



MUTHAYAMMAL ENGINEERING COLLEGE

LECTURE HANDOUTS

(Approved by AICTE, New Delhi, Accredited by NAAC & Affiliated to Anna University)

Rasipuram - 637 408, Namakkal Dist., Tamil Nadu



CSE

III/VI

Course Name with Code : Principles of Management and Engineering Ethics/16SHA08

Course Faculty : Dr.P.Srinivasan

Unit : I [Introduction] Date of Lecture:

Topic of Lecture: Introduction

Introduction :

- In today's volatile economies, every organization needs strong managers to lead its people towards achieving the business objectives.
- A manager's primary challenge is to solve problems creatively and plan effectively.
- Managers thus fulfill many roles and have different responsibilities within the various levels of an organization

Prerequisite knowledge for Complete understanding and learning of Topic:

- Information
- Management
- Manager
- Employees
- Organization
- Goal
- Function in management

Detailed content of the Lecture:

- ✓ Management began to materialize as a practice during the Industrial Revolution, as large corporations began to emerge in the late 19th century and developed and expanded into the early 20th century.
- ✓ Management is regarded as the most important of all human activities. It may be called the practice of consciously and continually shaping organizations.
- ✓ Management is a universal phenomenon. Every individual or entity requires setting objectives, making plans, handling people, coordinating and controlling activities, achieving goals and evaluating performance directed towards organizational goals.
- ✓ These activities relate to the utilization of variables or resources from the environment – human, monetary, physical, and informational.

- ✓ Human resources refer to managerial talent, labor (managerial talent, labor, and services provided by them), monetary resources (the monetary investment the organization uses to finance its current and production facilities and equipment) and information resources (data and other kinds of information).
- ✓ Management is essentially the bringing together these resources within an organization towards reaching objectives of an organization.

An example of management:-

- How a person handles their personal finances.
- The show of concern when dealing with something fragile.
- How a skillful supervisor handles a difficult situation.
- The CEO of an organization.

Management Skills and how they help you with professional growth

- Entrepreneurship.
- Conflict management.
- Negotiation.
- Strategic thinking.
- Project management.
- Time management.
- Adaptability.
- Communication.

Management:

- ✓ Management is a universal phenomenon. Every individual or entity requires setting objectives, making plans, handling people, coordinating and controlling activities, achieving goals and evaluating performance directed towards organizational goals.
- ✓ These activities relate to the utilization of variables or resources from the environment – human, monetary, physical, and informational.
- ✓ Human resources refer to managerial talent, labor (managerial talent, labor, and services provided by them), monetary resources (the monetary investment the organization uses to finance its current and long-term operations), physical resources (raw materials, physical and production facilities and equipment) and information resources (data and other kinds of information).
- ✓ Management is essentially the bringing together these resources within an organization towards reaching objectives of an organization.

Video Content/ Details of website for further learning (if any):

link:

<https://education.stateuniversity.com/pages/cw1ev9e9ib/An-Introduction-to-the-Principles-of-Management.html>

Important Books/Journals for further learning including the page nos.:

Principles and Practice of Management ,Page nos-1-2

Course Faculty

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Course Name with Code : Principles of Management and Engineering Ethics/16SHA08

Course Faculty : Dr.P.Srinivasan

Unit : I [Introduction] Date of Lecture:

Topic of Lecture: Definition and Management

Introduction :

- In today's volatile economies, every organization needs strong managers to lead its people towards achieving the business objectives.
- A manager's primary challenge is to solve problems creatively and plan effectively.
- Managers thus fulfill many roles and have different responsibilities within the various levels of an organization

Prerequisite knowledge for Complete understanding and learning of Topic:

- Information
- Management
- Manager
- Employees
- Organization
- Goal
- Function in management

Detailed content of the Lecture:

- ✓ Management is a universal phenomenon.
- ✓ Every individual or entity requires setting objectives, making plans, handling people, coordinating and controlling activities, achieving goals and evaluating performance directed towards organizational goals.

Definition of Management

The Management is the process of Planning, organizing, staffing, leading or directing, and controlling an organization (a group of one or more people or entities) or effort for the purpose of accomplishing a goal.

Features of Management

- Organized activities
- Existence of objectives
- Relationship among resources
- Working with & Through people
- Decision- Making

Importance of Management

- Effective Utilization of Resources
- Development of Resources
- To Incorporate Innovations
- Integrating Various Interest Groups
- Stability in the Society

Management is Associated with Group Efforts

- It is usual to associate management with a group.
- Although people as individuals manage many personal affairs, the group emphasis on management is universal.

Every enterprise entails the existence of a group to achieve goals. It is now established that goals are achieved more readily by a group than by any one person alone

Video Content/ Details of website for further learning (if any):

link:

[https://www.iedunote.com/management -
:~:text=Management%20is%20a%20process%20of,its%20goals%20efficiently%20and%20effectively](https://www.iedunote.com/management-:~:text=Management%20is%20a%20process%20of,its%20goals%20efficiently%20and%20effectively)

Important Books/Journals for further learning including the page nos.:

Principles and Practice of Management ,Page nos-2-3

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Course Name with Code : Principles of Management and Engineering Ethics/16SHA08

Course Faculty : Dr.P.Srinivasan

Unit : I [Introduction]

Date of Lecture:

Topic of Lecture: Management Significance

Introduction :

- In today's volatile economies, every organization needs strong managers to lead its people towards achieving the business objectives.
- A manager's primary challenge is to solve problems creatively and plan effectively.
- Managers thus fulfill many roles and have different responsibilities within the various levels of an organization.

Prerequisite knowledge for Complete understanding and learning of Topic:

- Information
- Management
- Manager
- Employees
- Organization
- Goal
- Function in management

Detailed content of the Lecture:

- The principles of management are in the form of pre-determined solutions for repeatedly occurring problems.
- They guide the manager. It is very important for every manager to know them thoroughly. The importance of the principles of management becomes abundantly clear from the following facts:

1) Provide Useful Insight to Managers:

- For example, according to one principle of management, i.e., division of work, a job is divided into many small units.
- Every unit or part is assigned to different individuals. Each individual does the same work

2) Optimum Utilisation of Resources and Effective Administration

- According to the principle of ‘unity of command’ there should only be one boss for an employee at a time.
- In case there is more than one boss, the employee will not be in a position to work properly. Consequently, human resource will be wasted.

3) Scientific Decisions:

- Therefore, the managers are trained with the help of the principles of management which makes them capable of taking scientific decisions.
- For example, the principle of ‘authority and responsibility’ tells us that if a subordinate is entrusted with some responsibility, he should be allowed sufficient authority to accomplish it.
- Only in such a situation a subordinate will be able to take a scientific decision whenever needed.

(4) Meeting Changing Environmental Requirement:

- In doing so a manager would be able to have the detailed information connected with the limited activities being done under his direction.
- In case the activities connected with different objectives are being done under the direction of one manager, he will not be able to understand the changes being effected in any activity.

(5) Fulfilling Social Responsibility:

- The principles of management increase the efficiency of the managers and enable them to fulfill their social responsibility.
- More efficient managers can make good quality products at reasonable prices available all the times.

(6) Management Training, Education and Research:

- The advantages of the principles of management encourage the researchers to bring in more improvement in them.
- The attitude of the managers has molded itself in such a fashion that they are doing, consciously or unconsciously, something new.

Video Content / Details of website for further learning (if any):

link:

<https://www.yourarticlelibrary.com/management/6-main-significance-of-principles-of-management/877>

Important Books/Journals for further learning including the page nos.:

Principles and Practice of Management ,Page nos-7-8

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III/VI

Course Name with Code : Principles of Management and Engineering Ethics/16SHA08

Course Faculty : Dr.P.Srinivasan

Unit : I [Introduction]

Date of Lecture:

Topic of Lecture: Management as an Art or Science

Introduction :

- In today's volatile economies, every organization needs strong managers to lead its people towards achieving the business objectives.
- A manager's primary challenge is to solve problems creatively and plan effectively.
- Managers thus fulfill many roles and have different responsibilities within the various levels of an organization

Prerequisite knowledge for Complete understanding and learning of Topic:

- Information
- Management
- Manager
- Employees
- Organization
- Goal
- Function in management

Detailed content of the Lecture:

Management:-

Management is the function of Planning, Organizing, Staffing, Directing, Controlling in effective manner

Management is Art or Science:-

- ✓ Management is Science because of several reasons like - it has universally accepted principles, it has cause and effect relationship etc, and at the same time it is art because it requires perfection through practice, practical knowledge, creativity, personal skills etc.

Management as a science

- ✓ Science is obtaining information about a particular object by a systematic pattern of observation, study, practice, experiments, and investigation.
- ✓ The management process also follows the same pattern. Gathering data and facts, analyzing them and making a decision based on analysis, are the basic functions of the management.
- ✓ Management follows a systematic method to find a possible solution for a problem. The science underlying managing is indeed inexact or a soft science at best.
- ✓ It is not as “Science” as physical sciences such as chemistry or biology which deal with non-human entities.
- ✓ The inclusion of the human element in managing makes this discipline not only complex but also debatable as pure science.
- ✓ Human behavior is unpredictable; people think, act or react differently under identical circumstances.
- ✓ And so, management can never become as pure science. However, the study of the scientific foundations of management practice can improve one’s management skills

Elements of Science in Managing

1. Concepts
2. Methods and principles
3. Theories
4. Organized knowledge
5. Practice

Management is an Art

- ✓ To manage effectively, one must have not only the necessary abilities to lead but also a set of critical skills acquired through time, experience, and practice.
- ✓ The art of managing is a personal creative attribute of the manager, which is more often than not, enriched by education, training, experience.
- ✓ The art of managing involves the conception of a vision of an orderly whole created from chaotic parts and the communication and achievement of this vision.
- ✓ Managing is the “art of arts” because it organizes and uses human talent.

Elements of art in management

1. Practical Knowledge,
2. Personal Skill,
3. Creativity,
4. Perfection through practice,

5. Goal-Oriented

Management is both Art and Science

- ✓ Management is both an art and a science. Management combines features of both science as well as art.
- ✓ It is considered as a science because it has an organized body of knowledge which contains certain universal truth.
- ✓ It is called an art because managing requires certain skills which are personal possessions of managers.
- ✓ Science provides the knowledge & art deals with the application of knowledge and skills.

Video Content / Details of website for further learning (if any):

link:

<https://www.iedunote.com/management-science-art>

Important Books/Journals for further learning including the page nos.:

Principles and Practice of Management ,Page nos-5-6

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Course Name with Code : Principles of Management and Engineering Ethics/16SHA08

Course Faculty : Dr.P.Srinivasan

Unit : I [Introduction]

Date of Lecture:

Topic of Lecture: Roles on Manager

Introduction :

- In today's volatile economies, every organization needs strong managers to lead its people towards achieving the business objectives.
- A manager's primary challenge is to solve problems creatively and plan effectively.
- Managers thus fulfill many roles and have different responsibilities within the various levels of an organization.

Prerequisite knowledge for Complete understanding and learning of Topic:

- Information
- Management
- Manager
- Employees
- Organization
- Goal
- Function in management

Detailed content of the Lecture:

Roles of Manager:-

Managerial roles refer to specific actions or behaviors expected of and exhibited by a manager

- Interpersonal Roles
- Informational Roles
- Decisional Roles

1. Interpersonal Roles

Requires managers to direct and supervise employees and the organization

- Figurehead

- Lead
- Liaison

i)Figurehead:

- It is top of middle manager
- This manager may communicate future organizational goals or ethical guidelines to employees at company meetings

ii)Leader:

- A leader acts as an example for other employees to follow, gives commands and directions to subordinates, makes decisions, and mobilizes employee support.
- Managers must be leaders at all levels of the organization; often lower-level managers look to top management for this leadership example

iii)liaison:

- A manger must coordinate the work of others in different work units, establish alliances between others, and work to share resources.
- This role is particularly critical for middle managers, who must often compete with other managers for important resources, yet must maintain successful working relationships with them for long time periods

2.Informational Roles

- Informational roles are those in which managers obtain and transmit information.
- These roles have changed dramatically as technology has improved
- Monitor
- Disseminator
- Spokes person

i)Monitor

Monitor evaluates the performance of others and takes corrective action to improve that performance.

Monitoring occurs at all levels of management, although managers at higher levels of the organization are more likely to monitor external threats to the environment than are middle or first-line managers.

ii)Disseminator

- It requires that managers inform employees of changes that affect them and the organization.
- They also communicate the company's vision and purpose.

iii)Spokesperson

- Communicates with the external environment, from advertising the company's goods and services, to informing the community about the direction of the organization.
- The spokesperson for major announcements, such as a change in strategic direction

3.DecisionalRoles:It involves decision making.

- Entrepreneur — Initiating new ideas to improve organisational performance
- Disturbance handlers — Taking corrective action to cope with adverse situation
- Resource allocators — Allocating human, physical, and monetary resources
- iv. Negotiator — Negotiating with trade unions, or any other stakeholders.

Video Content / Details of website for further learning (if any):

link:

https://www.tutorialspoint.com/management_principles/management_principles_managers_role.htm

Important Books/Journals for further learning including the page nos.:

Principles and Practice of Management ,Page nos-11-12

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Course Faculty : Dr.P.Srinivasan

Unit : I [Introduction]

Date of Lecture:

Topic of Lecture:Functions of Management

Introduction :

- In today's volatile economies, every organization needs strong managers to lead its people towards achieving the business objectives.
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Prerequisite knowledge for Complete understanding and learning of Topic:

- Information
- Management
- Manager
- Employees
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- Function in management

Detailed content of the Lecture:

Functions of Management

- Planning
- Organizing
- Staffing
- Leading or Directing
- Controlling.

Functions of Management

1.Planning:-

- In the planning stage, managers establish organizational goals and create a course of action to achieve them.
- During the planning phase, management makes strategic decisions to set a direction for the organization

There are several approaches to planning:

- Strategic planning
- Tactical planning
- Operational planning

(i)StrategicPlanning:-

- ✓ This type of planning is often carried out by an organization's top management and usually creates goals for the entire organization.
- ✓ It analyzes threats to the organization, evaluates the organization's strengths and weaknesses and creates a plan of how the organization can best compete in its environment.
- ✓ It usually has a long timeframe of three years or more.

(ii) Tactical planning:-

- ✓ Tactical planning is the shorter-term planning of an objective that will take a year or less to achieve.
- ✓ It is usually carried out by an organization's middle management.
- ✓ Tactical planning is usually aimed at a specific area or department of the organization such as its facilities, production, finance, marketing or personnel.

(iii) Operational planning:-

- ✓ Operational planning is the process of using tactical planning to achieve strategic planning and goals.
- ✓ Operational planning creates a timeframe for putting a portion of the strategic goal into practice operationally

2. Organising:-

- The purpose of organizing is to distribute the resources and delegate tasks to personnel to achieve the goals established in the planning stage.
- Managers may need to work with other departments of the organization, such as finance and human resources, to organize the budget and staffing.

During the organizing stage, managers strive to create a work environment conducive to productivity

3. Staffing:-

- Manpower Planning (estimating man power in terms of searching, choose the person and giving the right place).
- Recruitment, Selection & Placement.
- Training & Development.
- Remuneration.
- Performance Appraisal.
- Promotions & Transfer.

4. Leading or Directing:-

It is that part of managerial function which actuates the organizational methods to work efficiently for achievement of organizational purposes

- ✓ **Supervision-** implies overseeing the work of subordinates by their superiors. It is the act of watching & directing work & workers.
- ✓ **Motivation-** means inspiring, stimulating or encouraging the sub-ordinates with zeal to work. Positive, negative, monetary, non-monetary incentives may be used for this purpose.
- ✓ **Leadership-** may be defined as a process by which manager guides and influences the work of subordinates in desired direction.
- ✓ **Communications-** is the process of passing information, experience, opinion etc from one person to another. It is a bridge of understanding

5. Controlling:-

- Controlling is the process of evaluating the execution of the plan and making adjustments to ensure that the organizational goal is achieved.
- During the controlling stage managers perform tasks such as training employees as necessary and managing deadlines.
- Managers monitor employees and evaluate the quality of their work.
- They can conduct performance appraisals and give employees feedback, providing positive remarks on what they are doing well and suggestions for improvement.

Video Content / Details of website for further learning (if any):

link:

https://www.managementstudyguide.com/management_functions.htm

Important Books/Journals for further learning including the page nos.:

Principles and Practice of Management ,Page nos-14-17

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Course Name with Code

:Principles of Management and Engineering Ethics/16SHA08

Course Faculty

: Dr.P.Srinivasan

Topic of Lecture Principles of Management
Introduction : <ul style="list-style-type: none">➤ In today's volatile economies, every organization needs strong managers to lead its people towards achieving the business objectives.➤ A manager's primary challenge is to solve problems creatively and plan effectively.➤ Managers thus fulfill many roles and have different responsibilities within the various levels of an organization.
Prerequisite knowledge for Complete understanding and learning of Topic: <ul style="list-style-type: none">• Information• Management• Manager• Employees• Organization• Goal• Function in management
Detailed content of the Lecture: Principles of Management (Henry Fayol) These principles make managers more efficient. <ol style="list-style-type: none">1. Division of Work2. Authority and Responsibility3. Discipline4. Unity of Command5. Unity of Direction6. Subordination of Individual Interest7. Remuneration8. The Degree of Centralization9. Scalar Chain10. Order11. Equity12. Stability of Tenure of Personnel13. Initiative14. Esprit de Corps 1. Division of Labor <ul style="list-style-type: none">✓ Henry Fayol has stressed on the specialization of jobs.

- ✓ He recommended that work of all kinds must be divided & subdivided and allotted to various persons according to their expertise in a particular area.

2. Authority & Responsibility

- ✓ Authority & responsibility are co-existing.
- ✓ Authority refers to the right of superiors to get exactness from their sub-ordinates whereas Responsibility means obligation for the performance of the job assigned.

3. Unity of Command

- ✓ It provides the enterprise a disciplined, stable & orderly existence.
- ✓ It creates harmonious relationship between superiors and sub-ordinates

4. Unity of Direction

- ✓ Efforts of all the members of the organization should be directed towards common goal.
- ✓ Fayol advocates one head one plan which means that there should be one plan for a group of activities having similar objectives.

5. Equity

- ✓ It implies that managers should be fair and impartial while dealing with the subordinates.
- ✓ They should give similar treatment to people of similar position.

6. Order

- ✓ This principle is concerned with proper arrangement of things and systematic placement of people.

7. Discipline

- ✓ According to Fayol, "Discipline means sincerity, obedience, respect of authority & observance of rules and regulations of the enterprise".
- ✓ This principle applies that subordinate should respect their superiors and obey their order

8. Initiative

- ✓ Fayol advised that management should provide opportunity to its employees to suggest ideas, experiences & new method of work.
- ✓ It helps in developing an atmosphere of trust and understanding.

9. Fair Remuneration

- ✓ The method of remuneration to be paid to the workers should be fair, reasonable, satisfactory & rewarding of the efforts.
- ✓ Logical & appropriate wage rates and methods of their payment reduce tension & differences between workers & management creates harmonious relationship and pleasing atmosphere of work

10. Stability of Tenure

- ✓ According to Fayol. "Time is required for an employee to get used to a new work & succeed to doing it well but if he is removed before that he will not be able to render worthwhile services".

11. Scalar Chain

- ✓ Fayol defines scalar chain as 'The chain of superiors ranging from the ultimate authority to the lowest'.
- ✓ Every orders, instructions, messages, requests, explanation etc. has to pass through Scalar chain.

12.Sub-Ordination of Individual Interest to General Interest

- ✓ An organization is much bigger than the individual it constitutes therefore interest of the undertaking should prevail in all circumstances.
- ✓ As far as possible, reconciliation should be achieved between individual and group interests. But in case of conflict, individual must sacrifice for bigger interests.

13.Espirit De' Corps

- ✓ It refers to team spirit i.e. harmony in the work groups and mutual understanding among the members.
- ✓ Fayol cautioned that, face to face communication should be developed. The managers should infuse team spirit & belongingness.

14.Centralization & De-Centralization

- ✓ Centralization means concentration of authority at the top level.
- ✓ In other words, centralization is a situation in which top management retains most of the decision making authority.

Video Content / Details of website for further learning (if any):

link:<https://2012books.lardbucket.org/books/management-principles-v1.0/s05-introduction-to-principles-of-.html>

Important Books/Journals for further learning including the page nos.:

Principles and Practice of Management ,Page nos-27-29

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III/VI

Course Name with Code :Principles of Management and Engineering Ethics/16SHA08

Course Faculty : Dr.P.Srinivasan

Topic of Lecture:Current trends

Introduction :

- In today's volatile economies, every organization needs strong managers to lead its people towards achieving the business objectives.
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- Managers thus fulfill many roles and have different responsibilities within the various levels of an organization.

Prerequisite knowledge for Complete understanding and learning of Topic:

- Information
- Management
- Manager
- Employees
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- Goal
- Function in management

Detailed content of the Lecture:

Current Trends and issues of Management

- Management functions are
 - Planning
 - Organizing
 - Staffing
 - Directing
 - Controlling
- International managers need to have clear view of where they want their firm to be in future.
- They have to organize to implement their plans
- They have to motivate those who work for them

Recent Trends in Management

Recent trends in management refer to the latest managerial practices that managers use to effectively manage their employees. As the market situation evolves, the managerial trends also evolve and change. These changes are subject to the market conditions of that time period. The most popular recent trends in management are Total Quality Management, Risk Management, Crisis Management etc. Let's understand in detail the following topics:

- ✓ Total Quality Management.
- ✓ Risk Management.

- ✓ Crisis Management.
- ✓ Resistance to Change.
- ✓ Change Through Management Hierarchy.
- ✓ Concept of Change Management.
- ✓ Global Practices/International Business.
- ✓ Role of an International Manager

Importance of Quality Mangement

- Quality is one of the most important factors determining the success of a business. Customers always consider the quality of a business's goods and services while purchasing them.
- In fact, in some cases, quality gets prominence over price as well.
- Good quality of products always gives every organization a strong edge over its competitors. It also rewards the business with customer patronage, word of mouth and goodwill. It is because of these benefits that total quality management has become so important.

Characteristics of Risk Management

- Risk management is a systematic process that deals with the problem of uncertainty.
- It is an important discipline under the broad subject of management.
- Secondly, one can also refer to it for responding to undesirable events. In this regard, it helps in preparing for worst-case scenarios.
 - Lastly, it is also a system that helps in making choices.
 - It provides various alternatives and approaches to help managers select one that has minimum chances of losses

Types of Crisis

a) Natural Disasters

- ✓ Natural disasters are basically 'acts of God' that occur naturally. Environment causes are generally responsible for them.
- ✓ These include earthquakes, floods, tsunamis, storms, etc.
- ✓ They affect human life as well as property. These kinds of disasters are almost always unpredictable and, hence, more difficult to prevent.

b) Confrontational Crisis

- ✓ This kind of crisis occurs when two groups clash due to opposing interests.
- ✓ These groups may be businesses, workers' unions, and even governments.
- ✓ Their conflicting interests lead to a crisis that managers have to deal with.

- ✓ For example, protests, boycotts, sit-ins, blockades, and threats occur in such situations.

c) Technological Crisis

- ✓ Human application of science and technology causes a crisis of this kind.
- ✓ Disasters like nuclear leaks are unpredictable until the science behind them is fully clear.

d) Organizational Misdeeds

- ✓ Sometimes an organization's management may take decisions that are not proper and informed..
- ✓ Managers must make sure that they always back each decision with adequate precautions.

e) Rumors

- ✓ False information or rumors about an organization can damage its reputation and goodwill.

f) Workplace Violence

- ✓ Violence amongst workers can also be a common kind of crisis. The management must deal with such problems very delicately.

Video Content / Details of website for further learning (if any):

link:

<https://www.toppr.com/guides/business-management-and-entrepreneurship/recent-trends-in-management/>

Important Books/Journals for further learning including the page nos.:

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Course Faculty : Dr.P.Srinivasan

Unit : I [Introduction] Date of Lecture:

Topic of Lecture:Issues of Management

Introduction :

- In today's volatile economies, every organization needs strong managers to lead its people towards achieving the business objectives.
- A manager's primary challenge is to solve problems creatively and plan effectively.
- Managers thus fulfill many roles and have different responsibilities within the various levels of an organization.

Prerequisite knowledge for Complete understanding and learning of Topic:

- Information
- Management
- Manager
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- Goal
- Function in management

Detailed content of the Lecture:

Issues of Management

- Planning and Decision making in a Global Scenario
- Organizing in Global scenario
- Leading in a Global Scenario
- Controlling In a Global Scenario

Planning and Decision making in a Global Scenario:

Steps of Decision Making Process:

- ✓ Step 1: Identification of the purpose of the decision
- ✓ Step 2: Information gathering
- ✓ Step 3: Principles for judging the alternatives
- ✓ Step 4: Brainstorm and analyse the different choices
- ✓ Step 5: Evaluation of alternatives
- Step 6: Select the best alternative
- ✓ Step 6: Select the best alternative
- ✓ Step 7: Execute the decision
- ✓ Step 8: Evaluate the results

Organizing in Global scenario

- Organizing in a Global Scenario Managers in international businesses must also attend to a variety of organizing issues.
- For example, General Electric has operations scattered around the globe. The firm has made the decision to give local managers a great deal of responsibility for how they run their business.
- In contrast, many Japanese firms give managers of their foreign operations relatively little responsibility.
- As a result, those managers must frequently travel back to Japan to present problems or get decisions approved.
- Managers in an international business must address the basic issues of organization structure and design, managing change, and dealing with human resources.

Leading in a Global Scenario

- Leading in a Global Scenario We noted earlier some of the cultural factors that affect international organizations.
- Managers must understand how cultural factors affect individuals.
- How motivational processes vary across cultures, how the role of leadership changes in different cultures, how communication varies across cultures, and how interpersonal and group processes depend on cultural background.

Controlling In a Global Scenario

- Controlling in a Global Scenario Finally, managers in international organizations must also be concerned with control.

- Distances, time zone differences, and cultural factors also play a role in control. For example, in some cultures, close supervision is seen as being appropriate, whereas in other cultures, it is not like wise, executives in the United States and Japan may find it difficult to communicate vital information to one another because of the time zone differences.

Video Content / Details of website for further learning (if any):**link:**

<https://www.toppr.com/guides/business-management-and-entrepreneurship/recent-trends-in-management/>

Important Books/Journals for further learning including the page nos.:

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