

## Unit - I.

### Management in simple word

It's means directing & controlling a group of one or more people or on organizing to reach a goal.

### Meaning of Management:-

According to "Theo. Heimann", mgmt has 3 different meaning.

- 1) Management as an Noun :- refers to a group of individuals known as Managers.
- 2) Management as a process :- refers to the functions of Management i.e. Planning, Organizing, Directing & Controlling etc.
- 3) Management as a Discipline :- refers to the subject of Management.

**Note:-** Mngt is an individual or a group of individuals that accept responsibilities to run an organisation.

Mngt brings together all Six Ms i.e Men & Capital, Money, Machine, Material, Method & Markets.

They use these resources for achieving the objectives of the organisation such as higher sales, maximum profit, business expansion etc.

## # Definition :-

- Accn to "Harold Koontz" - "Management is the art of getting things done through & with people by formally organized groups."
- Accn to "Henri Fayol", To manage is to forecast and to plan, to organise, to command, to co-ordinate & to control.
- Accn to "Peter Drucker" - "Management is a multi-purpose organ that manages business and manages managers & manages workers & work"
- Accn to "Mary Parker Follett" - "Management is the art of getting things done through people".

## # Features of Management:-

### Features of Management.

Continuous & Never Ending Process.	Is Result-Oriented.	Multidisciplinary in Nature.	Separate from Ownership
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### Situational in Nature

### Group & Not an Individual

Activity / Dynamic in Nature

A) Continuous and never ending process:-  
 The mngt has to plan & organize all the activities  
 He had to give proper Directn to his subordinate.

B) Result oriented Science & art:-

It is result oriented becoz  
 It gives a lot of importance to "Result" example of  
 Result like, increase in market share, increase in  
 profit etc.

C) Multidisciplinary in nature:-

Management has to get the work  
 done through people.

D) Group & Not an Individual Activity:-

It is a group activity, It uses employee (group) effort  
 to achieve group (own) objectives.

- uses individual abilities to satisfy the  
 need & wants of a group (consumer)

E) Situational in nature:-

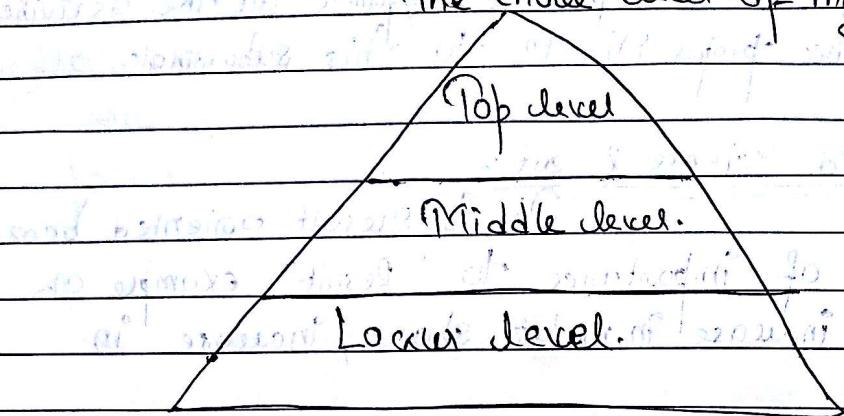
The mngt first studies the full present situation.  
 Then he draws conclusions about the situations. Then he  
 make plan, decision etc which are best for the present  
 situation called "Situational Mngt".

F) Dynamics in nature:-

Mngt is dynamic in nature,  
 i.e. "mngt is creative & innovative". An org will  
 survive & succeed only if it is dynamic.

It must continuously bring in new & creative ideas,  
 new prod, new features, new mktg technique etc.

~~# Level of Mngt :-~~ The three levels of mgmt are follows:-



(1) The top Mngt :-

It is the ultimate source of authority and manages goal & policies of the enterprise.

It devotes more time on planning & coordinating.

functions.

The role of the top mgmt can be summarized as follows:-

a) It prepares strategic plans & policies for the enterprise.

b) It controls & coordinates the activities of all the departments.

c) It provides guidance & direction to all the lower levels.

2) Middle Level Management :-

The branch mngts of departmental mngts. constitute middle level. They devote time to long & directional functions.

The role can be emphasized as:-

i) They make plan for the sub-units of the organization.

ii) Implementing the plans.

- \* They participate in employment & training of lower level management.
- \* It also sends importance reports & other important data to top level management.

3.) Lower Level Management :- It is also known as Supervisory or operative level of management.

In other word, they are concerned with directions & controlling function of management.

Their activities include:-

- \* Assigning of jobs & tasks to various workers.
- \* They guide & instruct worker for day-to-day activities.
- \* They are responsible for the quality as well as quantity of production.

For example:-  
1) To check the quality of work done by workers.  
2) To check the completion of work done by workers.

To take necessary information and to record it.

(Scope)

## # Nature & Basic Concept of Management:-

- The term mgmt is very comprehensive. It use is wide-spread and no organized effort can be successful without proper mgmt.
- Some form of management is found to exist in every type of human organization.

These are 3-dimensions of the nature of management.

3-dimensions.

Methods & Objective	Combined effect for human effort	Associated with effect
prob & Objective can be reached	effect for human effort	with effect

### (1) Methods & Objective can be reached :-

Methods through which some pre-determined objectives can be reached.

2) Combined effect of human effort and some total of all those managers & employees.

3) The employee associated with these efforts. Linstner has identified the nature of management as the co-ordination of

a) Xformatn, - i.e. turning some factors & element into product.

(b) Social sys, which satisfies employees need through motivatn, commn and leadership.

c) administrative system, through which the activities of the employees are controlled.

~~The nature of mgmt can be stated as follows:~~

→ Mngt is a system comprising planning, organising, staffing, leading & controlling.

→ Mngt applies to any type of organisation.

→ Mngt identifies a special group of people whose job is to direct the effort & activities of other people toward common objectives.

→ It applies to mngt engaged at all levels of organisation.

→ Mngt is gradually tunning toward professionalisation.

→ Mngt has to pay attention to fulfilling other objectives of the interested parties.

→ Mngt is concerned with productivity, thereby implying efficiency & effectiveness.

→ Mngt in both science & art.

→ The aim of all mngt is to create a surplus and ranks & reward for extra hard working.

## \* Concept of Mngt

The "Harrington and Myers" offered a classic threefold concept of mngt for emphasising a broader scope for the viewpoint of mngt.

They observe mngt as:

- 1) The economic resource
- 2) a system of authority
- 3) a class & status system

1) The economic resource:

As viewed by the economist, mngt is one of the factors of production along with land, labour & capital.

The managerial resources of a firm determine, in large measure, its productivity & profitability.

2) Sys of authority:

As viewed by a specialist in administration & orgg, mngt is a system of authority.

Modern mngt is nothing but a synthesis of these 4 approaches to authority.

3) Class & Status System:

The ↑ in the complexity of relationship in modern society demand that mngrs bnm an elite of brain & education.

In educat'n & knowledge rather than family & political connectn. Some scholars view this as "Managerial Revolution".

Note:- The mngt is a factor of production, The Administrative / organisational angle. Regard it as Systematic, while the Sociologist would like to view it in hierarchical term.

The perspectives of other disciplines have extended both concept & scope of mngt to include socio-economic and the psychological point of view in the gen. defn of mngt.

### # Who is Mngt.

\* A Mngt is a person who is responsible for directing the efforts aimed at helping organisational -ns achieve their goals

ment

## ~~# Manager & Administration:-~~

The term org, administration, & mgmt are often used interchangeably.

### Organisation:-

They simply mean the "collection, preservation & co-ordination of the elements of an enterprise in an stated manner."

The fn of org is to pull the resources of an enterprise together.

It is org which ensures the employment of resources for the accomplishment of enterprise goals.

The tasks of org is to find by the promoter and/or entrepreneurs themselves.

### # Administration:-

It is entrusted with planning & effective execution of company policies through efficient leadership.

It is the driving force of an enterprise which sets the objectives & formulates plans to achieve them.

Administration also determine the principles for ensuring the effective performance of the activities of diff division & branches of the enterprise.

The board of directors of a company / the syndicate of an university can be called the administrative organ.

Planning and leadership fn for the whole enterprise institution.

### # Management :-

- The job of mgmt is to ensure orderly & methodical accomplishment of the preset policy objectives of an enterprise.
- It is primarily entrusted with the responsibility of executing the plans & policies set by the administration for achieving pre-determined goals & objectives.
- The success of an enterprise institution is thus dependent on how efficiently the mgmt can execute plan & policies set by administration.

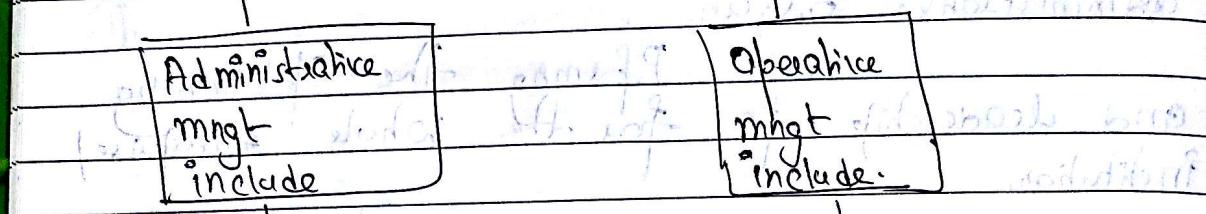
Note:- The administration cannot be successful without the co-operation of mgmt.

The job of each mngt is, therefore, to gain the cooperation of all those who work under him so that they work for enterprise goals set by administration.

## Management

Adm. mgt. is concerned w/ how to do things  
 26. best ad. mgt. planning & its desirability  
 27. best ad. mgt. planning & its desirability

Adm.  
planning



Both  
adm.  
&  
mgt.

Mgt  
(doing)

1.) policy determination &  
policy amendment.

1.) Use of men, m/c,  
material etc

2.) Planning ad. Instruc<sup>n</sup>s 2.) Implementation of Policies

3.) Determination of Standard 3.) Directn of Routine

It is a comprehensive generic term which includes  
administrati. Branch, the re-owned mngt. expert,  
regards mngt as a comprehensive generic fn;

✓ It embraces the entire process of planning, policy-  
making, maintaining of moral & discipline, as well  
as controlling the operatn so as to attain the  
best possible result.

✓ Administration signifies certain aspect of mngt  
(viz. planning if et al) & it is interpreted as a  
branch of mngt.

✓ The upper-level mngt is called administration  
mngt

✓ The lower level mngt is usually called operative  
mngt.

i) Co

✓ is

(i)

ii)

iii)

iv)

Administration (Top)	Planning Mngt	Requires	Conceptual skill 60% Technical skill 20% Human skill 20%
Both administration & mngt	Middle Mngt	Requires	Conceptual skill 20% Technical skill 60% Human skill 20%
Mngt (doing)	Supervisory   Operational	Requires	Conceptual skill 5% Tech. skill 65% Human skill 30%
Entry level mngt			

fig:- Distinct b/w Adminstrative & mngt and diff type of skill req and different level.

### i) Conceptual skill :-

It involve the ability to understand the org as a whole, policy mngt body should possess this skill to a greater extent to know better how various fn of the org. Support one another.

✓ The org responds to the external env & how changes is one operational fn will affect the other operational fn.

### ii) Technical skill :-

It refer to specialized knowledge & expertise possessed by the manager to execute. Info - related planning, Sizing, & accounting.

This is more concerned with "things" - Processes

of physical objects.

iii) Human skills :- The one that develop coopeation

within team lead by the mngs. This is more concerned with attitudes, common speaker of the individual - HRM (human Resource mngt) etc.

These skills are more concerned with people & working with them.

Note: When the mngs move upwards from one level to another, their technical skill becomes less imp & conceptual skill becomes more imp

On the basis of functn:-

Basist of functn	Mngt as a functn	Administration
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<u>Meaning</u>	Mngt is an art of getting things done through others by directing their effort towards achievement of pre-determined goals.	It is concerned with formulation of broad objectives, plans & policies.
<u>Nature</u>	Mngt is an "executing fn"	It is a "devising fn"

<u>Process</u>	Mngt decides what shld do it & how he shld do it	It decides <u>what</u> is to be done & <u>when</u> it is to be done
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<u>functn</u>	It is a "doing fn" bcoz mngs get work done under their supervision.	It is a "thinking fn" bcoz plan & policies are determined under it.
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Skills

Levels

On the

Basis

Alph

Infla

Statu

Beh

Indi

Sti

Eni

co

<u>Skills</u>	Technical & Human skill	Conceptual & Human skills
<u>Levels</u>	Middle & Lower level function	Top level function

On the basis of usage

<u>Basis</u>	<u>Mngt</u>	<u>Administration</u>
<u>Applicability</u>	It is applicable to busi concern i.e. profit making org.	It is applicable on non-busi concern i.e. school, hospital etc.
<u>Influence</u>	The decisions are influenced by the values, opinion, belief of 2. decisi. of the mngt.	It is influenced by public opinion, govt policies, custom.
<u>Status</u>	It constitutes all the employees of the org who are paid remuneration (in the form of salary & incentives) <sup>(in the form of salary &amp; incentives)</sup>	It represents owners of the enterprise who earn return on their capital invested & profit in the form of dividend.

Behind every busi Xeaction works as a team. each individual & busi admin play an imp role for a job. they define & design a right prod. refine the right product to the customer. right msg, right comm b/w prod.

(an expert his or her field and is a support system for employees).

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## The Function of Mngs & Info Agency with its Indis.

Mngs (Individuals) in org exho direct the activities of others.

Henry Mintzberg, identified ten different roles, Separated into 3 categories, The categories are defined as follows.

Role of mngs :-

Interpersonal	figurehead	
old people's 21	leader 21	leader 21
board - role no 21	liaison 21	liaison 21
→ 21	→ 21	→ 21
Informational	Monitor	
board 21	• Dissemination	
board 21	Spokespersons 21	Spokespersons 21
board 21	• Decisional	Entertainer 21
board 21	• Negotiation	
board 21	• Resource allocation	
board 21	• Disturbance Handler	

(a) Interpersonal Roles:

The ones that, like the name suggests, involve people & other ceremonial duties. It can be further classified as follow,

o leader - Responsible for staffing, training & associated duties.

D figurehead :- The symbolic head of the organization.

mngs

Liaison

Inform

1) Mng

under

\* C11

a) Dissem

to the

b) Spokes

mngs

c) Decisi

Enterprise

change

Negotia

Resource

dec

reso

Distr

System for

Mng work in his place and work with our team to achieve company goals.

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Liaison:- Maintain the communication contact & information that compose the org n/w.

Information Roles:- Related to collecting, receiving and disseminating information.

i) Monitor:-

Personally seek & receive info, to be able to understand the org.

\* Who are things? Where do they work?

a) Disseminator:-

Organise Xmit all imp info received from outsider to the mem of the org.

b) Spokesperson:-

On the contrary to the above role, here the manager Xmit the org plan, policies & actn of outsider.

c) Decisional Roles:-

Roles that revolve around making choices.

Entrepreneur:-

Seeks opportunities, Basically they search for change, respond to it & exploit it.

Negotiator:- Represent the org at major negotiations.

Resource Allocator:-

Makes or approves all significant decision related to the allocation of resource.

Disturbance Handler:- Responsible for corrective

actions when the org faces disturbance. without P.R.

# goal of mngt in mgmt -

~~for managers to achieve high performance~~  
~~for themselves & also from employees.~~

and states of etc. Bill signed & law affirmed.

*Lepidoptera* after *habrobracon*

discusses the role of culture in the development of the individual.

1. *Leucosia* *leucostoma* 6  
-red margin 6

multiple small horizontal bars with no max

also add 1 or more Daffs etc.

After each mode edit or protection edit is

• mistakes for others & object of shift pro eff. time & man

Wiederholung der Begriffe: - selbst lernende KI  
- viele unterschiedl. KI-Systeme mit gleichen Zielen

soft houses with windows & chimney stacks.

1. 11/10/2018 & 11/10/2018 10:00

meilleure façon de faire est d'arrêter tout ce qui peut

*Leptodora* *huttoni* (L.) Schleicher  
Leptodora huttoni (L.) Schleicher

16. D'après cette carte, où se situe la plus grande partie de la population mondiale ?

role.

It is vital for mng. delegate responsibilities to employee and assert them if they need help.

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Q) What makes a good pgm mng?

in pfrmce	What are you building & why? (building process)	Product mgmt	Project mgmt	How will you ensure you can deliver!
Start	How will you build it?	Design & architecture	Leadership.	How will you handle others?

Q) It has a different level of an organization is always stand greater than zero.

Prod - customer obsessed. (cost input to be a valuable)

Entrepreneurial spirit - (find innovative / creative to solve the prob)

Stay abreast of industry development. (new tech) → Amazon (now)

Passn for quality (cost attenth) →

Under Return of Investment (ROI) → (They understand they go for a short term, medium, long term)

build it :- (available in the market)

- Sys design and architecture. (prod right product, code is good)
- Def the final behaviour & technical specification.
- Strong Technology fundamental & ability to dig into technology with engineers.

ensure → fundamental of project mgmt - Schedule, resources and scope of expected quality.

- ↳ Deal with the ambiguity
- ↳ Effective comm skill
- ↳ People & Stakeholder mgmt.

- Leadership & team building
- Effective decision-making including making effective tradeoffs
- Influence without authority

Data driven:-

It contains the passion and depth out of decision-making. And ground decision, to measure the team's product.

Top 100 most influential	8,000	8,000	Top 100 most influential
Leaders	8,000	8,000	Leaders
Entrepreneurs	8,000	8,000	Entrepreneurs
Scientists	8,000	8,000	Scientists
Artists	8,000	8,000	Artists
Business leaders	8,000	8,000	Business leaders
Politicians	8,000	8,000	Politicians
Military leaders	8,000	8,000	Military leaders
Religious leaders	8,000	8,000	Religious leaders
Cultural leaders	8,000	8,000	Cultural leaders

Handle people in administration and work effectively and fit  
the work culture

(Collaborate to solve problems and handle conflicts - bold  
(able to make difficult decisions and work well with others)  
Influence (able to influence others to handle conflicts  
conflict resolution) willing to be a  
conflict resolution facilitator (able to direct others)  
Influential members most likely to vote no

team with a national perspective  
ability to handle conflicts and work well with others  
Influence (able to influence others to handle conflicts  
conflict resolution facilitation) willing to be a  
conflict resolution facilitator (able to direct others)

members, able to handle conflicts and work well with others  
Influence (able to influence others to handle conflicts  
conflict resolution facilitation) willing to be a  
conflict resolution facilitator (able to direct others)

## Science, theory and practice of Management:-

- Understand whether mngt is a science or an art.
- Explain the elements of science that exists in management.

Managing: Art / science?

Mngng like other practices - whether engg, accountancy, law, medicine - is "an art". Aesthetic app'ns of mngt know-how is evident.

It is understood that mngng is doing thing artistically in the light of the subtleties of a situation.

But a modern mng can do better by using the knowledge, mthds, concept, theories (etc., of mngng at his) her concept work place.

Thus it may be said that mngng in practice is definitely an art, but the body of knowledge, mthd, principle etc., underlying the practice is science.

Mngng as an Art:-

The art of mngng is a personal creative power of the mng which is, & accepted with reference to the understanding mng is inexact or a soft science at best.

" It is true that the science underlying mngng is inexact, or a soft science is

~~best~~ ~~different people have different ways of thinking and reacting under identical circumstances. So mgmt can never be seen as pure a. Science as a physical science.~~

## Managing as Both Science & Art

Science teaches us how while art teaches us to do. In order to be successful, mngt hr to know & do things efficiently & effectively. This require a unique combination of both art & science of mngt in them.

Since the science of mngt is imperfect, the mngt must turn to a histic managerial ability to perfm a job satisfactorily.

## The Elements of Science in Mngt

Science is organised knowledge. Reverse of science is the appn of scientific method to the dev of knowledge.

Scientific approaches require clear "concepts" - mental images of anything formed by generalisation from particular.

Any branch of science has theories. A "theory" is a systematic grouping of interdependent concepts & principle that give a framework to our theories together, a significant area of knowledge.



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Note:- Mngt is not a pure science but it has scientific elements. Mngts can improve their skill of mngt by studying the scientific approaches to their practice of mngt

Concept, mthd theories & so on of mngt like those of the physical science help organise mngt knowledge. But, they are not so inflexible as those of the sciences.

## # Managerial Skill & the Role

### Objectives

## Evolutn of Mngt thought

The practice of mngt is as old as human civilization, The ancient civilization of Egypt (the great pyramid), Greece (leadership & exec tactics (of Alexander the great)) and Rome displayed the marvelous result of good mngt practices.

The approaches of mngt are theoretical framework for the study of mngt. Each of the approaches of mngt are based on something what diff assumpt. abt human being & the org for which they work.

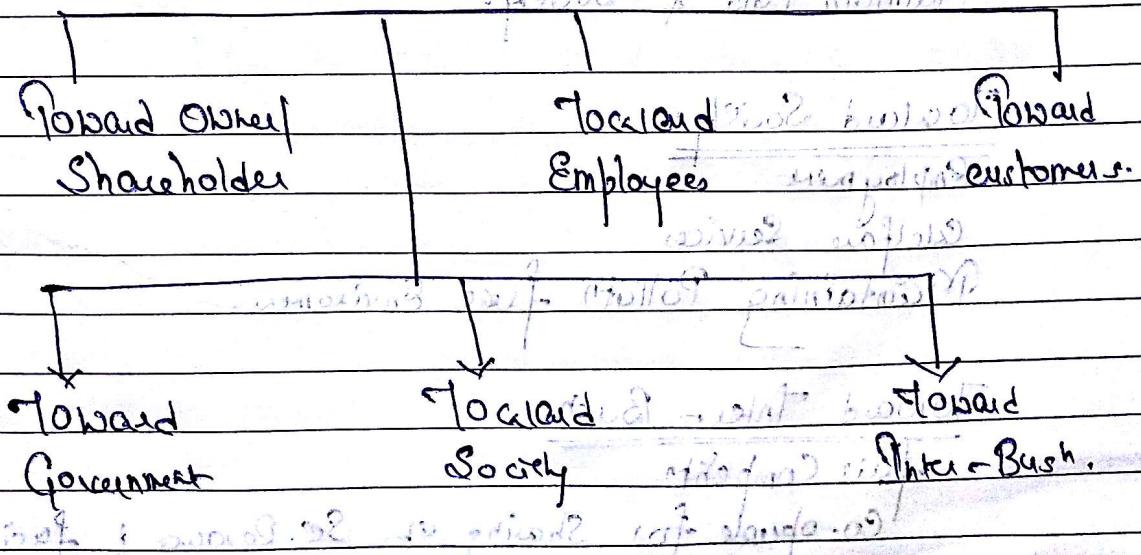
Diff approaches -

## Social Responsibility of Busn:-

- It is an ethical / ideological theory that an entity, whether it is a govt, corporation, org or individual has a responsibility to society.
- It is the idea that busn should balance profit-making activities that benefit society.
- It involves developing busn with a positive relationship to the society in which they operate.
- Corporate Social Responsibility (CSR), also called CR) is a concept whereby org consider the interest of society by taking responsibility for the impact of their activities on cust, supplier, employee communities and other stakeholders as well as env.

SR means eliminating concept of irresponsible or unethical behaviour that might bring harm to the community, its people or the env before the behaviour happen.

### SR of Busn.



Toward

Paid Fair Dividends with the help of profitability of business

Solvent & Efficient Business at cost price

Optimum Use of Resource both material and human

Planned Growth

Efficient Committee and Staff with cost efficiency

Emp

Meaningful Work and establish animal friendly

standard Job Satisfaction with rate of inflation

Fair Salaries & Benefit.

Best Quality of Life. (Work, Personal)

Successful Planning & Development of 21st century

with more satisfaction, profit and turnover to society

Customer's Customization - satisfied staff. To 2020

Fair Price to stakeholders with best education & Superior Service

No subsidized product. Designed uniforms over 90%

of Quick & Complete Information provided within 10 minutes

monitored all vendor via GPS before delivery

To Growth.

Payment of Taxes, Custom Duties etc

Observe the policies.

Maintain Law & Society.

Responsible Society

Employment

Carefare Services

Maintaining Pollutn free Environment

Responsible

Environment

Toward Inter-Business

Fair Competitn

Co-operate for sharing of Res. Resource & facilities

benefit

environment

## Collaboration for Maximization of Busn Efficiency

For maximization of business efficiency, S.R. of busn prefers to fulfill its obligations to take those decisions & perform those actions which are desirable in term of the objective & values of our society.

Need for S.R. of busn arises both bcoz of firm's interest of the society. There are arguments both for & against social responsibility.

### The pyramid of

Disciplinary Responsibilities of Busn

- (a) as a good corporate citizen.
- (b) Contribute resources to the community to improve quality of life

### Ethical Responsibility

Obligation to do what is right, just & fair to avoid harm

### Legal Res

Law in society codification of rights and wrongs, play by the rule

Business is to engage in its activities

It is a continuous production & distribution of goods & services with the aim of earning profit under uncertain market conditions.

It is a form of regular activity conducted with an objective of earning profit for the benefit of those on whose behalf the activity is conducted.

### Nature of Business

1) An activity to earn profit by providing goods & services.

2) No limits of parties of (can be 1 or 10,000)

### Contribute from Business

- Economic growth
- Provide goods & services of necessities
- Create employment opportunities.

### Objectives of Business

#### 1) Profitability

→ Growth responsibilities

→ Employee satisfaction & development

→ Quality product & services

→ To earn market leadership

→ Service to Society

→ Building Reputation

## Busn Environment

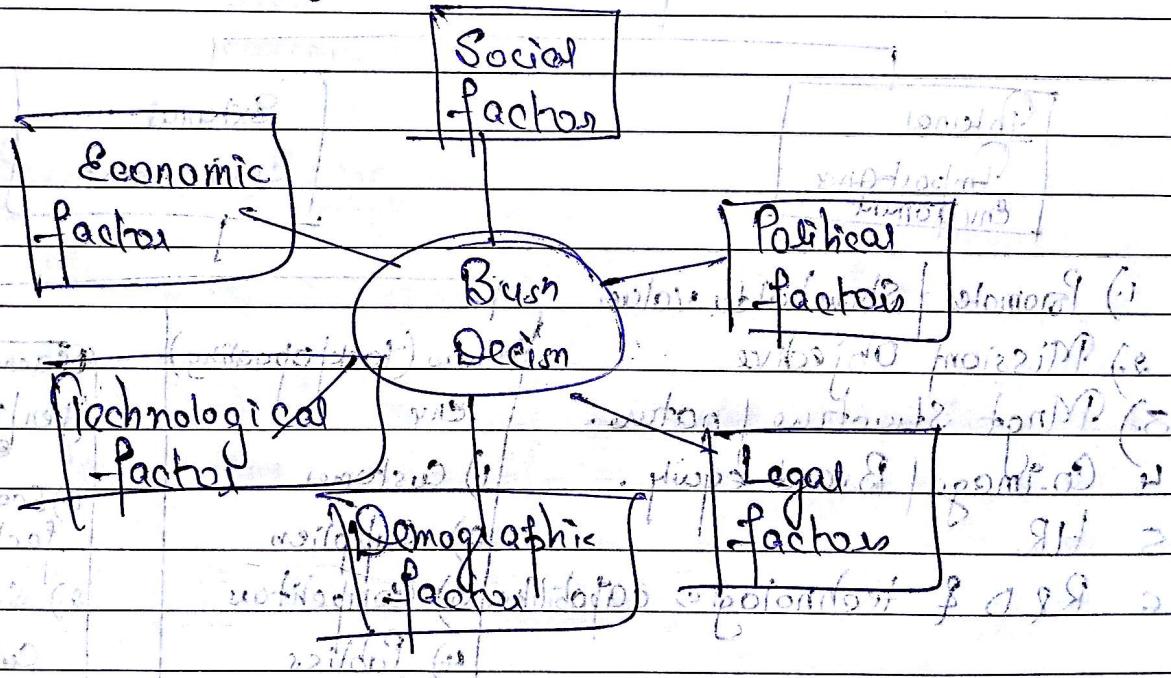
Defn:-

The defn of busn environment mean all of the internal & external factors that affect how the company opn including employee, customer, management, Supply & demand & busn regulations.

Meaning

The term 'BE' connotes external forces, factors & institution that are beyond the control of the busn & they affect the functioning of a busn enterprise.

These include cust, competitors, suppliers, government & the social, political, legal & technological factors etc.



Surrounding or off busn environment.

Env influences activities & operations.

Threat & opportunities

Qlty study BE? 1) Development of Board Strategies.

2) Analysis of competitor's strategies.

3) To keep oneself dynamic

[strategic business]

[strategies]

[market share]

with no major shareholders and 3.1 million  
affiliates worldwide, making it one of the  
largest organizations in the world. It is also  
a global leader in business and technology.

Mac

Business environment is the external environment  
that influences the business and its operations.  
It includes factors such as political stability,  
economic conditions, technological advances,  
and social trends. The business environment  
can be divided into two main categories:  
internal environment and external environment.

Mi

aff

Mac

### Business Environment

Internal  
Importance  
Environment

External  
Environment

- 1.) Promotes shareholder values
- 2.) Mission/ Objective
- 3.) Mgmt structure / nature
- 4.) Co. image / Brand equity
- 5.) HR
- 6.) R&D & technologies capabilities

Micro (Task) Operating

- |                 |                    |                       |
|-----------------|--------------------|-----------------------|
| Env             | Org. Structure     | Macro                 |
| 1.) Customer    | 2.) Suppliers      | 1.) Economic factors  |
| 3.) Competitors | 4.) Publics        | 2.) Social factors    |
| 5.) Finance     | 6.) Marketing      | 3.) Political factors |
|                 | 7.) Intermediaries | 4.) Natural factors   |

5.) Global factors

6.) Technological factors

Sale-traders

Partnership

Limited company

Small Busi types

Macro-

The macro factors carry implication for a particular busn

Macro-

The macro f implication for the industry or the economy as a whole

Micro → (Supplier), Competitor, Customer, public, finances, Busn associate, Regulatory Agencies.

Macro

→ Social factors

Natural

Technology

Global

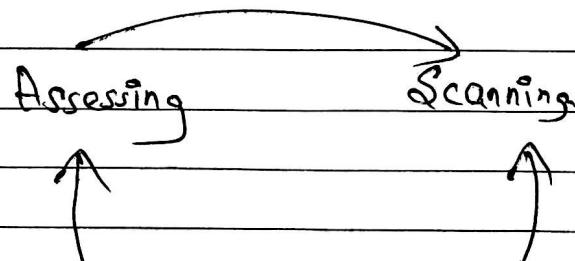
Economic.

### Environmental Scanning:-

The study & interpretation of external factors.

factors to be considered are events, trend, issue and expectations of the different interest group

### Stages of Environmental Scanning



Forecasting → Monitoring.

## SWOT Analysis:-

factor that give an edge for the company over its competition	Helpful	Harmful	factor that can be harmful if used against the firm by competition		
favorable situation which can bring a competitive advantage	Strength	Weakness	Opportunities	Threats	Unfavorable situations which can (-)ly affect the business
2 X +ve now	1 S +ve now	1 C -ve now	1 O +ve now	1 T -ve now	1 U -ve now

## Social Responsibility of Busn | CSR (Corporate Social Responsibility)

It pertain to people | organization behaving & conducting business ethically & with sensitivity toward social, cultural, economic & environmental issues.

Mean:-

It means that individual & companies have a duty to act in the best interest of their env & society as a whole.

Note:- SR is an ethical framework & suggest that an entity, be it an org | individual, has an obligation to act for the benefit of society but dangerous if it overused or misused.

## Social attitudes belief & values:-

a). Belief is an internal feeling that something is true, even though that belief may be unproven.

An attitude is the way a person expresses or applies their beliefs & values. And is expressed through word & behaviour.

b). Values

Type of Values

Attitudes

Type of attitude

\* Job Satisfaction

It is defined as a lean predisposition to respond in a consistently favorable or unfavorable way to a given object.

Ind Pe  
Based on following characteristics:-  
i.e. attitude affects behavior at all difference levels than do values.

### Cognitive Component

(The opinions) belief segment of an attitude.

It consists of beliefs about the world.

### Affective Component

(The emotional or feelings segment of an attitude)

no love, loathing, fear, etc. during talk.

### Behavioral Component

An intention to behave in a certain way toward someone or something.

### Personal Experience

In personal contact, the direct contact between individual & an attitude object. The experience when a direct contact is established.

PG attitude influence means what we often seek others. Echo shares attitude similar to.

An equal aged & faster group is called peer group.

PG attitude influence means what we often seek others. Echo shares attitude similar to. otherwise we can change our attitude.

### Society:-

At large influence the attitude of an

Individual organizations also suffer problems with their employees

### Personality factors

A person may have diff type of personalities such as cooperative, soft corner, shirking, etc in case his attitude toward an object is totally different from other.

### 3 attitude

#### Job satisfaction.

A collection of (+) or (-) feeling that an individual holds toward his/her job.

#### Job involvement

Identifying with the job, considering pfmrnc imp to self-worth.

#### Organizational Commitment

Identifying with a particular org & its goals, & wishing to maintain membership in the org.

#### Values represent basic

Terminal Values.

Instrumental values.

(Desirable end-state of existence,  
the goal that a person would like to achieve during his/her lifetime.

(PREFERRED mode of behavior or means of achieving one terminal value..