

Introduction chapter -1

Meaning of management:

Simply put, managing the things in proper order or doing the job in right way is called management. The process of getting job done **through and with people in effectively** and **efficiently/productivity** is called management.

In another words, the set of managerial activities like planning, decision making, organizing and controlling done by a professional manager is Called management. Or whatever a professional manager does is called management.

Notes

Effectively: ability of achieving the goals.

Efficiently: productivity/ least cost

Level of managements / types of managers

- 1. Top level managements:** It lies on top of the managerial hierarchy and they are responsible for managing whole organization. It consists of BOD, CEO, directors etc. It sets goals, policy and strategy for the organization. It directs to middle level managements.
- 2. Middle level managements:** It lies on middle parts of the managerial hierarchy. It consists of mainly functional/departmental managers like marketing managers, financial managers, production managers etc. it reports to top level managements and directs to lower level managements. It is responsible for mainly towards the functional departments like account departments, human resource department etc.
- 3. Lower level managements:** It lies on bottoms of the managerial hierarchy. It consists of supervisor or foreman. They report to middle level manager and direct to individual employee of respective departments.

It is also known as first line manager. Main duties of these managers are to make proper utilization of the resources and reducing the waste and practicing the procedure.

Functions of managements

- a. **Planning:** The act of predetermining/forecasting future courses of actions at presents at advance is called planning. It involves the answering following questions in advance – what to do? When to do? Where to do? Whom to do? How to do? Etc. In other words, the process of scanning the environments, setting the goals and taking all necessary actions to turn it into reality is called planning.
- b. **Organizing:** The process of identifying the entire required task to be done, grouping the task , assigning the task to the particular person and delegating authority and responsibility to employee is called organizing. It is the act of developments of the organizational chart and structure which helps to ensure the coordination and controlling mechanism.
- c. **staffing.** The act of placing the right person to right post at right time is called staffing. It involves **acquisition, developments, utilization and maintenance/retention** of human resource. It is also known as human resource management. It is too job of a good managers.
- d. **Leading.** The quality of getting job done by other without use of coercion/force is called leadership. Leaders are those who rely themselves upon personal influences rather than authority or power. Every manager has to work as good leader so as to motivating and influencing employee/follower.
- e. **Controlling:** once it is planned, there is no certainty that it will go as it was planned. The mechanism which ensures the proper implementation of plan is called controlling. In another words, the process of setting the plan, execution of the plan and monitoring the process and taking corrective action for proper implementation of plan is called controlling.

As a manager one has to play the controlling role as well. Process of determining the gap and correcting it is also called as controlling. Let us set examples of the controlling.

Expected sales 100 crore - Actual sales 75 crore

Deviation / Difference/Gap = 25 crore - correction

Essence / characteristics of management

- a. **Universal/ pervasive-सर्वव्यापी:** management is pervasive in nature because it is required for all kind of organization from business organization to services organization, hospitals to colleges. So it is universal in nature.
- b. **Goal oriented:** All managerial activities always focused on certain goal. Actually all managerial activities are goal oriented task.
- c. **Continuous process/निरन्तर प्रक्रिया.** Management is a continuous process. Once is never enough when it come to be management. But it is never ending process towards the perfection and betterment.
- d. **Group activity:** managements always involve two or more people. It is all about group phenomenon. As a manager one should be skilled at managing teams and groups.
- e. **Dynamic/गतिसिल:** Now time is very turbulent than ever. Every day it is changing at very high pace/speed. As a manager one has to be flexible and adaptive towards the changes which are known as dynamism or being dynamic.
- f. **Profession:** Earlier owner himself would work as manager. But at present time, Management and ownership has separated. Management has been a very high paying good profession even without the making investment of equity/money.

- g. **Multi- disciplinary-** As a manager one has to be educated about the various subjects including technological, social, political, psychology etc. so management is a multi-disciplinary subject. And effective managements require knowledge of all sectors.
- h. **Art and science:** management is on one hand the science but other hand it is art as well. It is science because it is based on various principles and it is art because it requires creative/cunning use of managerial principles. To become a good manager, one should have scientific approaches as well as artistic way of executing ideas.

(Scientific antonyms =? Rules of thumb / guess approach/ hit and miss)

Skills of managements

The different capabilities required for carrying out managerial job and duties is called management skills. It can be classified as conceptual skills, human relation skills and technological skills.

- a. **Conceptual skills:** The ability to think Big or abstract is conceptual skills. It is the ability to relate internal resource to external environments. Generally, top level management requires it to large degree. By contrast, lower level managements require least.
- b. **Human relation skills:** The skills regarding with getting the job done through the people is human relation skills. As a manager one should be skilled at handling the people including their problems and concerns. It includes communications skills, negotiations skills, bargaining skills, conflict managements skills etc. it is required by all manager equally.
- c. **Technical skills:** The ability to perform specified task is technical skills. It includes use of machine & tools and practicing the procedures etc. it is primarily focused at effective utilization of resource and reducing waste. It is required large extent for lower level managements. By contrast least to upper level managements.

TOP	middle	Lower
Conceptual 50%	Conceptual 30%	Conceptual 20%
Human Relation 30%	Human relation 30%	Human relation 30%
Technical 20%	Technical 40%	Technical 50%

Role of managers

- a. Interpersonal roles: (अन्तरव्यक्तिगत भूमिका) – It is the manager who has to maintain the good relation with insider and outsider too and it is known as interpersonal role. It consists of figurehead role, leader roles and liaison roles.
- I. Figurehead role- It deals with ceremonial and symbolic activities like
*greeting, receiving and entertaining visitors.
*Attending parties and ceremonial functions
 - II. Leader roles: It is role of leading the employee and motivating them.
 - III. Liaison roles/सम्पर्क कर्ता को भूमिका- As a manager one has to work as bridge between outsider and organization.
- b. Informational roles: As a manager one has to be good at managing the information. It involves collection of information, transmission of the information and spokesperson role.

- c. Decisional roles: As a manager one has to be good at decision making. They can be:**
- I. Entrepreneur roles. It refers to risk taking and experimentation. Manager identifies the opportunity and solves the problems and it is called entrepreneur roles.**
 - II. Disturbance handler: many problems may take place in organization, all that to be settled/fixed by manager and it is called disturbance handler.**
 - III. Resource allocator roles: As a manager one has to be good at allocating the resources for achievement of goals.**
 - IV. Negotiator roles: As a manager one has to be good at conflict resolutions with insider and outsider as well.**

Unit – 2

Perspective in management

Scientific management theory:

It was developed by FW Taylors. According to him, efficiency can be ensured endlessly by a right way of doing job. And it is called scientific management theory. Scientific management theory assumes the productivity and efficiency as a main area of concern.

Features:

a. One best method

According to scientific management theory, there is always one best way of doing every job which allows the maximum productivity. It leaves no rooms for rules of thumb. It practices the standardization.

b. job Specialization:

According to it, for maximum productivity job specialization has to be allowed which increases the skills and the speed of the employee.

c. Management and labor harmony:

Scientific management theory assumes that unless there is management and labor harmony, it is not possible to have better productivity in organization. It suggests developing the proper mechanism to maintain the harmony between labor and management.

d. Education and development of the worker

Scientific management argues that unless the all worker have better skills and education for doing the jobs, it is not possible to achieve the productivity. So, management has to be aware about it and some extra opportunity should be given to employee to learn new things for sake of enhancing the skills.

Administrative management theory

It was developed by *Henry Fayol*. According to him, management can be studied as a process which includes –managerial function, managerial principles, managerial skills and business activities.

Managerial function

- a. Planning:** The act of predetermining/forecasting future courses of actions at presents at advance is called planning. It involves the answering following questions in advance – what to do? When to do? Where to do? Whom to do? How to do? Etc. In other words, the process of scanning the environments, setting the goals and taking all necessary actions to turn it into reality is called planning.
- b. Organizing:** The process of identifying the entire required task to be done, grouping the task and delegating authority and responsibility to employee is called organizing. It is the act of developments of the organizational chart and structure which helps to ensure the coordination and controlling mechanism.
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- d. Leading.** The quality of getting job done by other without use of coercion/force is called leadership. Leaders are those who rely themselves upon personal influences rather than authority or power. Every manager has to work as good leader so as to motivating and influencing employee/follower.

e. Controlling: once it is planned, there is no certainty that it will go as it was planned. The mechanism which ensures the proper implementation of plan is called controlling. In another words, the process of setting the plan, execution of the plan and monitoring the process and taking corrective action for proper implementation of plan is called controlling. As a manager one has to play the controlling role as well. Process of determining the gap and correcting it is also called as controlling. Let us set examples of the controlling.

Managerial principle

a. Division of the labor/job specialization: According to this principle, for better productivity work has to be divided in small pieces and one person to be given to do only one task for long period of the time so that speed and mastery could be gained is division of labor. According to this principle job has to be done on the basis of division of the labor.

b. Authority and responsibility: The power/right to give order or right to take decision is authority and obligation for performing given task is responsibility. According to this principle, both have to be balanced for better management.

c. Unity of command: According to this principle, there should be only one boss to give direction to employee so as to be unity of command for better management.

d. Unity of direction: All the departments and individuals should collectively and coordinately work towards achievements of goal of organization which is known as unity in direction.

e. Equity/समानता: Manager has to practice impartiality/निस्पक्षता among the employee. The entire employee should get opportunity to feel sense of justice in terms of pay and so on. It is known as principle of equity.

f. Order/arrangement: According to this principle, for better management there has to be proper arrangement of all resources including man, machine etc. it is also known as physical layout planning.

g. Discipline: it is sincerity, obedience and respect for authority. It is about adhering/following the rules, regulation and direction of authority. It is also must for effective Management. As per this principle, discipline has to be maintained.

h. Initiatives/पहलकदमी: worker has to be encouraged to take initiatives in terms of making some new experiments etc. it is the way through which we can ensure the innovation in industry.

i. Fair remuneration/salary: The remuneration given by organization should be fair and satisfactory. It should be enough to fulfill all the needs of employee to all rational limits. For it, market inflation should be taken into consideration.

j. Stability: employee should not be frequently moved from one post to another. It creates the waist of time, money and effort.

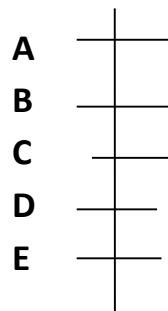
k. Subordination of individual interest (स्वार्थ): everyone should give first priority to organizational interest to personal interest. Because only through serving organizational interest our own interest could be served.

l. Centralization vs. decentralization: State of retaining all the decision making power at top is centralization and opposite is decentralization. To absolute term, both are wrong but as per need of the time in balance it is to be practiced for better management. Usually mixed is the better approach for management.

m. Esprit de corps/team spirit: proper environment of team spirit is Esprit de corps. The good understanding and coordination between employee and all the departments are required for high productivity and achievements of the goals. And it is called the environment of the team spirit.

n. **Scalar chain/span of the control:** organizations authority and responsibility flow through the chain- one after another and it is called scalar chain. Sometime chain should be allowed to be broken at urgency, if any particular information or help is required. Some quick route should be developed and it is known as “gang plank”.

Scalar chain / chain of the command



Managerial skills

A good manager requires many skills. It might be mental, physicals, moral, educational, technical etc. It is the skills that make a person good manager.

Business activities

1. **Technical activities:** it is about the skills of operating the machine or making the product.
2. **Commercial:** it is about the marketing skills or buying or selling product skills.
3. **Financial:** It is about the basic book keeping or capital control skills.
4. **Security:** it is about the protecting the assets, people and property.

Bureaucracy theory

It was developed by max Weber. Bureaucracy is the forms of organization characterized by division of the labor, a clearly defined hierarchy, detailed rules and regulation and impersonal/professional relation. It recommends the most strictly defining the rules and regulation and line authority. Basically the complex form of organization is the best to practices this type of organization or practices.

Characteristic

1. Division of the labor/job specialization

It focuses on division of the labor. It practices the job specialization. Each department and each person is for a particular job.

2. Well defined hierarchy

There has to be well defined hierarchy of role and responsibility for preventing the inefficiency and confusion of the roles in the organization.

3. Clearly defined rules

There has to be clearly defined and consistent rules to ensure the better performances in the organization. Not well defined and inconsistent rules further contribute to worsen the problems.

4. Impersonality/ professional dealing

The manager needs to be impersonal while dealing with employee. They have to be unbiased to everybody. Only this can ensure the better performances.

5. Technical competence for employment and promotion:

There has to be systematic and objectives policy of dealing with employment and promotion issues. Arbitrary (मनलाग्दी) dismissal or employment should be refused.

Contributions:

1. It is meaningful to manage big organization.
2. Decision making has to be clear-cut and rational.
3. Technical competencies/skills to deal with the hiring, promotion etc issues.

Human relation movement – Hawthorne studies

During the industrial revolution in 1920 decade, the productivity was the most debated topic. However, Elton mayo puts the alternative perspective of management. He focuses on the human rather than productivity alone. He is known as father of human relation movement.

1. Illumination experiments:

As per these experiments, Elton put two groups in different lighting exposure. One was set in as usual lighting where as other was put in various lighting exposure. But it was found that lighting exposure did not affect the productivity significantly. So, he further argues that not the physical environment but the human relation that affects the productivity.

2. Relay assembly test room

In this experiment, a small group of five girls were set. Later several new changes were introduced like shorter work weeks, proper rest period, improved physical condition, friendly supervision etc. It really improved the productivity. He further argues that productivity increases as employee feel that they are treated as important.

3. Mass interviewing program.

A mass interview about the 21000 employee was conducted. The question were related with the supervision, insurances plan, salary, promotion etc. later it was discovered that group really matters for productivity. Individual employee is influenced by group norms.

5. Bank wiring observation rooms experiments.

It involved the 14 people as an experiment. 14 people were collectively given a production standard. But later it was found that people did not meet group production deadline. But they made their own standard of production which was below the given standard.

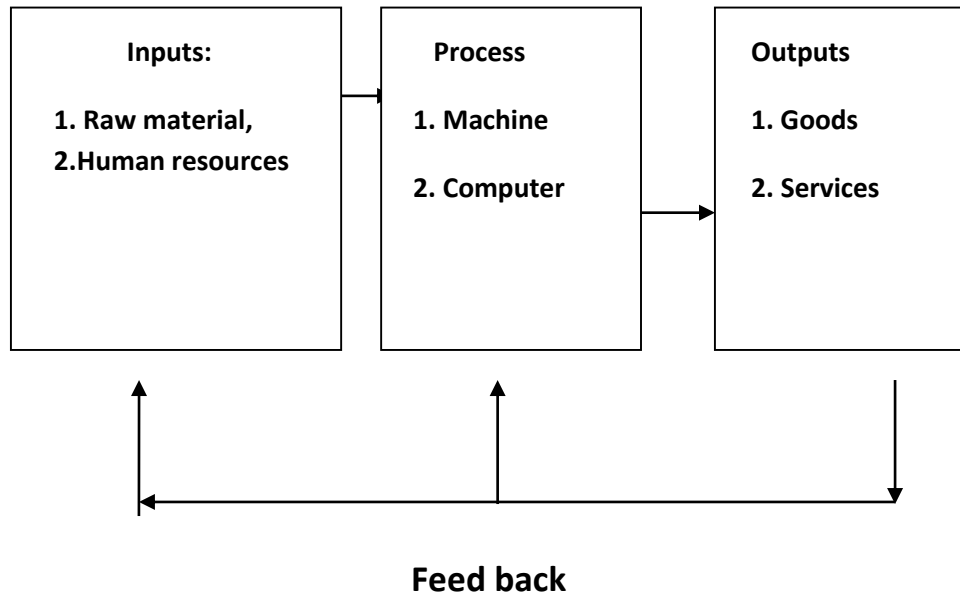
Contributions:

- 1. Importance to human factors for productivity.**
- 2. Informal relation improves the production and productivity.**
- 3. If the employees are participated in decision making they perform better.**
- 4. when employees are treated respectfully, it improves the productivity.**
- 5. Financial rewards alone do not help to productivity.**
- 6. Better communication helps to the productivity.**

Limitation

- 1. It focuses on human factors too much.**
- 2. It was conducted in controlled structure.**
- 3. It focuses unnecessarily all the time decision making through the group. But in reality decision is taken individuals.**

Systems theory of the management



Any things that can be set as input, process and output is called system. Management also has its inputs, it also goes through the process and it also gives the output which is all together is known as management system.

Inputs- It gets the inputs from external environment. It might be raw material, human resources etc. only quality of inputs can ensure the quality of the outputs. So it is the crucial steps.

Process- once input is introduced, for getting the better result it has to be further processed. It requires the machine, computers or operations.

Output- once all the inputs are properly processed, it gives the output as goods and services which is the ultimate goal of every organization. It is later again sent to outside environment.

Feedback- even if it is properly planned unless there is good controlling mechanism and feedback mechanism, it can't work all the time flawless. It is therefore also an important aspect. It provides the proper suggestion regarding the inputs and process for further corrections.

Contingency theory – परिस्थितिजन्य सिद्धान्त

According to this theory there are no any best theory/rules which can work smoothly in the entire situation. But different situation may ask for the different approaches to deal with the problems, which is known as contingency theory of the management.

Major contingency factors

1. Organizational factors-

Activities to be performed by organization are affected by the organizational factors. It includes the organizational goal, policy, practices, norms etc. It is as well the conditional from organization to organization and affects the management practices.

2. Nature of the task and technology

All the management practices in organization vary as per nature of the Task and technology. It is also a conditional factor affecting the management.

3. Environmental uncertainty

The degree of the uncertainty regarding the environment as well affects the operation of the organization and its managers. As nature of the environment is, so management practices should be.

4. Geographical spread of the organization

As organization is geographical diverse, so human efforts has to be in organization to maintain compatibility and betterment of the organizations. So, geographical dimension of organization as well affects the form of management.

Contribution

- 1. It integrates different schools of the thought as per needs of the situation.**
- 2. It brings the pragmatic solution to every problem.**
- 3. It considers multi variables during the decision making.**
- 4. It does not follow pre-defined models.**

Limitations

- 1. It does not have universal principles.**
- 2. It may be costly to analyze the situation.**
- 3. It is not the possible for manager to take all the factors in to consideration during the decision making.**

Unit - 4

Planning?

योजना निर्माण ?

The act of predetermining future course of actions at present at advance is called planning. It involves the answering following questions in advance – what to do? When to do? Where to do? Whom to do? How to do? Etc.

In other words, the process of scanning the environments, setting the goals and taking all necessary actions to turn it into reality is called planning.

Types/level of planning

- a. **Strategic/corporate planning:** The plan for overall organization is called corporate planning. It is long term planning and it is set by top management.
- b. **Tactical planning/game planning:** The plan set for realizing corporate plan is tactical plan. It is set by middle level management. It is midterm plan. It focuses on particular objectives. The word tactics emerged from military profession. It simply refers to being involved in certain cunning idea which contributes to attainment of goals. It is made by different business unit like noodles, CG TV, Beer, telecommunication while talking about CG.
- c. **Operational planning:** it is set by lower management. It focuses on effective use of resources and reduction of wastes and practice of procedure. It is short term plan. It is set by different department head like human resource department head, marketing department head, production department head etc.

Planning vs. plan

योजना निर्माण – योजना

Process/Steps of planning

The set of the sequential activities required during the planning is called process of the planning. Planning does not happen in a single task. But we have to go through various steps and activities which are collectively known as process of the planning.

- a. **Analyzing the environments:** Before we make any plan, all environmental factors including externals as well as internal should be taken into considerations. The external environments reveal the opportunity and threats and internal environments reveal strength and weakness. Environment scanning helps for SWOT assessment/analysis.
- b. **Establishing the goals:** The desired end state is goals or objectives. All the plans always focus on certain goal. A Clear goal works like compass for ship. Without the clear objectives, plan gets deviated (gets out of track).
- c. **Determining the planning premises/assumption:** The sets of future hypothesis about the planning and its implementation are planning premises. It is necessary for better formulation and implementation of plan. It prevents the future reality shocks. It is about studying various if and conditional factors regarding the planning.
- d. **Identification of the alternatives.** To solve any problems there are always two or more options available. Before we arrive at a particular decision all alternatives should be properly developed or identified. It is crucial steps because if right option is left from diagnosed then everything will go waste.
- e. **Evaluation of the alternatives:** After developing all alternatives, next all they have to be properly evaluated in terms of pros and cons. Some strict criterion can be developed for evaluation of alternatives.

- f. **Selecting best alternative:** After serious evaluation of all the alternatives one best option should be taken. And it is stage of formation of complete plan.
- g. **Implementation of the plan:** If plan does not get implemented, then everything will go again waste, no matter even if better plan has been set. At this stage, we discuss about the implementation part of the formulated plan.
- h. **Review of the plan/feedback:** once plan turn in to implementation phase then there is no guarantee that it will go smoothly. Many problems may take place during the implementation phase. Therefore, it has to be monitored carefully. If any problems are encountered, then corrective actions to be taken that too timely.

Quantitative tools of planning

1. **Forecasting tools:** By use of various statistical tools like regression analysis, Time series analysis etc. we can make the forecast of the sales, human resource etc.

2. **Network Technique:** By using PERT and critical analysis technique, we can make various planning like shortest time to complete the task etc.

3. **Flow chart**

The chart which shows the chain of sequential activities to be in job along with its required time is called flow chart. It is also a mathematical tool which can be used for planning.

4. **Break even analysis:** The required quantity of the sales for meeting all expenses is called breakeven point. It is also a mathematical tool to deal with the financial planning.

$$\text{BEP} = \frac{\text{fixed cost}}{\text{Sales price} - \text{variable cost per unit}} \text{units}$$

5. **Gantt chart:** It is the chart that can be used in project management. On the left the activity is kept and on the right bar is mention with starting and ending date.

Tools of planning

Various things that could be used during the planning is called tools of planning which are as follow:

- 1. SWOT analysis:** SWOT stands for strength, weakness, opportunity and threats. The study of external as well as internal environments in terms of strengths, weakness, opportunity and threats is SWOT analysis. For strength and weakness internal environments is studied and for opportunity and threats external environments is studied. It is needed for effective planning.
- 2. PESTLEG Analysis:** process of studying political, economic , social, technological, legal, environmental and global factors is called PESTLEG Analysis. It lies outside the organization because it is external environments and uncontrollable as well.
- 3. Porter five forces-** The study of five factors like threat of new entrants, power of supplier, power of buyer, threat of product substitute and power of competitors is called porter five force analyses. It was developed by Michael porter. It helps to determine strategic and competitive position/strength of the firm.
- 4. Quantitative technique-** various mathematical and statistical tools also can be used for planning. It can be forecasting, network technique, flow chart, linear programming etc.
- 5. BCG matrix –** it was developed by Boston consulting firm. It studies about the portfolio/groups of the products. It classifies the all products as per four criterions.

- a. Question marks- starting product /strategy- increase investment
- b. Stars- growth and market share/strategy- increase investment
- C. Cash cow- Not much growth but good cash giving/ strategy- no additional investment but recovering the investment. Dog- worst product and loss making/strategy- immediately quit.

BCG matrix of CG

Growth rate High Low	Stars - wai- wai	Question marks- CG internet
	Cash cow – CG TV	Dog– Hotels/cigarettes/ pashupati biscuits
	High	Low

6. **GE matrix-** It studies all the business portfolio products in terms of Business strength and business attractiveness. It classifies the entire product in nine cells or group. It was developed by general electric company.
7. **MBO –** MBO refers to managements by objectives. As per this policy top and lower level managements collectively set the plan. So it is also called mixed approach. It involves formulation of goal, getting involved in performance, performance appraisals/evaluation and corrective actions through proper and collective mechanism. Unlike the autocratic and democratic approaches, it involves all level of management. It ensures the acceptance of employee for plan and goals of organization.

8. VRIO framework: It is the criterion which assesses the competitive advantages of the firm. Competitive advantages is the quality that we do have but our competitors lack.
- a. Values- does it provide value/services to customer?
 - b. Rareness – do other company possess/hold?
 - c. Imitability – is it costly to imitate?
 - d. Organization- is the firm organized to exploit the resources?

Decision making

The process of developing the alternatives, evaluation of alternatives and selection of the best option for solution of problems collectively is known as decision making.

Conditions of decision makings

- a. Decision making under certainty: Decision making process where information is perfectly available and alternatives are properly identified is called decision making under certainty. But it is a rare condition to exist.
- b. Decision making under the risk: when it lacks perfect information and alternative are not easily identified and all the alternatives comes with risk, it is called decision under Risk. Managers should determine probability with each alternatives as per own judgments to arrive the decision.
- c. Decision making under uncertainty: when future environments are unpredictable and highly dynamic, it is the state of decision making under uncertainty. On these conditions, we make decision on the basis of assumption, presumption and intuition.

Process of decision making

- 1. Identification of the problems: first step of decision making is identifications of the problems. Unless it is diagnosed, there is no use of any kinds of decisions. For this, it is said that diagnosis of right problem is half solution in itself.**
- 2. Identification of the alternatives. To solve any problems there are always two or more options available. Before we arrive at a particular decision all alternatives should be properly developed or identified. It is crucial steps because if right option is left from diagnosed then everything will go waste.**
- 3. Evaluation of the alternatives: After developing all alternatives next all they have to be properly evaluated in terms of pros and cons. Some strict criterion can be developed for evaluation of alternatives.**
- 4. Selecting best alternative: After serious evaluation of all the alternatives one or some best options should be taken.**
- 5. Implementation of the decision: If decision does not get implemented, then everything will go again waste, no matter even if better decision has been set.**
- 6. Review the decision: once decision turn in to implementation phase then there is no guarantee that it will go smoothly. Many problems may take place during the implementation phase. But it has to be monitored carefully. If any problems are encountered, then corrective actions to be taken that too timely.**

Types of the decision

1. on the basis of structure

- a) Programmed decision making: well defined methods**
- b) None programmed decision making: not well defined method**

2. on the basis of importance

- a) Major decision: on crucial issues**
- b) Minor decision: on normal issues**

3. Decision by nature

- a) Routine decision: on day to day problems**
- b) Strategic decisions: on important and long term issue**

4. on the basis of complexity

- a) Simple decision: on simple problem**
- b) Complex decision: on complex problems**

5. on the basis of number of people.

- a) Individual decision making: by a single**
- b) Group decision making: by a group**

Unit 4: Organizing

Meaning: -

The set of managerial actions including identifying the task to be done, classifying and grouping the task, assigning them to employee and delegating required responsibility and authority to employee collectively is called organizing. It is about developing the organizational structure and it helps to maintain better coordination among the individuals and departments. It prevents the overlapping and short of the efforts by allowing the clarity about role and responsibility of the individuals and departments.

Process of organizing

Different activities to be carried out for the organizing can be understood as process of organizing. Because organizing does not happen in a single task but it requires a lot different sequential managerial activities which are collectively known as process of organizing.

- a. **Determination of objectives:** every managerial activity is focused at certain goal. So even organizing requires clear goal to be perfect.
- b. **Identification and grouping the tasks:** At this stage we identify the entire required task to be done. And then as per the nature of the task it is further grouped. And thus departments are formed.
- c. **Assigning the duties and responsibility:** the act of assigning the jobs to the employee for getting it done is assigning the duties and responsibility.
- d. **Delegating of authority:** the act of providing rights to the employee to take decision to do work is called delegating the authority. Authority always should be proportional to responsibility. And it the job of management to maintain the balance between authority and responsibility. It also comes under the organizing.

- e. **Coordinating activities:** while organizing, better coordination has to be ensured among the different department and people for better productivity. It is one of the basic purposes of the organizing.
- f. **Differentiating among the positions:** the employee who are ultimate responsible to carry out the job is line employee but the employee who are only to give the advices and suggestion is staff employee. It has to be differentiated.
- g. **Reviewing and reorganizing:** once organizing is fixed, it is sure to not to work for forever. But various changes have to be introduced. And it is known as reviewing and reorganizing.

Principles of organizing

The set of the rules to be taken into consideration during the organizing is called principles of organizing.

- a) **Specialization/ labor division:** Act of dividing the work in to small pieces and distributing it to different employees as per their skill and interest is called specialization or labor division. During the organizing it has to be practiced for better productivity.
- b) **Functional definition:** According to this principle, all the functions in organization to be clearly defined.
- c) **Span/limit of the control:** The number of the employee to be monitored by manager is called span of control. It has to be properly defined.
- d) **Chain of the command / unity in the command:** chain of the command is line which links all employees in organization and defines who reports to whom? And who directs to whom? But there has to be unity in command for effective management.
- e) **Unity in direction/ goal:** There has to be unity in between the departments of the organization for betterment of the organization.
- f) **Delegation / प्रत्यायोजन of the authority and responsibility:** Authority and responsibility always should equal to each other. And in absence of it, it makes inefficiency in performance.

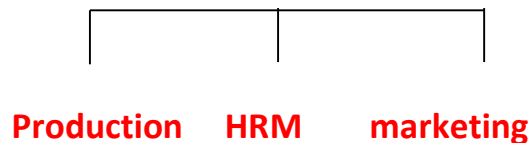
- g) Flexibility:** There has to be flexibility in organizational design because no fixed model can be suitable for all the situations.
- h) Exception/अपवाद:** Although rules have to be obeyed to all possible extent (सम्बन्धित भयसम्भ) in organization, while dealing the new and challenging problems some time efforts has to be made beyond the general protocol/rules. It is known as principle of exception.
- i) Personal ability:** The organization always has to be concerned at personal development of the employee which later pay back again to organization. It can be ensured through the provision of different training and development opportunity.
- j) Coordination:** while organizing, better coordination has to be ensured among the different department and people for better productivity. It is known as principle of coordination.
- k) Efficiency:** organizing always should be efficient. Efficiency refers to high productivity or least cost.
- l) Simplicity:** it has to be always understandable. Otherwise it creates the confusion and efficiency will suffer/decline.

Modern type of organization structure

1. Team work: The mere/only collection of the people is group but the collection of people having common goal and complementary skills and expertise is called team. In team each person contributes to team and finally team goal is attained. The main approach of team work is to achieve the advantage of synergies of team which makes 1+1 equals to 3 not only 2. It is the modern approach of management and it is most popular in Japan.

2. Network structure: The process of working by two or more organizations connecting through the virtual network/ internet is called Network structure. Now a day's most of MNC are practicing the network structure. It provides the quickness and efficiency in overall operation of the organization.

3. Matrix structure: It is a complex form of organizing structure. Functional as well as divisional structure collectively works in this form of structure. It is based on sharing of resources and responsibility.



Project A-

Project B-

Project C-

Authority/अधिकार:

Simply defining, the right to take decision and right to give order to subordinate/juniors for better performance in organization is called authority. It consists of right of taking the decision, right to give order to junior, implementing the decision and utilizing the organization resources. It is also known as formal or legal power of the organization to employees or managers.

Delegation of authority /अख्तियार प्रत्यायोजन:

The act of granting the authority to employee by managers so that the task given to the employee could be done properly is called delegation of authority. It is the process by which manager transfer authority and responsibility to employee and gets job done.

Centralization / केन्द्रीकरण:

The centralization is the approach in which all the power is retained by top level manager and all the decision are taken by top manager, later it is forwarded to lower level only for implementation purpose. It is autocratic management practice.

Decentralization

The decentralization is the approach in which all the power is dispersed/ released by top level manager to lower level manager and all the decision are taken by lower level manager. It is also known as participatory or democratic approach of management. As per this approach, the entire employee is empowered.

Modern/ Emerging issues in organizing:

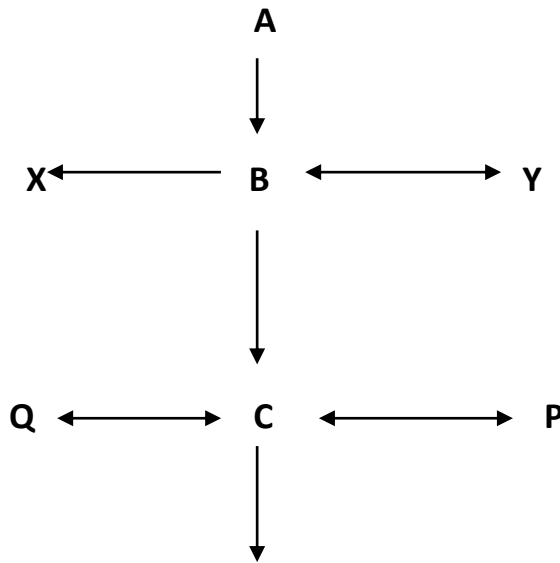
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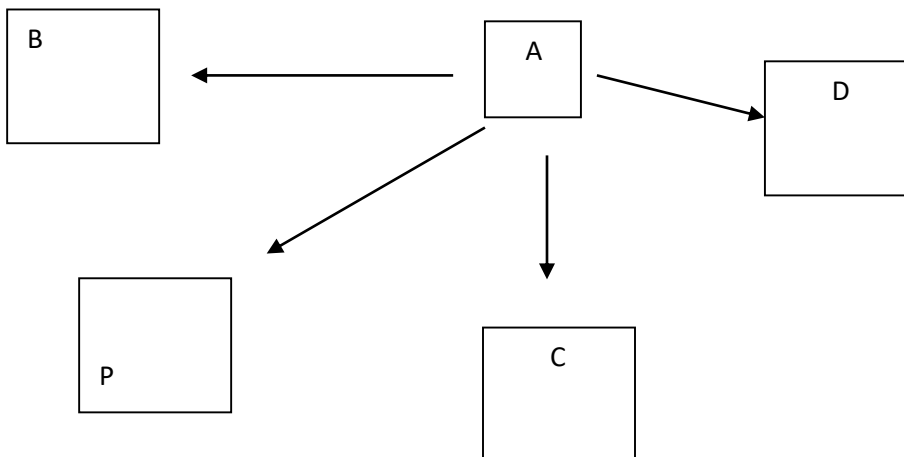
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4. Organic organization: The working mechanism where employee and managers collaborate horizontally with others department too is called organic organization. It can ensure better flexibility and efficiency in the work because cross functional/departmental ideas and opinion are shared while taking the decision and dealing the problems. It make better coordination between and among the all the department and employees working in the organization.

5. Boundary less organization: The form of organization where is no vertical or horizontal barrier and boundaries is called boundary less organization. It has wider span of control. And in this organization various teams are active. It is basically teams based organization.



Boundary less organization



6. Learning organization: The form of the organization which is always open to new things and new ideas to become competitive at the market is called learning organization. Now a days' time is very competitive, unless we are updating ourselves continuously we cannot be relevant at market. So learning organization always tries to develop the new skills and ideas through the complete participation of all employees and departments. Simply defining the organization where all people and departments are continuously involved in some kinds of innovation and experiment is called learning organization. This kinds of organization is always ready to learn from anybody including employees, customer etc.

7. Restructuring and reengineering:

The process of downsizing, rightsizing or delayering the organization is called restructuring. Here, we cut the number of the employees for cutting the cost.

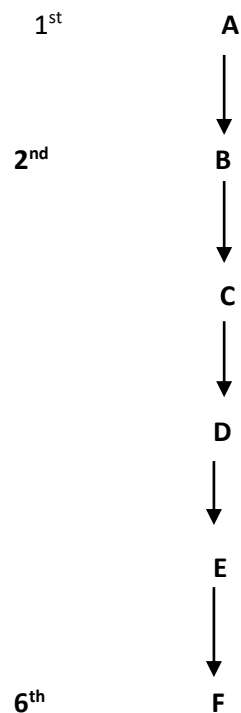
The act of redesigning the jobs, works and work process is called reengineering. The basic purpose of the re engineering is the promoting the productivity, speed effectiveness.

Organizational design/ architecture /structure

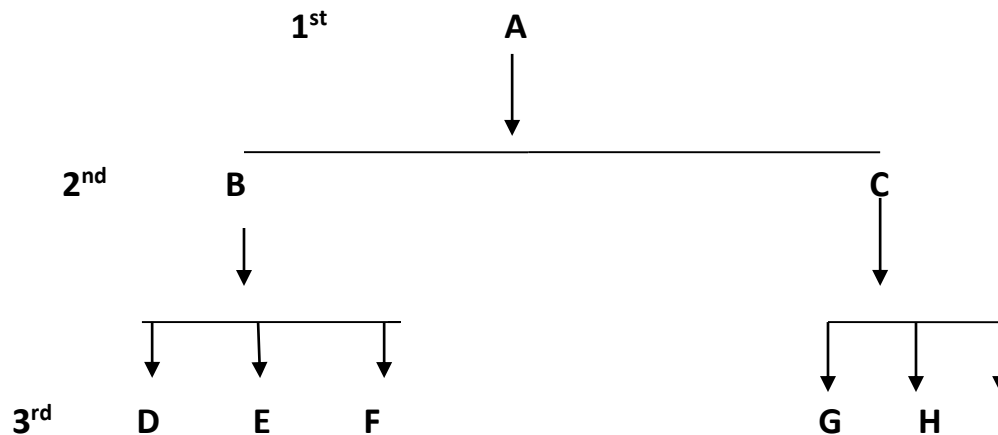
A. Vertical differentiation:

It divides the organization as per hierarchy reflected by authority, responsibility, control and communications. It can be further divided up on Tall organization structure and flat organization structure.

1. Tall organization structure- it is made of many layer of management with tall chain of command. It has narrow span of control so supervision could be effective.



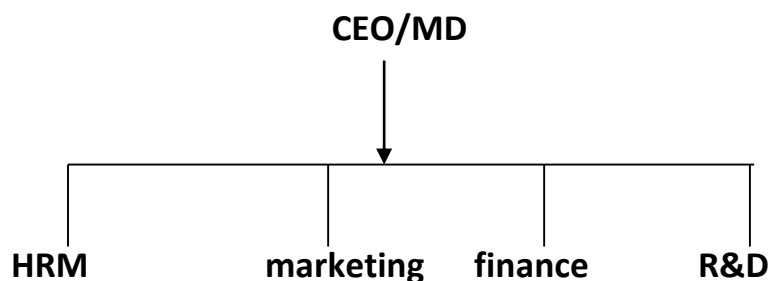
2. Flat organization structure: unlike the tall structure, it is made of less layer of hierarchy with wide span of control. It allows the employee empowerment with greater degree of delegation of the authority.



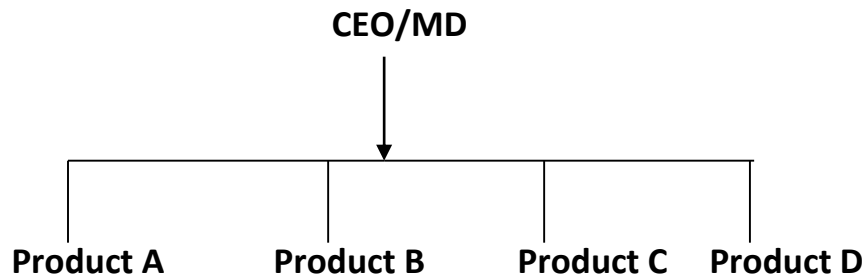
B. Horizontal differentiation:

Arrangements of the organization structure on the basis of function, departments, divisions, product etc. is called Horizontal differentiation.

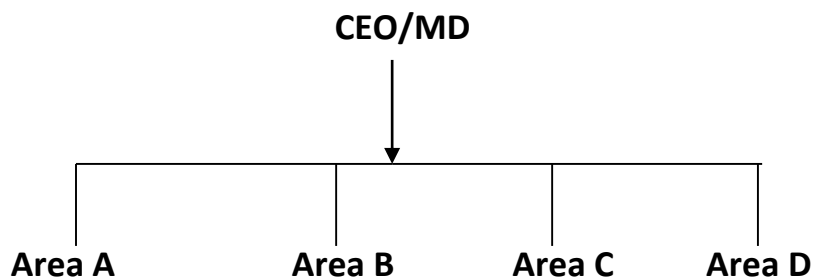
1. Functional structure- The forms of the organization made of on the basis of various functional department like marketing dept, finance dept, R&D dept, HRM dept etc. is called functional structure.



2. product structure - the forms of the organization made of on the basis of various types of products like product A, product B, product C etc is called product structure.



3. Geographic structure- the forms of the organization structure made of on the basis of various geographic area like area A, area B, area C etc is called Geographic structure.



4. Matrix structure - The forms of the organization structure/organizing made of on the basis of blend of various parameters like geographic area, functions and products is called matrix structure.

Staffing

The act of placing the right person to right post at right time is called staffing. It involves **acquisition, developments, utilization** and **maintenance/retention** of human resource. It is also known as human resource management. It ensures the placement of the qualified people to the right post at right number.

Importance/objectives of staffing

- 1. Societal objectives:** HRM/staffing ensures the betterment of overall society by complying the laws of the nation, employee work safety and ethical practice of management during hiring and placement. It always tries not making negative impact upon to the society.
- 2. Organizational objectives:** one of the basic objectives of HRM is to contribute to the achievement of organizational objectives by ensuring right candidate to right post. It works for betterment of the organization.
- 3. Functional objectives:** organization is made of various functional departments like HRM department, marketing department, finance department etc. Other than serving to the organization, HRM has its own goal to pursue like low absenteeism of employee, low employee turnover/change, higher job satisfaction etc.
- 4. Personal objectives:** HRM always tries for the fulfillment of personal goal of the individual employee too like training, development, promotion, employee empowerment etc. It is ensured by acquiring, retaining and motivating employee by providing treatment of the equity न्यायपूर्ण and growth opportunity.

Unit – 5

Leading and communication:

Meaning of leadership:

The ability to **influence** the people for getting job done by other without use of coercion/power is called leadership. Leadership includes three component leader, follower and influences. Leaders generally are dependent on influences exerted/produced by them not on the formal power and authority.

Quality of the leaderships/leaders:

1. Action oriented: Good leader always focuses on better action completion. They are task center person.
2. Accept the responsibility: A good leader accepts the responsibility and tries their best even in adverse environment.
3. Competent /सक्षम: It is the factor that differentiate leader from non leader. All leader always posses/have the many required skills.
4. Desire to lead: All leaders always have keen interest dealing with the people and influencing the others behavior.
5. Honesty and integrity: As a leader one has to be honest and a man of integrity. He or she has to keep/fulfill all promises made by him.
6. Self confidence: only a self confident leader can do the rational decision making.
7. Job relevant knowledge: unless one is aware about the proper knowledge of jobs and all the skills, he or she cannot lead the other.
8. Interpersonal skill/communication skill: The skills of dealing with the people are called interpersonal skills. It is largely concerned with communication skills.

Leadership style

The ways or pattern that the leaders lead the group or make influence upon the follower is called leadership style.

1. Autocratic leadership style:

It is also known as Authoritarian leadership style. In this style leader makes decision himself without taking consultation with anybody and follower are only to follow the decision or order of leaders. It is more popular in Army profession and for corporate profession not much suitable. It causes the low morale (मनोबल) and motivation in follower however in extreme/tough time it could be preferable for certain period for every organization. It is the leader driven approach.

2. Democratic leadership:

It is also known as participative leaderships. In this style of leadership all the follower are encouraged to make their suggestion and inputs while making decision. Once decision is finalized then it is expected to be implemented by follower. Later regular monitoring is made by top level and feedback also is provided to follower by leader. It is the follower driven approach.

3. Symbolic leadership style/ceremonial leadership:

It is also known as free rein (free control) leadership style. In this model of leadership all the follower are completely empowered to make their own decision themselves. Leaders don't exercise power over follower but treat like the friends/guardians. In this model the leader is only for symbol but all the job is done by respective employees/followers.

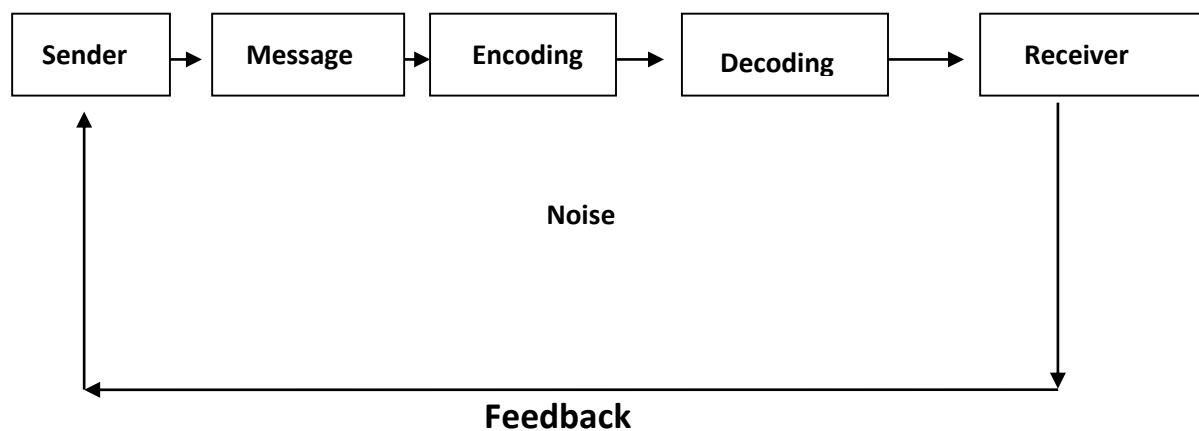
Communications

Meaning:

The act of exchanging the information and message among and between the people is called communication. It is the process of sending and receiving the message between sender and receiver through written or oral or body gesture way. For communication to happen message has to be understood by receiver, otherwise it is only the noise not communication.

Process of communications:

Different stages required during the communication are called as a whole the process of communication.



1. **Sender:** The communication starts with the sender. Sender is the person who sends the message.
2. **Message:** For communication to occur there has to be message to be sent.
3. **Encoding –** Before the message is sent, it is first encoded in words, picture or gesture/इशारा.

4. Decoding – After the encoding the message is sent and received by receiver and then it is decoded to meaningful meaning.

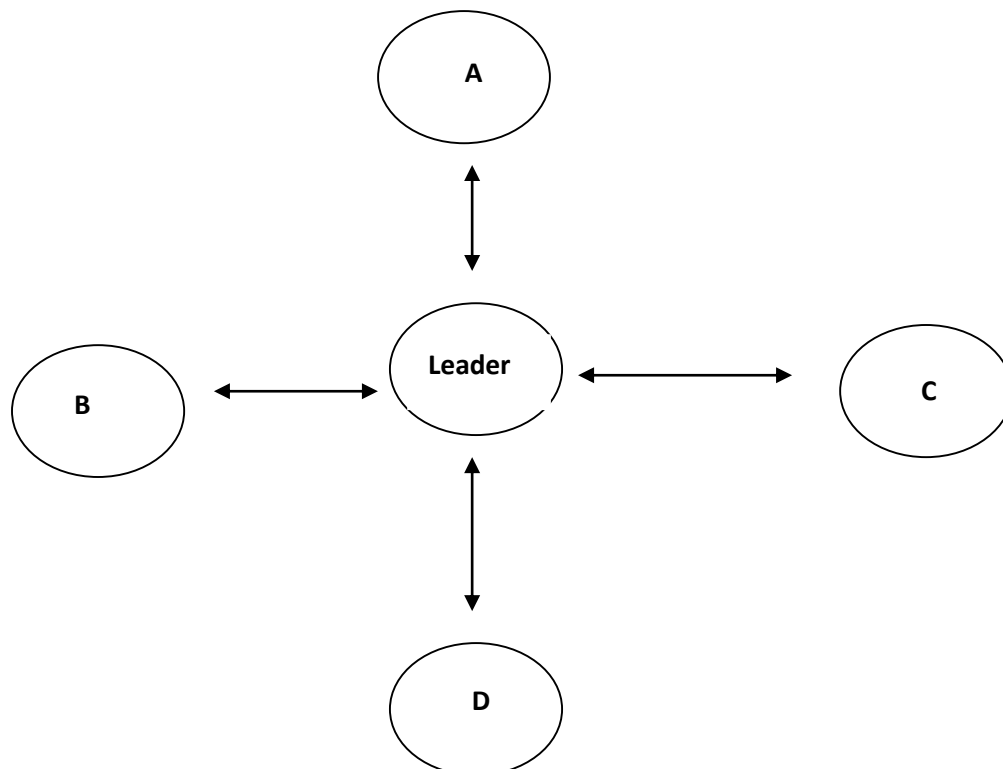
5. Receiver: - After the decoding the message is understood/ received by receiver.

6. Feedback: - once message is taken it has to be informed to sender about the message being transmitted. It clears the confusion and provides the assurance about the transmission of the message.

7. Noise: - During the communication noise may hinder and disturb the process. So it has to be managed.

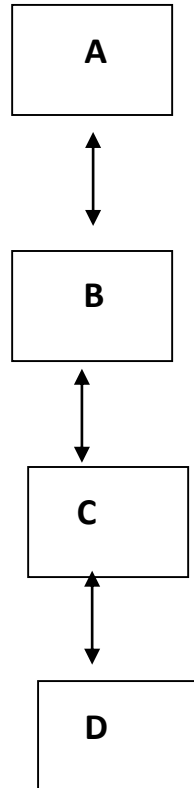
Structure/Network of the communication

1. Wheel structure: It is the network where team leader makes communication to each of the member but members is not supposed to communicate to each other.

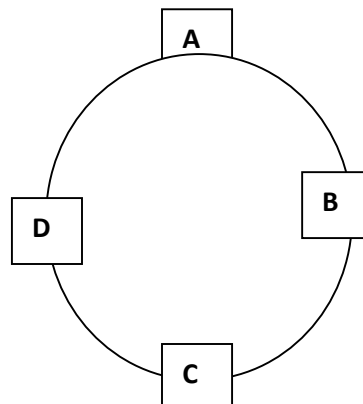


2. Chain structure:

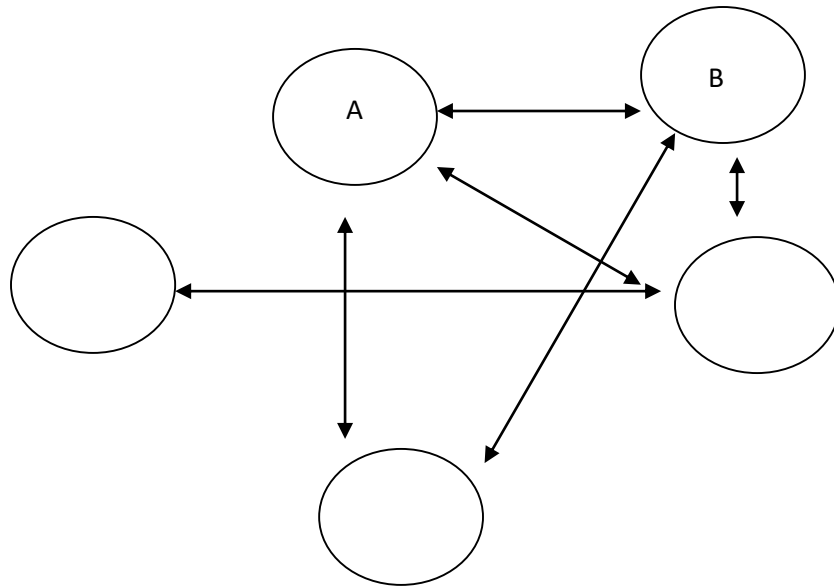
The communication network where people are allowed to communicate only to immediate/near member in vertical form is called chain structure. Each person is allowed to communicate only two people, except first and last one, one is immediate senior and other is immediate junior.



3. Circular structure: The network where communication flow in circular form is called circular communication. In this network each person communicates either to right or left.



4. All channel structure: The communication channel where each person can communicate to anybody in the group is called all channel communication.



Barrier/problems to effective communication

1. Human barrier: The barrier created by man himself is called human barrier.

i) Distrust: -

ii) Superiority complex (बडप्पन):-

iii) Individuals perception (व्यक्तिगत अनुभूति):-

iv) Immature evaluation: - Early decision/conclusion.

v) Improper attention:

2. Semantic barrier (भाषागत अबरोध): The barrier created by language is called semantic barrier. [PK movie meaning of अच्छा]

i) Harsh language: Rude / vulgar language so language has to be polite and formal.

ii) Vague language (अमूर्त/साहित्यिक भाषा): Language has to be simple and straight.

iii) Misleading translation:

Sometimes office chief gives some message to branch manager later it will be distorted while translating to employee by branch chief.

iv) Technical language/ jargon: PESTLEG analysis, SWOT analysis

3. Physical barrier:

i) Physical distances:

ii) Hierarchy structure: Boss VS Sweeper OR senior VS Junior

iii) Office design: Layout / arrangement

iv) Noise:

4. Technological barrier: The barrier created by electronic devices or technical issues is called technological barrier.

i) Mechanical barrier:-

The problems created by defect of device is called mechanical barrier.

ii) Loss of transmission:-

iii) Information overload:-

iv) Insufficient time for responding:

5. Organizational barrier:

i) Organizational structure: lengthy Vs short /flat

ii) Status ego:

iii) Informational overload:

iv) Cultural practices:

Especially for MNC, cultural practices affect the effective communication. Because MNC operate over the different countries and it requires the knowledge of different languages. It is a barrier for them.

Motivation

Meaning:

Although it is the skills which is required to do a job, skills alone do not produce the better job performance by people unless employees themselves are willing to do so. There is one saying, you can take the horse to the pond but you cannot make it drink water. The required force for the horse to make drink water is motivation. **Therefore, the set of forces or energy which makes employee to perform the job willingly and enthusiastically for achieving organizational goal is called motivation.** In another words, the force that leads to people to behave in a particulars direction or way is called motivation.

Characteristics:

1. **Psychology process:** it is all about psychology. It deals with human emotion and feeling.
2. **unpredictable/complex:** It is quite difficult to define because it is rooted in human needs, wants and aspiration.
3. **Produced goal directed behavior:** motivation always leads towards a certain behavior and behavior leads to goals.
4. **It can be positive or negatives:** people can be negatively or positively motivated. When we get done job by threat of punishment it is negative motivation and when it is get done by rewards it is called positive motivations.
5. **Dynamics/changeable:** What factors motivate people keeps changing. It depends on physical and psychological state of the person.

Importance of motivation:

1. Leads to profitable operations:

Motivated people exert/put high effort and they make better use of resources. And it creates the profit.

2. Higher level of productivity:

Willingness for job/तत्परता and better use of resources will result in to better efficiency and productivity.

3. Best remedies/solutions for resistance for change:

Change has been very inevitable (अबस्यम्भावी) factors for today's competitive organization. If the people are motivated and eager/interested to work, then they will cope with the changes and organization.

4. Satisfaction of employee:

The motivation creates the job satisfaction in employee. And job satisfaction results in better work life satisfactions.

5. Basis of coordination:

Motivated people are committed towards the organization which boost to the coordination among and between the people in organization.

6. Retention of the employees:

The motivated employees are likely to not to switch/change the organization very often. It helps to the employee retention.

7. Minimize the supervision cost:

The motivated people don't require the external supervision but are internally supervised which save the supervision cost.

8. Achievement of organizational goal:

The ultimately goal of motivation is to make people ready for making the personal contribution for achievement of the organizational goal.

$$\text{Performances} = \text{skills} \times \text{Motivation}$$

Controlling

Unit – 6

Meaning: -

Once plan is made and it turns in to the implementation but there is no guarantee that everything will go smooth. However, many problems may take place. The systematic solution of it is known as controlling. The act of correcting the all gaps and deviations/problems that take place during the execution of the plan is called **controlling**. In another word, the process of setting the target, performing the job, measuring the job performances, determining the gaps/deviations and correcting it if any (कुनै छ भने) is called controlling.

Process of the controlling

1. **Determining the (goal) standard:** - Effective job performance always starts with the plan or standard. It is the road map for further performances. And it is the base of controlling mechanism. For example, BCA fifth POM standard 80%
2. **Measuring the performances:** once standard is set, performance has to be par/equal with the standard. For effective controlling the actual performances has to be measured with the predefined standard. For example, Actual performance 60% in POM
3. **compare with the predefined standard:** after the measurement of performances, it has to be compared with predefined standard whether it is up to par/equal or not? For examples 80% Vs 60%
4. **Determination of the gaps/deviation:** the main gist of controlling is determination of the gaps. It is the difference between actual job performances and predefined standard. For examples Deviation/gap – 20%

5. Correction: if any deviation/gap is found, then it has to be corrected timely for not letting performances to suffer.

6. Feed back: since controlling is the ongoing process, it has to be practiced regularly. For this, it requires the feedback mechanism. Feedback is about monitoring the all process in continuous manner whether everything is in proper order or not.

Types of the control

A. On the basis of the Focus

1. Input control:

The required resource which is fed/ introduced to the system is input. It includes material, knowledge, skills and abilities. Unless input is right, every other thing will go waste. So it focuses on serious monitoring upon input.

2. Behavioral/process control:

Once input is selected, process also has to be correct for better performance. It is known as behavioral/process control.

3. Output control:

The act of controlling the output or outcomes is called output control. Generally it is a most popular controlling type.

B. on the basis of Timing

1. Feed forward / pre input control: [समस्या आउनु भन्दा अगाडी कन्ट्रोल]

The controlling activities focus on before the input is introduced or any problems happen are called feed forward controlling. It is the proactive/preventive approach. It tries to deal with the problems before it really happens.

2. Concurrent control: [समस्या आउने बित्तिकै कन्ट्रोल]

The approach of dealing with the problems as it happens is called concurrent control. It is the reactive policy to deal with the problems.

3. Feedback /output control: [समस्या आएपछि कन्ट्रोल]

The mechanism of identifying the problems and correcting it is known as feedback control. It is curative approach.

Essentials of control /controlling criteria:

1. Economical: It has to be cost friendly. The unnecessarily costly mechanism creates the burden to the organization.

2. Timeliness/Timeframe:

It has to be punctual. The cure after the expiry of the needs is useless. So, all the correction has to be made in time for overall effectiveness.

3. Provides the true pictures:

It should depend on true picture of what is happening or present situation. While correcting problem, the current performances has to be properly measured. And it should not be over or under estimated.

4. Action oriented:

Unless we are involved in action for correction of the gaps, rests are useless. Controlling always has to result in action.

5. Foster Mutual understanding:

It should maintain the mutual trust and understanding among the member in the organization. Specially there has to be better environment of trust between employee and supervisor.

6. Simple:

Complex mechanism creates the confusion. It has to be simple and understandable.

7. Convincing:

It should sound the convincing. Unless people themselves are convinced with controlling mechanism, it will not work.

8. Objectives:

It always should focus on objectives. After all, ultimate goal of all managerial activities are to achieve the objectives.

9. Flexible:

As per the requirement, controlling mechanism has to be adjustable. Only then effectively it will work.

10. Future oriented:

All controlling activities are focused at future timeline. It studies about the present for the betterment of the future.

Control Tools and technique

1. Direct Supervision:

It is the oldest technique of the control. As per this technique, manager himself observes the performances. And on the basis of the observation, deviation/gap is found and later it is corrected.

2. Budgetary control:

It is the quantitative technique of the control. Under this method first of all forecasted statement of the incomes, expenses, production, sales etc is predetermined and it is called budget. Later it is used for the control purpose. Under this method the monetary standard is set later on the basis of which everything is controlled.

3. Break even control:

The level of sales by which only all expenses are met but profit is zero and loss is zero is called breakeven point. It is also a financial criterion by which controlling activities are conducted. It is appropriate for new established company or loss making company.

4. Return on investment:

The rate of the return from investment is called return on investment. It is also a control parameter. Unless there is a decent rate of the return, business operation is not going to sustain for long time.

5. Responsibility accounting:

The different small units working in the organization is called responsibility unit. Each unit is established with a special responsibility and goal. Later on the basis of given responsibility it is compared and controlled. And it is known as responsibility accounting controlling.

6. Management audit:

The controlling mechanism designed for measuring the effectiveness of the manager is called management audit. It examines whether manager are working in the interest of the shareholder, employees and other stakeholder or not. Some independent person shall make the management audit. Simply put, audit of the manager regarding the job performances is called management audit.

Quality

The ability/attributes of the product that can satisfy the customer's needs are called quality or the fitness for use of the product for the customer is called quality. In another words, degree to which product conforms/matches to the predefined standard also is called quality.

Importance

1. Meet competition:

Unless the product is sound in quality, it cannot beat the competition. The ultimate reason for success or failure of the product is its quality level.

2. Increases productivity:

The ratio of output and input is called productivity or output from per unit of input is called productivity. If we are able to make quality product with given costs, then ultimately productivity will rise.

3. Increases the reputation:

Only the quality product can earn the good response and reputation from the market. It is the factor which develops the customer loyalty.

4. Higher profitability and growth:

Quality product with better productivity increase the sales and profit both. Later it contributes to growth as well. It is also a reason people rush behind the quality.

Total Quality Management

The philosophy based on continuous improvement of the quality of goods and services through the inspection/monitoring and continuous feedback mechanism is called total quality management. It is based on everyone's commitment and involvement. TQM puts quality always first. It is also known as TQM in short.

Principles/component of TQM

1. Focus on the customer:

It tries to satisfy the customer by providing quality product and better customer experience. It tries not only to meet the customers' expectation but to exceed the customer expectation.

2. Producing the quality work:

TQM always makes the flow of quality goods through the practice of various tools and technique like benchmarking/targeting, continuous feedback, continuous supervision etc.

3. Strategic approaches to improvement:

It asks the strong commitment from top management regarding the continuous improvement of the quality of the product. Unless it is true, TQM does not work.

4. Improving continuously:

TQM is the regular and continuous approach of dealing with the quality issues. It always tries to maintain the excellence all the time through the continuous efforts.

5. Encouraging mutual respect and teams work:

TQM is based on mutual respects and trust between all the employees from top to bottom level employees.

6. Employee involvement:

It is the participative approaches of dealing with the quality issue. It involves all employees equally.

7. Communication:

It requires the open communication between all the department and people. It is always based on open and complete communication.

8. Leadership:

The ability of influencing the behavior of the people is called leadership. Unless the effective leaderships, TQM is not possible to practice.

Tools and technique of the TQM

1. Value added Analysis:

The analysis of the quality of the product by dividing the whole process of the production on various stages is called value added analysis. It is the value from product which makes the customer loyal to the organization. It analyzes the value creating activities. Value added analysis approaches identify the activities that add the value and that don't add the value to the customer.

2. Benchmarking/targeting:

The benchmark is the level set as criteria for improvement of the quality. By developing the benchmark too quality could be improved.

- Process benchmarking
- Product benchmarking
- Strategic benchmarking

3. Outsourcing:

Act of getting goods or services from outside of the organization on the basis of the certain contract is called outsourcing. Like I phone company, for better quality we can procure the parts from outsides.

4. Speed:

Time required for production and distribution of the goods and services also matter for better customer experiences. Speed can ensure better customer experiences and satisfaction from the product.

5. Statistical quality control:

By use of even statistical tools and formulas, we can track the quality and it is called statistical quality control. It is also the tools of TQM.

6. Six sigma

It is also the tools which help to eliminate the defect product and quality is maintained. It is also kinds of the statistical tools.

7. ISO 9000:2000

It is the international standard for controlling the quality of the product. It set certain standard and on the basis of which quality is controlled.

Emerging issues of the quality management

1. Continuous improvement:

We have to strive/try for continuous improvement in quality of the product through the proper feedback mechanism. It is a challenge too.

2. Changing structure:

We have to make a flexible structure for betterment of quality. Generally participative organizational structure is better for good quality product.

Unlike the tradition structure which would follow top to down approach, we have to practice the employee empowerment and involvement of everybody.

3. Quality and productivity:

Fitness of the product for the use is quality and rate of the output from given inputs is productivity. However, productivity should not be compromised while ensuring the quality product. It is a real challenge.

4. product design, quality and services:

The taste and preference of the customer continuously changes. It is quite difficult to track all the change in mindset of the customers and to satisfy all them.

5. Workforce diversity:

Now a days' workforce has been very diverse. It is a quite challenging task to mold the entire diverse workforce in to a common shape. Unless it is ensured, TQM does not perform better.

6. Employee Empowerment.

The sharing of the decision making power with employee is called employee empowerment. But it is difficult to practice to proper extent. Because, all the forms of organization may does not allow doing so. And unless it is ensured quality is not going to be better.

7. Changing Technology

Technology is changing very fast speed. It is accelerating in high pace than ever. But to cope with every change of the technology is a challenge.

8. Change and innovation

Unless we embrace the change and innovation, we are redundant by tomorrow. To be always meaning, we should be able to innovate and cope with the change.

9. Knowledge management:

The accumulation, sharing and utilization of the knowledge for betterment of the organization are called knowledge management. For TQM to work better, knowledge management practice has to be promoted.

10. Benchmarking/targeting:

For quality to be effective, we should continuously compare existing product to predefined standard. It is known as benchmarking practice. It is also a tool of the TQM.