

ASSIGNMENT-1

:QUESTION/ANSWERS:-

- 1). Define management and engineering management.
What are the objectives of management ?

Ans

- Management can be defined as the process of administering and controlling the affairs of the organization, irrespective of its nature, type, structure and size. It is an act of creating and maintaining such a business environment wherein the members of the organization can work together, and achieve business objectives efficiently and effectively.
- Engineering management is the application of the practice of management to the practice of engineering. It is a career that brings together the technological problem-solving ability of engineering and the organizational, administrative, and planning abilities of management in order to oversee the operational performance of complex engineering driven enterprises.
- The main objectives of management are :
 - i). Getting Maximum Results with minimum efforts
 - ii). Increasing the Efficiency of factors of Production
 - iii). Maximum Prosperity for Employer and Employees
 - iv). Human betterment and Social Justice.
 - v). It helps in achieving Group Goals
 - vi). Optimum Utilization of Resources
 - vii). Reduces Costs
 - viii). Establishes Sound Organization
 - ix). Establishes Equilibrium
 - x). Essentials for prosperity of Society

2). What are the skills required for a manager?

Ans

- A manager is a professional who takes a leadership role in an organisation and manages a team of employees. Often, managers are responsible for managing a specific department in their company.
- Managers must establish an environment in which people can accomplish group goals with the least amount of time, money, materials, and personal dissatisfaction or in which they can achieve as much as possible of a desired goal with available resources.
- The skills required for a manager are :
 - i). Technical skill
 - ii). Human skill
 - iii). Conceptual skill
 - iv). Design skill
- ii). Technical skill :-
 - It is knowledge of and proficiency in activities involving methods, processes and procedures. Thus, it involves working with tools and specific techniques.
- iii). Human Skill :-
 - It is the ability to work with people. It is cooperative efforts. It is a teamwork. It is the creation of an environment in which people feel secure and free express their opinions.

iii). Conceptual Skill :-

- It is the ability to see the 'big picture' to recognize significant elements in a situation, and to understand the relationships among the elements.

iv). Design Skill :-

- It is the ability to solve problems in ways that will benefit the enterprise. To be effective, particularly at upper organizational levels, managers must be able to do more than see a problem. They must have, in addition, the skill of a good design engineer in working out a practical solution to a problem.

3). Explain the roles of a Manager.

Ans

• Managers must establish an environment in which people can accomplish group goals with the least amount of time, money, materials, and personal dissatisfaction or in which they can achieve as much as possible of a desired goal with available resources.

• The roles of a manager are :

- i). Interpersonal Roles
- ii). Informational Roles
- iii). Decision Roles

i). Interpersonal Roles :-

- The figure head role (performing ceremonial and social duties) as the organisation's representative.
- The leader role and
- The liaison role (communicating particularly with outsiders).

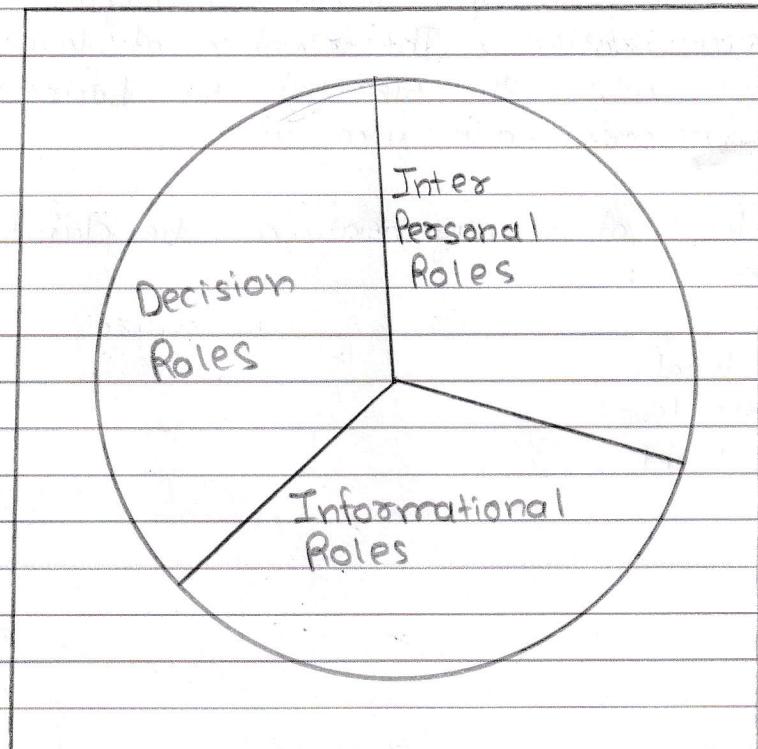
ii). Informational Role :-

- The recipient role
- The disseminator role (passing information to subordinates)
- The spokesperson role (transmitting information to those outside the organisation).

iii). Decision Roles :-

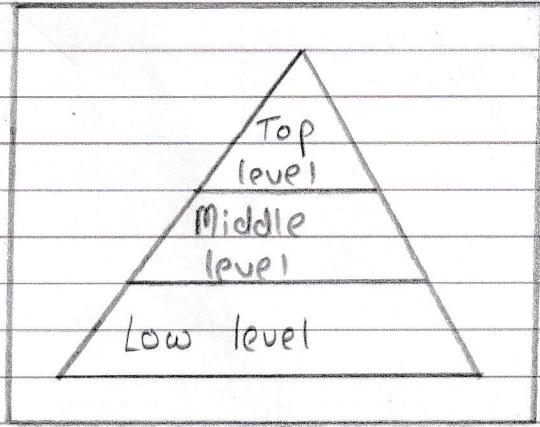
- The entrepreneurial role.

- The disturbance handler role
- The resource allocator role
- The negotiator role



4). Explain the levels of management.

- The term "Levels of Management" refers to a line of demarcation between various managerial positions in an organization. The number of levels in management increases when the size of the business and work force increases and vice versa.
- The level of management can be classified in three broad categories :
 - i). Top level
 - ii). Middle level
 - iii). Low level



i). Top-level of management :-

- It consists of board of directors, chief executive or managing director. The top management is the ultimate source of authority and it manages goals and policies for an enterprise. It devotes more time on planning and coordinating functions.

ii). Middle-level of management :-

- The branch managers and departmental managers constitute middle level. They are responsible to the top management for the functioning of their department. They devote more time to organizational and directional functions. In small organization, there is only one layer of middle level of management but in big enterprises, there may be senior and junior middle level management.

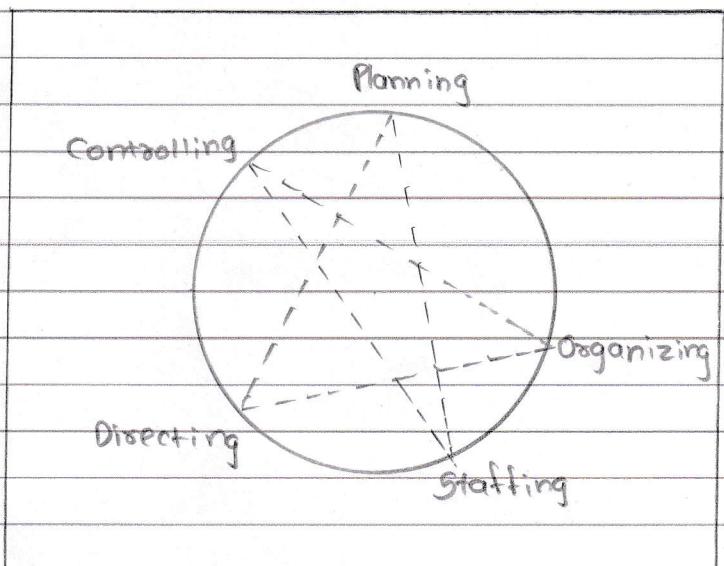
iii. Lower - level of management :-

- Lower level is also known as supervisory level of management. It consists of supervisors, foreman, section officers, superintendent etc. According to R.C. Davis, "Supervisory management refers to those executives whose work has to be largely with personal oversight and direction of operative employees". In other words, they are concerned with direction and controlling function of management.

5). Explain the functions of management.

Ans

- Management has been described as a social process involving responsibility for economical and effective planning and regulation of operation of an enterprise in the fulfillment of given purposes. It is a dynamic process consisting of various elements and activities. These activities are different from operative functions like marketing, finance, purchase etc. Rather these activities are common to each and every manager irrespective of his level or status.
 - The functions of management are :
- i). Planning
 - ii). Organizing
 - iii). Staffing
 - iv). Directing
 - v). Controlling



i). Planning :-

- It is the basic function of management. It details with chalking out a future course of action and deciding in advance the most appropriate course of actions for achievement of pre-determined goals.

ii). Organizing :-

- It is the process of bringing together physical, financial and human resources and developing productive relationship amongst them for achievement of organizational goals.

iii). Staffing :-

- It is the function of manning the organization structure and keeping it manned. Staffing has assumed greater importance in the recent years due to advancement of technology, increase in size of business, complexity of human behaviour.

iv). Directing :-

- It is that part of managerial function which articulates the organizational methods to work efficiently for achievement of organizational purposes. It is considered life-spark of the enterprise which sets it in motion the action of people because planning, organizing and staffing are the mere preparations for doing the work.

v). Controlling :-

- It implies measurement of accomplishment against the

standards and correction of deviation if any to ensure achievement of organizational goals. Its purpose is to ensure that everything occurs in conformities with the standards. An efficient system of control helps to predict deviations before they actually occur.

6). Explain the principles of organizing.

Ans

- The organizing process can be done efficiently if the managers have certain guidelines so that they can take decisions and can act. To organize in an effective manner, the following principles of organization can be used by a manager.

i). Principle of Specialization :-

- According to the principle, the whole work of a concern should be divided amongst the subordinates on the basis of qualifications, abilities and skills. It is through division of work specialization can be achieved which results in effective organization.

ii). Principle of Functional Definition :-

- According to this principle, all the functions in a concern should be completely and clearly defined to the managers and subordinates. This can be done by clearly defining the duties, responsibilities, authority and relationships of people towards each other. Clarifications in authority-responsibility relationships helps in achieving co-ordination and thereby organization can take place effectively.

iii). Principle of Supervision :-

- According to this principle, span of control is a span of supervision which depicts the number of employees that can be handled and controlled effectively by a single manager. According to this principle, a manager should be able to handle what number of employees under

him should be decided. This decision can be taken by choosing either from a wide or narrow span.

iv). Principle of Scalar chain :-

- Scalar chain is a chain of command or authority which flows from top to bottom. With a chain of authority available, wastages of resources are minimized, communication is affected, overlapping of work is avoided and easy organization takes place. A scalar chain of command facilitates work flow in an organization which helps in achievement of effective results.

v). Principle of Unity of Command :-

- It implies one subordinate - one superior relationship. Every subordinate is answerable and accountable to one boss at one time. This helps in avoiding communication gaps and feedback and response is prompt. Unity of command also helps in effective combination of resources, that is physical or financial resources which helps in easy co-ordination and, therefore, effective organization.

7). Explain the steps of efficient staffing.

Ans

• The steps for efficient staffing are :

- i). Manpower planning
- ii). Employment of Personnel
- iii). Placement
- iv). Induction
- v). Training
- vi). Compensation
- vii). Performance Appraisal

i). Manpower planning :-

• This is the first step in the process of staffing. It is concerned with determining the numbers and types of staff required for the organisation.

ii). Employment of Personnel :-

• It involves recruitment and selection of personnel as needed in the organisation. It refers to identification of the sources of manpower availability and making of efforts to secure applications for the various job position in the organisation.

iii). Placement :-

• When a new employee reports for duty, he is to be placed on the job for which he is best suited. It is a very important process as it can ensure 'right person doing the right job'. If a new employee is not able to adjust on his job, he may be given some training or transferred to some other job.

iv). Induction :-

- Induction is concerned with the process of introducing or orienting a new employee to the organisation. The new employees are familiarised with their units, supervisors and fellow employees. They are also to be informed about the working hours, tea or coffee breaks, lunch period, procedure for availing leaves, safety precautions, medical facilities, transport facilities etc.

v). Training :-

- Systematic training helps in increasing the skills and knowledge of employees in doing their job. Various methods of training can be used to enhance the knowledge and skills of the employees.

vi). Compensation :-

- Remuneration of workers involves fixation of their wages and salaries depending upon their level, nature of work, degree of risk involved, etc.

vii). Performance Appraisal :-

- It is concerned with the rating or evaluation of the performance of the employees. Transfer and promotion of the staff are based on performance appraisal.

8). Explain the steps involved in staffing process.

Ans

• The steps involved in staffing process are :

i). Estimating the manpower requirements :-

• The first and foremost step in the process of staffing is estimating the manpower requirements. Estimation of manpower requirements involves workload analysis and workforce analysis.

ii). Recruitment :-

• Recruitment may be defined as the process of searching for prospective employees and stimulating them to apply for jobs in the organisation.

iii). Selection :-

• Selection is the process of choosing from among the pool of the prospective job candidates that is developed at the stage of recruitment.

iv). Placement and Orientation :-

• Placement refers to the employee occupying the position or post for which the person has been selected. Orientation is introducing the selected employee to other employees and familiarising him with the rules and policies of the organisation.

v). Training and development :-

- Training and development of employees is very important in order to improve their skills and to give them an opportunity for their career advancement.

vii). Performance Appraisal :-

- It refers to rating or evaluating the current performance of employees according to certain predetermined standards. Transfers and promotions of the staff are based on performance appraisal.

viii). Promotion and Career Planning :-

- It is necessary for every organisation to keep promotion and career plans of an employee into consideration so as to ensure job satisfaction.

ix). Compensation :-

- Organisations pays wages and salaries to their employees for which they need to establish wages and salary plans. There are various ways to prepare different pay plans depending upon the worth of the jobs.