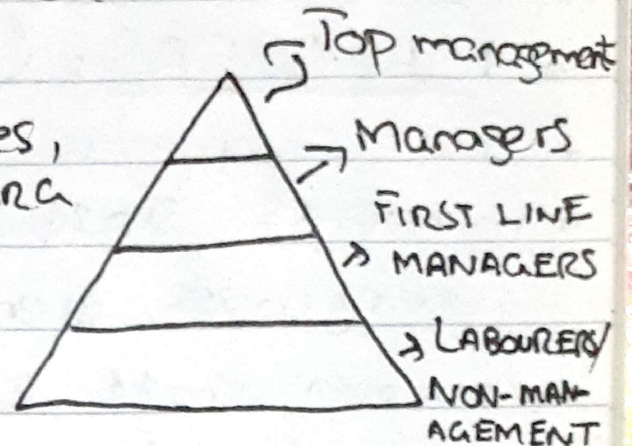


13th September

* Good managers are efficient and effective

* Two important personalities, Henry Fayol and MINTZBERG

* Henry Fayol. Policies:



1. Planning

2. Organizing

3. Commanding

4. Co-ordinating

5. Controlling

MODERN
POLICIES

Leadership

of a manager

* most important job is to handle legal situations.

* All countries have labour laws with slight modifications.

* NEW DEFINITION: LABOURERS ARE THOSE WHO....

* MINTZBERG'S POLICIES

→ FIGURE HEAD

→ LEADERSHIP

→ Co-ordination with department (NETWORKING)

→ Informational role.

* Good manager is important/blessing as you learn things from them.

* RESEARCH someone thoroughly before meeting with him.

* MANAGERS: (17th Sept)

* Never praise a person, praise his work.

* managers should know every technology, every work, even the receptionist.

* manager should know production, regulations etc, otherwise he could be made a fool.

* Skill Required: "Communication". Solving disputes, communication with sub-ordinates.

* Conceptual Skills: (Ideas, goals)

→ merging departments

→ which people to keep

→ " " " fire

→ breaking departments

→ * Setting goals

Manager Skills

→ Technical

→ Human

→ Conceptual

* Industrialization 1.0:- Steam engine

* Industrialization 2.0:- Electricity

* Industrialization 3.0:- Mobile phones

" " 4.0:- AI, Robotics.

- ① Division of command: Henry Fayol said to divide work amongst subordinates, to ensure everyone is doing what they specialize in.
- ② Authority: Managers need authority to make quick, on-the-spot decisions in case of emergency otherwise they are just dummy managers.
- ③ Unity of command: One boss, one order. No interference from other managers.
- ④ Organization Culture: Varies from workplace to workplace. Don't be oversmart or over-efficient.
- ⑤ Discipline: Rules and Regulations laid down must be followed.
- ⑥ Unity of direction: One unified goal towards which whole organization works. No taking advantage of situation for personal benefit.
- ⑦ Remuneration: fair wages for work
- ⑧ Equity: - No bias (religion/race/gender)
- Equal employment

10



ORDER: Proper placement of items, well designed systems.

11



Stability OF TENURE OF PERSONEL:

- Inhouse recruitment.
- Saves money, time and is more reliable.

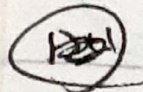
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SCALAR CHAIN:

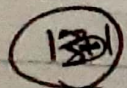
- Hierarchy.
- Boss of each area should know what's going on.
- Information dissemination from top-down.

13



Esprit de Corps (Spirit of teamwork)
Lots of ideas come together.

14



CENTRALIZATION

- The degree to which you are involving employees in decision making.
- Employees with technical knowhow ~~are~~ and required skill.

→ OMNIPOTENT VIEW

* In this view, the success or loss ~~is~~ of the organization is completely dependent on the manager. Success of the company is attributed to the manager, and the manager is also responsible for the loss.

* In this case, managers will often be fired if the company is not doing well, regardless of whether it's his fault.

* New blood will then be brought to solve the problem.

→ SYMBOLIC VIEW:

* In this view, a manager's ability to affect performance is influenced and constrained by external factors. According to this view, it's unreasonable to expect managers to significantly affect an organization's performance.

* In this view, it is expected that managers have little control over these factors.

* External factors affecting managers:-

- Economy:- Encompasses several factors such as interest rates and inflations, and stock market fluctuations.
e.g - Great recession in 2007 - 2009
- COVID 2019 - 2021
- Technological: Technical advancements that may effect jobs like AI replacing humans.
- Demographic: Differences in various groups of the population. (old/young/male/female/kids etc.).
for. e.g. young people are good with technology while elders have experience.
- Legal: ~~The~~ This concerns laws / political situation in a country that could impact the organization. ~~such as religious holidays~~
- Socio-cultural: Concerns differences in various societies and cultures. Such as religious holidays. (different values, traditions, lifestyles, beliefs etc.)