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19BCE245

3 May 2021

# POM Assignment

## 2HS341 PRINCIPLES OF MANAGEMENT

### 1. Select any one company. Write down its vision and mission.

**Company :** Google

**Mission :**

Google's vision statement is "to provide access to the world's information in one click." The company's nature of business is a direct manifestation of this vision statement. For instance, Google's most popular product is its search engine service. This product enables people to easily access information from around the world.

**Vision :**

Google's mission statement is "to organize the world's information and make it universally accessible and useful." Ever since its beginnings, the company has focused on developing its proprietary algorithms to maximize effectiveness. Google continues to focus on ensuring that people access the information they need.

### 2. Case study :

*Keshavam Engineering Works Limited is a major industrial machineries besides other engineering products. It has enjoyed market preference for its machineries because of limited competition in the field. Usually there have been more orders than what the company could supply. However, the scenario changed quickly because of the entry of two new competitors in the field with foreign technological collaboration. For the first time, the company faced problem in marketing its products with usual profit margin. Sensing the likely problem, the chief executive appointed Mr Arvind Shetty as general manager to direct the operations of industrial machinery division. Mr Shetty had similar assignment abroad before coming back to India.*

*Mr. Shetty had a discussion with the Chief Executive about the nature of the problem being faced by the company so that he could fix-up his priority. The Chief Executive advised him to consult various heads of departments to have first-hand information. However, he emphasized that the company lacked an integrated planning system while members of the Board of Directors insisted on introducing this in several meetings both formally and informally.*

*After joining as General Manager, Mr Shetty got briefings from the heads of all departments. He asked all heads to identify major problems and issues concerning them. The marketing manager indicated that*

*in order to achieve higher sales, he needed more sales support. Sales people had no central organisation to provide sales support nor was there a generous budget for demonstration teams which could be sent to customers to win business.*

*The Production Manager complained about the old machines and equipment used in manufacturing. Therefore cost of production was high but without corresponding quality. While competitors had better equipment and machinery, Bharat Engineering neither replaced its age-old plant nor got it reconditioned. Therefore, to reduce the cost, it was essential to automate production lines by installing new equipment.*

*Director of Research and Development did not have any specific problem and, therefore, did not indicate for any change. However, a principal scientist in R&D indicated on one day that the Dire of R&D though very nice in his approach did not emphasize short-term research projects which could easily increase production efficiency to the extent of at least 20 percent within a very short period. Moreover, such projects did not involve any major capital outlay. Mr. Kumar got himself convinced about the management process going on in the division and the type of problems being faced.*

### **A. Discuss the nature and characteristics of the problems in this case.**

Nature and Characteristics of Management Process: The management process followed in Keshavam Engineering Works Limited, a major manufacturer of Industrial machinery, has the following characteristics:

1. **Planning:** Planning is the deliberate choice of a possible course of action in order to achieve the desired outcomes. The method of planning entails thought before acting. It entails deciding what should be done, how and where it should be done, who should do it, and how the outcomes should be measured. The planning process in Bharat Engineering Works Limited was separate for different functional areas; there is a lack of a centralized planning framework, which is the root of all problems.
2. **Organizing:** This is the method of breaking down work into manageable tasks or responsibilities, grouping them into posts, and delegating authority to each so that work gets done. The productivity of the company is aided by organization. The company's sales department had a decentralized structure in which lower-level managers were given accountability and authority for completing tasks. There is a shortage of sales support for the salespeople due to the lack of a centralized sales organization in the business.
3. **Staffing:** This refers to filling the vacancies that are generated as a result of the organization's processes. This is a result of the organization process. This procedure entails selecting candidates for positions, determining financial compensation, training and growth, promotion, and transfer, among other things. Since the marketing manager said that he required more sales managers and sales professionals to achieve higher sales, the company's hiring structure can be said to be unbalanced. We are outsourcing our work due to a shortage of staff in the marketing department, which is increasing the cost of the work.

4. **Guidance:** Guidance is essential for achieving the desired outcome. After subordinates have been orientated, the superior has the ongoing duty of directing and leading them toward improved job results and inspiring them to work with passion, trust, and enthusiasm. The company's R&D department's directing process was based on long-term research projects rather than short-term research projects that could easily improve production quality. The production manager decided to replace the old manufacturing machines and equipment, but top management refused to help him.
5. **Coordination and Control:** As a management activity, coordination relates to the role of coordinating the activities of various units within an organization in order to achieve the organization's objectives efficiently. The controlling role identifies any deviations from the strategy or policies and assists management in making the required adjustments. The group was falling behind in terms of coordination and control due to a lack of centralised planning and organization.

**B. What steps should be taken by Mr Shetty to overcome these problems?**

Mr. Arvind Kumar was appointed General Manager to oversee the industrial machinery division's operations. To solve the company's industrial machinery division's problems, he should take the following steps:

1. Mr. Kumar should focus on enabling an integrated planning system in the company. Mr. Kumar should focus on enabling an integrated planning system in the company. This integrated framework will aid in the coordination of planning activities across departments.
2. A centralized department for salespeople should be created, as well as a large budget for a demonstration system that could be sent to customers on a trial basis to win business.
3. More sales managers should be hired by the organization. professionals to assist in distribution and promotions. The organization should also concentrate on merging the three different engineering groups into a single unit so that the engineers can provide assistance when required.
4. Mr. Kumar should take steps to improve the research and development department's operating procedures and urge the director of the R&D department to focus on short-term projects that can easily raise production performance by at least 20% in a short period of time.
5. In order to minimize manufacturing costs while also improving product quality, the company should repair or recondition old machineries and equipment. This will also help the company in combating competition and regaining market share.

### 3. Enlist Fayol's 14 principles of management:

The fourteen principles of management created by Henri Fayol are explained below :

1. **Division of Work-** Henri believed that segregating work in the workforce amongst the worker will enhance the quality of the product. Similarly, he also concluded that the division of work improves the productivity, efficiency, accuracy and speed of the workers. This principle is appropriate for both the managerial as well as a technical work level.
2. **Authority and Responsibility-** These are the two key aspects of management. Authority facilitates the management to work efficiently, and responsibility makes them responsible for the work done under their guidance or leadership.
3. **Discipline-** Without discipline, nothing can be accomplished. It is the core value for any project or any management. Good performance and sensible interrelation make the management job easy and comprehensive. Employees good behaviour also helps them smoothly build and progress in their professional careers.
4. **Unity of Command-** This means an employee should have only one boss and follow his command. If an employee has to follow more than one boss, there begins a conflict of interest and can create confusion.
5. **Unity of Direction-** Whoever is engaged in the same activity should have a unified goal. This means all the person working in a company should have one goal and motive which will make the work easier and achieve the set goal easily.
6. **Subordination of Individual Interest-** This indicates a company should work unitedly towards the interest of a company rather than personal interest. Be subordinate to the purposes of an organization. This refers to the whole chain of command in a company.
7. **Remuneration-** This plays an important role in motivating the workers of a company. Remuneration can be monetary or non-monetary. However, it should be according to an individual's efforts they have made.
8. **Centralization-** In any company, the management or any authority responsible for the decision-making process should be neutral. However, this depends on the size of an organization. Henri Fayol stressed on the point that there should be a balance between the hierarchy and division of power.
9. **Scalar Chain-** Fayol on this principle highlights that the hierarchy steps should be from the top to the lowest. This is necessary so that every employee knows their immediate senior also they should be able to contact any, if needed.
10. **Order-** A company should maintain a well-defined work order to have a favourable work culture. The positive atmosphere in the workplace will boost more positive productivity.

- 11. Equity-** All employees should be treated equally and respectfully. It's the responsibility of a manager that no employees face discrimination.
- 12. Stability-** An employee delivers the best if they feel secure in their job. It is the duty of the management to offer job security to their employees.
- 13. Initiative-** The management should support and encourage the employees to take initiatives in an organization. It will help them to increase their interest and make them worth.
- 14. Esprit de Corps-** It is the responsibility of the management to motivate their employees and be supportive of each other regularly. Developing trust and mutual understanding will lead to a positive outcome and work environment.

*This 14 principles of management are used to manage an organization and are beneficial for prediction, planning, decision-making, organization and process management, control and coordination.*

#### **4. Describe MBO. It's meaning and importance.**

**Description :** MBO is a management practice which aims to increase organizational performance by aligning goals and subordinate objectives throughout the organization.

Management by Objectives (MBO) is a strategic approach to enhance the performance of an organization. It is a process where the goals of the organization are defined and conveyed by the management to the members of the organization with the intention to achieve each objective.

#### **Importance :**

1. Management by objectives (MBO) allows managers to do comprehensive planning because it is a result-oriented approach that focuses on setting and managing goals.
2. There is no position uncertainty or misunderstanding since both the boss and the subordinates know what is required of them.
3. Managers must define measurable performance goals and expectations, as well as objectives for these targets. Furthermore, the personnel's roles and authority are clearly defined.
4. It raises employee awareness of the company's objectives. The majority of the time, subordinates are concerned with their own goals and the world in which they operate. However, with MBO, subordinates are proud to be a part of the organization's objectives. This boosts their motivation and dedication.
5. Management by objectives (MBO) also illustrates areas where workers need further preparation, resulting in career advancement.
6. The method of periodic assessment informs subordinates of their results. Since MBO emphasizes quantifiable goals, assessment and evaluation can be more realistic, precise, and fair.
7. It enhances management and subordinate coordination.

### 5. Describe MBO. It's meaning and importance.

*Nutan Tiffin Box service was started in Mumbai by the Mumbai Dabbawalas. The Dabbawalas who are the soul of entire Mumbai aim to provide prompt and efficient services by providing tasty homemade tiffin to all office goers at the right time and place. The service is uninterrupted even on the days of bad weather, political unrest and social disturbances. Recently, they have started online booking system through their website 'mydabbawala.com'. Owing to their tremendous popularity amongst the happy and satisfied customers and members, the Dabbawalas were invited as guest lecturer by top business schools. The Dabbawalas operate in a group of 25-30 people alongwith a group leader.*

*Each group teams up with other groups in order to deliver the tiffins on time. They are not transferred on frequent basis as they have to remember the addresses of their customers. They follow certain rules while doing trade—no alcohol during working hours; no leaves without permission; wearing white caps and carrying ID cards during business hours. Recently, on the suggestion of a few self-motivated fellow men, the dabbawalas thought out and executed a plan of providing food left in tiffins by customers to slum children. They have instructed their customers to place red sticker if food is left in the tiffin, to be fed to poor children later.*

#### A. 1. State any one principle of management given by Fayol and one characteristic of management mentioned in the above case.

- *Stability of personnel* - once hired, employees should be held at their post/position for a set period of time. They should be given a fair amount of time to present their findings.
- *Discipline* - Discipline is the observance of organizational rules and employment agreements that are required for the organization's operation to run smoothly.
- *Espirit de corps* - According to Fayol, management should encourage workers to work together in a spirit of peace and harmony.

#### B. 2. Give any two values which the Dabbawalas want to communicated to society.

Values that have been communicated by the Dabbawalas :

- *Fulfilling social responsibility*
- *Team work*

### 6. You are the automative engineer of tata motors and it is planned to produce 50 cars by 2022, what will be your plan for completing this task.

### 7. Differentiate between Planning and Strategic Planning.

### 8. Case Study:

### 9. Case Study:

### 10. Consider yourself as chief engineer for Ahmedabad - Gandhinagar metro railway implementation of organising and planning. Think and identify activity, group activity, delegate and power activity. what will you do for real implementation?

11. Case Study:
12. Differentiate between leaders and managers. What qualities are required for leadership and managerial functions?
13. Define EQ, IQ, SQ, PQ
14. Leadership skill test <https://testyourself.psychtests.com/testid/2152>

The screenshot shows a web browser window with the URL [testyourself.psychtests.com/bin/transfer](https://testyourself.psychtests.com/bin/transfer). The page features the PsychTests logo and navigation links. On the left, there is a 'MEMBERS' section with a login form (email/username, password, SIGN IN) and links for 'register' and 'forgot password'. Below this is a Facebook 'Like Page' button with '3.1K likes'. An advertisement on the left promotes 'freedom provided by quality pre-employment'. The main content area displays the 'Leadership Skills Test' results. It includes a 'Snapshot Report' for 'Communicating Vision' with a score of 74 out of 100. The report text states: 'According to your answers, you are likely able to envision a clear direction for your company and communicate your plans in a way that excites others. This is an essential skill, because employees will be much more willing to achieve a goal if they are passionate about it. Remember that the manner in which you communicate your vision is essential. For instance, if you present your ideas to others in a confident manner, they will likely go over more easily. People who excel in this area are innovative visionaries who are confident in their ability to persuade and convince others. They consider it essential to make those they lead aware of, as well as part of, their vision.' The right sidebar contains an 'ADVERTISEMENT' placeholder.

15. Define :
16. Case Study:
17. Case Study:
18. Write a brief note on the life of dabbawalas.
19. Case Study:
20. Case Study:
21. Case Study Reading: