

\* Management: An art and 'Science' of getting things done through others. To forecast, to control, to plan and to evaluate.

\* Features/Characteristics/Nature of Management:

- ⑦
- Multidisciplinary
  - Group Activity
  - Factors of Production
  - Social <sup>Process</sup> ~~Response~~
  - Dynamic Function
  - Intangible
  - Management is Profession.

\* 5 M's of Management:

Men (imp), Methods, Material, Money, Machinery, Market

\* Levels of Management:

- ③
- 
- Top level - Executives, CEO, BoD, MD [PLANNING]  
Middle Level - General Managers [COMMUNICATION]  
Low Level - Trainee, Intern, Operative, Supervisor [WORKING, ACTUAL WORK]

\* Importance of Management:

- ⑥
- for effective utilisation of resources
  - development of Resources
  - To incorporate innovations
  - for better coordination among all departments.
  - Provide Security of employees
  - To complete tasks on time.

\* Functions of Management:

④/5

1. Planning : Blueprint : What, how, who, when.

2. Organising : organisational structure

Human Resource Planning

3. Staffing : HRP, Recruitment, Training & Development, Compensation Performance appraisal, Career development

Leading

4. Direction : - communication - supervision - leadership - coordination - motivation.

5. Controlling : monitoring activities: - establishing standards

- evaluating actuals

- comparing stds and actuals

- finding deviation

- Taking measures.



## \* System Approach to Management (Modern Theory):

Set of independent parts working together in inter-related way.

### • Features of System:

- ④
  - combination of various subsystems
  - All subsystems are interrelated
  - System can be identified by its boundaries
    - ↳ 2 categories  $\left\{ \begin{array}{l} \rightarrow \text{open} \\ \rightarrow \text{closed} \end{array} \right.$
  - System transforms i/p to o/p

### • System approach to management

- ④
  - Every organisation is a system
  - Many independent and interrelated subsystem.
  - Manager should manage all subsystem.
  - o/p of whole org. > individual dept. o/p (synergy)

## \* Taylor's Scientific Approach to Management

Taylor's ~~Scientific~~ Management Theory (Classical Theory):

- Knowing exactly what you want men to do and seeing that they do in best and cheapest way.

### • Principles of Management as defined by Fredrick Winslow Taylor

- ④
  - Science is not Rule of Thumb
  - Harmony, not discord
  - Cooperation but not individualism
  - Development of each and every person to his/her greater efficiency

## \* Henry Fayol's Principles of Management

Fayol's Administrative Theory (Classical Theory)

- ④
  - Division of work
  - Authority & Responsibility
  - Discipline
  - Unity of command
  - Unity of direction
  - Subordination of individual interest to general interest
  - Remuneration
  - Centralisation & Decentralisation
  - Scalar chain
  - Order
  - Stability of tenure
  - Initiative
  - Equity
  - Esprit de corps (Union is strength)

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## \* Maslow's Need Hierarchy Theory of Motivation:

### Maslow's Behavioural Theory (Neo-classical Theory)

- ⑤
- Self-Actualisation
  - Social Needs
  - ~~Physiological Needs~~
  - Esteem Needs → Internal
  - Safety Needs → External
  - Physiological Needs: (basic - food, air, water, clothing, shelter)

#### Limitations of this theory:

- not supported empirically
- not applicable in case of starving artist
- everyone will not have same needs.

## \* Douglas McGregor's X and Y Theory:

### McGregor's Behavioural Theory (Neo-Classical Theory)

- based on Maslow's Hierarchy theory

Lower order needs → Theory X (-ve)

Higher order needs → Theory Y (+ve)

#### Assumptions of Theory X

- does not like to work
- compelled / warned / punished
- Supervision is required
- want job security
- No responsibilities
- Always directed
- Authorities and Managers are more
- Pessimistic view.

#### Assumptions of Theory Y

- Normal and Relaxed
- Physical and Mental Efforts
- No external warnings
- Rewarding Job → more work
- Talent should be fully used
- Optimistic view
- More valid and reasonable
- Most org. use this

## \* Herzberg's 2 factor Theory of Motivation:

### Herzberg's Behavioural Theory (Neo-Classical)

2-factors: hygiene and Motivational.

#### Hygiene Factors

- Pay and allowances
- Company & administrative policies
- Fringe / Extra benefits
- Physical working conditions
- Status
- Interpersonal Relation
- Job Security

if present, no dissatisfaction  
if absent, dissatisfaction.

#### Motivational Factors ~~Psychological~~

- Recognition (Psychological)
- Sense of achievement
- Growth and Promotional opportunity
- Responsibilities
- Meaningfulness of work
- Career Advancement.

if present, satisfaction  
if absent, no satisfaction.



## \* Decision Making:

- Selecting future course of action for the organisational benefit.

- Types: - Programmed and Non programmed
  - Operational and Strategic
  - Organisational and ~~Individual~~ Personal
  - Group and Individual.

- Decision Situation Position Scale: - certainty
  - uncertainty
  - Risk
  - Ambiguity.

- Steps: (Same as everything else)
  - Recognise requirement
  - Diagnose and Analyse requirement
  - Recognise alternatives
  - Analyse alternatives
  - Select desired alternative
  - Implement, evaluate and feedback

## \* Organising:

- Grouping / categorising activities necessary to achieve / accomplish goals and plans. Provision of
  - authority
  - delegation
  - co-ordination

- Nature: - Common Objective - Division of Labour
  - Authority Structure - Group of people
  - Communication - Coordination
  - Environment - Rules and Regulation.

- Purpose: - facilitate org. - Increase efficiency of management
  - facilitate growth & diversification - Optimistic use of Resource
  - Optimum use of techno. innovations - Stimulate creativity and initiative
  - Facilitate development of managerial ability.

- Structure (Types): - Tall - Flat - Virtual - Boundless

- Formal and Informal Org. (Objective, characteristics, Limitation)

- Organisation of
  - human factor
  - material factor.

- 7's model of organisational culture:
  - Shared value - System
  - Structure - Staff
  - Skill - Style
  - Strategy

- Types of org. culture: - Power - Role
  - Task - Person

- Signs of failing culture

## \* Authority:

- Line Authority
- Staff Authority

## • Span of Management:

### - Types of Superior Relationship:

- i) Direct single Relationship
- ii) Direct Group Relationship
- iii) Cross Relationship

## • Factors affecting span of management.

## • Types of Span of management:

- Narrow span
- Wide span

## • Centralisation and Decentralisation

## • Delegation of Authority

## • Ideal Organisation

## \* Staffing:

- Arrangement and Management of required manpower for ~~the~~ successful operation of an organization.

## • Elements:

- Manpower Planning
- Recruitment
- Placement & Orientation
- Manpower development (training, promotion, transfer)
- Job Analysis
- Selection
- Performance Appraisal

## • Job Analysis (Job Description, Job Specifications)

## • Recruitment Sources:

- Internal
- External

## • Selection Characteristics

Process Step

Types of test

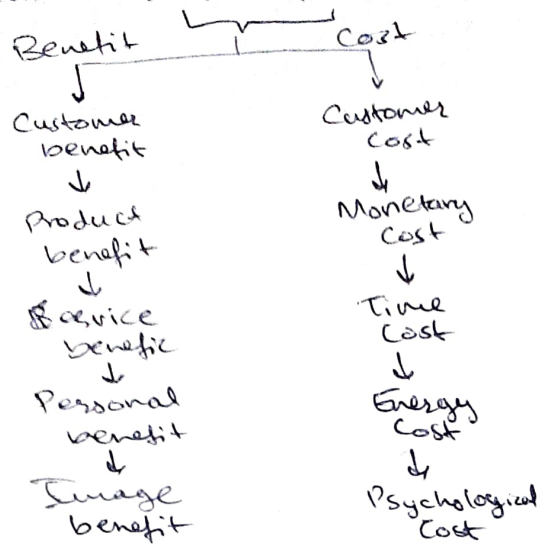
## • Performance Appraisal.

# \* Market :

- Consumer market
- Global market
- Manufactures Market
- Nonprofit / Gov. market.
- Needs, Wants and Demands.
- Marketing Mix: 4 P's
  - Product
  - Promotion
  - Place
  - Price
- Another 3 P's
  - People
  - Process
  - Physical Evidence.
- 4 A's of Marketing
  - Acceptability
  - Accessibility
  - Affordability
  - Awareness
- Product levels: Core benefit, Basic product, Expected product, Augmented product, Potential product
- Product Classifications
  - Consumer Goods
    - Convenience goods
    - Shopping goods
    - Speciality goods
    - Unsought goods
  - Industrial Goods
    - Material Parts
    - Capital Items
    - Supplies and Business services
- Product Life Cycle:
  - Introduction
  - Growth
  - Maturity
  - Decline
- Marketing Channel Level:
  - 0-level: Manufacturer - Consumer
  - 1-level: "Retailer"
  - 2-level: "Wholesaler"
  - 3-level: "Jobber"
- Marketers Communicate to:
  - Inform
  - Persuade
  - Remind
- Marketing Communication Mix:
  - Advertising
  - Sales promotion
  - Events and Experiences
  - PR and Publicity
  - online and Social Media Marketing
  - Mobile Marketing
  - Personal selling
  - Direct & Database Marketing



## \* Customer Value and Satisfaction:



## \* Organisational level of company:

- Corporate - Division - Business Unit - Product

### • Business Unit Strategic Planning

- Business Mission
- SWOT Analysis
  - Strengths
  - Weaknesses
  - Opportunities
  - Threats

## \* MIS: Marketing Information System

- Components - Internal Records - Marketing Research
  - Marketing Intelligence - Decision Support System
- Benefits - Simplified Research Process
  - Improved decision-making
  - Easy accessibility
  - Ability to compare resources sources
  - Consistent data results
  - Better plans and evaluations
  - Quick reports in changing market

## \* Marketing Environment:

### • Composition - Micro Env.

- suppliers
- Intermediaries
- Customers
- Competitors
- Public

### - Macro Env.

- Demography
- Economic Environment
- Physical Environment
- Technological Factors
- Social & Cultural Factors

## \* ~~Env~~ Environmental Scanning: Purpose:

- Env. Awareness
- Info for decision making
- Facilitates Policy-making
- Planning related to technology
- Business survival through forecasting

\* Buyer vs Consumer: (Buyer may not consume, but consumer is also a buyer first)

• Consumer Behaviour:

High Involvement  
→ Complex Buying behaviour  
→ Dissonance Reducing buying behaviour

Low Involvement  
→ Variety Seeking buying behaviour  
→ Habitual Buying behaviour

• Consumer Buying Behaviour Model:

- Problem/Need Recognition
- Info Search
- Evaluation of Alternatives
- Purchase decision
- Post-purchase behaviour.

\* Market Segmentation

• Segmentation Variables:

- Geographic: Region, City, Rural and Semi Urban
- Demographic: Age, Life stage, family size, Sex, income, education,
- Psychographic: Personality, Lifestyle and Values
- Behavioural: Need, Benefit, Decision, Occasion, User rate, Loyalty status, Attitude

• Effective Segmentation Criteria:

- Measurable - Substantial - Accessible - Differentiable
- Actionable

\* Market Targeting Process:

• Targeting Strategy:

- Single Segment Concentration
- Product Specialisation
- Market Specialisation
- Full Coverage

• Market Positioning: (Market tikega ki gitega?)  
rebranding, renaming

• Market Repositioning.



- 1) **Leadership:** Leadership is the quality of influencing people to strive willingly for group objectives.
- 2) **Leadership Functions:** Developing team work, Representing a team, Counseling the work men, Managing time, Using Proper Power, Securing group effectiveness.
- 3) **Trait theories of leadership:** Contains six characteristics:
  - a) Physical: age,
  - b) Background: education
  - c) Personality: enthusiasm, extrovert
  - d) Intelligence: judgement
  - e) Task-oriented characteristics: responsibility, persistence
  - f) Social characteristic: popularity, diplomatic.

4) **Behaviour theories:**

**University of Iowa**

- a) Autocratic style: centralized authority, low employee participation
- b) Democratic style: involvement, high participation, feedback.
- c) Laissez faire style: hands-off management

**University of Ohio**

- a) Consideration: Friendship, mutual trust, respect
- b) Initiating : well defined patterns of organisation, method of procedure.

**University of Michigan Studies:**

- a) Employee Oriented: Emphasizing personal relationship
- b) Production oriented: emphasizing task compilation and productivity

5) **Contingency Theories of leadership:**

Leaders effectiveness depend upon

- a) Leader-followers
- b) Task-structure
- c) Power

6) **Important Leadership Styles;**

- a) Autocratic Leadership:
- b) Bureaucratic Leadership:
- c) Charismatic Leadership.
- d) Democratic Leadership:
- e) Laissez-Faire Leadership.
- f) People-Oriented Leadership.
- g) Task oriented Leadership.
- h) Transactional Leadership.
- i) Transformational Leadership.

7) **Conflict Management:** Conflict is a tension or collision or disagreement.

8) **Sources of conflict:**

- a) Structural factor:
  - i) Specialization
  - ii) Interdependence.
  - iii) Goal differences.
  - iv) Jurisdiction ambiguity.
- b) Personal factor
  - i) Values and ethics
  - ii) Emotions
  - iii) Communication barrier.

**9) Managing Conflicts:**

- a) Competing
- b) Accommodating
- c) Avoiding
- d) compromising

***5 A's of conflict management:***

- a) Assessment
- b) Acknowledgement
- c) Attitude
- d) Action
- e) Analysis

**10) Negotiations:** Negotiation is, in effect, a procedure for constructively resolving conflicts within a group.

***Steps involved:***

- a) prepare
- b) debate
- c) Propose
- d) bargain

***Types;***

- a) Distributive
- b) Integrative
- c) Third Party