

7th Industrial Design
Semester
Principles of Business Management
T.E.M

02-09-2019

Monday

Management

Stephen P. Robbins

Q Define management. Explain the management function.

Ans

Management can be defined as designing and maintaining an environment in which, individuals working together in groups, efficiently accomplish selected aims.

Management function:

Management functions are general administrative duties that need to be carried out in all productive organizations. Henri Fayol first identifies the management function.

The basic management functions are:

- ① Planning
- ② Organizing
- ③ Leading
- ④ Controlling

Q What is effectiveness and efficiency?

Ans: By effective we mean successfully achieving organizational goals.

Effectiveness = Doing Right Things

Efficiency: By efficient we mean using resources wisely and in a cost-effective manner.

Efficiency = Doing things right

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Q Managerial Role:

A role is a set of expectations of managers' behavior. Henri Mintzberg did a careful study on five chief executive officers (CEOs) by literally following them around and taking notes on what they did. He concluded that managers play ten different roles in three basic categories. The roles are explained below:

Category	Role
Interpersonal	a) Figurehead b) Liaison c) Leader
Informational	a) Monitor b) Disseminator c) Spokesperson
Decisional	a) Entrepreneur b) Resource allocator c) Disturbance handler d) Negotiator

Management skill:

A skill is the ability to use knowledge, behavior and aptitudes to perform a particular task. Robert

Robert L. Katz identified that managers need three essential skills in order to be successful in their respective organizations. These skills are:

- 1) Technical skill
- 2) Human/Social/interpersonal

3) Conceptual skill

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Important Management Skills:

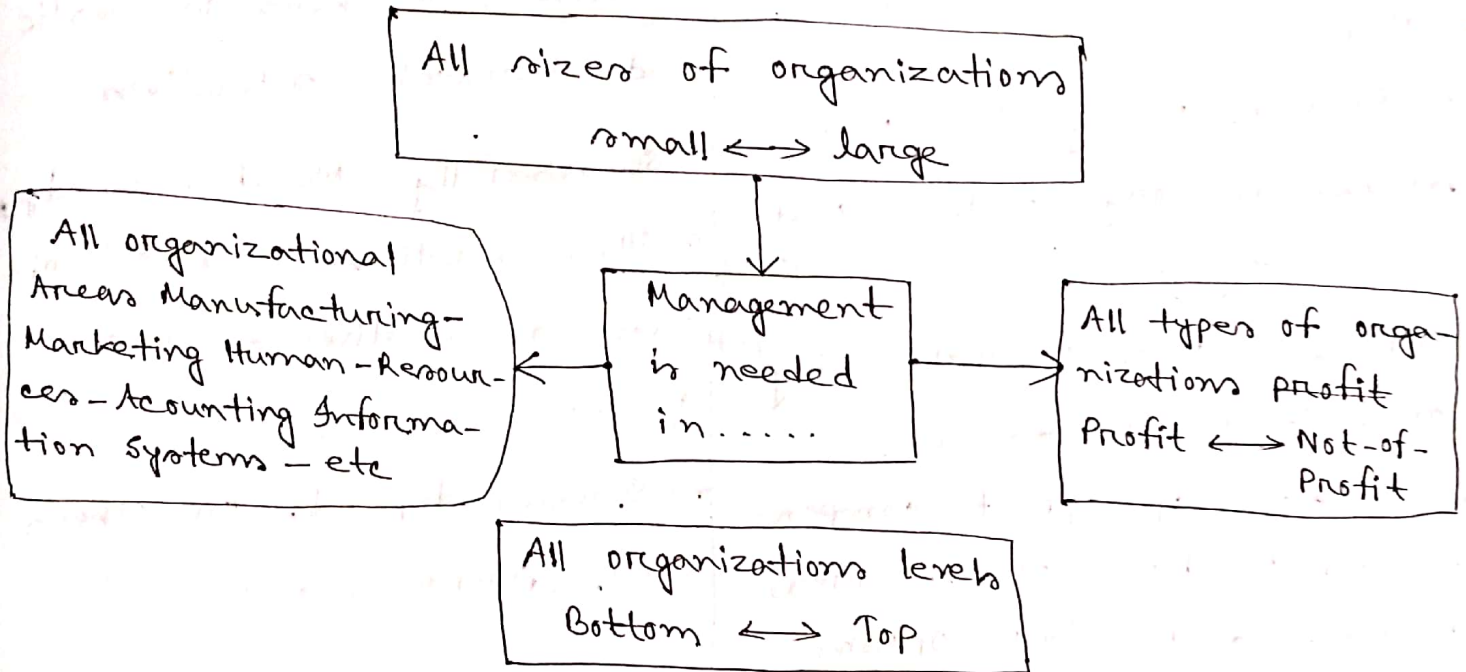
- 1) Managing human capital
- 2) Structuring work and getting things done.
- 3) Managing decision making process
- 4) Inspiring commitment
- 5) Facilitating the psychological and social contexts of work.
- 6) Managing strategy and innovation.
- 7) Managing change
- 8) Using purposeful networking
- 9) Managing logistics and technology.

How the managers job is changing?

- 1) Customers
- 2) Innovation
- 3) Technology
- 4) Social media
- 5) Sustainability
- 6) Employees

☑ Why is study management?

1) The universality of management



2) The reality of work

3) Rewards and challenges of Being a manager

Rewards	challenges
<p>→ Create a work environment in which organizational members can work to the best of their ability.</p> <p>→ Have opportunities to think creatively and use imagination</p> <p>→ Help others find meaning and fulfillment in work.</p>	<p>→ Do hard work</p> <p>→ May have duties that are more clerical than managerial.</p> <p>→ Have to deal with a variety of personalities.</p>

- Support, coach and nurture others.
- Work with a variety of people
- Receive recognition and status in organization and community
- Play a role in influencing organizational outcomes.
- Receive appropriate compensation in form of salaries, bonuses and stock options
- Good managers are needed by organizations.
- Often have to make do with limited resources.
- Motivate workers in chaotic and uncertain situations.
- Successfully blend knowledge, skills, ambitions, and experiences of a diverse work group.
- Success depends on others work performance.

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Management History

Historical Background of Mgt: Early Mgt

Historical

Organized endeavors directed by people responsible for planning, organizing, leading and controlling activities have existed for thousands of years

1) The Egyptian pyramid

2) Great wall of china

3) Economic and trade center in Venice

4) The Tajmahal of India

In 1776, Adam Smith published, The Wealth of Nations, division of Labor.

Industrial Revolution (फ़ैक्टरी) : Machine - Power.

Four Approaches to study Mgt:

1) Classical Approach.

i) scientific Management

ii) Administrative

i) Scientific Mgt: Frederick Winslow Taylor (F.W. Taylor)
Published his famous book principle of scientific mgt where, he defined scientific mgt as the use of scientific method to define 'one best way' for a job to be done.

The principles of scientific management:-

- 1) Develop a science for each element of an individual's work
- 2) Scientifically select, and then train, teach and develop the worker.
- 3) Heartily cooperate with the workers to ensure the science that has been developed.
- 4) Divide work and responsibility almost equally between management and workers

ii) General Administrative Theory: Henri Fayol first identified five functions that managers perform: Planning, organizing, commanding, co-ordinating and controlling. Fayol described the practice of management as something distinct from accounting, finance,

production, distribution and other typical business functions is believed that management work and activity common to all business endeavor, government, and even the home led him to develop 14 principles of management - fundamental rules of management that could be applied to all organizational situations and taught in school.

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☒ 14 principles of management:-

- 1) Division of work/labor
- 2) Authority
- 3) Discipline
- 4) Unity of command
- 5) Unity of direction
- 6) Subordination of individual interests to the general interest
- 7) Remuneration
- 8) Centralization
- 9) Scalar chain
- 10) Order
- 11) Equity
- 12) Stability of tenure of Personnel
- 13) Initiative
- 14) Esprit de corps.

Theory of Bureaucracy: Max Weber

Bureaucracy is a form of organization characterized by division of labor, a clearly defined hierarchy, detailed rules and regulation and impersonal relationships.

Characteristics of an ideal bureaucracy:-

- 1) Division of labor
- 2) Authority hierarchy
- 3) Formal selections
- 4) Formal rules & regulation
- 5) Impersonality
- 6) Career orientation

2) Behavioral Approach - OB (Organizational behavior)
actions of people at work

3) Quantitative Approach: Management Science
↳ Mathematics & Statistics

Total Quality Management (TQM): TQM is a management philosophy devoted to continual improvement and responding to customer needs and expectations.

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What is quality? / Dimensions of quality.

→

- ① Intense focus on the customer.
- ② Concern for continual improvement.
- ③ Process focused
- ④ Improvement in the quality of everything the organization does.
- ⑤ Accurate measurement
- ⑥ Empowerment of employee

1) Contemporary Approach :

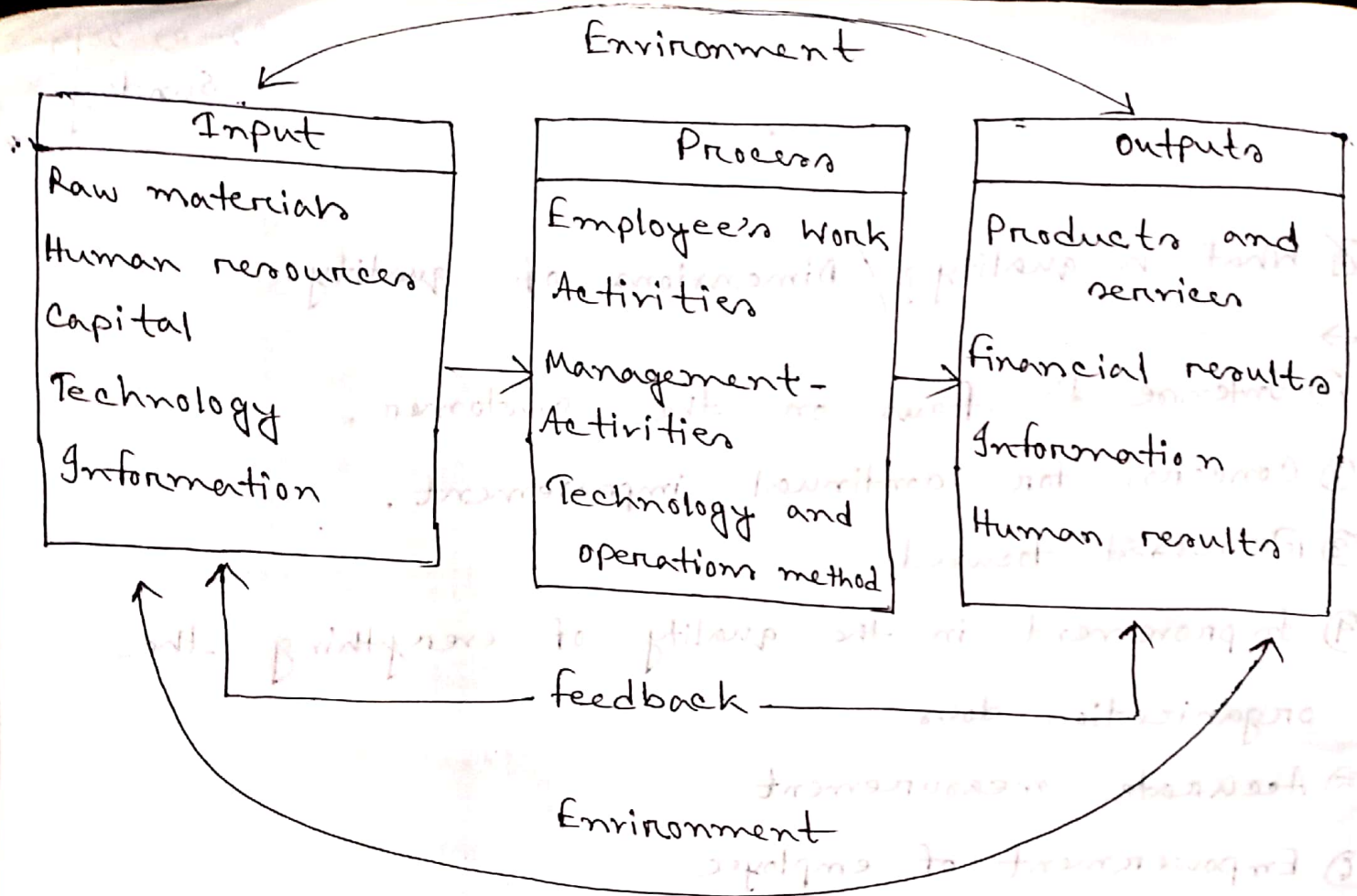
(i) System Approach :

1) A system

2) closed system

3) open system

1) A system is a set of interrelated and inter dependent parts arranged in a manner that produces a unified whole.



ii) Contingency (Situational) Approach:-

Organizations are

different, face different situations, and require different ways of managing. There is no one best way to manage and it depends on the contingency or situation.

☐ Popular contingency variables:

- 1) Organization size
- 2) Routineness of task technology

3) Environmental uncertainty

1) Individual differences