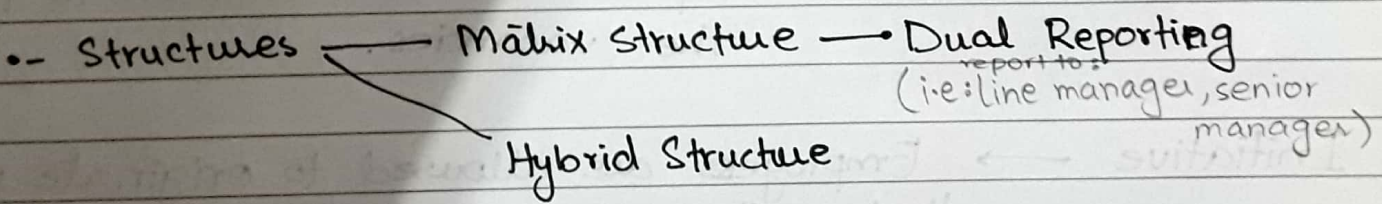


Dated: 2<sup>nd</sup> September, 2019.

(Chap # 02)

## ★ Henri Fayol's 14 Principles Of Management :

- ① Division of work → specialization increases output while making employees more efficient  
i.e. HR consulting units, etc.
- ② Authority → Manager must be able to give orders and authority gives them this right.
- ③ Discipline → Employees must obey and respect the rules that govern the organization.  
⇒ Employees are usually given the rules and policies / <sup>procedure</sup> manual when they start a job.
- ④ Unity of command → Every employee should receive orders from only one superior.  
  
-- Structures 
  - Matrix Structure → Dual Reporting  
(i.e.: line manager, senior manager)  
report to:
  - Hybrid Structure
- ⑤ Unity of Direction → The organization should have a single plan of action to guide managers and workers.  
⇒ Whole organization should have single vision and strategies.
- ⑥ Sub-ordination of Individual Interest to general Interest → The interest of any employee shouldn't take precedence over the organization interest.



Dated:

- ⑦ Remuneration → Workers must be paid a fair wage
- ⑧ Centralization → To what extent sub-ordinates are involved in decision making
- ⑨ Scalarchain → Line of authority from top to bottom  
⇒ forming up hierarchy.
- ⑩ Order → People and materials should be <sup>at</sup> the right place in the right time.
- ⑪ Equity → Manager should be kind <sup>and fair</sup> to the sub-ordinates.
- ⑫ Stability Of Tenure of <sup>HR/Industrial relations.</sup> Personnel → Management should provide already personate planning and ensure that replacements are available to fill the vacancies.
- ⑬ Initiative → Employees are allowed to originate plans that will exert high levels of effort.
- ⑭ Espirit Deforps → Promoting team spirit will build harmony and unity within the organization.  
*also Decorpse*



Dated: 5<sup>th</sup> September, 2019.

All employees are their career professionals. They do not own the organization

Career Orientation

Division of labour

Uniform application of policies i.e: not according to person

Job breakdown into simple, continue and well-defined tasks.

Impersonality

A bureaucracy should have

Formal Selection

Authority hierarchy

Formal rules and regulation

people are selected for job based on technical qualification.

Positions organized in hierarchy with a clear chain of command.

System of written rules and policies are given.

Multi domestic

company take decision to perceive market differences. Multinational company take decisions in their headquarters.

JD (job description) is given in the start of a job.

Duties and responsibilities are defined.



Dated: 27-8-19.

Manager :

Someone who oversees and co-ordinate with others.

Attributes / Qualities of Manager :

- \* Proactive
- \* Strategist
- \* Communication
- \* Situation Sensing
- \* Adaptive
- \* Charismatic
- \* Problem Solving, etc.

Stephen P Robins  
fundamentals  
of management.

Classifying Managers :

- ① First line Managers → deal with non-managerial employees.
- ② Middle managers → manage first line managers.
- ③ Top managers → responsible for making organization (wide decisions, plans and goals that affect organization).

Managerial Concerns :

- ① Efficiency → System processes structure lookup.
- ② Effectiveness → less input more output

\* Hybrid Organization

Top  
↓  
Middle  
↓  
First line  
↓  
non-managers



Dated:

What do managers do?

Functional Approach:

- ① Planning (looking up for requirements).
- ② Organisation (structure, process and recruitment).
- ③ Leading (inspiring, defining vision)  
- Feedback
- ④ Controlling (confines to use and follow the restriction)  
- Monitoring.
- ⑤ Assurance (quality look up).

Difference b/w Management & leadership.

~~① Dunkin Brown: To achieve~~

\* History of Management:

→ Why? vision: broad goals

mission: how to accomplish mission.

core-value: Defines the culture of an organization development.

→ Types of leadership:

① - Narcissistic

② - Participative

③ - Democratic

④ - Transformative

⑤ - Authenticative

⑥ - Slack of mentor.



Dated:

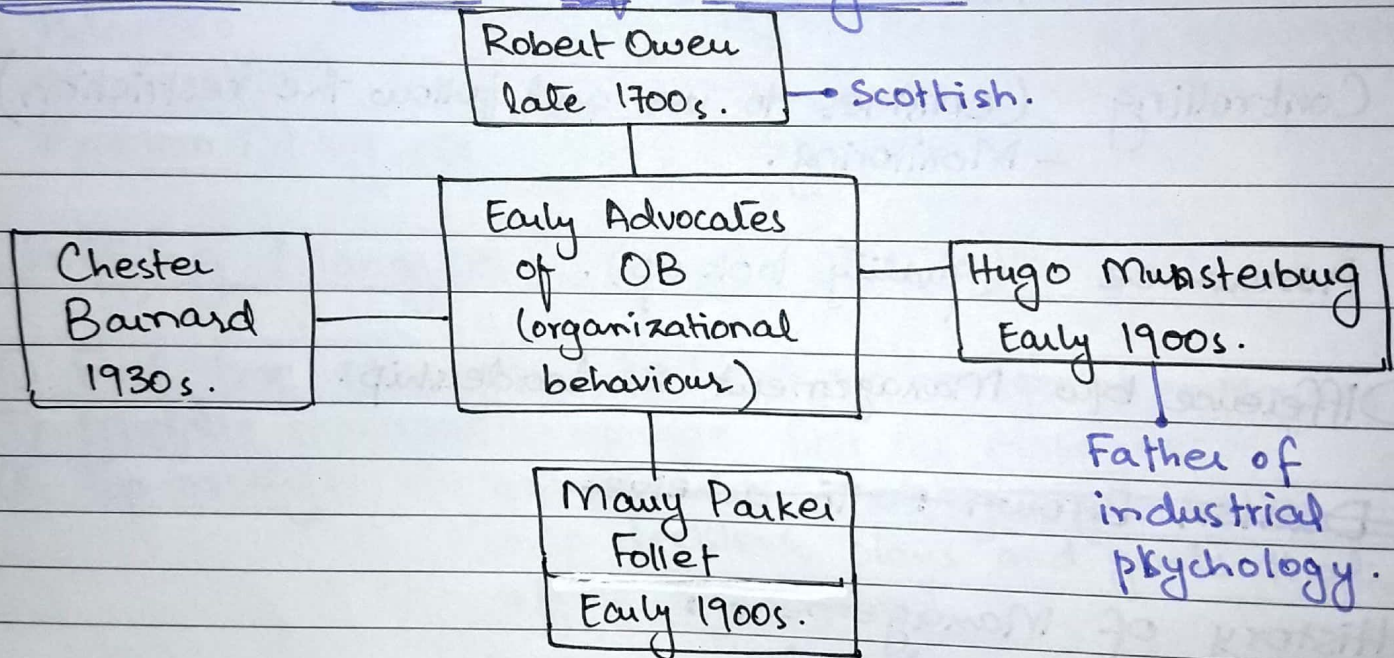
What ?

- learning environment.
- Resources.
- Systems.
- Skills.

Jack welsh

→ aggressive leadership.

## Behavioural Theories Of Management :



① Robert Owen → proposed utopian workplace / deplorable conditions.

- Argued that- money spent on labour is considered smart investment.
- No flexible lining and challenging working environment (competition will cause hardworking).
- Diversity (conflicts)
- Idealistic workplaces.



Dated:

## ② Hugo Munsterberg

→ Pioneer in field of (Industrial psychology.)

developed practical applications of psychology.

→ Proposed scientific study of people at work.

→ Suggested the use of "psychological test" for employee selection.

→ He argued that psychology could help industry in 3 ways :

a) Finding ways to identify best suited individuals for particular job.

b) Identifying psychological conditions for optimum efficiency.

c) Finding ways to influence individual behaviour to be congruent with management's objectives.

→ Proposed that organization should be based on group ethics.

→ Intrinsic motivation is better than extrinsic motivation.

## ③ Chester Barnard

→ Believe managers job is to communicate & stimulate employees efforts.

→ Organizations are open systems.

→ He introduced the idea that managers have to examine environment

Different studies on OB :

→ Hawthorne studies.

→ Lightning experiment.

→ Additional attention

↓  
Hardwork is monitored.



Dated:

ssw.

## Mary Parker Follet.

- Brought perspective of political sciences and social work in management.
- Gave concept of 'power with' rather than 'power over' in management-employee relation.
- Conflict resolution through integration, that would satisfy both parties.

## Open And Closed Systems

There are 2 systems of organization:

- 1- Open System.
- 2- Closed System.

•- Closed System → cubical system of offices.

•- System are closed off from the outside world and all interaction and knowledge is transmitted within the closed systems only.

•- For example : Machine bureaucracy, corporate management/messaging or production line.

•- Open System

•- System with interactive environment and people exchanges information, material and energy with others.

•- This environment is adaptive in nature.

### Topics for mid 1

- Henri Fayol's 14 principles.
- Managers → (classification, functions, duties).
- Max Weber's bureaucracy
- Management vs Leadership.
- Early advocates of OB.
- Open & closed systems of organization.