* The way people behave.
* Venture Capitalists:-
  People invests in projects.

* What is culture?
→ Culture is all about office design.
→ Its alignment
→ Finding the like minded employees
→ Screening of wrong people from the film.
→ Its fun.
→ Its entertainment.
→ Its being cult like (Jim Collins)
     Shock is the great way.
→ Its about how people do things within the organizations

* Paradox: Culture doesn't make a company.

* MBWA: Management By Walking About/Around
     Managers give feedback.

* Significance of Culture:-
① Culture matters to the extent that it can help you achieve organizational goals.
② As company grows culture can help you preserve your key values, make your company a better place to work and help it perform better in future.
③ It distinguishes a company from competitors.
④ It ensures that critical operating values persists such as

delighting customers, and making beautiful products.

Amazon → customer centric

Starbucks → employee centric

① More fair 7 break things. It helps you identify employees who fit with your mission

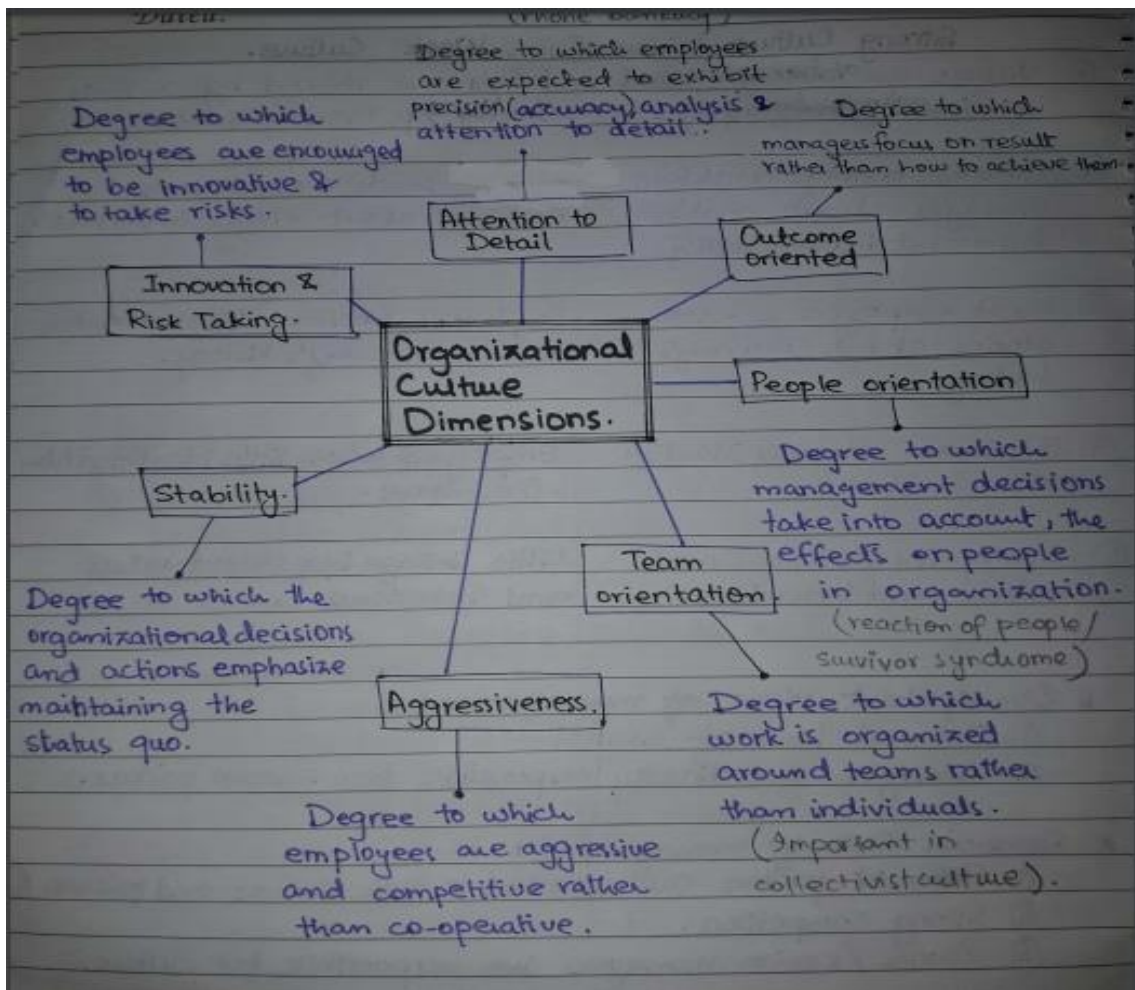| Strong Culture	Weak Culture
① Values are widely shared commitment, integrity, sincerity	① Values are limited to few people (usually top management), top are unable to communicate values to lower staff.
② Culture conveys consistent messages about what is imp. eg. Punctuality	② Culture sends contradictory messages about what is important.
③ Most employee can tell stories about company's history.	③ Employee have little knowledge about company's history.
④ Strong connections between shared values and behaviours, attitude.	④ Little connections between shared values, behaviours 7 attitude

* Omnipotent View of Management :-

① Internal laws of control.

② Managers are directly responsible for success /failure.
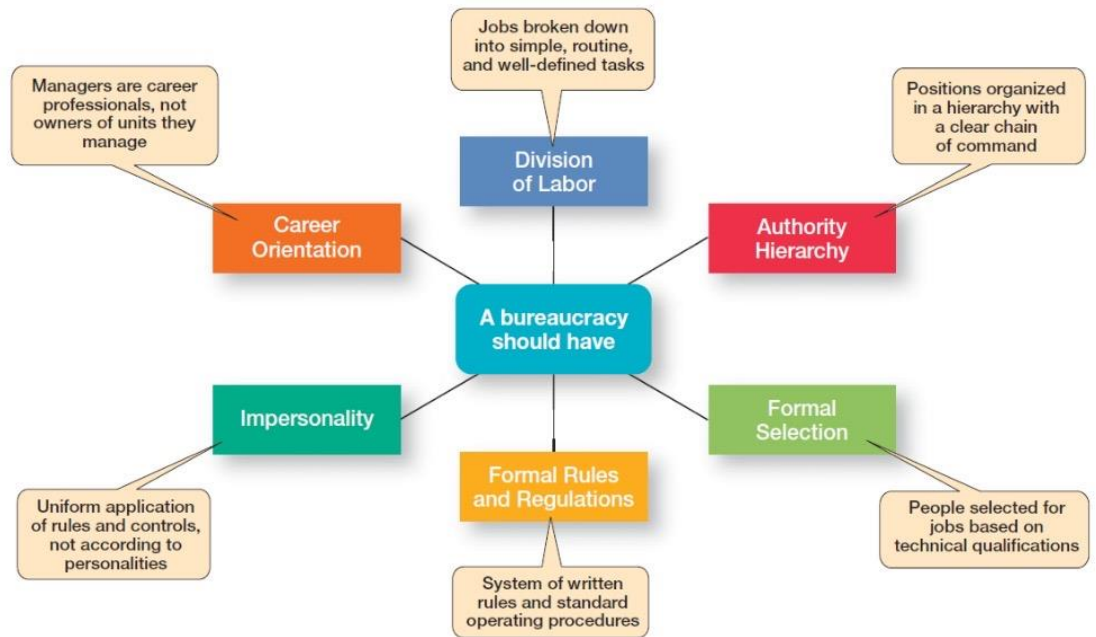
* Symbolic View of Management :-

① External factors are affected to their success and failures

② Strong competitors

③ Owner /senior managers are responsible for culture.

Dateil:

Degree to which employees are expected to exhibit precision (accuracy) analysis & attention to detail.

Degree to which employees are encouraged to be innovative & to take risks.

Degree to which managers focus on result rather than how to achieve them.

Attention to Detail

Outcome oriented

Innovation & Risk Taking.

Organizational Culture Dimensions.

People orientation

Stability.

Degree to which management decisions take into account, the effects on people in organization. (reaction of people / survivor syndrome)

Team orientation

Degree to which the organizational decisions and actions emphasize maintaining the status quo.

Aggressiveness.

Degree to which work is organized around teams rather than individuals. (Important in collectivist culture).

Degree to which employees are aggressive and competitive rather than co-operative.

Omnipotent view	Symbolic view
1. Managers are directly responsible for an organization's success or failure.	1. Managers are not directly responsible for an organization's success or failure.
2. The quality of the organization is determined by the quality of its managers.	2. The whole control is not on managers, so the quality of the organization is not determined by the quality of its managers.
3. The performance of managers influences the organization goals.	3. The performance of managers not influences the organization goals.
4. The ability of managers is to gain success and failure by their good or bad performance.	4. The ability of managers to affect outcomes is influenced and limited by external factors.
5. Example: Coaches, Faculties, Group leaders, supervisors etc.	5. Example: The economy, customers, governmental policies, competitors, industry conditions, technology etc.

Jobs broken down into simple, routine, and well-defined tasks

Managers are career professionals, not owners of units they manage

Positions organized in a hierarchy with a clear chain of command

Division of Labor

Career Orientation

Authority Hierarchy

A bureaucracy should have

Impersonality

Formal Rules and Regulations

Formal Selection

Uniform application of rules and controls, not according to personalities

System of written rules and standard operating procedures

People selected for jobs based on technical qualifications

Frederick Herzberg Motivation / Hygiene Theory 1959

* Extrinsic in nature - Transactional

① It is also known as two factor -theory.

② It began with a study of job attitude that he conducted in Pitsberg (University).

③ In the year 1950, he began the study believing that the causes of job satisfaction would be the opposite of the causes of job dissatisfaction.

eg: Working condition, allowances/bonuses/rewards/benefit, culture

* Satisfiers → Motivators
* Dissatisfiers → Demotivators

④ Infact the result of the theory was so vague that it was not possible to draw any conclusions.

⑤ They led Herzberg to conduct a study in which he asked the participants to identify the work experiences that resulted in the positive feelings about the jobs & the ones that resulted in negative feelings.

* Intrinsic in nature = Transformational

① The satisfaction (motivation) factors motivate by changing the nature of the work so that the people are challenged to develop their talents and fulfill their potential.

② For instance adding responsibilites that provide learning abilities, assigning work assignment, job enrichment

③ The dissatisfaction (hygiene) practice motivate to the extent that they allow people to avoid unpleasant experiences.

④ For example : Employee perform at an acceptable level and he receives a pay check

Predisposition are aligned with the assignments which are being given with an organizations
Inherit talent. Passion align with job

— X —

Michael Douglas McGregor Theory of x & y (1960)

Theory of X :-
① Managers have world wide view of employees as lazy and uninterested in work and needing constant direction in completing their assignment.
② They do not want to take responsibility and are interested in job security
③ Above all, theory X managers are autocratic, utilising a top down management style.
④ Centralized in nature.

Theory of Y:-
① Managers believe that, given the opportunity, people will seek out challenging work and additional responsibility if the work is satisfying.
② Managers are more likely to invite participation in decision making process from their sub ordinates.
③ Top down, down up approach.
④ Recruitement in procedure is very good so they can hire people according to theory Y.

② DAVID MCLELLAND ACQUIRED NEEDS THEORY (1961)

This theory manifests that experiences acquired throughout life, motivate people in one of these three areas:

1. Achievement
2. Affiliation
3. Power.

① Achievement:

People motivated by achievement, take risks to achieve their goals, respond to frequent feedback and generally prefer to work as sole contributors or with others to achieve goals at same level.

② Affiliation:

Individuals who needs affiliation look for acceptance in the work group and need constant interaction with their coworkers and customers.

⑤ Power:

These individuals are either looking for institutional power or personal power.

* **Institutional power:**
    power related to position in organization.
* **Personal power:**
    personal qualities i.e: intellectual qualities, humour, etc.

→ Those looking for Institutional power are usually effective managers who are motivated by co-ordinating groups.

③ J. STACEY ADAMS EQUITY THEORY (1963)

This theory says :
   People are constantly measuring into their work against what they gain from work. If people perceive that it's a fair trade, ~~and~~ they continue contributing at same level. If they think it's an imbalance, then they are demotivated.

e.g :
→ If a person completes a task but receive no appraisal then he/she gets demotivated.

④ VICTOR VROOM EXPECTANCY THEORY : (1964)

Victor uses following terms to explain expectancy theory.
1) Expectancy → motivation starts from self assessment of capabilities to achieve an assignment.
2) Instrumentality → After believing on your capabilities. They next ask "what's in it for me?" - and "will their effort be useful ?".
3) Valance → This is the result of calculations as to whether the possible reward is worth the effort required to successfully complete the task.

⑤ ERG THEORY (Existence, Relatedness, Growth)

→ This theory is also based on Maslow's work that consist of 3 factors i.e :
• Basic : food, shelter, water
• corporate needs : salary, fund, bonus

① Existence :
   This relates to Maslow's definition of physiological and safety needs as those are required to maintain basic life needs.

② Relatedness :
   This is similar to Maslow's definition of social needs, and esteem we find from the others.
   → belongings, friendships, intrinsic motivation. etc

③ Growth :
   This is based on self esteem & self-actualization concepts Maslow's described.
   → challenging assignment for extreme learning pase

"Out with motivation, In the engagement"

① Alphie Kohn :
Rewards kill interest. People know instinctively that if they are rewarded for doing something, the action in question is not worth doing on its own merit.

② Rosabeth Moss Kanter :
Proffered a "new motivational toolbox" for management structures whose hierarchy and power had been eroded. The new tools included mission, stressing the importance of the work, agenda control to allow people greater influence over their work lives, sharing in value creation, ongoing learning by both the individual and the group, and reputation, which is crucial for professionals.

③ Michael McMaster :
Defines engagement as consisting of the relationships and process of communication that engage the intentions of others in absence of coercion.

④ Thomas Davenport :
Uses sliding scale of engagement with info, from the passive (seeing & hearing) to discussing, presenting, or teaching, to using in practice

⑤ Sigmund Freud :
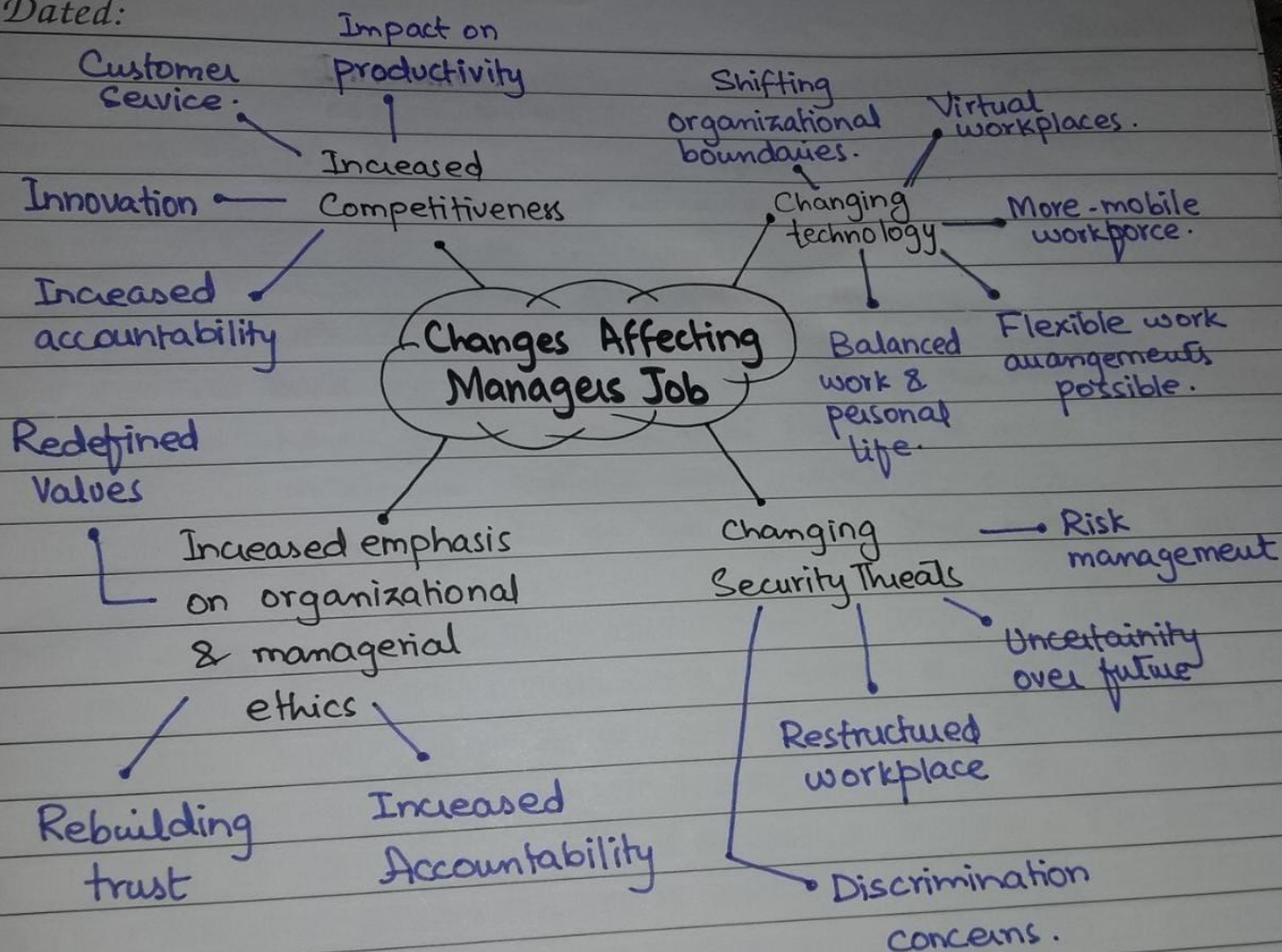Worked with an image of human kind that assumed strong biological essence that evolved from lower animals.

⑥ B.F Skinner :
Stimulus response theories based on study of rats and pigeons carried the influence of behaviourism well past the middle of the century.

⑦ J.B Watson:
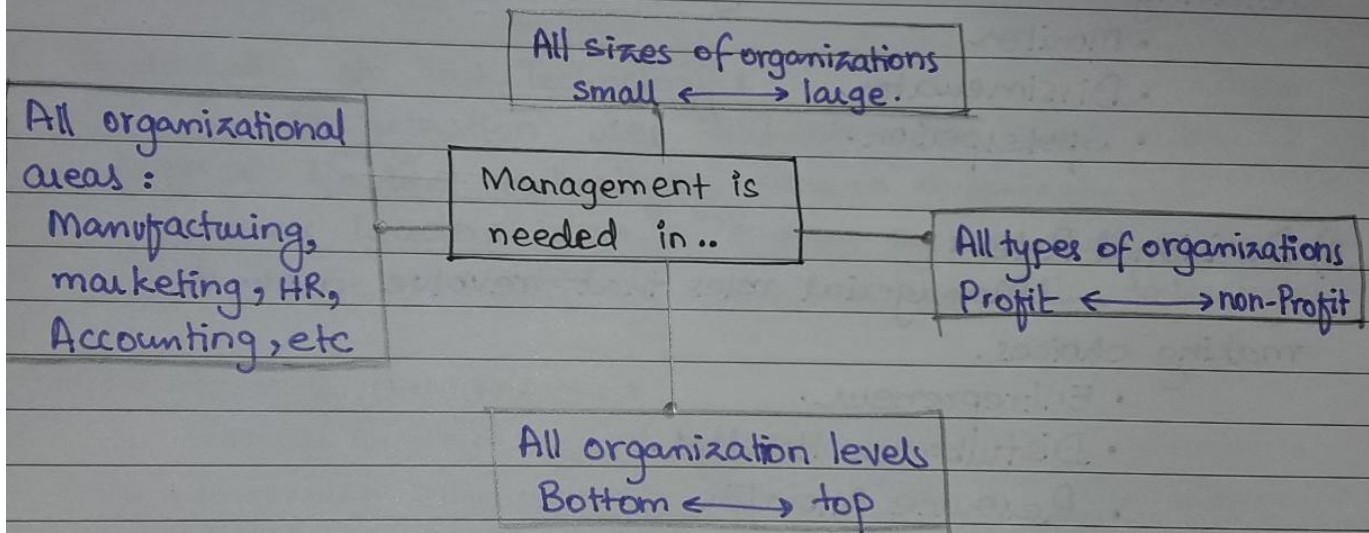Role of appetites instincts frustration inspiring extensive research on these methods.

Impact on
productivity

Customer
service.

Increased
Competitiveness

Innovation —

Shifting
organizational
boundaries.

Virtual
workplaces.

Changing
technology

More - mobile
workforce.

Increased
accountability

Changes Affecting Managers Job

Balanced
work &
personal
life.

Flexible work
arrangements
possible.

Redefined
Values

Increased emphasis
on organizational
& managerial
ethics

Changing
Security Threats

Risk
management

Uncertainity
over future

Restructured
workplace

Rebuilding
trust

Increased
Accountability

Discrimination
concerns.

UNIVERSALITY OF MANAGEMENT :

* It refers to, the principles of management are applicable to all types of organizations and organizational levels.

→ Same managerial skills and principles are applied in various organizations.

| All sizes of organizations |
| Small ←——→ large. |

| All organizational areas : | | Management is needed in.. | | All types of organizations |
| Manufacturing, marketing, HR, Accounting, etc | | | | Profit ←——→ non-Profit |

| All organization levels |
| Bottom ←——→ top |

•— Management is a universal discipline, the main essence of management principles remains same worldwide.

Dated: # Contigency Variables

* ## Contigency Approach :

"Organizations are different, face different situations (contigencies) and require different ways of managing."

The primary value of contigency approach is that, it stresses that there are no simplistic or universal rules for managers to follow.

* ## Contigency Variables :

1- ## Organization Site :

Size $\propto$ problems of co-ordination.

As size increases, so do the problems of co-ordination.

2- ## Routineness of Task Technology :

An organization uses technology to achieve it's purpose. Routine technologies require organizational structures, leadership styles, and control systems that differ from those required by customized/non-routine technologies.

3- ## Environmental Uncertainity :

Uncertainity caused by environmental changes influences the management process. What works best in stable and predictable environment may be totally inappropriate in rapidly changing environment.

4- ## Individual Differences :

Individuals differ in term of desire for growth, autonomy, tolerance of ambiguity.

Management Roles !

Refers to specific actions of or behaviours expected of an exhibited by a manager

1) **Interpersonal Roles :**
Managerial roles that involve people and other duties that are ceremonial and symbolic in nature
- Figurehead.:
- Leader
- Liaison

2) **Informational Roles :**
Managerial roles that involve collecting, receiving and disseminating information.
- Monitor
- Dissimenator
- Spokesperson.

3) **Decisional Roles :**
Managerial roles that revolve around making choices.
- Entrepreneur.
- Disturbance Handler.
- Resource Allocator
- Negotiator.
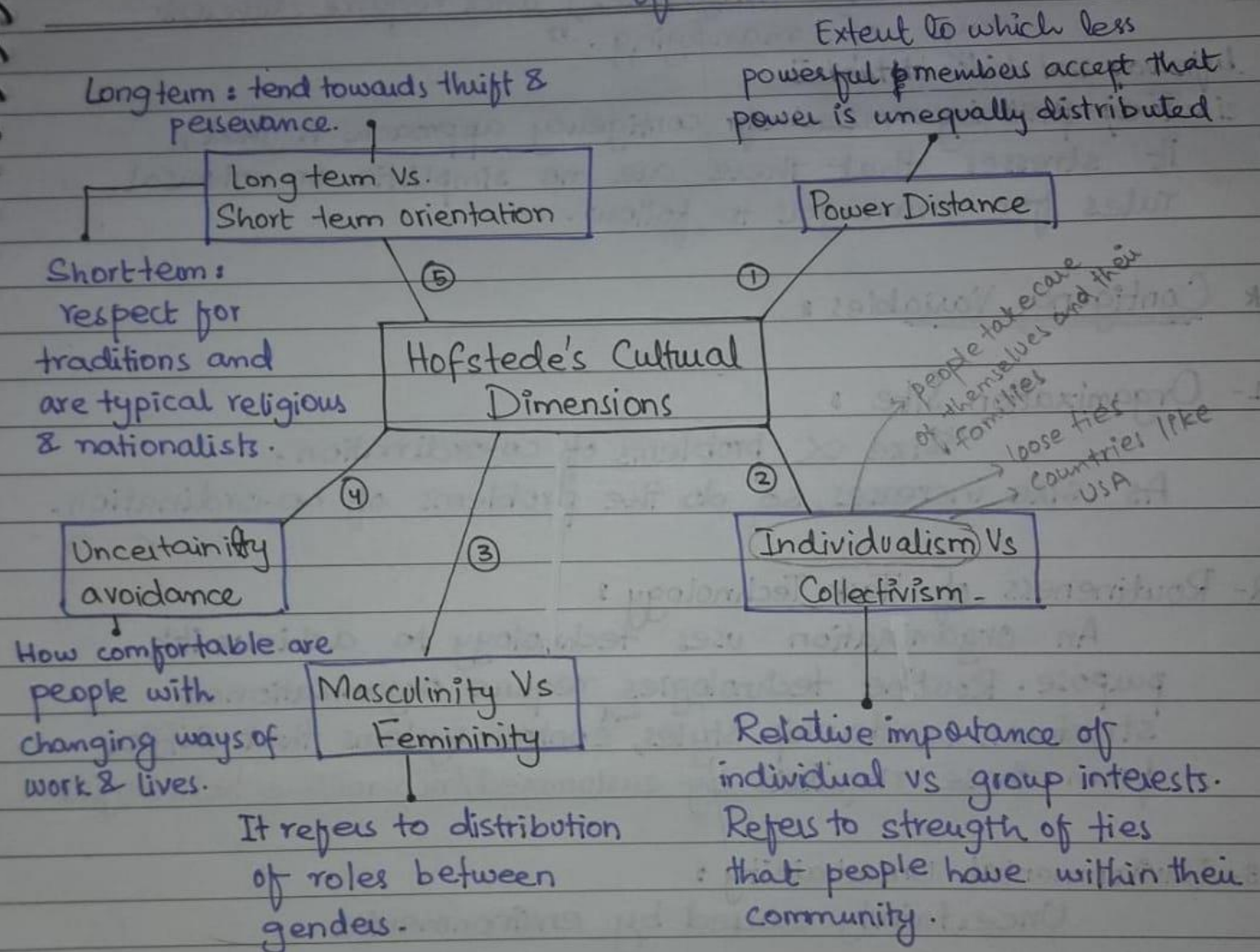
Total Quanlity Management (TQM)

- **DEFINITION:**
    It refers to a continual process of betterment and improving the customer experience, and ensuing that employees are upto speed with training — → better product & services - Applying statistical techniques.

- **PRINCIPLES:**
    1) - Customer Focus → Management should understand the customer needs and requirements and strive to exceed expectations in meeting them.

    2) - Leadership → Management should establish unity of purpose and direction and create an environment where everyone participate & help in achieving goals.

    3) - Involvement of people → Management should involve people at all levels so that they can contribute with their best abilities.

    Empowerment of employees.

    4) - Process Approach → It should be recognized that an objective is achieved more efficiently when activities and resources are managed together as a process.

    5) - Concern for continual improvements → Quality can always be improved.

    6) - Factual Approach to decision making → Use statistical techniques to measure critical variable in organization's operations.

    7) - Improvement In quality of everything the Organization does → This relates to final product, how organization handles deliveries, how rapidly it responds to complaints.

8) - **Mutually Beneficial Supplier Relationship** ↔ Relationships with supplier are enhanced for mutual benefit and in creation of value.

Long term : tend towards thrift & perseverance.

Long term Vs. Short term orientation ⑤

Short term : respect for traditions and are typical religious & nationalists.

Extent to which less powerful members accept that power is unequally distributed

Power Distance ①

Hofstede's Cultural Dimensions

people take care of themselves and their families

loose ties

→ countries like USA

④ **Uncertainity avoidance**

How comfortable are people with changing ways of work & lives.

③

② **Individualism Vs Collectivism**.

Masculinity Vs Femininity

It refers to distribution of roles between genders.

Relative importance of individual vs group interests. Refers to strength of ties that people have within their community.

Masculinity → Culture in which competitiveness and achievements have greater value (men are dominant)
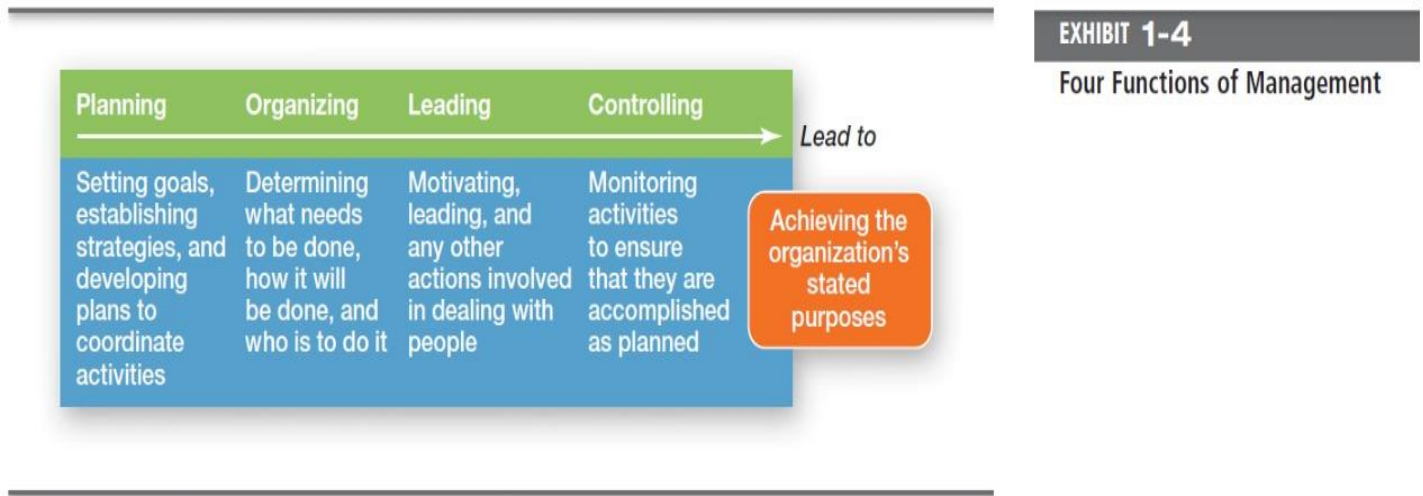
Femininity → Culture in which caring for weak & good relationships are also preferred.

Collectivism → group is the most important unit, stronger ties.

Definition of Management:

Management is a process of planning, decision making, organizing, leading, motivation and controlling the human resources, financial, physical, and information resources of an organization to reach its goals in an efficient and effective manner.

Functions of Management:

Planning	Organizing	Leading	Controlling	
Setting goals, establishing strategies, and developing plans to coordinate activities	Determining what needs to be done, how it will be done, and who is to do it	Motivating, leading, and any other actions involved in dealing with people	Monitoring activities to ensure that they are accomplished as planned	Achieving the organization's stated purposes

Lead to →

EXHIBIT 1-4

Four Functions of Management

Organization as Open Systems

Systems can vary in how open they are to their outside environments. Open systems, such as organizations and people, exchange information and resources with their environments. They cannot completely control their own behavior and are influenced in part by external forces. Organizations, for example, are affected by such environmental conditions as the availability of raw material, customer demands, and government regulations. Understanding how these external forces affect the organization can help explain some of its internal behavior. Open systems display a hierarchical ordering. Each higher level of system comprises lower-level systems: systems at the level of society comprise organizations; organizations comprise groups (departments); and groups comprise individuals. Although systems at different levels vary in many ways—in size and complexity, for example—they have a number of common characteristics by virtue of being open systems, and those properties can be applied to systems at any level. The following key properties of open systems are described below: inputs, transformations, and outputs; boundaries; feedback; equifinality; and alignment.

Inputs, Transformations, and Outputs:

Scientific management

Scientific management is a theory of **management** that analyzes and synthesizes workflows. Its main objective is improving economic efficiency, especially labor productivity. It was one of the earliest attempts to apply **science** to the engineering of processes and to **management**.

The scientific management approach propounded by F.W. Taylor is based upon the following four principles:

(1) Science, Not Rule of Thumb:

This principle says that we should not get stuck in a set routine with the old techniques of doing work, rather we should be constantly experimenting to develop new techniques which make the work much simpler, easier and quicker.

(2) Harmony, Not Discord:

As per this principle, such an atmosphere should be created in the organisation that labour (the major factor of production) and management consider each other indispensable. Taylor has referred to such a situation as a 'Mental Revolution'. Taylor firmly believed that the occurrence of a mental revolution would end all conflicts between the two parties and would be beneficial to both of them.

(3) Cooperation, Not Individualism:

According to this principle, all the activities done by different people must be carried on with a spirit of mutual cooperation. Taylor has suggested that the manager and the workers should jointly determine standards. This increases involvement and thus, in turn, increases responsibility. In this way we can expect miraculous results.

(4) Development of Each and Every Person to His / Her Greatest Efficiency and Prosperity:

According to this principle, the efficiency of each and every person should be taken care of right from his selection. A proper arrangement of everybody's training should be made.It should also be taken care that each individual should be allotted work according to his ability and interest. Such a caring attitude would create a sense of enthusiasm among the employees and a feeling of belongingness too.