Introduction

Management

→ Management is what managers do?

→ Management is the art of getting things done through people.

→ Management is set of activities directed at an organization resources with the aim of achieving organization goals in an efficient and effective manner.

● Who are managers?

A → Managers are organization members who are responsible for the work performance.

→ A managers is someone who coordinates and overseeing the work of other people so that organization goals can be accomplished.

Efficiently

It refers to getting most output (production) from the least amount of inputs (raw materials).

Because manager deal with scarce inputs including resource such as people, money and equipment.

"Doing things Right."

→ It minimizes the cost.

→ It increases the productivity.]

Effectiveness

Management is also concerned with being effective completing activities so that organization goals are attained.

→ Doing the right things.

Characterstics of Management

→ Management achieve goals.

* Goals are end results to be achieved by management.
* Goals may be
  → profit
  → Service oriented
  → Market share.

Management gets the job done
* coordinates the human financial, physical and information resources to get the jobs done.

→ Management works with and through people.
* directs and coordinates the efforts of people.
* jobs are done by collective action of people.
* It emphasizes team work.

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llω # Concepts of the management and it's applicability.

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 # contd | Characteristics

→ persuassiveness

→ attains the efficiency and effectiveness.

→ Management has an environment.

      - political, legal, socio-economic, technology

→ Management is a process.

→ Job and people serves as the focus of management. The greats challenging is strike an optimal balance between jobs and people.

| Functions of Management

→ planning

→ Organizing

→ leading

→ Staffing

→ Controlling

= | Planning

     - intellectual course of action / deciding in advance what is to be done to achieve predetermined goals in time.

• As managers they engage in planning

     - They define the goals

     - establish strategies for achieving the goals.

     - It guides managers to focus on their attention on what is important.

= Organizing

- Managers are also responsible for arranging and structuring work to accomplish the goals
- where manager's organize
- They determine :- what tasks are to be done?
- who is to do it
- who reports to whom.
- where decisions are to be made

= Staffing

- Staffing is concerned with recruitment, selection appointment and placement of right person in right job.
- organizing, workshop, seminars, training to employees to develop the skills.
- Performance evaluation, promotion and transfer.
- Remuneration, employees according to their job.

= Leading

- Since every organization has a people and job. Managers job is to work with and through people.
- Managers motivate sub ordinates
- help resolve work group conflicts.
- influence individuals or team as they work.
- Select the most effective communication or deal in any way with employee behavior issues.
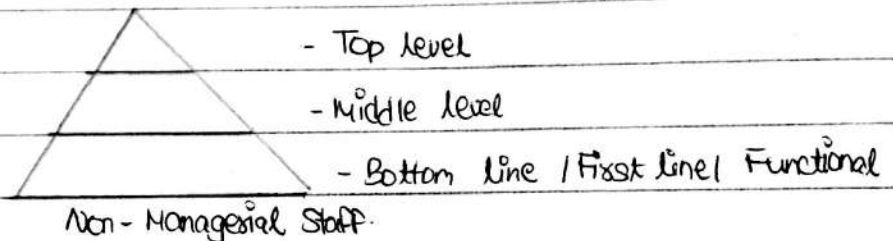
= Controlling

- setting standards

7

- Measuring actual performance.
- Identifying deviation if any between actual planned performance
- Taking Corrective actions to achieve predetermined goal.

Q = What skills do managers need?

- level of Management

- Top level
- Middle level
- Bottom line / First line/ Functional

Non - Managerial Staff.

= **Top level Management**

CEO, President, Principal, Managing Director.

→ They are responsible for making organization decision, policy formulation and establishing goals that affect the entire organization.

= **Middle level Management**

Deputy General Manager, Chief Business officer, Chief operating offices

→ They are responsible for supervising and controlling the activities of lower level Management.

→ Set operation goals.

= <u>First line Manager /Operating level Manager.</u>

→ Directly involved in the operational activities.

	Conceptual Skills	Human Skills	Technical Skills
Top level			
Middle level			
First line			
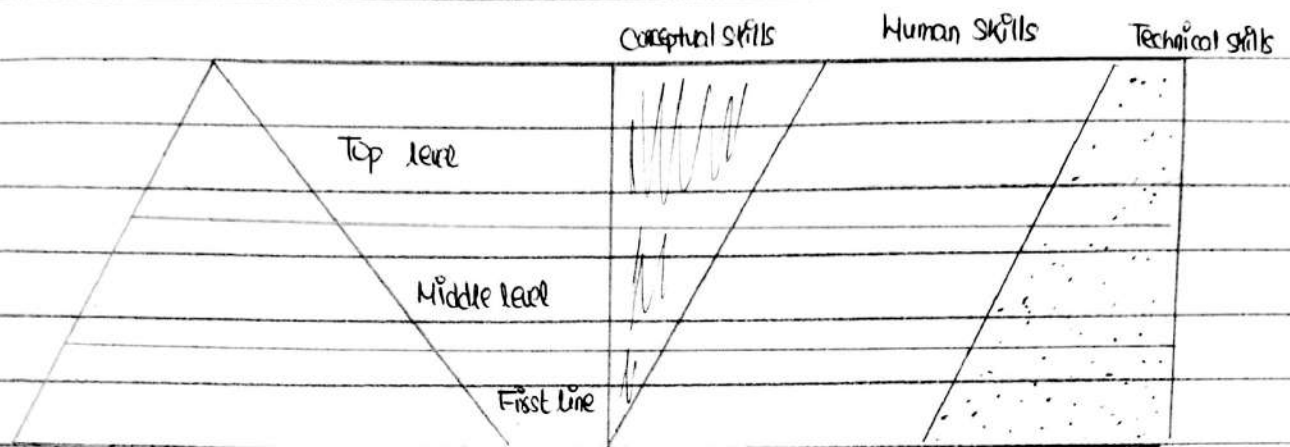
+ Technical Skills

- Ability to perform the task.
- Skills these are the job specific knowledge and techniques needed to proficienty perform the task.
- They are function expertise and technical competencies.

+ Human Skills

- They are ability to get along with people, get the jobs done through others.
- Ability to work well with the people.
- Because all managers deal with people to get best out of their people.

+ Conceptual skills

- Mental ability to deal with the complex situation and co ordinate interest & activities
- These are the skills, managers see the overall organization as a whole, understand the relationship, among various sub units, & visualize how the organization fits into broader environment.

Management Roles

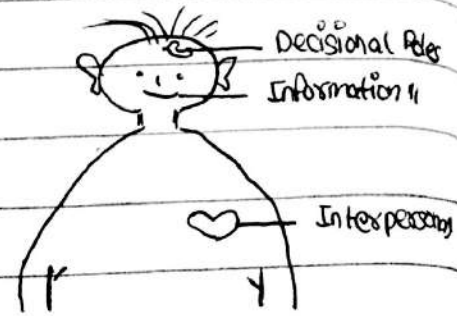→ Interpersonal Roles

→ Information Roles

→ Decisional Roles

Fig: Prakash's Roles on Management

→ Interpersonal Roles

This roles involes to deal with interpersonal roles

- Aim at maintaining good human relationship
- Figure head role: The manager is symbol of the org^n, ceremonial & symbolic in nature
- Leader: motivates, encouraging to subordinates
- Liason rule: A liason who maintains a network of outside that help to flow the information.

→ Information Roles

ᵥ Monitoring Role

- Deals with information gathering that is value to the organization.
- It keeps the manager aware of New Development.
- Environmental Scanning
  (Analyze the challenge oppostunity)

ᵥ Dissiminator Role

- transmission of information to organization members in the whole work place.
- This information may relate to internal operation or external environment.

~ Spoke person

- Managers formally relays the information outside the organization.

→ Decisional Roles

~ Entrepreneurs Roles

- This roles involves initiating change or acting as a change agent.
- taking risk for better performance.
- develop new ideas & strategic models for implementation.
- An effective manager continually seeks new product.

~ Disturbance Handles

This roles taking corrective actions for unexpected disturbance like strike, natural disastess.

- The immediate step is to respond quickly & bring back the normal situation.

? Assignment

• Why managerial skills is vital in the organization?
• Define the management functions and skills with illustrations.

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Evolution of Management

○ <u>Management History</u>

- It is as old as human civilization regarded as systematic body of knowledge in 20th century
- It is evolving
- The industrial revolution had a great impact in management.

○ <u>Management</u>

→ Management Antiquity & early management pioneers
→ Classical perspective
→ Behavioural perspective
→ Quantitative perspective
→ Integrative perspective

① <u>Early Development in Management.</u>

→ <u>Management in Antiquity</u>

Management is used for governing empires through communication, planning & control

- Construction of pyramid, great wall.

→ <u>Early Management Pioneers</u>

→ Robert Owen

- British Industrialist
- regarded as management pioneer
- He recognized as importants of Human elements in Industry relation in 19th century

- advocate employee welfare.

→ Charles Babage

- Pioneer of operation & research industrial engineering techniques
- Proffesor at cambridge university
- Focused attention on efficiencies of production
- Emphasized on division of labour
- believed in harmony relationship bet^n management & labour.

(II) Classical perspective in Management

- begining of Modern management.
- Focus on efficiencies & recommendations that managers continously try to organizational efficiency to increase the prod^n.
→ Scientific management.
- Administrative management.
- Bureaucracy management.

→ Scientific Management

(F.W. Taylor)

Father of modern Science Management.

• According to Taylor

- Focused on job
→ It is concerned with the improving performance of Individual workers.

→ **Principles of Scientific Management**

→ One best method
  - Time & motion study
  - No guess work/ trial & error / rule of Humans

→ Specialization
  - division of work for specialization
  - to achieve the highest level of efficiency.

→ workers trained & development.
→ Management & labour / harmonic relationship.

(II) **Contribution of Scientific Management**

→ promoted mass production
→ Facilated job design through specialization & standardization work.

→ gave importance proper selection / training & compensation of worker for improving efficiency.

Introduced
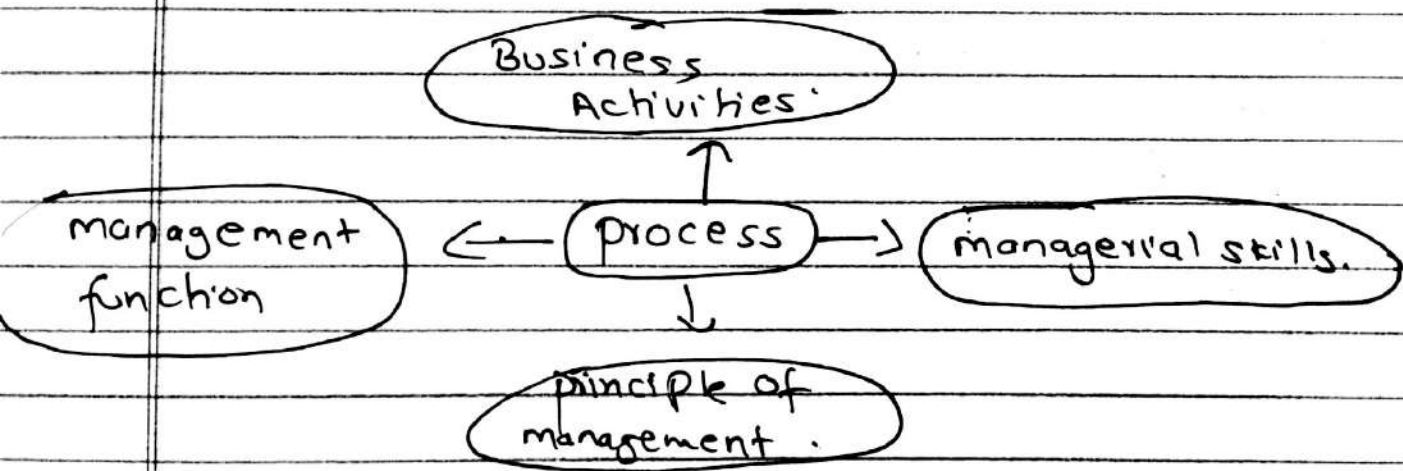→ Introduction rational method → method of working by scientific method.
  - one best way
  - discarded the rule of thumb and guess work.

(10) Administrative Management

→ Focused more on what managers do & what constituted good management practice

→ Profounded by Henasy Fayol
  - French Industriliast & mining engineer by profession

→ This theory is concerned with management principles & Functions

→ This theory provided process approach to the management.

→ Focusing on managing total organization.

Administrative theory of management

```
              ┌─────────────┐
              │  Business   │
              │ Achivities. │
              └─────────────┘
                     ↑
┌──────────────┐  ┌─────────┐  ┌─────────────────┐
│ management   │← │ process │→ │ managerial skills.│
│ funchon      │  └─────────┘  └─────────────────┘
└──────────────┘       ↓
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              │ principk of  │
              │ management . │
              └──────────────┘
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Business Achvities:

-) Technical - producthon /manufacturing .

-) Commercial:- Buying / selling & exchange.

-) Financial search for optimum use of funds -

-) Security: protechon of people & property

-) managerial: planning/ organizing/ conholling coordinathng.

\# Business Activities

Technical- production/ manufacturing

Commercial - Buying/ selling and exchange

Financial - search for optimum use of funds.

Security- protection of people

—) managerial skills:- management is a skill that can be physical/mental/education/technical.

—) management function.

—) planning/ Forecasting.

—) Organizing '

—) Controlling.

—) Comment.

—> Co-ordinates

\# Principle of management:

1) Division of work.

2) Authority & responsibility (belongs to top level mgmt)

3) Discipline.

4) Unity of Command:- "one employ one boss".

5) Unity of direction:- single plan of action
  — to guide managers & workers.

6. Subordination of individual interests.

7) Remuneration: Fair & equitable.

8) Scalar chain:- chain of command.
   "top level to bottom".

9) Order:- people & material to be in order.

10) Equity:- sense of kindness.

11 Initiative:-

12 Espirit de corps:- team work.

13 Stability of tenure.

14. Centralization.

[प्रशासनीक तन्त्र]

iii Bureaucratic Management [Approach / Theory].

→) Founder →) Max Webber.

→) developed - early —1900 AD

→) developed · a theory of authority & structure relations based on idea/type of orgⁿ.

— Bureaucracy is a form of organization characterised by division of labour.

— a clearly defined hierarchy, detailed rules & regulations · & impersonal relationship.

— Bureaucracy is the most common pattern of organization in large establishments & gov. offices.

Job broken into simple and routine

Job broken into simple & routine

Positions organized in a hierarchy with casses chain & command

positions organized in a hierarchy with career chain & command

Division of labour

Division of labour

authority hierarchy.

Authority hierarchy

a : bureaucratic should have

Formal selection

formal selection.

Formal rules & regulation

formal rules & regulation.

Impersonality

impersonality

System of written rules & standard. Operating procedures

uniform application of rules & controls not according to personalities

people selected for job based. on technical qualification

People selected for job based on technical qualification

System of written rules & standard Operating procedures

Uniform application of rules and controls not according to personalities

\# Behavioural perspective in Management

Human Relations and Behavioral Science Theories

→ This theories believe that successful management emerged largely depends on a managerial's ability to understand and work with & through people who differ in culture, perceptions, needs and aspirations.

→ These theories is the modified, enlarged and extended forms of classical theory

ⓐ Behavioural theory consists of

① Human Relation approach

⑪ Behaviousal " "

① **Human Relation approach**

- Studies the importance of individuals within the organization.

Developed by :- Elton Mayo

(Proffesor at Haxvad)

This approach is focused on :-

→ Management beliefs about the role of people in organisation.

→ People behaviour and attitudes are closely related, that groups factors significantly affect individual behaviour.

→ The group standards establish individuals worker output and money is a less factor in determining in output than, group standards / group attitudes / security.

• Contribution

→ Focus of management to the human side of organization

→ Social settings and groups more important for productivity.

→ employees satisfaction is the key factor for performance.

- **limitations**

→ gave overemphasize on humanside

- Financials reward were ignored, which may not always effect

→ Focused on informal groups and their output but informal groups don't make task pleasant only worker's day pleasant.
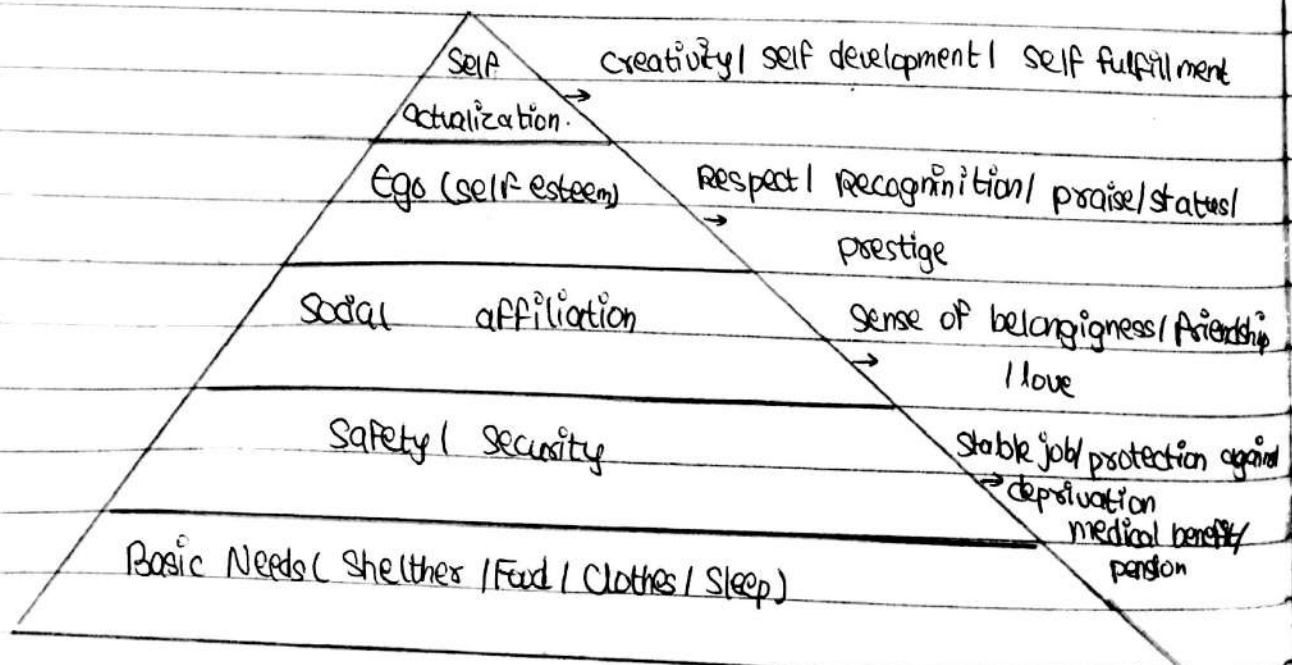
(II) Behavior science theories

Behavioural theories apply the concept of psychology, sociology and anthropology to management.

→ deal with interpersonal relation and behavior patterns of employees.

Behavioral science theories consists of

a) Theory of Human Needs (Abraham Maskaw)

Self Actualization. — Creativity/ self development/ self fulfillment

Ego (self-esteem) — Respect/ Recognition/ praise/ status/ prestige

Social affiliation — Sense of belongingness/ friendship / love

Safety / Security — Stable job/ protection against deprivation / medical benefit/ pension

Basic Needs (Shelther /Food / Clothes / Sleep)

b) Theory of x and Theory of y

→ Founder - Douglas Mc gregor

Factor	Theory. X	Theory y
→ work	disliked and avoided	liked and accepted
→ Control	Managerial control	Self control
→ Responsibility	avoided	learn to accept and seek.
→ Direction	Formal by supervisors	self direction by employees
→ Change	Restricted	Accepted
→ Needs	lower order needs	Higher order Needs

Theory of x
- pessimistic
- negative view of people

Theory of y
- optimstic / Dynamic / Flexible.

• Contribution

→ emphasize understanding on Human behaviour
→ provide insights into motivation / group dynamics
→ emphasize on non- financial rewards
→ advocated that needs influences behaviour.

- **Limitations**
  → neglects the economic dimension of job satisfaction.
  → It has not considered the simut situational variables
  → lacks scientific validity.
  → views management is nothing but applied behavioural science.

Quantitative perspective

→ Focus on mathematical models and process to management situations.

→ Quantitative approach is the use of quantitative techniques to improve decision making.

→ This approach consists of
  - Decision Theory of management
  - Management science Theory.

Decision Theory of management.

Decision Theory looks management as a decision making process.

→ The manager is regarded as decision maker and a major challenges for manager is to take rational decision.

→ The sucess or failure largely depends on the decision making be ability of the manager.

For example,

Introducing Net product, creating organization structure, setting objective are the best-example of decision making process in management.

Rational Decision consist of following:-

→ Define the problem.

→ Identify relevant alternatives

→ Evaluating the alternatives

→ Selecting the best course of action.

→ Implementation of action.

→ Evaluating the result of action.

• Contribution

→ helps in developing problem solver.

→ helps to develop different mathematical and quantitative tools for decision making

→ Contribution in information management.

• limitations

→ doesn't take total view of management.

→ Scope is limited.

→ ignores the situational variables.

→ doesn't stress the human relation and behavioral aspect.

Management Science Theory

This Theory involves applying statistics, optimization models, information models, computer simulation and other quantitative to management activities

For example,

→ linear programming is a technique that managers use to improve resource

allocation

→ work scheduling can be more efficient as a result of critical path scheduling analysis.

• Contributions

→ developed quantitative tools to make management decision.
→ useful for planning and control
→ Applicable in production and operation management.

• Limitations

→ doesn't deal with people aspect of organization.
→ not applicable where quantification is not possible.
→ It ignores environmental factors.

Integrative perspective of management.

✳ System theory

A system is a set of interrelated and interdependent parts arranged in a manner that produces a unified whole.

→ A system approach says that an organization takes in inputs resources from the environment and transforms or process these resources into outputs that are distributed in environment.
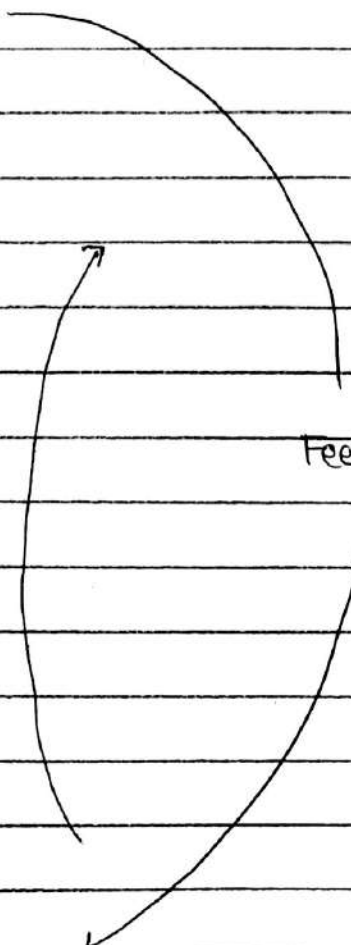
• Inputs
- Raw materials

- Human Resources
- Capital
- Technology
- Information.

• Transformation process

→ Employee's work and activities
→ Management activities
→ Technology and operational methods.

• Output

- products and service.
- Financial result (profit / loss)
- Human results (Employees Behaviours)

Feed back

• Features

① Goal oriented.

Every system is purposeful.

② Subsystems

The parts of system interact with each other.

③ Synergy

working together produces more than working alone.

(10)   Flow - Input - transform - Output.

- **Contribution of system approach**

→ Integrative / total view of management.
→ It recognizes the inter relations among sub systems for synergistic efforts.
→ Useful for studying complex situation.
→ recognizes the environment influence.
→ Feed back Facilates change in system.

- **Limitations**

→ It is abstract and can't be directly and easily applied to practical problem.
→ doesn't affer any tool or techniques of integration and nature of interdependenties bet" org" environment.

✗ Contingency theory (Situational theory)

- This theory recognizes the situational nature of management.
- This theory is intutively logical because organization and even units within the same org" differ in terms of size, growth, work activities etc.
- This theory is based on IF and then

    As such, "IF this is the way my situation is, then, this is the best way for me manage the situation".

For example,

- Division of labour is valuable and widely used but jobs can become too specialized.
- Bureaucracy is desirable, but in other circumstances, other structural designs are more effective.

- Steps in applications of contingency management.

- Analyze and understand the situation case by case.
- Examine the validity and applicability of management approach to the situation at hand.
- Match the management approach to the situation.
- Implement the approach

- Contribution

- Practical application
- Integrative approach
- Situations are regarded as important factors.
- Managers get help in improving new and better approaches to meet complex situation.

- Limitations

- Every situation is unique to managers and it may not be able to analyze handle each and every situation.
- Complex & difficult to identify relevant and contingencies variables.

Unit 3

✗ Management environment

+ Business environment

What is Environment in relation to Business / orgn.

Environment refers to all forces and factors that influences on overall development, performance and outcomes of an organization.

→ also influences attainment of goals.

→ organization always operates in dynamic environment.

→ It can't exists and operates without environment.

→ Environment is

- aggregate of all conditions, events and influences that surround and affect it.

The Environment are

Internal Environment   External Environment.

• Internal Environment / Micro Environment

→ The forces and factors located inside the organization. The business orgn have following factors

→ Goals / Policies / orgn culture / Structure of the business.

• Stakeholders

- Customers
- Suppliers
- Competitors
- Market Intermediaries.
- Financial Institution.

Internal Environment provides strength and weakness

Internal Environment

Goals - desired outcomes / end result

Structure - design of job and relationship
- Concerned with the activities

        org^n must function theis

        boundary & activi structure

policies - guideliness for decision making
    - directly related with goals
    - org^n operates within the policy

Resources - physical / Human / Finance / Information /

            technology

    - It sets the limit of org^n activities

Culture - Culture shapes overall effectiveness of the org^n

    Culture is shared values / norms / beliefs / customs and symbols that

        guide members of the org^n.

- Customers

are:- → consumers / Business / Institutional

    Customer represent potential uncertainity to an org^n because tastes

and need can change or they can become disassoc dissatisfied with the

org^n products or services.

- Suppliers

    → managers seek to ensure a steady flow of needed inputs (raw

materials) at the lowest price possible.

An orgⁿ supplies being limited or delayed in delivery can constrain managers decisions and actions.

- ## Macro Environment / External Environment

  → political Environment
  - political institution
  - political system
  - political philosophy.

- ## legal Environment

  → It is concerned with the rules/ constitution/ precedent/ Act like, Industrial Act, Foreign Direct Investment/ Investment Board.

  → protects the consumer rights / human rights/ Favourable environment in the country

  law → enacted by parliament

  → Courts of law - review and establish the law.

  → Administration - Implement the law, policy, Jail, Anti corruption entity.

- ## Economic Environment

  → Free market economy - encourage to private sectors/ profit oriented
  ~ controlled by Govt.

  Mixed economy State owned

  Centrally planned → public ownership of the factors of production.
  economy

- Controlled by Govt.

Mixed economy - both free market economy and state owned economy.

Monetary policy - Money supply, inflation, interest rates.

Fiscal policy - Fiscal policy, Budget tax.

Economic Condition

    Income level : per capita

Business Cycle

    - persperity

    - recession

    - recovery

    - Globalization

- Technology environment

    → Pace of Technology - Technology in dynamic so, it influences the management and business org^n

    → Technology transfer - Technology imported from advanced technology in countries.

    → level of Technology - labour based - Human labour is mainly used

    - Capital based - Machinery is mainly used.

- Assignment

(1)   - Apply the system Theory corcepts to an organization with which you are familiar. What are it's inputs and outputs. What are the challenges in managing organization from the system theory perspectives.

(II) Explain the contigency approach in management.

(III) Briefly, describe the contribution of behaviour science theory in management.

(IV) Diff. bet" open and closed systems.

Socio- cultural environment

- Demography

  → Gender wise

  → Age wise

  → educated or illeterate

  → densed population.

- Religion

  → Hindu, Buddhist, Muslims.   → lifestyle

- Cultural Factors

  → Social values

  → attitudes

  → norms

  → Religion

Social Responsibility (Corporate Social Responsibility)

Social Responsibility is the obligation of an organization to protest and enhance the society which the organization operates.

- Business org^n are established; survive and grow in the Society
- It is the responsibility of org^n perform their activities within the existing rules, regulations and norms of society.
- A firm's engaging in social activities because of its obligation to meet certain economic and legal responsibilities.

○ Approaches of Social obligation.

(I) Classical view of Social Responsibility ⇒ the management's only social responsibility is to maximize profit.

(II) Socio-economic view ⇒ The management's social responsibility goes beyond making profits and includes protecting and improving society's welfare.

(III) Social responsiveness ⇒ The firm's engaging in social actions in response to some popular social needs.

(IV) Social responsibility ⇒ as a business intention beyond it's legal and economic obligation it do the right things and act in a ways that are good for the society.

Social Responsibility toward

Share holders	Consumer	Employees	Government	Community

(- distribute the dividend.)

- **Towards the Shareholders**

  - Safety of capital Investment.
  - distribute the dividend.
  - disclosure of financial information
  - give a opportunity to participate in management for planning / political.
  - To maximize the value of capital by optimum utilization of the Resources.

- **Towards the consumers**

  - offer the quality goods or services.
  - Reasonable price
  - after sale services
  - Research and Development for innovation of products.
  - avoid unfair trade practices.

- **Towards the employees**

  - provide job security
  - fair wages / fringes and benefits
  - Social security / pension / gratutity
  - Favourable working condition and recognization of their performance.
  - give an opportunity to participate in management.

- **Towards the Government**

  - Strictly follow the ~~very~~ rules and regulations

- paying the tax
- avoid monopolistic and unfair trade.
- creation of employment.

○ Towards the community

- to avoid the environment pollution
- maintain the ecology system.
- Creation of employment opportunity
- optimum utilization of resources of the society.
- Development of social and cultural values.
- involve in social welfare programme.

Managerial ethics

Ethics is the set of moral behaviour/norms/values/beliefs that determines what is right or wrong.

Managerial ethics the standard of moral behaviour/norms values that is accepted by the society.

→ Standard norms and values, truth and justice that is accepted by managers.

○ Importance of managerial ethics

- It maintains the goodwill and image of the company.
- Promotes fair competition
- maintains the better relation with it's stakeholders.
- less interference of government or regulatory body.
- promotes the social responsibility.

- It improve the working environment.
- increase market share.

# #

Planning

Before Goal setting, managers makes the plan for what to do.

→ planning is the primary function of management.

→ It is the process, by which

managers define the goals and take necessary steps to ensure that these goals are achieved.

Planning is intellectual process which

→ what to do?

→ how it is to be done?

→ when it is to be done?

→ who is to be done?

Planning involves

→ defining the org^n goals establishing strategies for achieving goals.

→ developing plans to integrate and coordinate work activities

It is concerned with

* the ends (what)

* the means (how).

- Road map   - brings smooth operat^n   - Future course of action.

→ It provides the guide lines to achieve the goals in the future.

• Characteristics of plan.

→ It is Future oriented.

→ goals oriented

→ deals with uncertainity

→ scanning the future environment / trends / events.

→ Thinking process.

→ planning is action oriented.

→ primary function of management.

• Importance of planning

→ Focus the Goals.

→ gives the direction to the organization member.

→ Minimizes uncertainity and risk.

→ Avoids problems.

→ Better smooth of operation.

→ Basis for change.

→ Basis for control.

→ Scanning the environment trends / events.

→ Minimize the waste.

→ Better utilization of Resources.

Plan		Time Horizon		level of management
Corperate plan stategical	→	long term 5 years & above	→	top level
Tactical plan		Medium term 1 years - 5year		Middle level management
operational plan		day today - quarterly - annual		lower level Functional management

→ org^n establishes overall coorporate strategies/ mission/ goals.

→ programes after environmental scanning (opportunities and threats)

→ gives reason for existence

→ long term vision/ mission what org^n wants to become.

   For example,
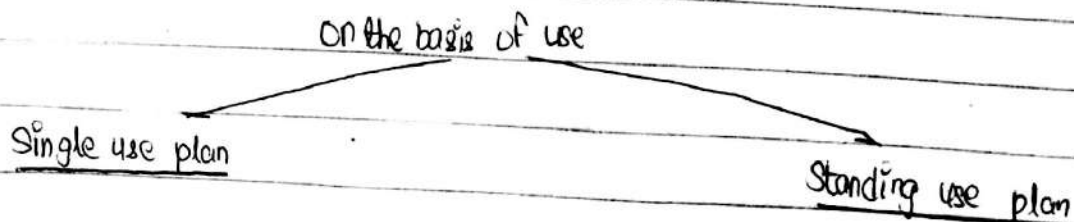
         - product offered

         - key customer served

         - social responsibility

         - technology based.

Tactical Plan

- It specifies how overall goals are achieved.
- It is consistent with corporate plans.
- It is formulated / prepared by Middle level management.
  → Division manager prepare the tactical plan / identifies priorities of the divisional activities.
- Based on the strengths and weakness.
- time Horizon → (1-5 years)
- Division activities like, production Dept / Human Resources Dept. / Marketing Dept / Information and technology Dept.
- The tactical plan allocates the resources and task to programmes.

Operational Plan

- It is concerned with day to day operation of management.
- It is specific action of plan of each and every activity of the unit.
- It is consistent with tactical plan.

On the basis of use

Single use plan | Standing use plan

- It is a plan for specific purpose
- Prepared for non reptitive activities
For example,
- Particular Programme
- Budget

- The plan is develop to meet ongoing and repetitive activities
- mission / goals / policies / strategies Rule.
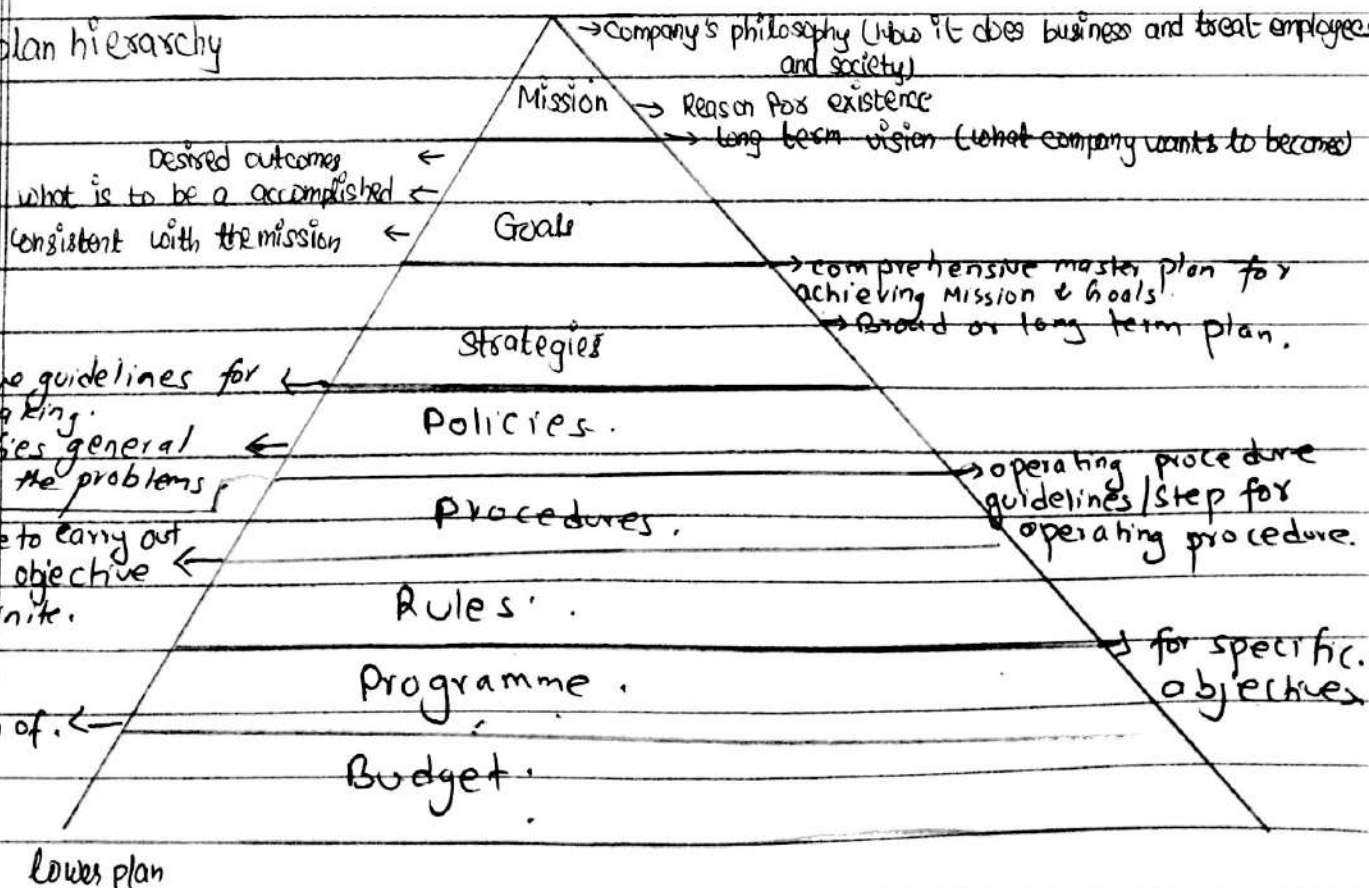
on the basis of flexibility

Specific	Flexibility / Directional
-It is developed for a particular dept. or unit about the activities to be performed	The plan that doesn't have specific objectives or course of action
-No room for misunderstanding / misso missepresentation	→ Such plan only provide only guidelines to members
For example, specific procedures/ Budget allocation/ specific schedules of activities are specified to reach the objectives	→ The members can modified such plan on the basis of their future requirement.

Hierarchy of Planning

higher plan hierarchy

→ Company's philosophy (how it does business and treat-employee and society)

Mission → Reason for existence
→ long term vision (what company wants to become)

Desired outcomes ←
what is to be a accomplished ←
Consistent with the mission ←

Goals

→ comprehensive master plan for achieving Mission & Goals
→ Broad or long term plan.

Strategies

Comprehensive guidelines for ←
decision making.
This specifies general
response to the problems ←

Policies.

→ operating procedure guidelines /step for operating procedure.

Procedures.

They are guide to carry out
the specific objective ←
rigid & definite.

Rules.

→ for specific. objectives

Programme.

for allocation of. ←
financial
resources.

Budget.

lower plan

- Planning   :   Method

                         Process

                         Steps

- Methods of planning

1. → Top down method.
2. − Bottom " "
3. Participative method.
4. Team work " .

1. Top down method

- Top level management Formulae's the plan.
- Driven by top level.
- Communicated to middle level for implementation and control
- It is generally applied in centralized org^n
- It restricts initiative.
- It is assumed that top level management posses skills / knowledge and authority for planning.

2. Bottom up method

- This method is driven by middle level and lower level management.

- The plans are formulated by operational level.
- The top management reviews & approves the plan.
- Applicable in decentralized approaches.
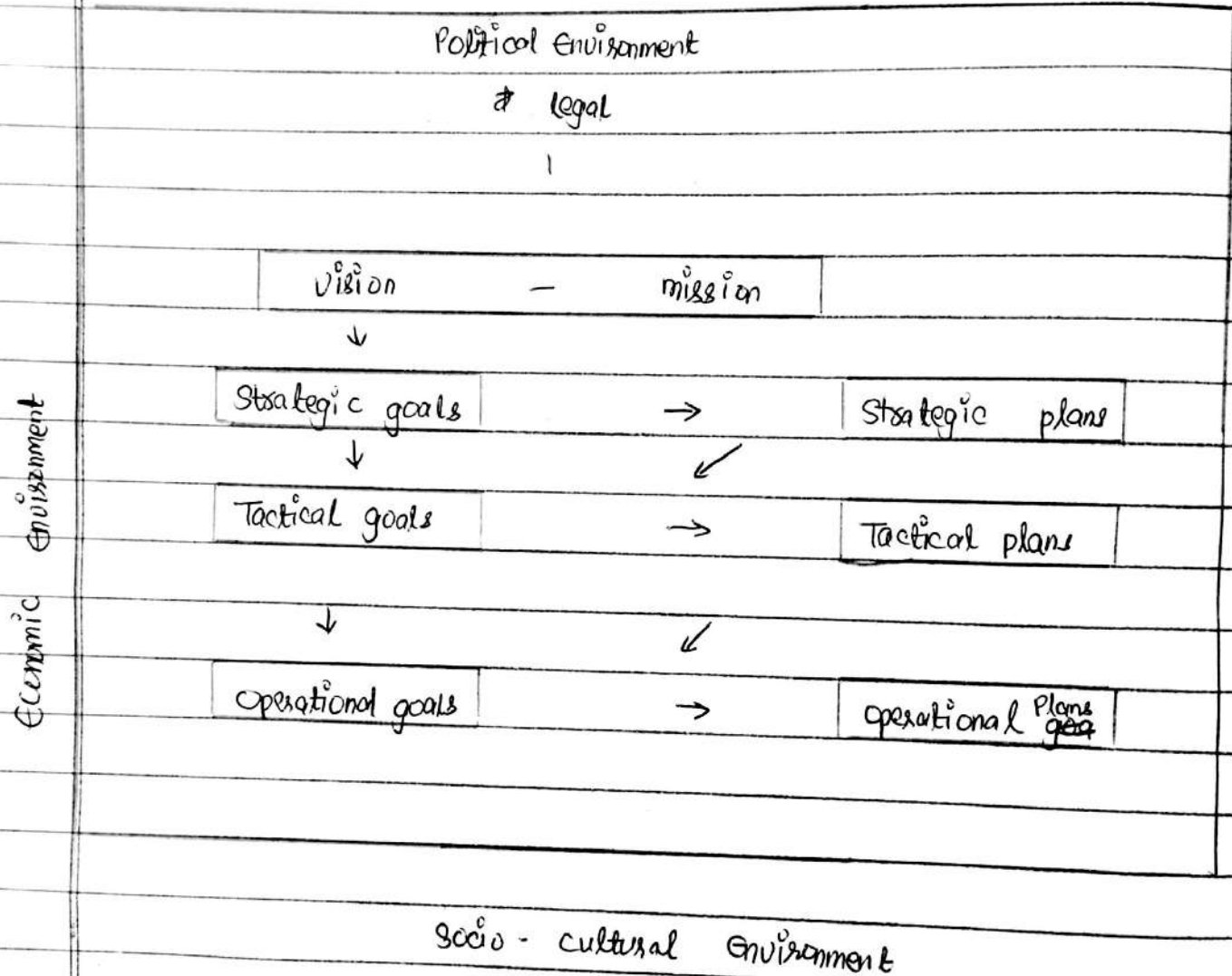- Those responsible for implementation are involved in planning
- It allows initiation.

3. Participative method

- It is a blend of top-down and bottom up method.
- Management provides assumption / guideliness / parameters / clues for Planning to middle level & lower level management.
- Middle & lower level management formulates & forward them to top level management for reviews & finalize them.

4. Team method of planning

- Planning is formulated by team.
- Team includes line managers & experts staff.
- Team function as a unit.
- Team members poses multiple skills in planning.
- Team prepares draft & forwarded to top level for review/ finalize & approve them.

- Process of planning

Political Environment
& legal
|

Economic Environment

| Vision | — | mission |
|

↓

| Strategic goals | → | Strategic plans |

↓   ↙

| Tactical goals | → | Tactical plans |

↓   ↙

| Operational goals | → | Operational Plans |

Socio - cultural Environment

① Understanding the Environment context

→ political Environment

→ Legal   "

→ Economic   "

→ Socio cultural "

→ Technological "

② Vision to mission formulation
③ Strategic goals & Strategical plans.
④ Tactical   "   & tactical   "
⑤ Operational " & operational "

Steps in planning
→ Analyze the opportunities
→ Setting the goals.
→ Develop the premises (basis of assumptions / standards)
→ Determine the alternative course of action.
→ Evaluate the alternative course of action
→ Select the best course of action.
→ Action plan
→ Prepare the budget.

⇉ Analyze the opportunities
→ pre step of the planning
→ essential to make successful plan
→ Analyze strengths / weakness / opportunities and threats.

⇉ Setting the goals
→ starting point of planning
→ objectives must be clear.
→ Goals must be
            "SMART"
→   S = Specific   R = Realistic
     M = Measurable   T = Time bound.
     A = Acceptable

≥ Determination of Premises

• Premises are the assumption of the future on the basis of which plan is formulated

Premises are:

Tangible	Intangible	Internal money	External
	Employee moral		
- Capital investment	- goodwill	- material	- Competitors strategy
- Units of production	- motivation	- machines	- Govt. policy
- Units sold	- Managerial		- Technology change
- Cost per unit	skills		- Social cultural
	attitude		benefits

≥ Determine alternatives in course of action

→ identify all the possible alternatives

→ determine the possible alternatively based on the plan formulated

≥ Evaluation of alternative

→ evaluate each and every alternative from cost and benefit point of view.

→ evaluation in terms of Rise / Responsibility / Planning promises.

→ Resource allocation / technology change.

≥ Selecting a best course of action

→ select among the best after evaluation

→ management has to consider past experience present situation and future contingency of decision.

→ The Factor determination of selection are

- time   - quality
- cost   - resources availability

Formulated the Action plan

→ Activities :

What is to do?

→ Responsibility :

Who is to do?

→ Time bound :

when to do?

→ Method :

How to do?

Prepares Budget

→ Budget is a financial plan

→ It is used to allocate the financial resources in order to implement the plan.

What is MBO?

Management by Objective

→ MBO is a comprehensive technique applied for goal setting and planning

→ MBO is like a participitive management where both superior and subordinates jointly set time bound goals.

→ It refers to the process of setting goals for the employees so that they know what they are supposed to do at work place.

→ MBO defines the roles and responsibilities for the employees and help them chain out their future course of action.

Features

- Emphasis on objectives
- Objectives are set out for all level of org^n.
- Setting the objectives and performance leveling are made with the participation of concerned managers.
- Convert the org^n goals into personal goals.
- Periodic review of performance.
- Feedback provided to employees based on the actual performance.

• Process

- setting the objectives by top level management.
- Setting subordinate objectives.
        (Objectives are set by the superior with their consultations and agreement)
- Matching the resources with objectives
        (Connection between available resources within the org^n and Objectives appraisal)
- Performance appraisal is the periodical review of performance to measure whether the subordinate is accomplishing his duties property or not?.

Decision Making Process

Features	Importance
→ continous process	→ persuasive function
→ Goal oriented	→ Evaluation of managerial function
→ Selective process	→ Selection of best alternatives
→ Human rational process	→ Establishment of plans and policies
→ Dynamic process	→ Successful operation of business
→ positive or negative	

- Types of Decision making process

① Programmed or non programmed
② Strategical, tactical and operational
③ Individual or Group
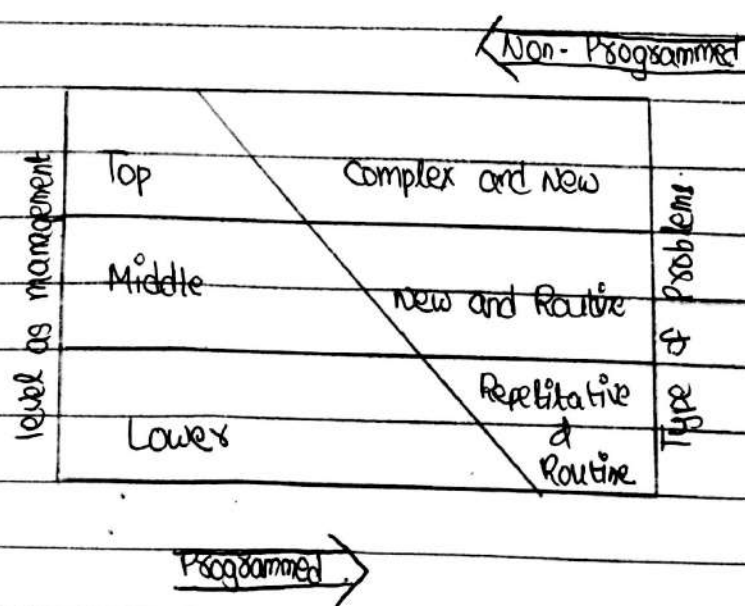
- Programmed

- deal with repetitive and routine problems according to plan, policies, procedures.
- great deal of certainity
- middle level and lower level management make such decisions

For example,

Play roll, reward and punishment to employee.

- Non-programmed

- deal with complex and non routine problem.
- Unique or creative nature.
- Strategic and absolutely managerial decisions.
- No standard operating procedures to guide decision maker.
- For example,

Product diversification

- New investment.
- New technology.

| Strategic decision making process	Tactical decision making process	Operational decision making process
- Related with long term corporate goals. - deal with non programmed. - top level management.	- Short term goals for Dept. and units - production/finance/marketing - middle level involves in such decision making.	- Routine and Repetitive programmed decision. - Top level management delegates authority to subordinate managers.

Organizing

> Function of management
- planning
- Organizing ✓
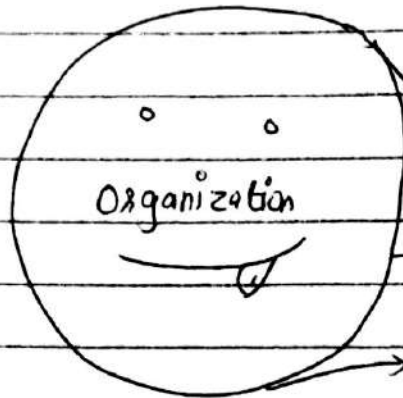
→ identifying the work of organization

→ divided into tasks

→ further tasks are assigned to the individuals or dept.

- Organizing is the process of creating structure
- It is arranging and structure of the work. Structure means coordinating, establishing the relationship and provides the authority and responsibility.

- organizing is the process of defining and grouping the activities of the enterprise and establishing the authority relationship among them.

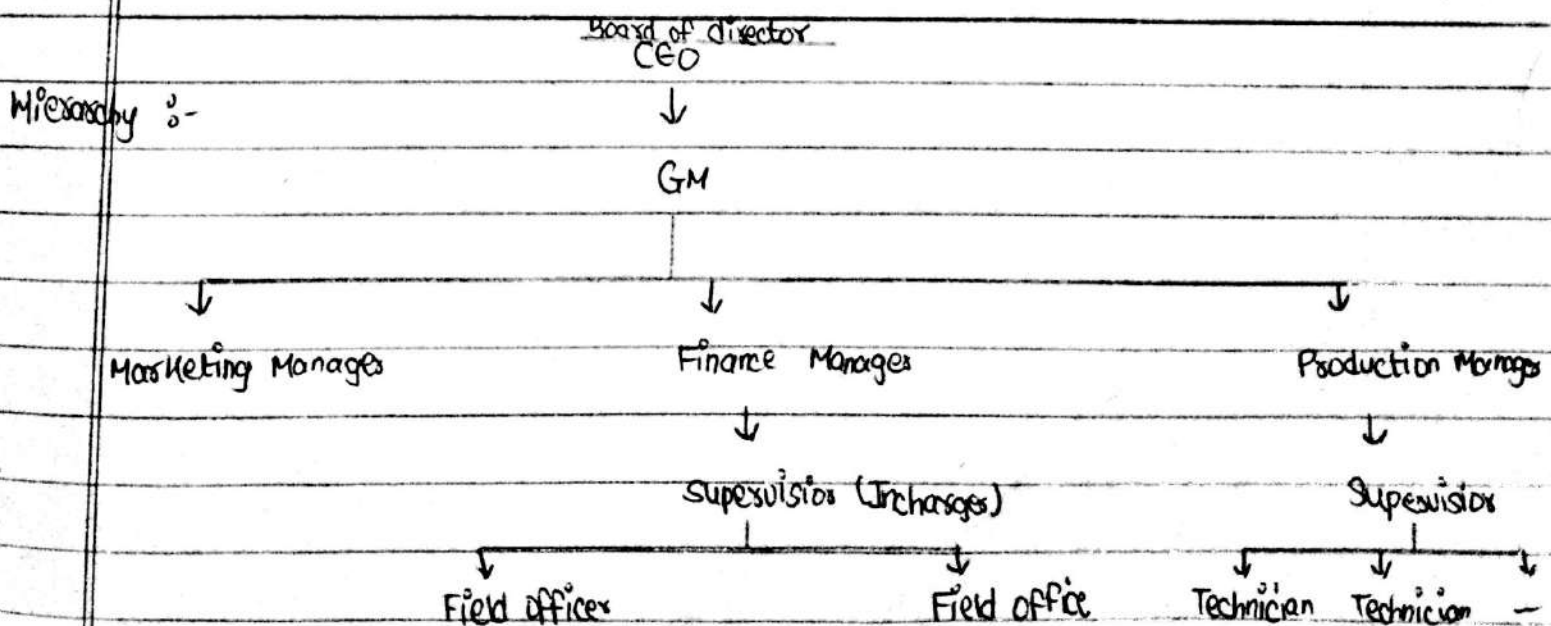Organizing has a following activities :-

- Work is divided into specialization
- Work of orgn is further divided into tasks.
- The divided tasks are allocated to individuals and positions.
- Dept. and units are created.

- Purpose

→ Divides work is to be done into specific jobs and Dept.
→ Assigns task and responsibilities associated with individual jobs.
→ Coordinated diverse organizational tasks.
→ Clusters jobs into units.
→ Establish relationship among individual groups and Dept.
→ Establish formal lines of authority.

- Characteristic

→ Identification of Activities
→ Grouping Activities
→ Accumulation of Resources.
→ Defining Hierarchy of the org^n.
→ Assignment of jobs.
→ Establishing Authority and responsibility.
→ Evaluation of performance.

Hierarchy :-

Board of director
CEO
↓
GM

↓ Marketing Manager   ↓ Finance Manager   ↓ Production Manager

Finance Manager
↓
Supervision (Incharges)

Production Manager
↓
Supervision

↓ Field officer   ↓ Field office   ↓ Technician   ↓ Technician —

- Importance

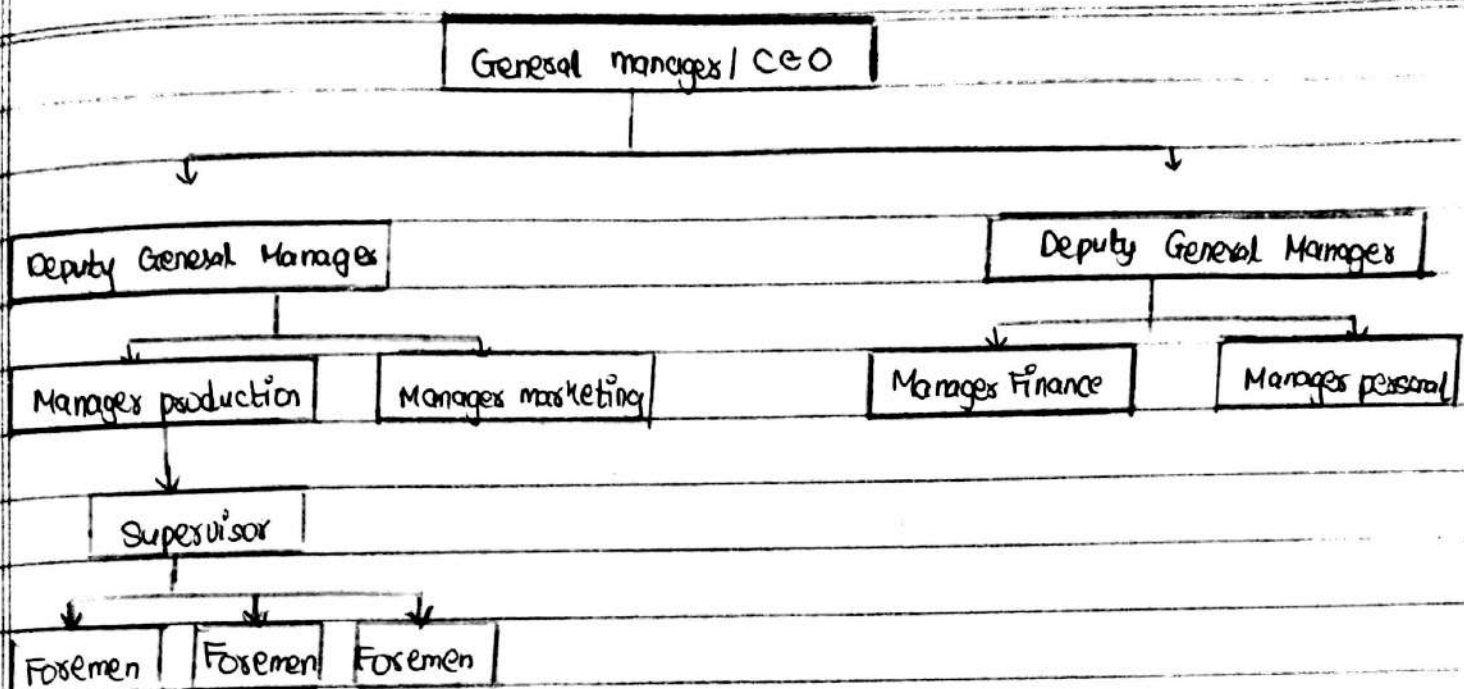→ Efficiently and effective Management
→ Facilates specialization.
→ Avoids overlapping and duplication
→ Optimum use of Resources.
→ Defines authority and responsibility
→ Basis of coordination.
→ Establish the channels of Communication.
→ Productivity and job satisfaction.

Types of organization structure

i) Line
ii) Line with staff
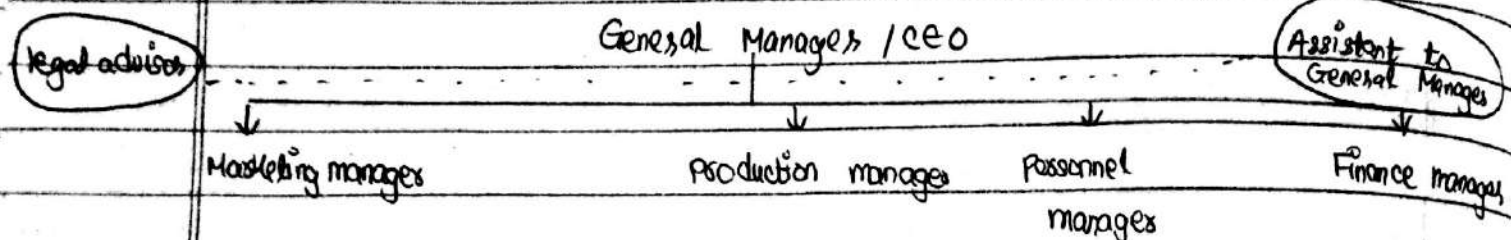iii) Functional
iv) Matrix

•• i) Line org^n structure

•

```
                    ┌─────────────────────┐
                    │ General manager/CEO │
                    └──────────┬──────────┘
          ┌────────────────────┴────────────────────────┐
          ▼                                              ▼
┌───────────────────────┐                    ┌───────────────────────┐
│ Deputy General Manager│                    │ Deputy General Manager│
└──────────┬────────────┘                    └──────────┬────────────┘
      ┌────┴─────┐                              ┌────────┴────────┐
      ▼          ▼                              ▼                 ▼
┌──────────┐ ┌──────────┐            ┌──────────────┐ ┌──────────────┐
│ Manager  │ │ Manager  │            │   Manager    │ │   Manager    │
│production │ │marketing │            │   Finance    │ │   personal   │
└────┬─────┘ └──────────┘            └──────────────┘ └──────────────┘
     ▼
┌──────────┐
│Supervisor│
└────┬─────┘
 ┌───┼───┐
 ▼   ▼   ▼
┌──────┐┌──────┐┌──────┐
│Foremen││Foremen││Foremen│
└──────┘└──────┘└──────┘
```

= **Advantages**

→ Simplicity in structure.
→ Fixed authorities & Responsibility
→ Prompt decision making
→ Unity of command
→ Flexibility

= **Disadvantages**

→ Autocratic (centralization authority)
→ lack of specialization
→ overloading
→ one way communication
→ Inefficiency (lack of expert advice)

ii) **Line with staff**

legal adviser --- **General Manager / CEO** --- Assistant to General Manager

- Marketing manager
- Production manager
- Personnel manager
- Finance manager

This structure combines lines as well as staff relationship.

= line manager .... staff relationship

line managers for making and implementation of decision

→ They direct work for subordinates or staff under them

= Staff Authority / relationship

→ They are working as purely advisor
→ don't have decision making
→ assist & counsel to line managers.

y = **Advantages**

→ Expert advice
- Staff specialize
- provides expert opinion

→ Discipline
- Staff specialist don't violate or disturb
- They maintain the scalar chain.

→ Balanced work load / pressure.

→ Advancement opportunities

    (line managers can improve their performance with expert).

→ Flexibility

        Staff specialist can be added to the line managers as and when required.
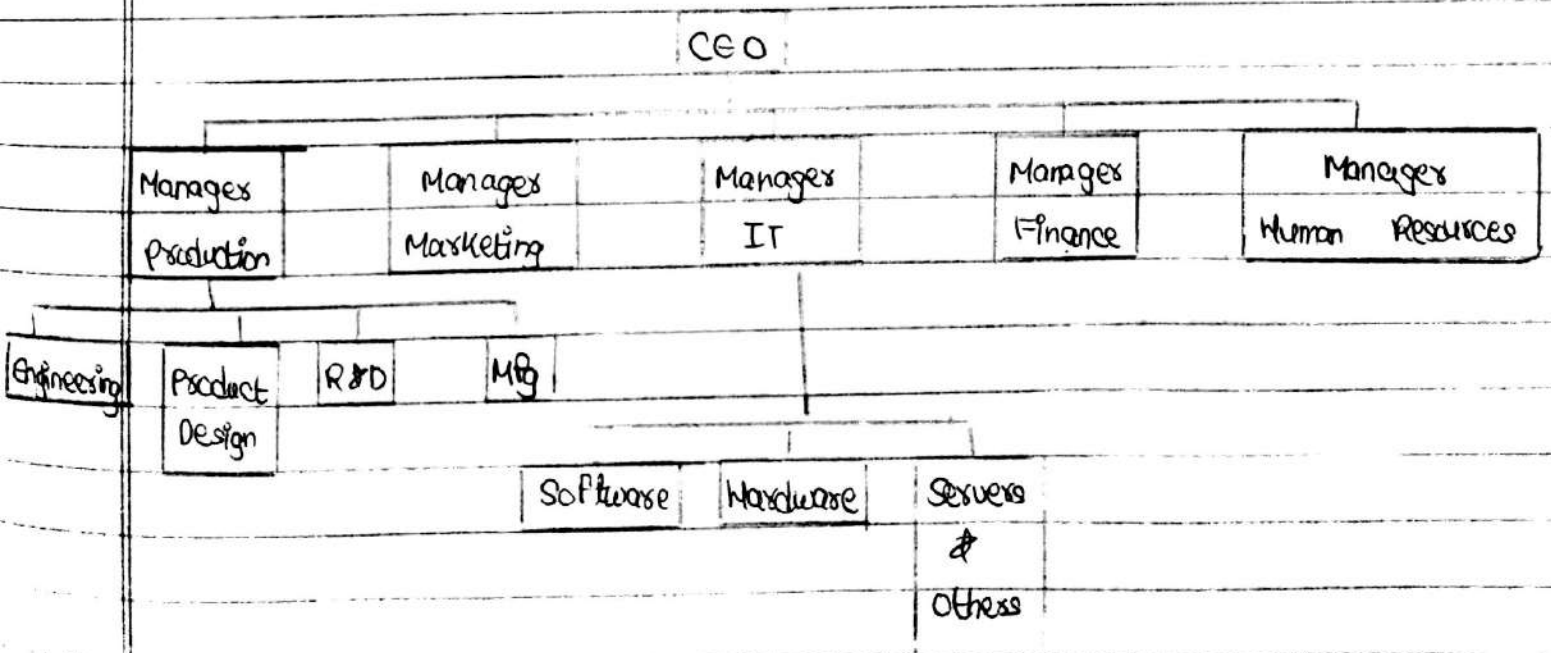
B = **Disadvantages**

→ Conflict

→ confusion

→ overdependence

→ Inefficiencies

iii) Functional organization Structure

```
                          ┌─────────┐
                          │  CEO    │
                          └────┬────┘
       ┌──────────┬──────────┼──────────┬──────────────┐
  ┌────────┐ ┌─────────┐ ┌────────┐ ┌────────┐ ┌──────────────┐
  │Manager │ │Manager  │ │Manager │ │Manager │ │Manager       │
  │Production│ │Marketing│ │  IT    │ │Finance │ │Human Resources│
  └────────┘ └─────────┘ └────────┘ └────────┘ └──────────────┘
```

```
┌──────────┐ ┌─────────┐ ┌─────┐ ┌─────┐
│Engineering│ │Product  │ │R&D  │ │Mfg  │
└──────────┘ │Design   │ └─────┘ └─────┘
             └─────────┘
```

```
        ┌─────────┐ ┌─────────┐ ┌─────────┐
        │Software │ │Hardware │ │Servers  │
        └─────────┘ └─────────┘ │  &      │
                                 │Others   │
                                 └─────────┘
```

- **Features**

  - Focuses on work specialization
  - Grouping of activities by functions performed
  - line managers concentrates on particular function
 - line managers are specialist.

- **Advantages**

  + Specialization
  + co-ordination within functional manager.
  + efficiency is increased.
  + carrer progression within functional areas.

- **Disadvantages**

  - Suitable only stable environment
  - lack of unity of command as subordinate receives command from various boss.
  - Delay in decision making due to top level management hold the Authority.

iv) **Matrix organization Structure**
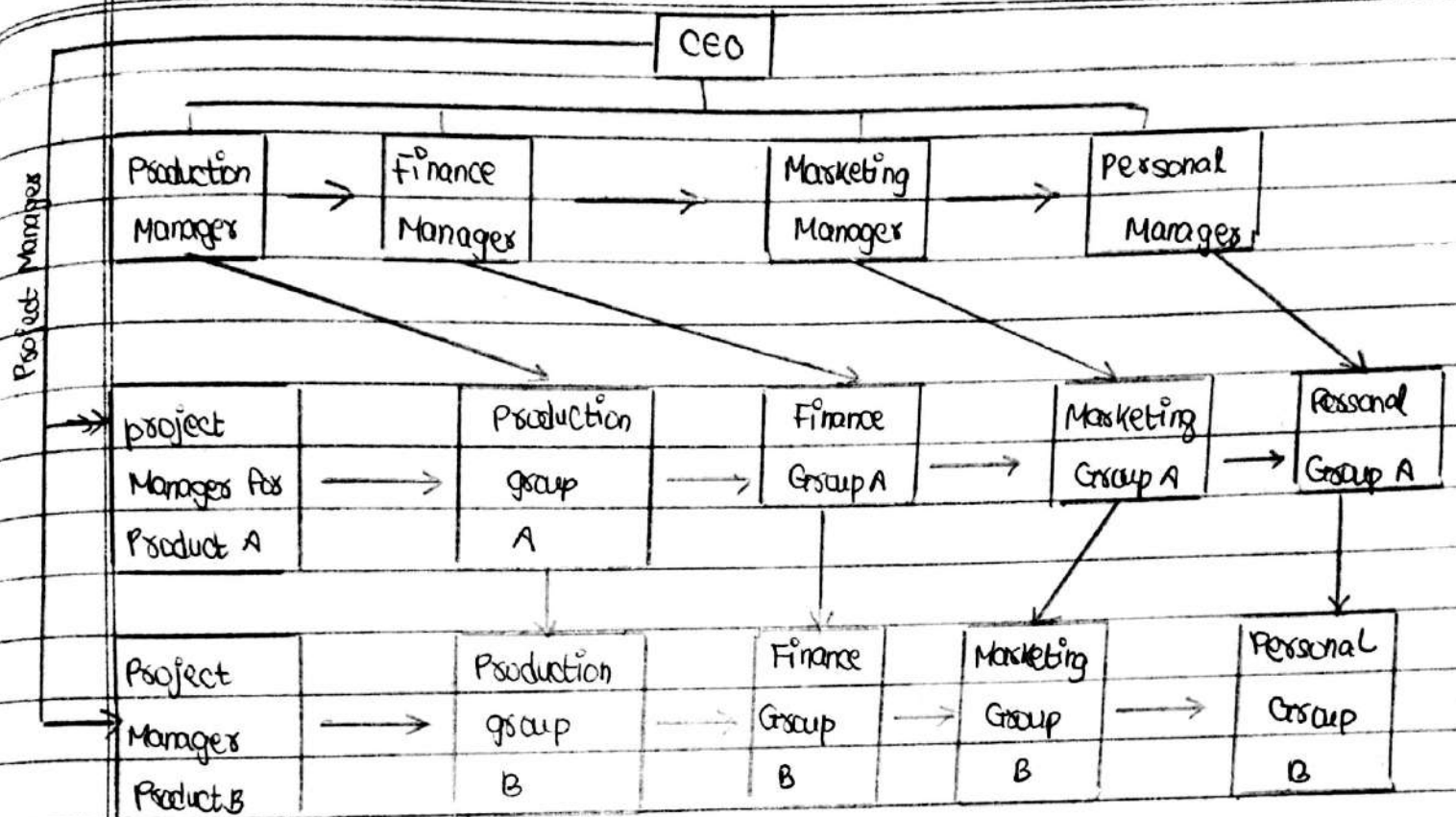
Matrix org^n is also called project org^n/ grid org^n/ multiple Command system.

→ This structures is a special type of problem solving form of an org^n.

→ It requires diverse technical and administrative experts to adjust efficiently with the dynamic and rapidly changing environment of the org^n.

→ It is a combination and interaction of functional and project managers.

→ The project manager is responsible for the overall direction and integration of activities and resources of concerned project. Their responsibilities is to integrate of all functional managers, planning and implementing the project policies, accomplishing the task on scheduled time.

- Advantages

  - Better coordination and control
  - Suitable for dynamic environment
  - Maximum use of resources as many projects are handled at a time. So, there is more possibility of maximum use of Resources
  - Participative management
  - Sufficient time to top level management
  - Motivation and committment as project, foster participative management.
  - Employee Development employee get an opportunity to develop their knowledge skills through interdisciplinary action

- Disadvantages

  - Voilation of unity of command.
  - Costly structure.
  - Problem of overspecilization
  - Difficult to Balance.
  - lack of wide coordination
  - Feelings of insecurity to employees who work as project manager after completion of project.

Centralization

Centralization is the process of systematically holdings / retainings / reservation of power / authority in the hands of higher level / top level management.

- It refers to the location of decision making authority in the hierarchy of the org^n.

- Under this concept / philosophy, top level management assumes full authority of running business activities and they have direct control over the each and every business activity of the org^n.

- Subordinate level managers and staffs simply follow the top level management decision.

- It is suitable for small org^n.

- Expansion of size of business creates complexities in business activities of the org^n and in such circumstances, centralization becomes impratical.

• Advantages

- Specialization Management :
    Tall hierarchial with functional Dept. are best managed through centralization.

• Significant decision making :
    (Significant decision making / Non programmed decision making require / centralized decision making by top level management).

- Environmental Stability :
    This approach is suitable for stable and favourable environment.

- Crisis management

  When organization faces failure and risk. It is suitable.

- Cost effective
- Suitable for small org^n.
- Facilates unified decision.

- **Disadvantages**

- Poor environmental adaptation.
- Poor diverstification management.
- Poor management development.
- Low morale and motivation.
- Unsuitable for programmed decision.
- over burden to the top level management.

Decentralization

It is the philosophy of systematic and scientific delegration of managerial authority to the middle level manager in accordance with their responsibility.

→ top level management only subtantial power to the lower level management.
→ Authority is delegated to the lower level so as to make quick decision and their implementation are possible.

Factors affective to the Decentralization

→ organization size
→ Dispersal of organization (Geographical/ Globalization)
→ Capacity at lower levels.
→ organization environment.
→ Effective planning.

Reasons for Decentralization.

→ In order to facilite expansion and diversification.
→ Participative management.
→ Attraction of efficient people.
→ Adaptation with changing environment.
→ Minimization of workload to the management.
→ Higher motivation and morale.

Advantages

- Relies to the top level management (free from work burden)
- It promotes competitive org^n climate for improving performance among divisions and profit centers.
- Management development (Managers get an opportuntity to exercise freedom and independance in decision making it develops managerial development)
- Quicker and better decisions
- Environmental adaptation.
- Higher motivation of morale.
- Diverstification.

- Disadvantages.

- Increase in expenditure (Due to needs of qualified/ expert and competent/ skilled manager)
- Problem of coordination and control due to freedom and independency decision making
- Unsuitable for emergency situation (complex and non- programmed)
- Difficulty in communication.
- Unsuitable for specialized services (like Accounting , Human Resources)

Staffing or Human Resources Management

About Human Resources Management.

Getting and keeping comptent employees is crucial to the success of the every organization, whether an org" is just starting or has been in business for many years.

* It's not the machinery, the money or the structure that is important. It is the people.

* the main asset of the people is not competency, hard work, time. It is their mind and their heart.

Staffing

Staffing is the process of
- obtaining & maintaining capable and competent emplayees to fill all positions from the top level to subordinate levels in designed structure.

Staffing, now a days, has been evolued into Human Resources Management

Human Resource Management is management of human energy and capabilities to ensure competent and committed work force to achieve organizational goal in a changing environment.

→ HRM is a process of consisting of acquistion, development, utilization and maintananance.

- Importance of staffing / HRM

→ to the people, by the people, for the people.
→ It links between employees and employees.
→ It makes the feel the importance of work.
→ Proper utilization of Resources.
→ decentralization of power.
→ Manpower planning.

> Our session

① Strategic Resources

- organizational overall performance depends on the quality and performance of people.
- People are sources of competitive advantage.
- People oriented HR gives an org^n an edge, by creating superior shareholder value.

② Manage effective staffs

- involves in workforce planning recruitment, selection, appointment and placement of Right person in Right place at Right time.
- gives attention to their development, effective utilization through motivation and performance.

③ Increase in productivity/ (Goals achievement)

Through power proper staffing, physical resources like machines,

material, money are properly utilized with efficiently and effectively to accomplish the organization Goals.

Ⓝ **Helps to solve the problems**

        Right staffing helps organizations to cope with problems as proffessional and competent staff understand the complex situation and tend to be change for problem solving /situations.

Ⓥ **Job satisfaction**

        Staffing ensures placement and right persons in the right job

- It encourages better working environment.
- makes employee, more effective in job and improvement in their performance.

Ⓥ **Harmonious relations**

→ HRM/ staffing maintains discipline and hand to their grievance.

→ encourages harmonious relations
- employees
- employer
- Govt and other regulatory bodies.

• **Functions of HRM** (Components)

- Acquistion
- Development
- Utilization
- Maintenance

① **Acquisition**

Acquisition ensures the right number of people at the right place at the right time in the org^n. The following activities are carried out.

- HR planning / manpower
  - current assessment
  - Future   "

② **Job Analysis**

It is an assessment that defines a job and the behaviour necessary to perform.

- Job description :- a written statement that describes a job. It typically includes job content, environment and conditions of the employment

- Job specification :- is a written statement that specifies the minimum qualifications that a person possess to successfully perform a given job.

Recruitment

- Internal recruitment within the org^n through internal promotions of existing personal

- External recruitment :- The sources of potential job candidates include the internet, employee referrals, company websites college recruting and professional recruiting agency, talent hunt.

- Selection :-

(Application evaluation, primary interview, selection tests, Reference checks, selection interview)

- Placement:
- Socialization

Ⓘⓥ **Development**

This ensures proper competencies of employees to handle the jobs.

→ employees are trained

→ Management Development :- It consists of programmes to enhance competencies and conceptual activities of executives to develop their potential Future. They can be on the job and of the job.

→ Career development :- It involves tracking career paths of employees to match long term needs of the individual and the org^n.

Ⓥ **Utilization**

This ensures willingness of employees for increasing productivity by doing job effectively.

→ motivation
→ Job design/ enrichment (by increasing responsibility)
→ performance appraised
→ Reward management (promotion/ fringe benefits)

Ⓥⓘ **Maintenance**

- Ensures retention of employees in the org^n.
- maintains labor relations among the employees

- managing interrelationship
- workers/ employees/ society.
- employee discipline
- employee grievance (ફરિયાદ) handling
- welfare
  - Social security   • Insurance.
  - pension

ↆ Leading

leading

who is leader?

- leader is someone who can influence theirs and who has managerial authority.

leading is what managers do.

leading is a process of leading a group and influencing that group to achieve it's goals willingly and enthusiatically in a given time/ situation.

Characteristics

leading/ influencing/ motivating/ goal oriented/ coordination/ decision making

① Influencing - (It is the core quality of leadership)
- power - ability to influence
- Reason - use of facts and data to develop arguments
- Friendliness - use of goodwill & support.
- Bargaining - Ability to inspire subordinates
- motivation- use of motivational technique and to energise people.
- communication- effective & clear.

② Undirectional Authority - (only leaders can flow the direction to subordinates)

(iii) Goal oriented - leader & follower works on the same goals.
(leadership influences the followers for common goals.)

(iv) Continuous process - It involves guiding, influencing, communicating & problem solving.

(v) leaders can be formally appointed or emerges from work groups.

(vi) Followers - There is no leaders without followers.

(vii) Situation makes or breaks the leaders

Function of leadership

- Goal determination
- Coordination
- Communication
- Task Focus - gives close attention to planning & organization of tasks.
- Representation → represent to the outsider on behalf of the followers org^n
    insider
    ↓
    on the behalf of follower.

- To create the goal working environment / working culture.

leadership styles

   ① Autocratic

   ⑪ Democratic

   ⑪⑪ Free Rein/ laissez faire styles/ Autonomy

① Autocratic style

   It described a leader who dictated work. Methods, made unilateral, decisions and limited employee participation

Advantages

- Effective in crisis/ emergency situation
- Maintain chain of command
- Discipline is well maintained.

Disadvantages

- Not allows to participation of subordinates
- doesn't motivate.
- It doesn't consider situation basis.

(11)   **Democratic style**

It described a leader who involves employees in a decision making, authority and used feed back as an opportunity for coaching employees.

- <u>Advantages</u>

  - Promotes participation to subordinate in decision making.
  - Effective in team work.
  - Results in high morale and productivity.

- <u>Disadvantages</u>

  - Time consuming
  - Results in discipline
  - headers may avoid responsibility

**Lesseiz Faire / Free Reign**

This leadership style is used where all the rights and power to make decisions in fully given to the subordinates staff's

- Followers are allowed to have complete freedom to make decisions concerning the completion of work.

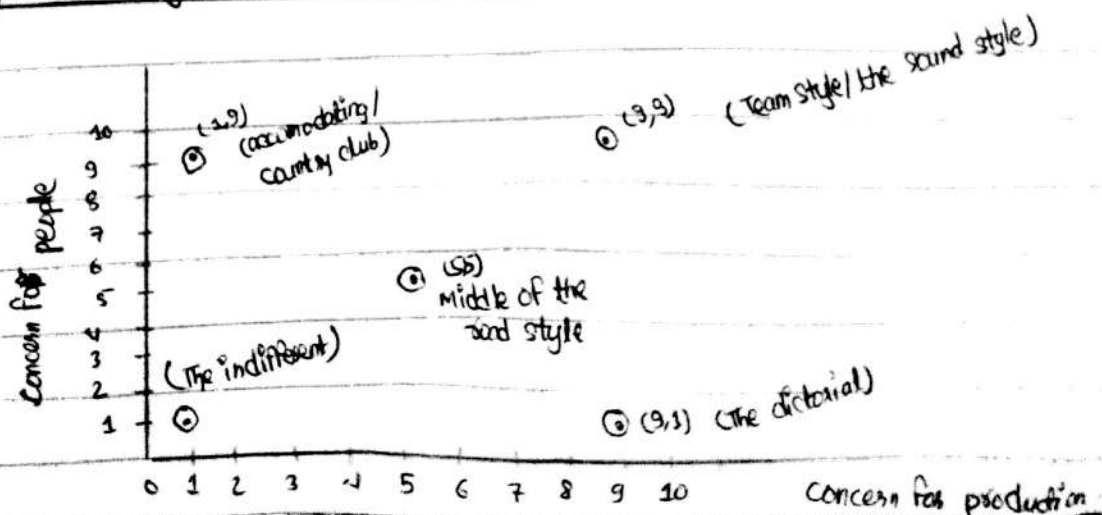applied for the followers who are highly skilled, experience, educated and research based followers

- **Advantage**

- greater range of motion
- better balance and coordination
- High job satisfaction and morale
- No negative feelings in the group.

- **Disadvantages**

The leader can't / willnot provide regular feedback to the
- followers

**Management grid theory / leadership Grid**

the managerial grid/model developed by Robert R Blake and Jane Maunton.

→ The model originally identified five different leadership style based on concern for people and concern for production.

① The indifferent (1,1)

Under this style managers have low, concern for both people and production

- managers use this style to preserve job and job seniority trouble.

② The accomodating (1,9)

This style has a high concern for people and low concern for production. Managers using this style pay much attention to the security and comfort of the employees in hopes that this will increase the performance.

③ The dictorial

It controls and dominate with a high concern for production. The leaders focus all of their attention to production related matters and very little towards the needs of their employees (people).

- managers using this style, to pressure their employees through rules and punishments to achieve the company goals.

- Middle of the road style (status quo)

It balance and comprise managers using this styles between company goals and workers need.

④ The team style (The sound style)

Contribute and commit.

In this style high concern is paid to both to people & prod". Managers choose this style to encourage team work and commitment among employees.

Motivation

- to encourage   - to increase more frequency
- stimuli toward the work   - to create the interest
    - sense of belonginess   - directing   - Influencing factors
        → dedicated

Factors

Monetary	Non monetary
- Salary	- Insurance
- allowance	- Childsen's education
- facilities	- health benefit package
- fringe benefits	- Pension
- Grade	- Gratuity
	- Participative management
	- Career development
	- Promotion

Motivation is psychological and human aspects. It is the act of inspiring employees to develop maximum effort to achieve the organizational objectives.

Motivation refers to the process by which a person's efforts are:-
* energised - ⟩
* directed - ⟩
* & sustained - ⟩

toward the Goals.

In other words, It is the process of stimulating people to actions to accomplish the goals.

- One of the most important functions is to create willingness amongst the employees to perform in the best of their activities Therefore the role of leader is to arouse interest in performance of employees in their job.

. Characteristics

- Psychological process
- Complex and Unpredictable.
- Continuous process
- Situational (can express differently i.e person to person / time to time)
- persuassive.
- Goal oriented.
- positive or negative (+ve based on the reward / -ve based on negative) (punishment)
- Intrinsic or extrinsic

Importance:-
puts human resources into action.
- Improves level of efficiency of employees.
- leads achievement of organization goals.
- Builds harmony (friendly) relationship
- Employee retention.
- leads to stability of work force.
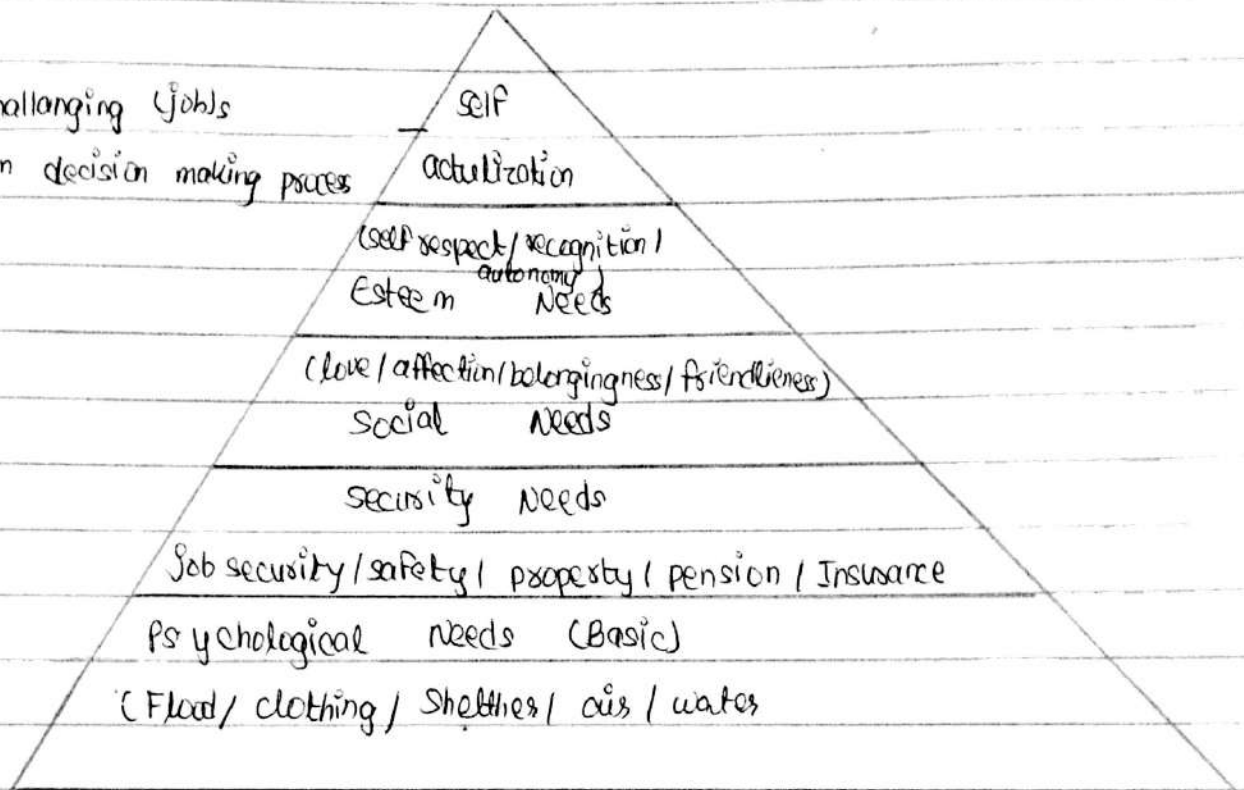- creativity promotion.
- employee commitment.

Motivation Theory

I. Maslow's hierarchy needs theory
II. Theory of X & Theory of Y
III. Herzberg's Hygine theory

handling the challenging (job)s
participative in decision making process

```
                    /\
                   /  \   Self
                  / Actulization \
                 /_____\
                /  (self respect/recognition/ \
               /      autonomy)                \
              /   Esteem      Needs             \
             /_____  \
            /  (love/affection/belongingness/friendlieness) \
           /     Social        Needs              \
          /_____      \
         /      Security     Needs                     \
        /  Job security/safety/ property/ pension/ Insurance \
       /  Psychological   needs   (Basic)                \
      /  (Flood/ clothing/ Shelther/ air/ water           \
     /_____\
```

I. | Maslow's hierarchy Needs

Human behaviour is goal oriented motivation cause to fulfil the goal oriented. It is through motivation that needs can be handled and tackled purposely. Human needs are arranged in a hierarchy. A person progress step and step up the need hierarchy.

• | Physiological Needs

There are the basic needs air, water.
- These needs related to survival and maintenance of human life.
- In an orgⁿ, salary and perks satisfies these needs.

- ### Security Needs

  These needs are also important for human beings, employees wants job security, protection against danger, safety of property provident fund / gratuity / pension plan / health insurance satisfy safety needs.

- ### Social Needs

  These needs emerge from society. These consists of love / affection / belongingness / friendship / conversation.
  Informal groups, friends at work place / employees clubs satisfy social needs.

- ### Esteem Needs

  These needs relate to desire for self respect, recognition, respect from others, and autonomy. In an organization, position / titles / luxury cars / office with high decoration) satisfy needs.

- ### Self actulization

  These are the needs of the highest order and these needs are found in these person whose previous four needs are fulfilled.
  In org^n - challenging jobs / participative decision making satisfy their needs.

Herzberg's Two Factor theory / Motivational

    developed by : Fedric Herzberg

    purpose for : work motivation

    Theory is based on : interview conducted on

    It states that not all job factors motivate emp job determines satisfaction.

① Hygiene Factors   ② Motivation factors

① = Hygeine Factors (dissatisfies / maintenance)

    - Extrinsic factors

      - related to job context

Hygeine Factors includes

    → policy & Administration (It guides in decision making)

    → Supervision : subordinate are supervised

    → Interpersonal relations : Relationship with Superiors / peers / Subordinates

    → Salary : Financial reward

    → Job security : (Tenure of employment)

    → Personal life at work place.

    → work Condition (better environment)

    → Status : rank given by the others

Presence of hygeine factors maintains satisfication. In absences of these factors cause dissatisfaction and leads to absenteeism, employee turnover, grievance etc. but the presence of these factors doesn't motivate employees

② Motivation factors

    - Intrinsic factors

- related to job context.

The presence of motivating factors cause high level of motivational productivity and job satisfaction. In the absence of these factors doesn't cause high dissatisfaction.

Motivating factors includes :-
→ ⑤ Achievement - drive to excel.
→ Recognition - High performance.
→ work itself - Bundle of jobs and challenging works
→ Responsibility - Obligation to perform, assigned jobs.
→ Advancement - promotion in the hierarchy.
→ Growth - opportunity for personal growth.

\# **Theory of x and theory of y.**

Developed by MC gregor (Douglas)
→ Theory x and Theory y suggesting two aspects human behaviours at work or two different views of employees.
One of which is called negative and other is called positive.
→ Assumption of Theory x (negative view of the people)
- workers have little ambition.
- They dislike the work.
- want to avoid responsibility.
- need to be closely controlled to work effectivel.

→ Theory y (positive view which assumes that employees)
- enjoys a work.
- seek out & accept responsibility.

- exercise self direction and self control.
- Many people in the general population have imagination, ingenuity and creativity.

Conflict (general idea / concept)

- Ideological fight / misunderstanding
- dispute
- Challenging view
- Conflict is the result of ego from diff. person / chaos.
- is the unsimilarities & misunderstanding of ideas / principles thinking among the persons.

— our view

. Fragmentation
- It may be on logical thinking
- It may be on imposition.

- A conflict is disagreement among two or more persons / groups or organizations.
- Conflict refers to all kinds of opposition or antagonistic (unfriendly) interactions between or among individuals.
- When conflicts occured, problems are created for the management.
- Thus, manager, being a leader have to handle and settle conflicts.
- If timely attention is not paid, it can grow, multiply & go out of control.
- Excessively conflicts can hinder the effectiveness of a group of an organization
- reduced the satisfaction of group members.
- increased tensions
- lower the productivity.

- **traditional view**

    - Conflicts are destructive / harmful / detriment & avoidable.
    - It is associated with agitation, turbulence & voilence.

= **From the Human Relation view**

    - It is natural and inevitable outcome in an organization. As the org^n is composed of individuals having different goals, values and perceptions.
    - Conflict is not always harmful under certain conditions, it could lead to more innovative sol^n to problem.

= **from the modern point of view**

    Conflicts are not always harmful / destructive. If managed well, it can be highly constructive.

    Conflicts related to org^n structure systems, roles, can help management to think about the outdated aspect of the org^n & to adopt & newer and more satisfactory outcome in the place.

Sources of conflict

    → personal differences / personal clashes; when the ideas, values, culture & customs of a person(s) are incompatible (mismatched / contrary) with other person in the org^n.

    → Goal and role incompatibility :- when the ideas, values, culture, and customs of a person(s) are incompatible with the goal of an org^n or assigned, role of the person in the org^n.

    → org^n climate & change :- when the work environment and rules of an org^n are unpredictable, and when the rules or managers, owners of the org^n suddenly changed.

→ Gender & Social differences :- when the work environment & rules are designed to favor employee from a particular socio-cultural background or particular gender.

→ Availability of access to resource - when the availability of resources becomes to limited or unevenly distributed or when access to resource is uneven.

→ Communication Gap / poor communication- when there is a communication gap between org" and it's employees.

Feature of Conflict

→ Interpersonal- It arises from interactions bet" two or more parties.

→ Perception - perception issues.

→ Opposition / incompatibility

It can be in goals or methods to achieve goals/roles / interests or events

Conflict resolution.

① Avoidance

- Under this strategy, conflict is suppressed & prevented from coming into open.

- Avoid conflict
- Ignore   "
- " time will heal"

- Force to the conflicting parties to accept the situation.

① Defusion

distraction & defuse into multiple sectors.

The importance & magnitude of conflict is played down (disguised)
Common interests are emphasized and more important shared goals are
established.

(iii) Containment (negotiation)

Conflict contained within certain people and
resolved through discussion & bargaining.
(This is also loose - loose situation)

(iv) Confrontation

Under this strategy, conflict is brought in front
of all concerned conflict resolution through open dialogue, face to face
meeting, open bargaining & resorting legal process if needed.
This is with win situation, where all parties feel satisfaction & winner

Communication

- Communication is the transfer and understanding of meaning.

  Communication is a process through which one person transmits information to another person through appropriate medium.

- It is essence of leading, motivating, coordinating & decision making.
- It is essential to maintain coordination among group force & their efforts.
- Managers provide information of instructions, guidance & suggestions to subordinates to implement plans & policies & subordinates provide information of achievement of work and problem faced in the process of performing works to the management through the means of communication.

- ## Characteristics

① Two way process.

② Flow - flow can be various direction, downward, upward, horizontal, diagonal.

③ Symbols - oral, written and non verbal.

④ Channels - transmitted through channel.

- Audio/Visual, newspaper, print media - email, notice
- Face to free.

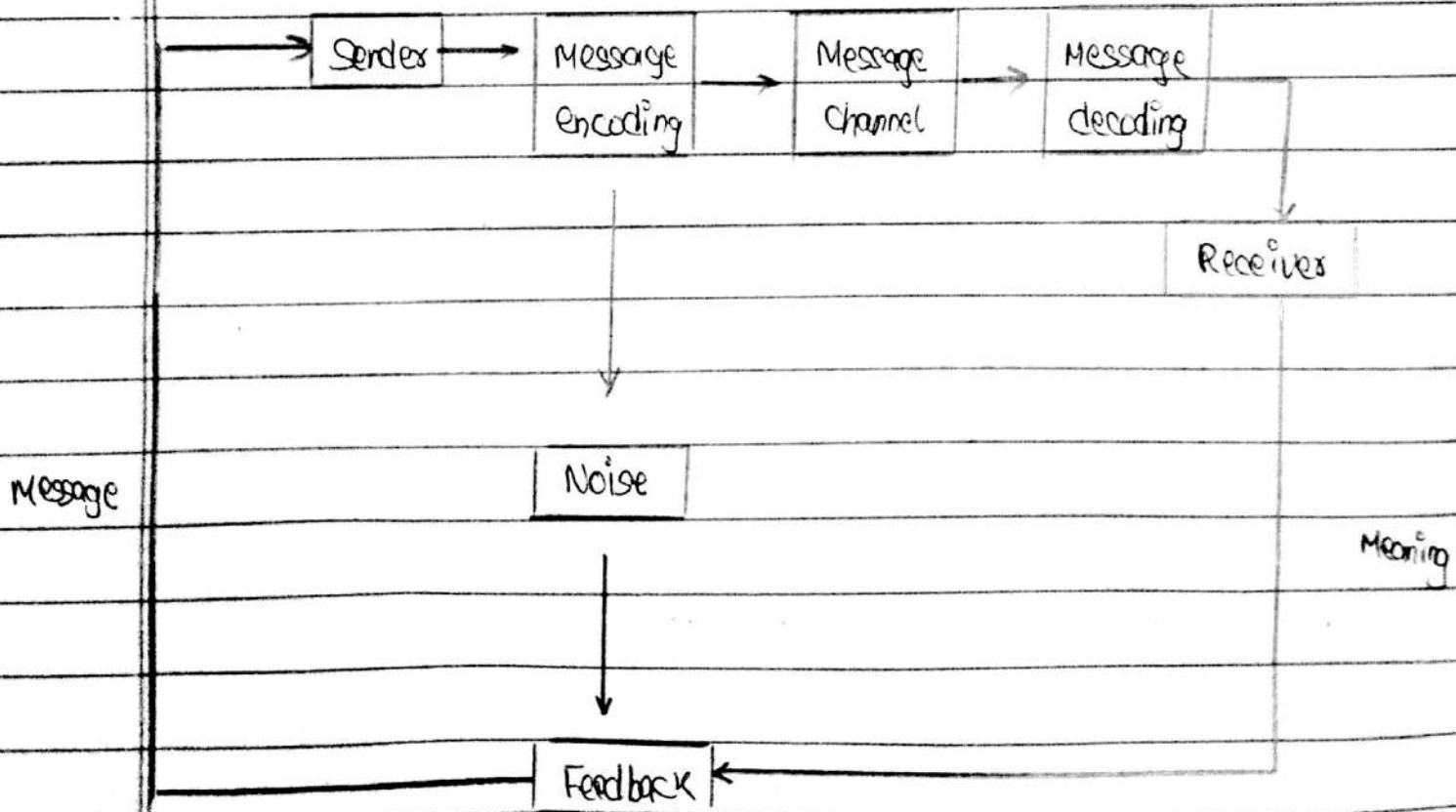(v) Networks - chanels for flow of information.

Formal & informal.

(VI) Feedback - response of the receiver about the message.

(VII) Basis of action & coordination.

(VIII) Complete & rational process.

Process of communication

Message | Sender → | Message Encoding | → | Message Channel | → | Message decoding | Receiver

Noise

Meaning

Feedback

(I) = **Sender :**

> Source of information. May be manager, non manager, initiator, dept. or org[n]

(II) = **encoding :**

> process of giving a form & meaning to the message. When the sender express message interms of words, symbols, gestures, drawings or other means are forms of encoding.

= **process :**

> Encoding is translation of thoughts or feelings into a code that are able to understand.

(III) = **Message channel :**

> Selection of channel of communication to convey encoding message to the receiver. It links bet[n] sender and receiver.
>
> → Audio-visual
> → Print media - newspaper, magazine.
> → mechanical - telephone, fax, email
> → personal - face to face
> → written - memo, circular, letter.

(IV) = Decoding

It is the process by which receiver translate the message in terms of meaningful to them. (Process of interpreting message by the receiver).

(V) = Receiver

The receiver is the second party in the communication process.

Therefore, effective message communicated must be receiver oriented and not sender oriented.

(VI) = Feedback

It is response of the receiver and determines whether the message is clearly understand & whether required action is taken by the receiver as intended by the sender.

(VII) = Noise

It is a element or condition that disturbs interface in the effectiveness of communication.

\# Types of Communication

① Formal   ⑪ Informal

① Formal

→ Downward

→ Upward

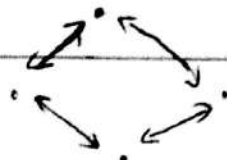→ Two way communication

→ Horizontal

→ Diagonal

\# Network

- Chain Network

It allows only up & down follows chain of command
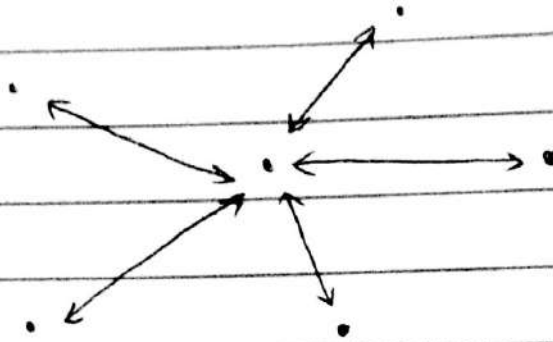
$\updownarrow$

$\bullet$

$\updownarrow$

- Circle Network

horizontal or side form of circle Network.

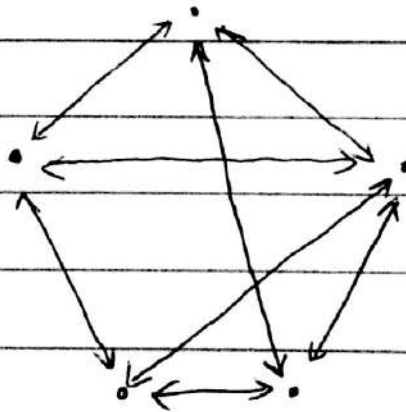— a person can communicate to other person next to his right

- Wheel Network

The leader of the org^n works as a central person to accumulate information & dissiminate to all the members.

- All channel Network

All members communicate directly with each other. No restriction & boundaries to convey their information.

Informal Communication

→ It is unofficial form of communication.

→ Information flows through any channel which is free from official restriction.

→ Grapevine - the spreading of information through talk or rumors.

(i) Single strand chain :- each tells one another.

(ii) Gossip chain - one tells all

(iii) Probability chain - each randomly tells other.

(iv) Cluster chain - some tell others.

Interpersonal or non-verbal communication.

→ Orals →

words & sound, face to face, group discussion mettings, telephone calls.

→ Written →

letters notes, memos, reports, notice, forms, manual, news letter.

\# **Barriers of communication**

① Process Barriers   ② Physical Barriers

③ Psychological Factors   ④ Semantic Barriers

         ⑤ Technological Barriers.

① Process Barriers

a) Defects in encoding & Decoding.

b) Filtering of information.

c) Conflicting signals.

d) environment of fear & mistrust.

e) poor listening skills of receiver.

f) Feed back.

g) lack of opponness & frankness.

(II) Psychological Barriers

(i) lack of interest of the people to whom the communication is meant.

(ii) Perception: It is the process of accepting/organizing & interpreting the information that are constantly transmitted to employees.

— people perceive things differently because of number of reason if it happens, communication breaks down.

(iii) Superiority complex.

(iv) Status difference: when status differences among different levels of employees exists, lower level employees are not open & honest in communication with their superiors.

(v) Social Barriers :- due to the different culture in different department, sometimes, the staff of the one department (for example, production) may not properly understand the views of other department (for example, Research & Development)

(II) Physical Barriers

— physical distance   — hierarchial distance   — office designs

(iv) # Semantic Barriers

It is study of meaning of word

- The use of difficult, vague, technical language by the sender creates semantic barriers
- long & complex sentence structure.
- Use of jargons (words used by particular group hard for others to understand)

(v) Technological Barriers

- Information overloaded
- poor timing / insufficient period allowed.
- mechanical Barriers - (disturbance in telephone, fax, internet access)
- critical information is not received in time.

Enhancing effective communication / Techniques for improving communication

Utilizing

→ Using feedback
→ Effective listening to understand the message.
→ Promoting Interpersonal relationship
→ Reduced physical barriers
→ Using simplicity languages.

→ Avoid information overload.

→ Create an environment of trust & confidence among the employees.

Controlling

It is the process of monitoring, comparing & correcting work performance.

In other words, Controlling is identification of variations, their cause and corrective actions.

→ Control function of the management has close relationship with the planning.

Process of Controlling

① Set standards   ① Performance measurement.

⑪ Comparision bet" standards & actual performance.

Ⓝ Analyze the cause of deviation   ⓥ taking corrective action

① Set Standards -
- Standards might includes sales goal, prod^n unit, profit goals.
- Set of standards in terms of unit, time used, costs.

Types of controlling

Inputs	Process	output
① Pre-control / free forward control	② Concurrent control	③ Post control

(i) Precontrol attempts to eliminate problems in advance. As such management creates policies, procedures, rules & standards that reduce the possibility of problems occuring.

(ii) Concurrent control (steering control/ real time control) - This control takes place as work is being performed. Under this control process managers & workers can spot the errors & correct them which helps to prevent supplying or badly made goods to the customers.

(iii) Post control (Feedback control / post action control) - These takes place after the work process is completed. The basis of post control is a comparision of historical data with current information.

Characteristics of effective control system

- Timely   - Simple   - flexible   - accurate
- objective & comprehensive (must be clearly understood of
                                            employees)
- Realistics
- Acceptable.

Concept of quality.

- Quality is the perception of excellence viewed by consumers to satisfy their needs / wants.

On the basis of quality of products or services customer make their purchase decision which is determines organizational success.

Quality is taken as

"conformance of requirements."

"sense of appreciation"

"degree of excellence."

Dimensions of Quality

performance	Conformance
reliability	Serviceability
durability	Aesthetics (Flavos, attractiveness, good look, features)

Quality assurance

Quality assurance is the process of managing for quality.
- A part of quality management focussed on providing confidence that quality requirement will be fulfilled.
- It is proactive.
- The purpose of quality assurance is to prevent defects from entering into the sol^n in the first place.

Quality control

Quality control is used to verify the quality of the output. A part of quality management focused on fulfilling quality requirement.
- It is reactive means by which quality is gauged & monitored.
- QC includes all operational techniques & activities used fulfilment requirements for quality.

Total Quality Management (TQM)

It is a co-operative form of doing business that relies on the talents & contribution of both labour & managements to continually improve the quality & productivity using teams.

- TQM is continuous, customer oriented, employees driven improvements.

- It brings the awareness of quality in the org"

TQM consists of three qualities:

① Quality of return to satisfy customer

② " " " " " the needs of Share holders

③ Quality of life at work & outside work to satisfy the needs of people in an org".

Management Information System (MIS)