

Monday

chapter - 9

Organizing

Q. Define organizing, ^{organizational} o/structure, o/chart, o/design

Ans Organizing can be defined as a management function that involves arranging and structuring work to accomplish the organizations goals.

Organizational structure: The formal arrangement of jobs within an organization.

Organizational chart :- Visual representation

Organizational design :- Creating or changing

Q: Purposes of Organizing :-

- 1) divides works to be done into specific jobs & departments.
- 2) Assign task and the responsibilities.
- 3) Co-ordinates diverse organizational task
- 4) clusters jobs into units
- 5) Establishes relationships among individuals, groups & department
- 6) Establishes formal lines of authority
- 7) Allocates and deploys organizational resources

Q: Six elements of Organizing :-

- 1) Work specialization - Division of labor
- 2) Departmentalization - The basis by which jobs are grouped together

5 common form of departmentalization :-

- 1) functional departmentalization

- 2) Geographical departmentalization
- 3) Product departmentalization
- 4) Process departmentalization
- 5) Customer departmentalization

3) Chain of Command :

The chain of command is the line of authority extending from upper organizational level to the lower levels, which clarifies who reports to whom.

Authority :

Authority refers to the rights inherent in a managerial position to tell people what to do and to expect them to do it.

Two types of Authority :

- 1) Line authority → Direction
- 2) Staff authority → advice

Responsibility : Obligation to do an assigned job.

Unity of Command :

4) Span of control :

The number of subordinates that can be effectively managed or supervised by a supervisor is his/her span of control

Factors affecting wide vs narrow span :-

1. Skills and abilities of manager and employees
2. Characteristics of the work being done
3. Well trained and experienced employees
4. Similarity and Complexity of employee tasks
5. Physical proximity
6. Standardized procedures
7. Sophistication of the information system
8. Strength of the organization's culture
9. Preferred style of the manager

5) Centralization vs Decentralization :

centralization can be defined as the tendency of retaining decision making power and authority at the hands of the top

level managers.

Decentralization on the other hand, can be defined as the tendency of delegating decision making power and authority to mid and lower level managers.

Factors affecting more centralization and decentralization

More centralization

More Decentralization

- * Environment is stable
- * Lower level managers are not as capable or experienced as upper-level managers.
- * Lower level managers do not want a say in decisions
- * Decisions are relatively minor
- * Organization is facing a crisis or the risk of company failure.
- * Company is large
- * Effective implementation of company strategies depends on managers retaining say over what happens.

6) Formalization:

formalization refers to the how standardized and organization jobs are and extends to which employee

behavior is guided by rules and procedures.

High formalization

Low formalization



Mechanistic → An organizational design that is rigid and tightly controlled.

Organic → An organizational design that is highly adaptive and flexible.



Mechanistic

Organic

- Highly specialization
- Rigid departmentalization
- Clear chain of command
- Narrow span
- Centralization
- High formalization

05-12-2019

Thursday

Traditional Organizational Designs

- Simple Structure
- Functional Structure
- Divisional Structure

Modern Organizational Design for flexibility in the 21st Century:

- Team Structure
- Matrix & Project Structure
- The boundaryless organization
- Virtual Orgⁿ

Team Structure:

A team structure is one in which the entire organization is made up of work teams that do the organizations work.

Matrix & Project Structure:

An Organization structure that assigns specialists from different functional departments to work on one or more projects.

The boundaryless Organization :

An orgⁿ whose design is not defined by or limited to, the horizontal, the vertical or external boundaries imposed by a predefined structure.

Virtual Organization :

A virtual organization typically consist of a small core of full-time employees and outside specialist temporarily hired as needed to work on projects

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Motivating Employees

The word 'motivation' is derived from the latin word 'movere' to move. It is really difficult to understand or predict the behavior [motive] of others if that person does not literally move or behave.

Motivation can be defined as the process by which a person's efforts are energized, directed and sustain toward attaining a goal.

Needs → Drivers → Incentive

Early theories of Motivation:

① Maslow's Need - hierarchy theory:

Abraham Maslow's need hierarchy need theory is probably ^{the} most popular and widely practised theory of motivation. The theory is based on two themes:

- 1) Man is a wanting animal
- 2) Needs are many and can be arranged in terms of hierarchy.

Maslow was a psychologist who proposed that within every person is a hierarchy of five needs:

- 1) Physiological needs
- 2) Safety needs
- 3) Social needs
- 4) Esteem
- 5) Self actualization

② Theory X and theory Y:

Douglas McGregor developed theory X and theory Y of which theory X is a negative view of human nature and theory Y is a positive view of human nature.

Views of human nature in theory X:-

- 1) People inherently dislike and try to avoid it whenever possible.
- 2) People seek formal directions and avoid responsibility.
- 3) They must be coerced in order to achieve goals.
- 4) They have little ambition.

Views of human nature in theory Y:-

- 1) People can view work as a reward or play.
- 2) They are self directed if committed to ^{their} goals.
- 3) They accept responsibility.
- 4) The ability to take innovative decision is widely dispersed throughout the population, not necessarily the role province of those in management position.

Two factor theory: (Motivation - Hygiene)

Frederick Herzberg's two factor theory proposes that intrinsic factors are related to job satisfaction and extrinsic factors are associated with job dissatisfaction.

Hygiene factors:

Factors that eliminate job dissatisfaction, but do not motivate.

Motivators:

Factors that increase job satisfaction and motivation.

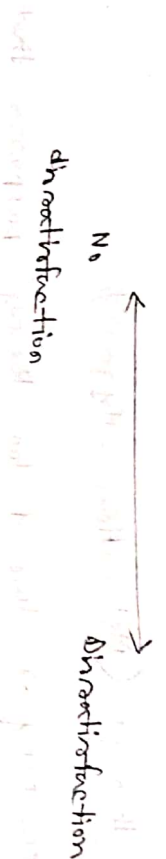
Traditional view:



Herzberg's view:



Hygiene views



Three needs theory

David McClelland

- i) Need for Achievement (nAch)
- ii) Need for Power (nPow)
- iii) Need for Affiliation (nAff)

Contemporary theories of Motivation

Goal setting theory

Goal setting theory says that specific goal increase performance, and that difficult goals when accepted result in higher performance than do easy goals.

- 1) Working toward goal is a major source of job motivation.

- 2) Employees will try harder if they have opportunity to participate.

- 3) Feedback

Three other contingency factors:

- 1) Commitment
- 2) Self-efficacy
- 3) National culture

Assignment

Leaders Vs Managers

→ definition 2/3

Current issues in motivation:

Several contemporary issues are considered important in motivating today's employees.

- 1) Cross-cultural challenges.
- 2) Motivating unique group of employees.
 - a) Diverse workforce
 - b) Professionals
 - c) Contingent workforce
 - d) Low skilled minimum wage employees.

11-12-2019

Wednesday

a) Diverse workforce:

- i) Compressed work-week
- ii) Flexible work hours
- iii) Job sharing
- iv) Telecommuting

Designing appropriate reward programs:

- 1) Open book management
- 2) Employee recognition programs
- 3) Pay for performance
- 4) Stock options

From theory to practice: suggestions for mutual employees

- 1) recognize individual differences
- 2) Match people to jobs,
- 3) use goals
- 4) Ensure that goals are perceived as attainable
- 5) Individualized rewards
- 6) Link reward to performance
- 7) Check the system for equity
- 8) Use recognition
- 9) Show care and concern for your employees.
- 10) Don't ignore money.

15-12-2019
Sunday

Leadership

Q Define leader and leadership. Explain eight traits of a leader.

Ans

A leader is someone who can influence others and who has managerial authority.

Leadership is a process of leading a group and influencing that group to achieve its goals.

Early leadership theories:

1) Leadership trait

Eight traits associated with leadership:

- ① Drive
- ② Deserve to lead
- ③ Honesty and integrity
- ④ Self confidence
- ⑤ Intelligence
- ⑥ Job-relevant knowledge
- ⑦ Extra vision
- ⑧ Prominence of guilt

c) Leadership behavior.

1) University of Iowa:

- a) Democratic
- b) autocratic
- c) Laissez-faire

2) Ohio state:

- a) Consideration
- b) Initiating structure

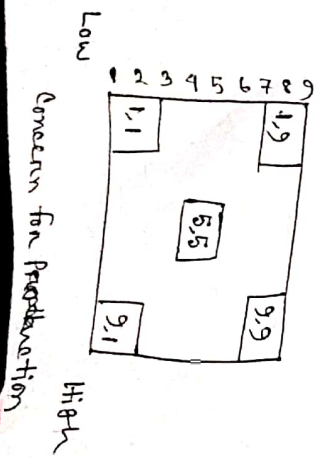
3) University of Michigan:

- a) Employee oriented
- b) Task oriented

4) Managerial grid: Robert Blake & Jane Mouton

→ Concern for production
→ Concern for people

Concern
for
People



- 1) Leadership style, 1,1 = Impoverished Mgt
- 2) Leadership style (9,1) = Task leadership
- 3) Leadership style 1,9 = Country club Mgt
- 4) Leadership style = $\boxed{5,5}$ middle of the road
- 5) Leadership style, 9,9 = Team Mgt.



18-12-2019

Wednesday

Contemporary views of leadership:

- a) Leader - Member exchange Theory (LMX) - $I_n = O_u t \rightarrow$
- b) Transformational - Transactional leadership.
- c) Charismatic - Visionary leadership
- d) Authentic leadership
- e) Team leadership:

Team leadership roles: -

- 1) Coach
- 2) Liaison with external constituents
- 3) Troubleshooter
- 4) Conflict manager.

22-12-201
Sunday

Leadership issues in the 21st century

Managing power

Five types of power

- Legitimate — position, Authority
- Coercive
- Reward
- Referent
- Expert

Developing trust

◦ credibility → the degree to which followers perceive someone as honest, competent, and able to inspire.

trust → the belief in the integrity, character and ability of a leader.

five dimensions that make up the concept of trust:

- 1) Integrity
- 2) competence
- 3) consistency
- 4) loyalty
- 5) openness

Controlling

Q. What is controlling & why it is important?

→ The word control refers to measuring, correcting, verifying and on adjustment. By controlling, managers want to be sure that their activities are being performed as planned.

Controlling can be defined as a managerial function that involves monitoring, comparing and correcting work performance.

Why is control be no important?—

Planning can be done, and organizational structure created to facilitate efficient achievement of goals and employees motivated through effective leadership. But there is no assurance that activities are going as planned and that goals, employees and managers are working standards are, in fact, being attained.

23-12-2019
Monday

1) Importance of Controlling:

The value of control function can be seen in three specific area.

- 1) Planning
- 2) ~~Empoy~~ Empowering employees
- 3) Protecting the work-place



2) The control Process:

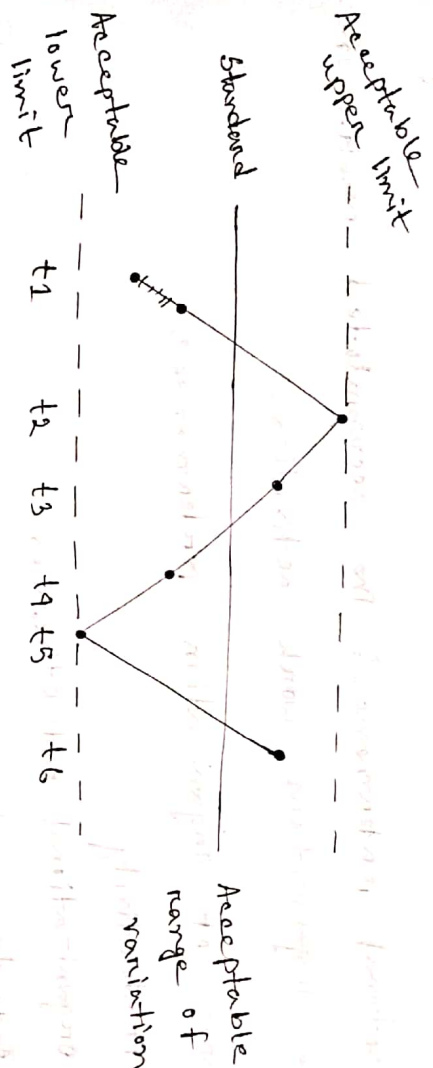
The control process is a three steps process of ~~measuring~~ measuring, comparing and taking managerial action.

Step-1: Measuring actual performance

→ How we ~~more~~ measure?

- 1) Personal observation
- 2) Statistical reports
- 3) Oral reports
- 4) Written reports

→ What we measure: quality, quantity (step-2)



Step-2: Comparing actual performance against standard

Step-3: Taking managerial action

- 1) Immediate corrective action — corrects problems at once
- 2) Basic corrective action — looks at how and why

Leader
Revise the standard

controlling for
☑ Organizational and employee performance.

→ Performance is the end result of an activity.

Organizational performance: The accumulated results of all the organization's work activities.

Measures of organization performance:

- 1) Productivity
- 2) Organizational effectiveness
- 3) Industry and company ranking

☑ Tools for measuring organizational performance

