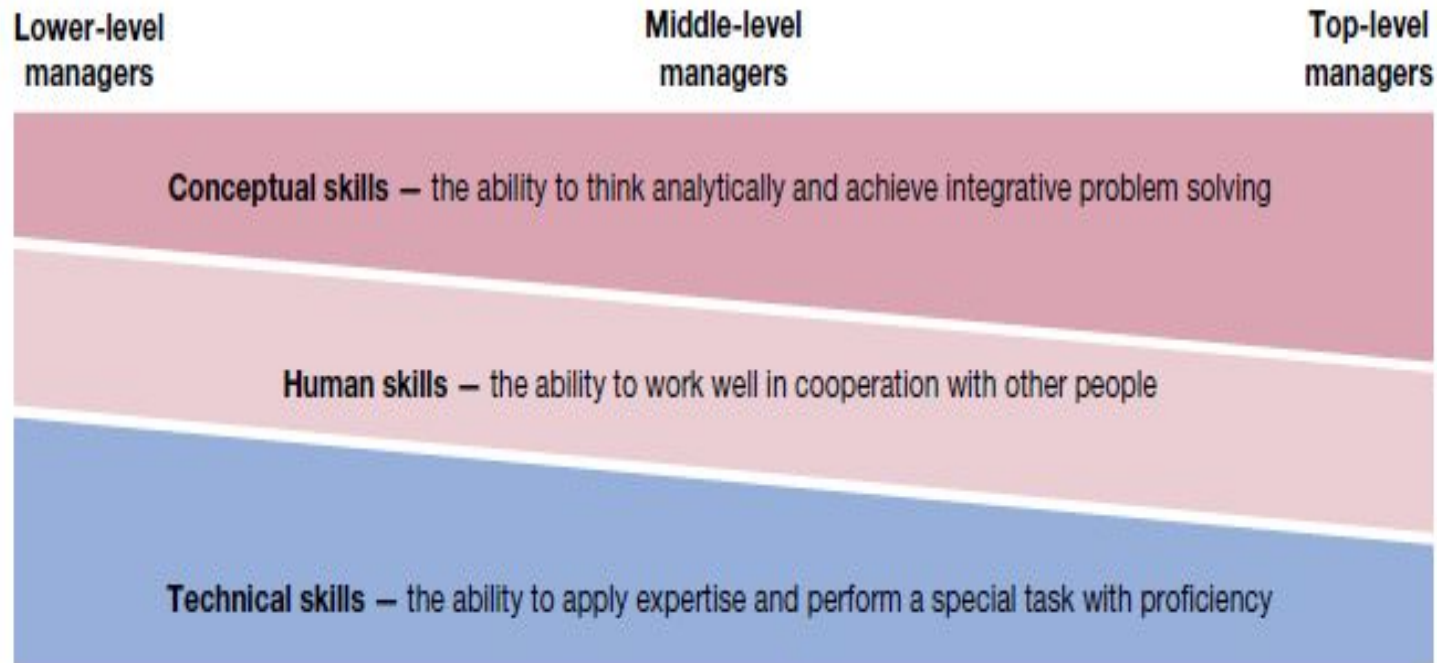
Manager

- Someone who works with and through other people by coordinating their work activities in order to accomplish organizational goals

Types of Managers- Role of managers



Skills and Managerial levels



Types of managers

- **Line managers**
- **Staff managers**
- **Functional managers**
- **General managers**
- **Administrators**

Mintzberg's Management Roles

Approach

Interpersonal Roles

- **1.The Figurehead:** performs ceremonial duties.
Examples: greeting visiting dignitaries, attending an employee's wedding, taking an important customer to lunch.
- **2.The Leader:** responsibility for the work of subordinates, motivating and encouraging employees, exercising their formal authority.
- **3. The Liaison:** making contacts outside the vertical chain of command including peers in other companies or departments, and government and trade organization representatives.

Mintzberg's Management Roles Approach

Informational Roles

- **4. The Monitor:** scans the environment for new information to collect.
- **5. The Disseminator:** Passing on privileged information directly to subordinates.
- **6. The Spokesperson:** Sharing information with people outside their organization. *Examples: a speech to a lobby or suggesting product modifications to suppliers.*

Mintzberg's Management Roles Approach

Decisional Roles

- **7. The Entrepreneur:** Seeks to improve the unit by initiating projects.
- **8. The Disturbance Handler:** Responds involuntarily to pressures too severe to be ignored. *Examples: a looming strike, a major customer gone bankrupt, or a supplier reneging on a contract.*
- **9. The Resource Allocator:** Decides who gets what.
- **10. The Negotiator:** Committing organizational resources in “real-time” with the broad information available from their informational roles.

Mintzberg's Management Roles Approach

Interpersonal roles

How a manager interacts with other people

- Figurehead
- Leader
- Liaison

Informational roles

How a manager exchanges and processes information

- Monitor
- Disseminator
- Spokesperson

Decisional roles

How a manager uses information in decision-making

- Entrepreneur
- Disturbance handler
- Resource allocator
- Negotiator



1.5 EVOLUTION OF MANAGEMENT THOUGHT

FAYOL'S PRINCIPLE OF MANAGEMENT

1. Division of work

2. Authority and responsibility

3. Discipline

4. Unity of command

5. Unity of direction

6. Subordination of individual interest to the common good

7. Remuneration of personnel

8. Centralization

9. Scalar chain

10. Order

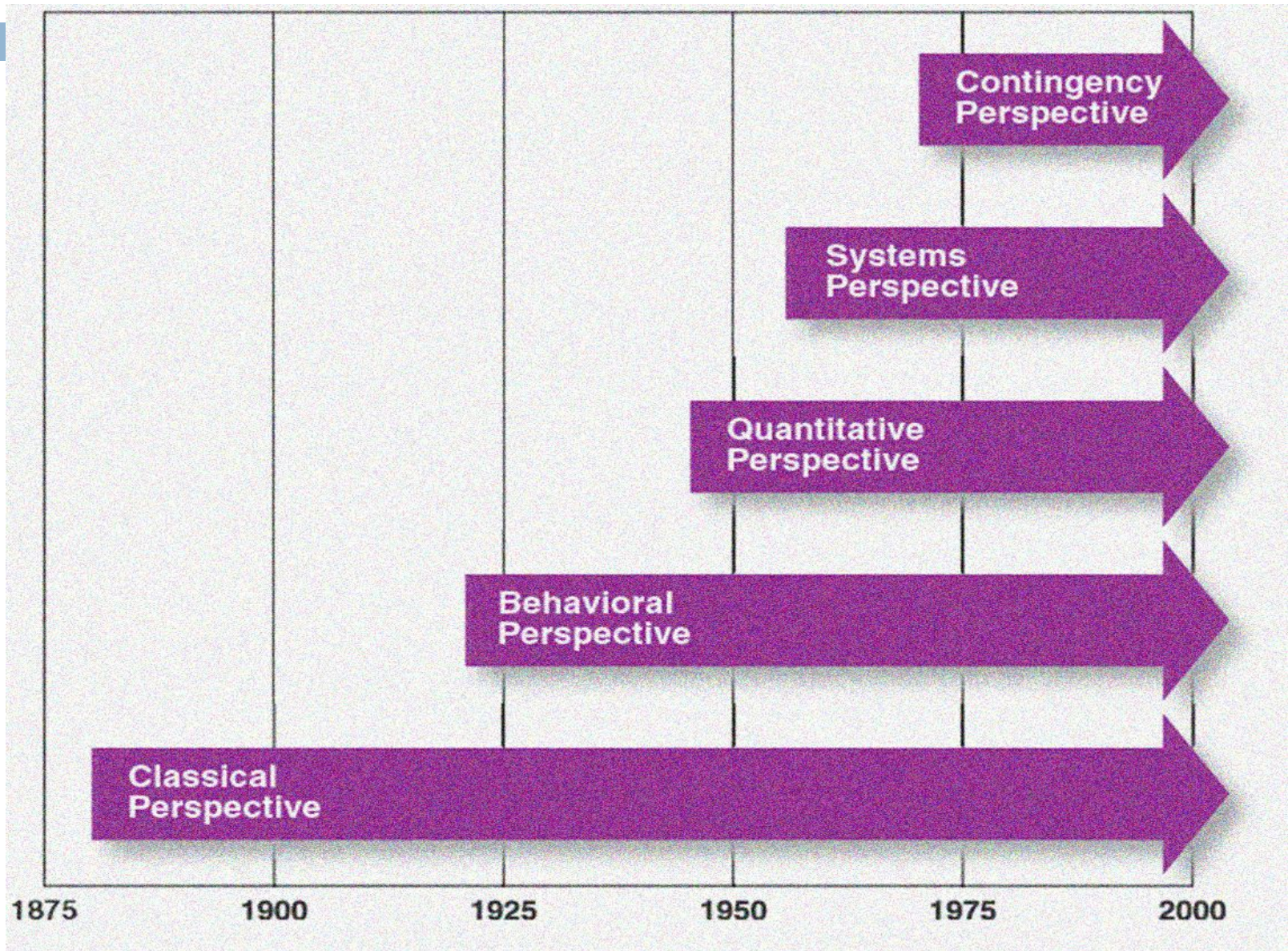
11. Equity

12. Stability

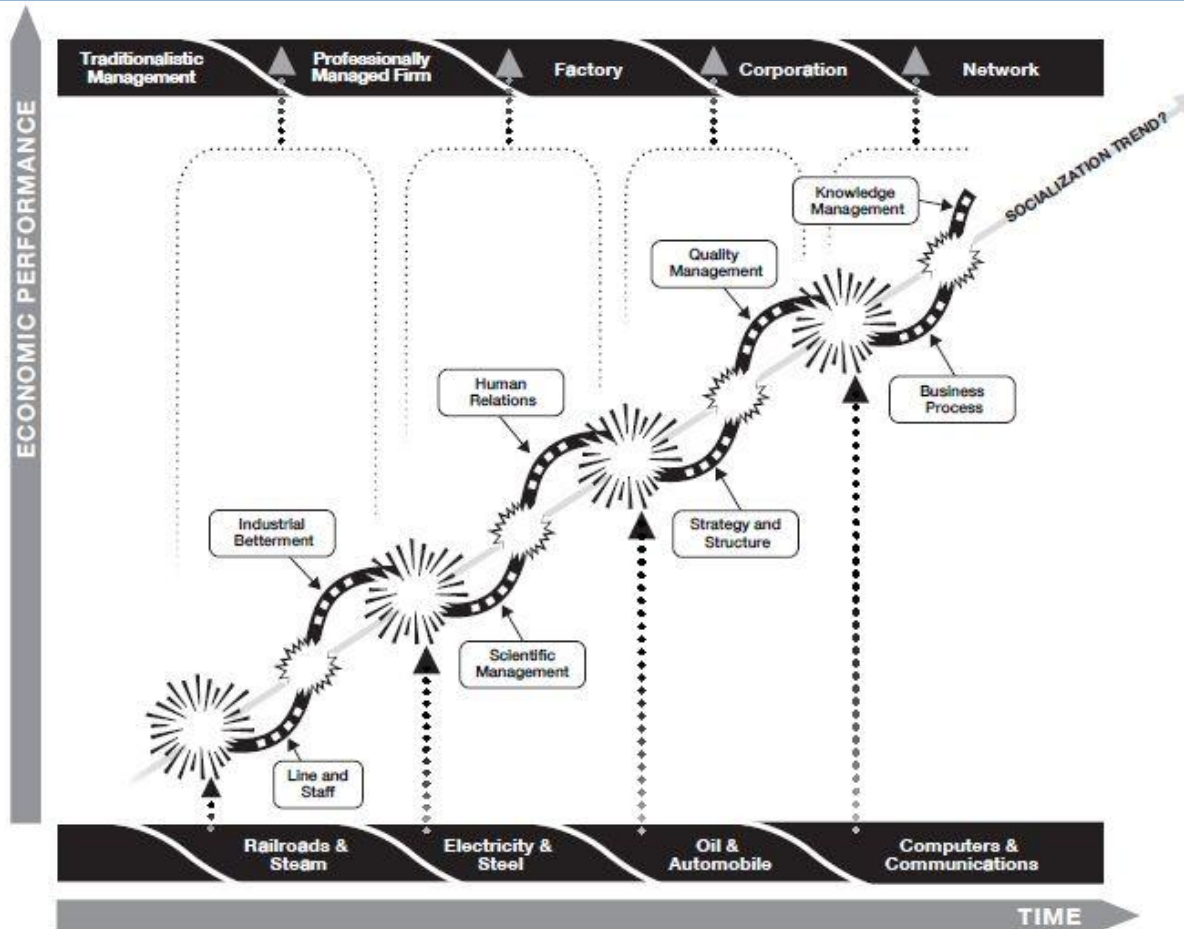
13. Initiative

14. Esprit de corps

EVOLUTION OF MANAGEMENT THOUGHT



Technological Revolution



DIFFERENT APPROACHES

CLASSICAL

- SCIENTIFIC
- ADMINISTRATIVE
- BUREAUCRATIC

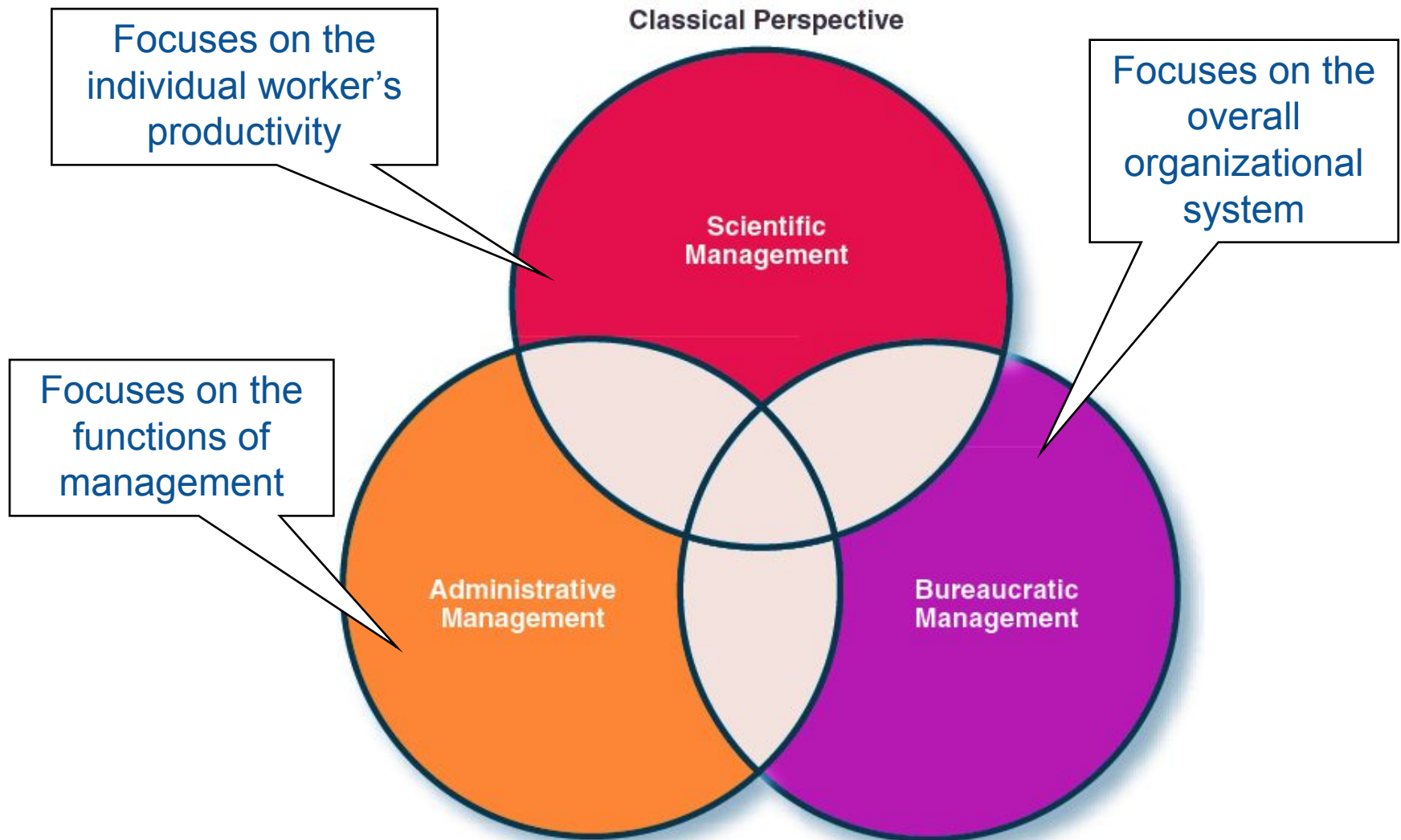
BEHAVIOURAL

- GROUP INFLUENCES
- MASLOW'S NEED THEORY
- THEORY X AND THEORY Y
- HAWTHORNE STUDIES

MODERN

- SYSTEM
- CONTINGENCY
- THEORY Z AND QUALITY MANAGEMENT

CLASSICAL APPROACH



HIERARCHY's HUMAN NEEDS

- SELF
- ACTUALIZATION
- NEED FOR SELF ESTEEM
- NEED FOR SOCIAL RELATIONS
- NEED FOR SECURITY
- PHYSIOLOGICAL NEEDS

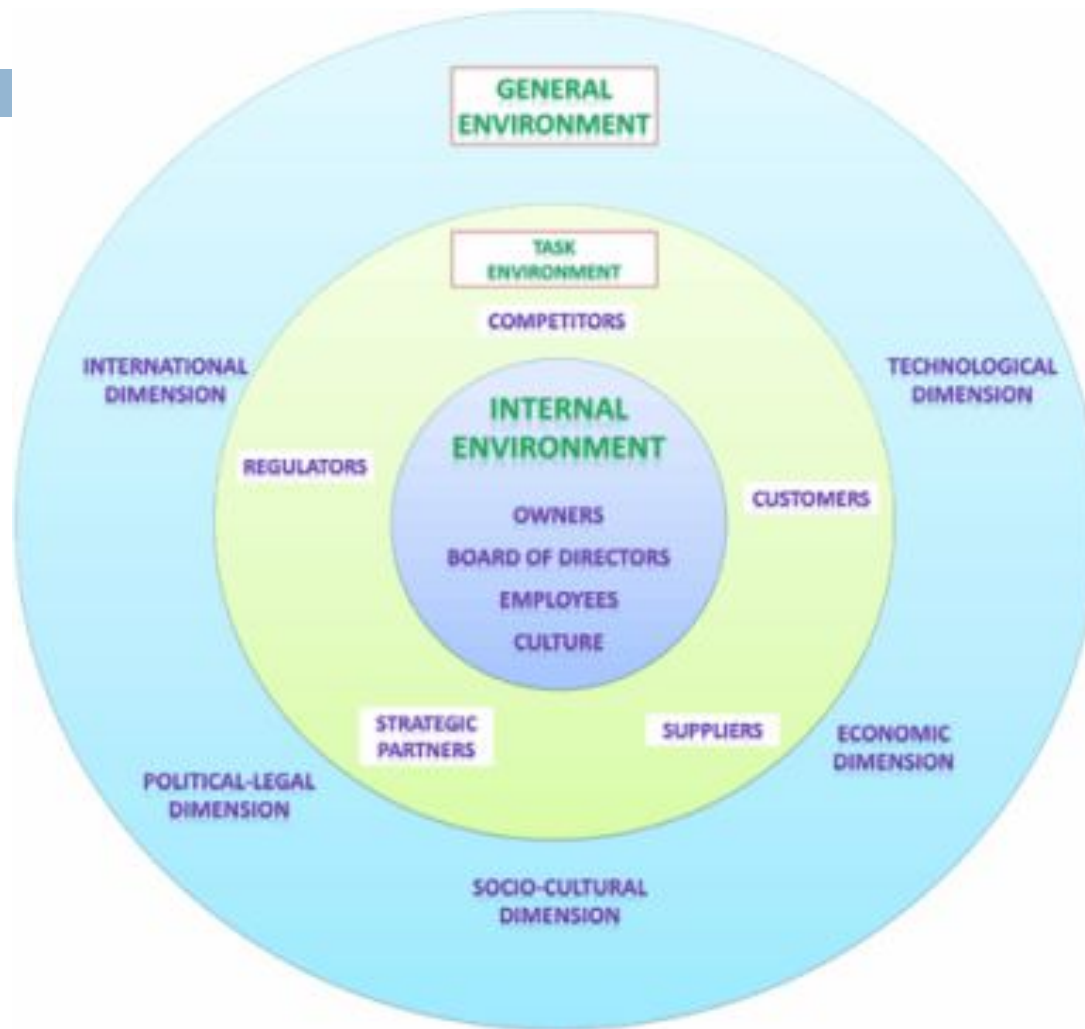


1.6 Environmental Factors- Internal and External Factors

Environmental Factors- Internal and External Factors



Environmental Factors- Internal and External Factors





END