**Date : 11-01-2021**

4 main things:

* **Management**

It is the act of getting things done through others and having them do it willingly. It is a difficult art, not a science, like the computer business or manufacturing.

* **Efficiency**

Effectiveness is the capability of producing a desired result or the ability to produce desired output. When something is deemed effective, it means it has an intended or expected outcome, or produces a deep, vivid impression

* **Effectiveness**  
  Efficiency signifies a peak level of performance that uses the least amount of inputs to achieve the highest amount of output.
* **Productivity**

Productivity is commonly defined as a ratio between the output volume and the volume of inputs. In other words, it measures how efficiently production inputs, such as labour and capital, are being used in an economy to produce a given level of output.

* **Definition of Mission and Vision**

A Mission Statement defines the company's business, its objectives and its approach to reach those objectives. A Vision Statement describes the desired future position of the company. Elements of Mission and Vision Statements are often combined to provide a statement of the company's purposes, goals and values.

Mission / Vision of any one Indian company

Level of hierarchy :

**Date: 12-01-2021**

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 department to have first hand information. However, he emphasised 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 equipments used in manufacturing. Therefore, cost of production was high but without corresponding quality. While competitors had better equipments and machinery, Keshavam Engineering had neither replaced its age-old plant nor reconditioned it. Therefore to reduced the cost, it was essential to automate production lines by installing new equipment.

Director of research and development did not have specific problem and therefore, did not indicate for any change. However, a principal scientist in R&D indicated on one day that the director of R&D, though very nice in his approach, did not emphasize on short-term research projects, which could easily increase production efficiency by at least 20 per cent within a very short period without any major capital outlay.

Three problems :

According to the Marketing manager, there is no sales organization in the company nor a central budget

According to the Production manager, the equipment and machineries are old and results and doesn’t result in such a good quality product compared to foreign competitors

According to the Research and Development manager, there is no such emphasize on short term research projects

Lack of resources, Synchronization and Maintaneance of all different Management sectors in the company. 1st step: Plan and shedule the tasks required to bring the changes for progressive development. The company needs to think about the quality Input also instead of thinking only about the output.

1. Discuss the nature and characteristics of the problems in this case.

In this case study, earlier the company was enjoying a great market place but after the arrival of new foreign competitors, they faced a problem in marketing their products.

So, the chief executive appointed a Mr Shetty as manager and he was asked to discuss with the head of departments. He received a lot of problems from different departments as no major action was taken yet before. An integrated planning system was required which could help solve the problems.

(b) What steps should be taken by Mr Shetty to overcome these problems?

**Date: 18-01-2021**

Write about the vision and mission of any Indian Company.

**Ans:**

Company : Reliance Industries Limited

Vision : To be the most admired and successful organised retail company in India that enhances the quality of life of every Indian

Mission :

* Provide millions of customers with unlimited choice, outstanding value proposition, superior quality and unmatched experience across the full spectrum of products and services
* Serve the entire spectrum of Indian society i.e., from households, kiranas and traders, to small and medium enterprises and large corporations
* Reach the length and breadth of the country through our physical and digital distribution platforms
* Enable the choice, opportunity and livelihood of our supplier ecosystem consisting of producers, farmers, artisans, craftsmen and manufacturers
* Generate direct and indirect employment opportunities with skill transformation and talent development on an unprecedented scale
* 14 Henry Fayol’s Principle of Management
  + Division of work
  + Discipline
  + Authority and Responsibility
  + Unity in Command
  + Unity in Direction
  + Subordination of Individual Interest to General Interest
  + Remuneration of employees
  + Centralization and Decentralization
  + Scalar Chain
  + Order
  + Equity
  + Stability of Personnel
  + Initiative
  + Espirit De Corps

**Date: 19-01-2021**

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. 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.

1. State any one principle of management given by Fayol and one characteristic of management mentioned in the above case.2. Give any two values which the Dabbawalas want to communicated to society.

**Date: 19-01-2021**

Define planning in your words and explain various planning for newly introduce metro railway between Ahmedabad and Gandhinagar choose one application and write about detail planning for it.

**Date: 27-01-2021**

A shoe manufacturing company wants to become a market leader. For this a detailed planning is required. The first step taken by the firm is to set targets for the three months duration for selling maximum number of shoes in the market which they set as 2,50,000. The team doesn’t want to make any mistake so they decide to do proper planning. They decide to chalk out alternative plans so that they can arrive at the best possible plan. However the team is surrounded with doubts. To remove doubts it goes for judging the plans to get the most profitable one. The plan is taken to the whole organisation and the concerned persons. Ultimately it is put into action. Without much caring for the results the company starts working on the other project simultaneously.

**Answer:**  
In the above case the steps of planning which are applied are:

1. **Setting Objectives.** The first step taken by the firm is to set targets for the three months duration for selling maximum number of shoes in the market which they set as 2,50,000.
2. **Identifying alternative courses of action.** They decide to chalk out alternative plans so that they can arrive at the best possible plan.
3. **Evaluating the different courses of action.** To remove doubts it goes for selecting the plan which can be considered as the most profitable.
4. **Selection of the best plan.** The best plan is finalised.
5. **Implementation of the plan.** Ultimately it is put into action.

**Date: 03-02-2021**

* **Define Organizing :**

the process of dividing work into sections and departments.

* **What is importance of organizing function ?**

Organizing is the function that managers undertake to design, structure, and arrange the components of an organization's internal environment to facilitate attainment of organizational goals.

Specialization - Organizational structure is a network of relationships in which the work is divided into units and departments. This division of work is helping in bringing specialization in various activities of concern.

Well defined jobs - Organizational structure helps in putting right men on right job which can be done by selecting people for various departments according to their qualifications, skill and experience. This is helping in defining the jobs properly which clarifies the role of every person.

Co-ordination - Organization is a means of creating co-ordination among different departments of the enterprise.

Effective administration - The organization structure is helpful in defining the jobs positions.

**TASK**

Define terms : Responsibility, Accountability, Delegation of work, Authority, Power.

**Date: 04-02-2021**

draw a diagram of level of organization of two designation.

**Date: 10-02-2021**

*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?*

1. **Pre-Task**
2. Prepare the rough plan.
3. Decide the estimated budget.
4. **Simultaneous-Task:**
5. Prepare the rough plan.
6. Decide the estimated budget.
7. **InProgress -Task:**
   * + *Identify and dividing works/jobs :*
8. Construction [of tunnelling, rail installation]
9. Lightning
10. Mechanics
11. Scheduling timing of trains
12. Online services like ticket-booking, GPS
13. Resource gathering
14. Financial works
15. Health and Safety precaution
16. Contractors
17. IT and CSE [- apps and. Website making]
18. Management, consultant
19. Assigning Jobs
20. Delegations of Jobs

**Date: 17-02-2021**

Ramdas, aged 49 is working in an aviation company. He is the senior most employee in his division. He is even senior to the division manager, Kanaputti. Ramdas is considered one of the most committed, capable and hard-working employees. As a result of his abilities and seniority, he generally received the work assignments of his choice. Although there was no formal designation of various „special’ projects assigned to Ramdas, he handled them as a matter of routine. A problem developed when an able and intelligent person Nagarjuna, aged 33, was appointed by Kanaputti. Nagarjun’s previous three years’ experience in the closely related work, made it possible for him to catch on to the routine work of his new job more rapidly than was customary for a new employee. On several occasions, Kanaputti noticed the tension developing between the two employees. However, he didn’t want to get involved in their personal issues as long as the work was completed effectively and efficiently by them. One day, the tension between them reached the boiling point and Ramdas complained

Kanaputti stating that his duties were being largely taken over by Nagarjun. Kanaputti issued the order stating the clear allocation of the jobs and related duties between the two. He further clarified the working relationship between them by specifying who was to report to whom. This helped in reducing the workload, enhancing productivity and removing ambiguity.

* + 1. **Identify and state the step of organizing process which has not been carried out properly and contributed to this problem.**

*The step of organizing process which has not been carried out properly and contributed to this problem is Assignment of duties.****Assignment of Duties:****Once departments have been created each of them is placed under the charge of an individual and then jobs are allocated to the members as per their job positions.*

* + 1. **State the two steps of the organizing process which have been taken by Kanaputti to respond to the complaint of Ramdas.**

*Kanaputti responded to the complaint of Ramdas by :*

* *Assigning the duties*
* *Establishing a reporting relationship*
  + 1. **Also state two points of importance of organizing as reflected in the above case.**
* *clarity in working relationship.*
* *Benefits of specialization*
* *Effective administration*

*The two points of importance of organizing as reflected in the above case are described below:*

* ***Optimum utilization of resources:****Organising ensures best possible use of all forms of resources i.e. physical, financial and human resource. It ensures systematic assignment of jobs thereby curbing overlapping of work and avoiding possibilities of duplication of work. This helps in preventing confusion and minimising the wastage of resources and efforts.*
* ***Adaptation to change:****The process of organising provides stability to the enterprise as it can then continue to survive and grow inspite of changes in the business environment. It enables the organisation structure to be suitably modified and the revision of inter-relationships amongst managerial levels to pave the way for a smooth transition.*

**Date: 24-02-2021**

**difference between manager and leader.**

**Short-note ,**

**In this changing and dynamic environment who is ,all leader can be manager , what are your strneght ,**

**any one can be a manager and cannot be a leader why?**

* **Difference between manager and leader :**

There are important distinctions between managing and leading people.

1. Leader create a vision whereas manager create goals.

*Leader thinks of a picture of what he sees as possible and engage his people and inspire them to turn that vision into reality. He starts people to be part of something bigger. He know that well-designed teams can achieve a lot more working together than individuals working independently.*

1. Leaders are unique, Managers can be copy.

*Leaders are minded to be themselves. They are always self-aware and work actively to build their unique and differential personal brand which stands out from the crowd. They are genuine and clear. Whereas, manager copy the capability and behaviours. they learn from others and adopt their leadership style rather than defining it on their own.*

1. Leaders take risks, Manager control risk.

*Leaders are willing to try new things even if they may fail badly. They know that failure is often step on the path of success. Whereas, managers work to minimize risks. They seek to avoid or control problems rather than embracing them.*

1. Leaders think for a long-term, Manager works on shorter-term.

*Intentionality has representatives. They do what they say they will do and remain driven against a broad, sometimes very distant target. Without earning daily incentives, they remain inspired. Managers operate on shorter-term targets, pursuing more frequent praise or accolades.*

1. Leaders grow oneself, managers rely on existing proven skills.

*Leaders know that every day they don't learn anything different, they don't stand still, they fall behind. Managers also double down on what made them good, perfecting current abilities and implementing established habits.*

1. Leaders build relationships, Manager build systems and processes.

*Leaders concentrate on individuals, all of the stakeholders they need to affect to achieve their vision. Managers concentrate on the processes required for targets to be set and accomplished. They concentrate on analytics and guarantee that processes are in place to produce the desired results. They connect with people and their interests and goals.*

1. Leaders are instructor, Managers directs/guides.

*Leaders know the individuals who work with them have the solutions or will find them. They see their individuals as talented and are confident about their future Managers delegate duties and offer instructions on how to achieve them.*

1. Leaders have fans, Managers have employees/workers.

*Leaders have individuals that go beyond following them; their followers become their raving fans and fervent promoters, helping them create their brand and accomplish their objectives. Managers have workers who follow orders and strive to satisfy the boss.*

**Date: 25-02-2021**

CASE STUDY :

Aman Chadha started 'Bulls Eye' a company for providing cyber security solutions to businesses. Its objective is to prevent, detect and respond to cyber attacks and protect critical data. He was a hardworking software engineer and an expert in cyber security. His reputation grew by leaps and bounds as he was not only a person of integrity but also did his work with utmost honesty and sincerity. The business started growing day by day. He was delighted when he was offered a big project by the Ministry of Defence. While working on the project, he found that the volume of work made it impractical for him to handle all the work by himself. He decided to expand the team. The company maintained a close liaison with a local engineering college. During a campus placement, Ishan and Vrinda were appointed to work for the new project. He found the new employees capable, enthusiastic and trustworthy. Aman Chadha was thus, able to focus on objectives and with the help of Ishan and Vrinda, the project was completed on time. Not only this Aman Chadha was also able to extend his area of operations. On the other hand Ishan and Vrinda also got opportunities to develop and exercise initiative.

* **Identify and briefly explain the concept used by Aman Chadha in the above case which helped him in focusing on objectives.**

*The concept used by Aman Chadha is* DELEGATION*.*

***Delegation****is the assignment of authority to another person (normally from a manager to a subordinate) to carry out specific activities. It is the process of distributing and entrusting work to another person.****Delegation****is one of the core concepts of****management****leadership.*

* **Also, state any four points of importance of the concept identified in (i) above.**

1. *Effective management: As managers have more time to focus on important issues, it helps in effective management.*
2. *Employee growth: As workers have more chances to use their abilities, it helps in employee development.*
3. *Employee motivation: It helps to inspire workers, as employees are motivated to strive to further enhance their efficiency.*
4. *Better coordination: by eliminating duplication of tasks, it helps to better organise.*

**Date: 03-03-2021**

**Definition of IQ, EQ and SQ. Their importance for leader.**

IQ (**Intelligence quotient**) : signifies mental potential and academic ability.

* *leaders will often have worked their way up to the position through various engineering roles, therefore a high IQ will matter more because it means they have an in-depth understanding of the functions that they will be managing.*

EQ (**Emotional Intelligence**) : ability to understand, use, and manage your own emotions in positive ways to relieve stress, communicate effectively, empathize with others, overcome challenges and defuse conflict.

* *Emotional intelligence can provide the backbone of that understanding that strengthens team building, productivity, morale, and more. Whatever model your workplace follows, emotional intelligence can build better leaders and help prevent employee turnover.*

SQ (**Social Intelligence**) : the capacity to know oneself and to know others.

* *Leaders with high SQ are a testament to how well relationships with a wide range of people can be managed and nurtured.*