

Outcome Based Education(OBE)

OBE => Outcome Based Education

OBE is a process that involves assessment and evaluation practices in education to reflect the attainment of expected learning and showing mastery in the program area.

Objectives / Outcomes

PEOs => Program Educational Objectives
(Assessed from Stake Holders (Alumni etc.) after 4-5 years of graduation)

POs => Program Outcomes
(Assessed from graduates at the time of graduation)

COs => Course Outcomes
(Assessed from students after each course)

Bloom's Taxonomy

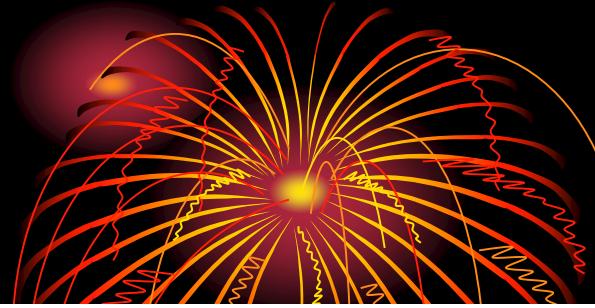
New Bloom's Taxonomy



Cognitive Domain

(thinking, knowledge)

Remembering	Understanding	Applying	Analyzing	Evaluating	Creating
<p>Definition: Remembers previously learned material.</p> <p>Sample Verbs:</p> <ul style="list-style-type: none">• define• identify• label• list• name• recall	<p>Definition: Grasps the meaning of material (lowest level of understanding).</p> <p>Sample Verbs:</p> <ul style="list-style-type: none">• describe• discuss• explain• locate• paraphrase• give example• translate	<p>Definition: Uses learning in new and concrete situations (higher level of understanding).</p> <p>Sample Verbs:</p> <ul style="list-style-type: none">• apply• carry out• demonstrate• illustrate• prepare• solve• use	<p>Definition: Understands both the content and structure of material.</p> <p>Sample Verbs:</p> <ul style="list-style-type: none">• analyze• categorize• compare• contrast• differentiate• discriminate• outline	<p>Definition: Judges the value of material for a given purpose.</p> <p>Sample Verbs:</p> <ul style="list-style-type: none">• assess• conclude• evaluate• interpret• justify• select• support	<p>Definition: Formulates new structures from existing knowledge and skills.</p> <p>Sample Verbs:</p> <ul style="list-style-type: none">• combine• construct• design• develop• generate• plan• propose



MASTER OF COMPUTER APPLICATION (Two Year Course) MCA Ist Year 2020-21

KCA103 : Principles of Management & Communication

Course Outcome (CO)	Bloom's Knowledge Level (KL)
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At the end of course , the student will be able to

CO 1	Describe primary features, processes and principles of management.	K ₁ , K ₂
CO 2	Explain functions of management in terms of planning, decision making and organizing.	K ₃ , K ₄
CO 3	Illustrate key factors of leadership skill in directing and controlling business resources and processes.	K ₅ , K ₆
CO 4	Exhibit adequate verbal and non-verbal communication skills	K ₁ , K ₃
CO 5	Demonstrate effective discussion, presentation and writing skills.	K ₃ , K ₅

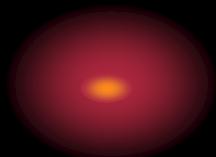
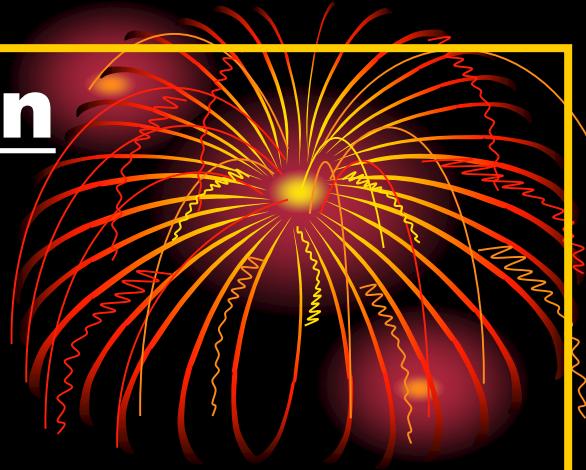
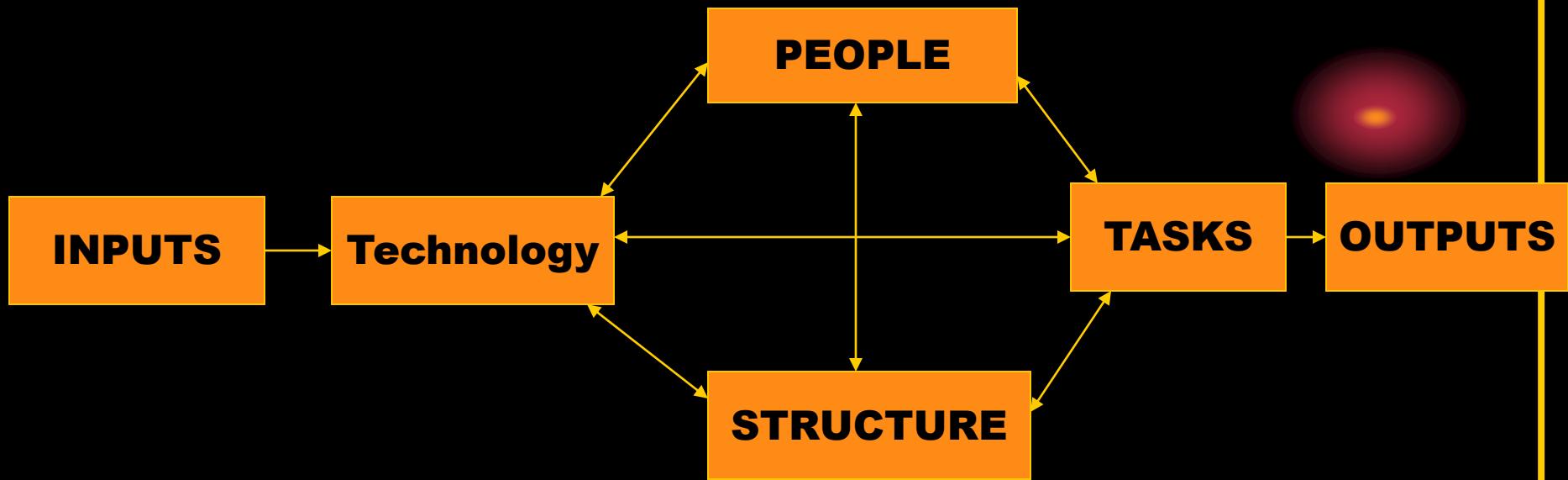
PO1.	Engineering knowledge: Apply the knowledge of mathematics, science, engineering fundamentals, and an engineering specialization to the solution of complex engineering problems.
PO2.	Problem analysis: Identify, formulate, review research literature, and <u>analyze</u> complex engineering problems reaching substantiated conclusions using first principles of mathematics, natural sciences, and engineering sciences.
PO3.	Design/development of solutions: Design solutions for complex engineering problems and design system components or processes that meet the specified needs with appropriate consideration for the public health and safety, and the cultural, societal, and environmental considerations.
PO4.	Conduct investigations of complex problems: Use research-based knowledge and research methods including design of experiments, analysis and interpretation of data, and synthesis of the information to provide valid conclusions.
PO5.	Modern tool usage: Create, select, and apply appropriate techniques, resources, and modern engineering and IT tools including prediction and modelling to complex engineering activities with an understanding of the limitations.
PO6.	The engineer and society: apply reasoning informed by the contextual knowledge to assess societal, health, safety, legal and cultural issues and the consequent responsibilities relevant to the professional engineering practice.
PO7.	Environment and sustainability: Understand the impact of the professional engineering solutions in societal and environmental contexts, and demonstrate the knowledge of, and need for sustainable development.
PO8.	Ethics: Apply ethical principles and commit to professional ethics and responsibilities and norms of the engineering practice.
PO9.	Individual and team work: Function effectively as an individual, and as a member or leader in diverse teams, and in multidisciplinary settings.
PO10.	Communication: Communicate effectively on complex engineering activities with the engineering community and with society at large, such as, being able to comprehend and write effective reports and design documentation, make effective presentations, and give and receive clear instructions.
PO11.	Project management and finance: Demonstrate knowledge and understanding of the engineering and management principles and apply these to one's own work, as a member and leader in a team, to manage projects and in multidisciplinary environments.
PO12.	Life-long learning: Recognize the need for, and have the preparation and ability to engage in independent and life-long learning in the broadest context of technological



Company Vs Organisation

- ❖ All organisations are not companies but all companies are organisations.
- ❖ All organisations registered under the companies Act of 1956, will become companies

Elements of an Organization



MANAGEMENT

Manage + Men + Tactfully.

Mary parker Flippo “Management is the art of getting things done through others”.

Harold Koontz & Heinz weihrich

“it is a work of creating and maintaining environments in which people can accomplish goals effectively and efficiently”

Koontz & O'Donnell

management is defined as the creation and the maintenance of an internal environment in an enterprise where individuals working together in groups, can perform efficiently and effectively towards the attainments of group goals.



Managerial skills

1. Technical skills

Knowledge of and proficiency in activities involving methods, processes, and procedures, working with tools & specific techniques.

2. Human Skills

Human skills or interpersonal skills refers to the ability of a person to work well with other people in a group. It is the ability to lead, motivate and communicate with people to accomplish certain objectives.

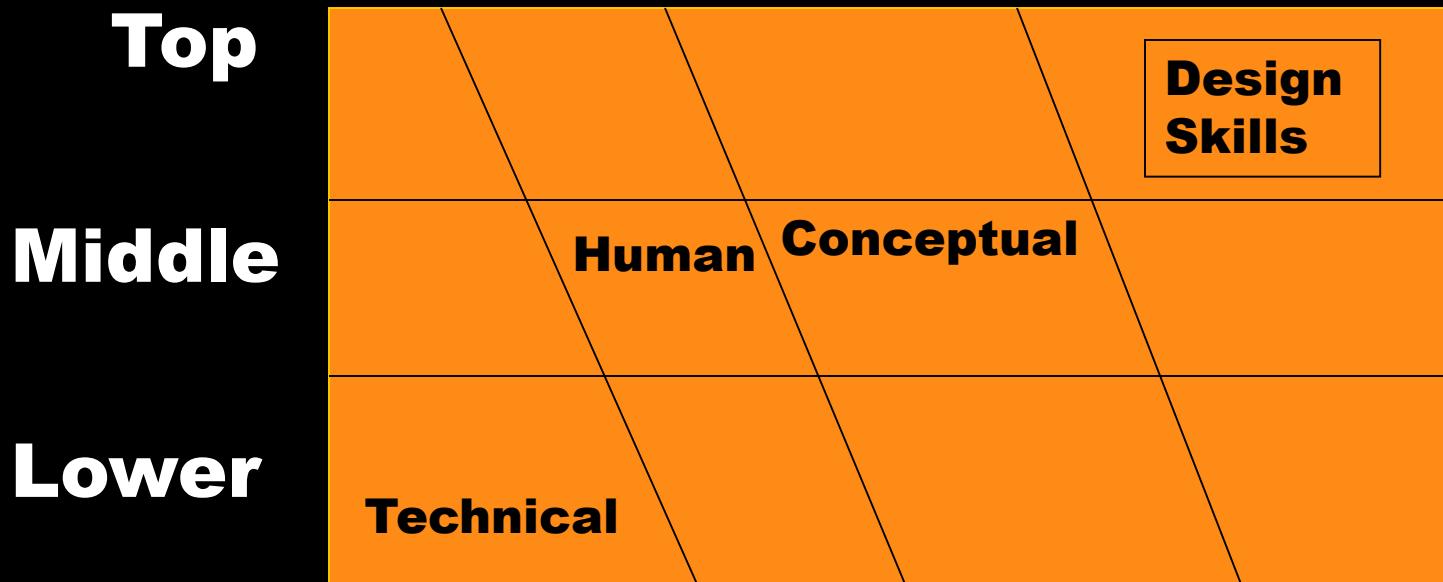


3. Conceptual Skills

Refers to the ability of a person to think and conceptualize abstract situations.

4. Design skills

Refers to the ability of a person to find solutions to problems in ways that would benefit the organisation.



Importance of Management

- **Achievement of group goals**
- **Minimization of Cost**
- **Optimum utilization of resources**
- **Maximization of Profit**
- **Useful for developing countries.**

Managerial Roles

- ❖ **Henry Mintzberg has identified ‘10’ managerial roles.**
- ❖ **Known as Mintzberg’s 10 managerial roles.**



I. Interpersonal

1. Figurehead

Performs ceremonial and duties such as greeting visitors, signing legal documents.

2. Leader

Direct and motivate subordinates, training, counseling and communicating with subordinates.

3. Liaison

Maintain information links both inside and outside organisation, use mails, phone calls, meetings etc.



II. Informational

1. Monitor

Seek and receive information, scan periodicals and reports, maintain personal contacts.

2. Disseminator

Forward information to other organization members, send memos and reports, make phone calls.

3. Spokesperson

Transmit information to outsiders through speeches, reports, memos etc.



III. Decisional



1. Entrepreneur

Initiate improvement projects, identify new ideas, delegate idea responsibility to others.

2. Disturbance handler

Take corrective action during disputes, or crises; resolve conflicts among subordinates, adapt to environmental crises.

3. Resource Allocation

Decide who gets resources, scheduling, budgeting, setting priorities.

4. Negotiator

Represent department during negotiation, of union contracts, sales, purchases, budgets.

Management Vs Administration

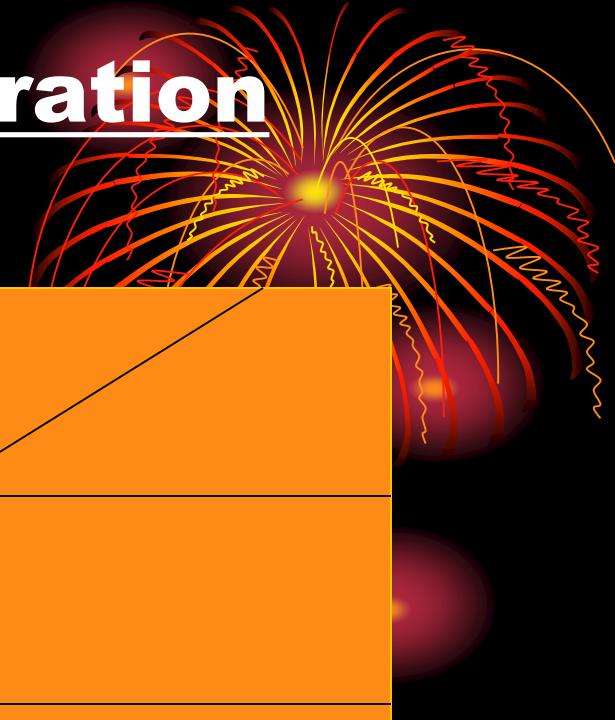
TOP

ADMINISTRATION

MIDDLE

Lower

MANAGEMENT



- **Administration is the overall activity of decision making & policy formulation, while management is concerned with execution of the decisions.**
- **Management is comprehensive than administration. Administration is confined to doing routine things in accordance with the procedures, rules and regulations , while management is risk taking, innovative and creative.**



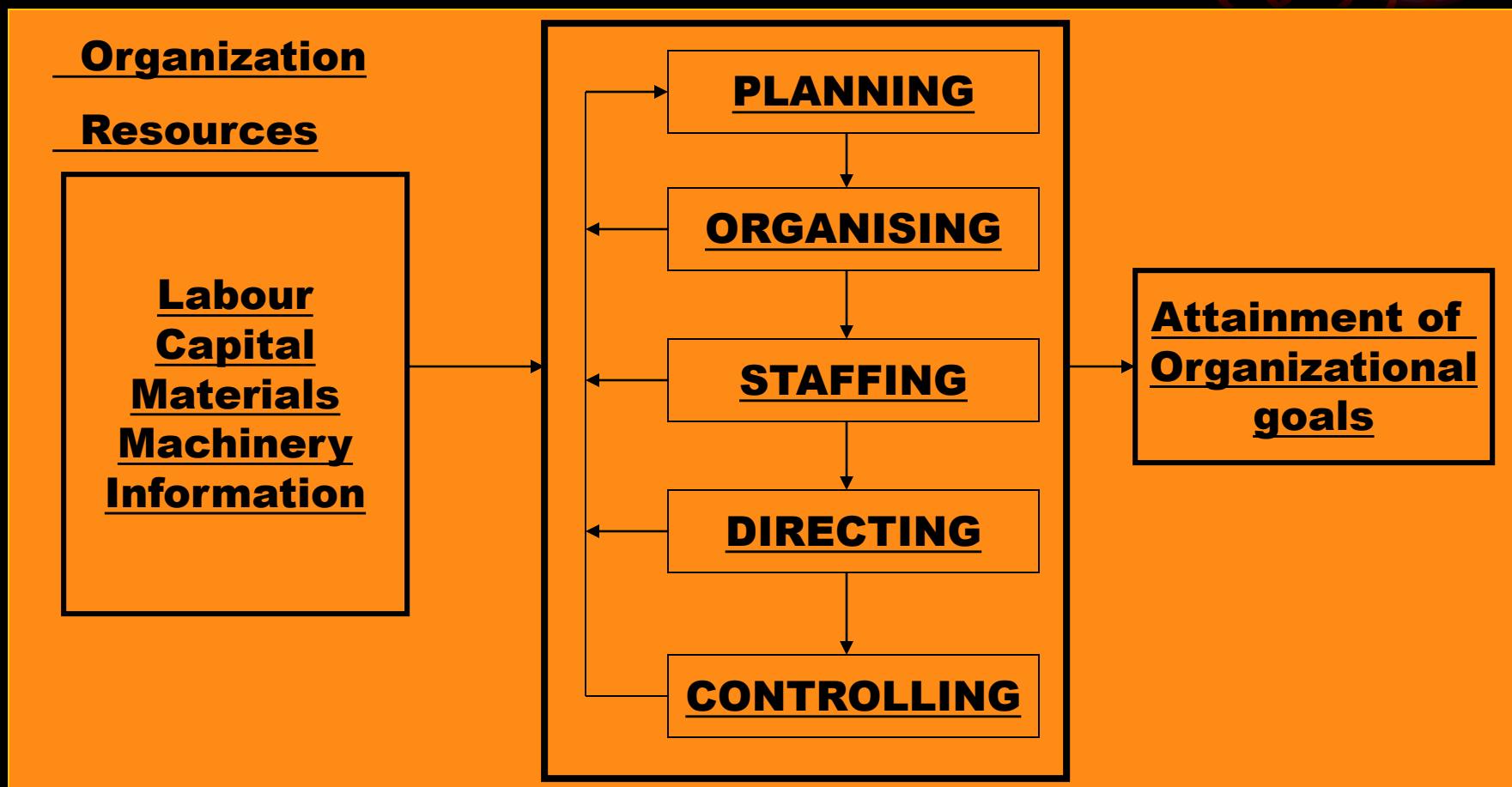
Is management a science or an Art?

- **Scientific tools and techniques are used.**
- **Scientific Training**
- **Inborn qualities, skills etc also plays a significant role.**

Management is considered as a science as well as an art.

Functions Of Management (MGT process)

Koontz and O'Donnell has given five functions viz Planning, organizing, staffing, directing (leading) & controlling.





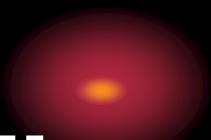
Luther Gulick

**POSDCORB – Planning, organizing,
staffing, directing, coordinating,
reporting, budgeting.**



Henry Fayol

**Planning, organizing, commanding,
coordinating, controlling**



Planning

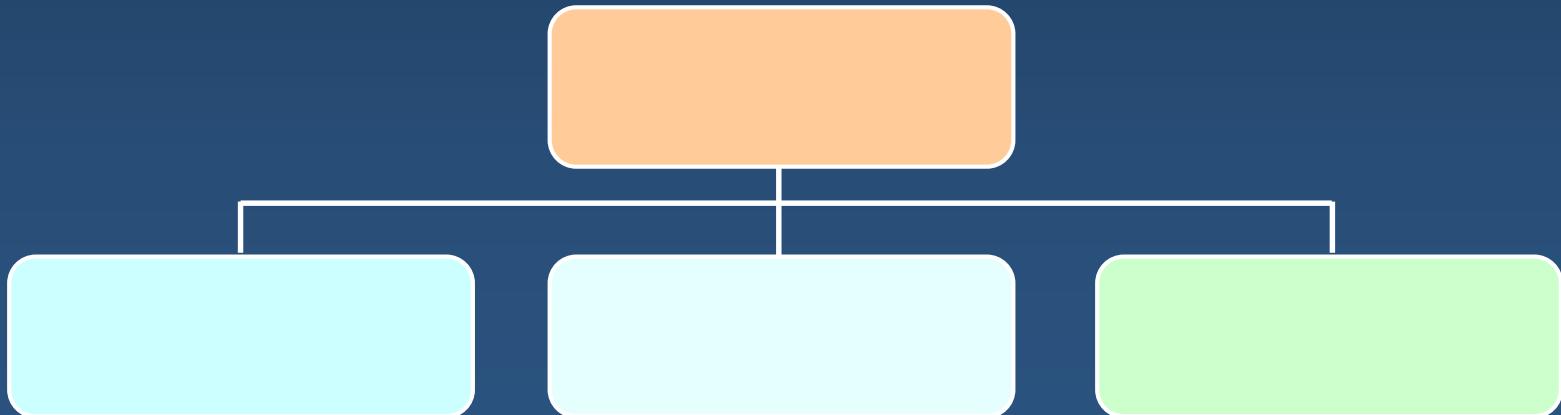
Planning involves tasks that must be performed to attain organizational goals, outlining how the tasks must be performed, and indicating when they should be performed.



Organizing



- Process of deciding where decisions will be made, who will perform what jobs and tasks, and who will report to whom in the company
- Includes creating departments and job descriptions



Staffing

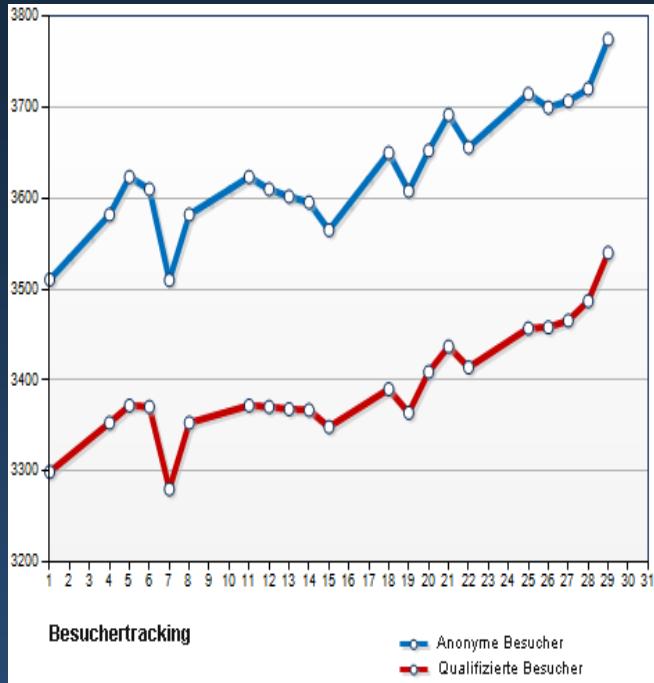
- It is the process of attracting, selecting, placing, training, motivating, compensating and evaluating required human resources to the organization

Leading/Directing



Leading (Influencing) means guiding the activities of the organization members in appropriate directions. Objective is to improve productivity.

Controlling



1. Gather information that measures recent performance
2. Compare present performance to pre-established standards
3. Determine modifications to meet pre-established standards

Evolution of Management thought

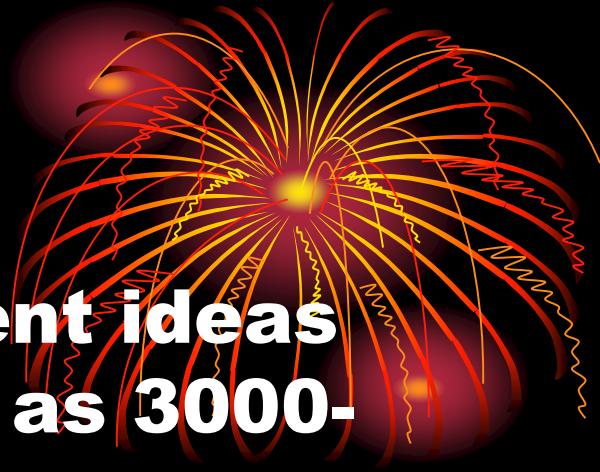


We can classify the stages in the evolution of management thought under 3 headings

- I. Early Approaches**
- II. Classical Approaches**
- III. Modern Management Approaches**

I. Early Approaches

- The first known management ideas were recorded as long ago as 3000-4000 B.C.**
- One example is provided in the building of the pyramid in Egypt.**
- One pyramid built in 2900 B.C required the use of 100,000 men for 20 years.**
- Later, contributions were made by Roman Catholic church, military organizations and some intellectuals from the 16th to 18th centuries.**



Pre - classical contributors

- 1. Robert Owen (1771-1858)**
Proposed legislative reforms to improve working condition of labour.
- 2. Charles Babbage (1792- 1871)**
Advocated the concept of ‘division of labour’, devised a profit sharing plan.
- 3. James Watt**
Used the management techniques such as MR, forecasting, maintenance of control, costing concepts and welfare concepts.



4. Henry R Towne (1844 – 1924)

Emphasized the need to consider management as a separate field of study and stressed the importance of business skills.

II. Classical Approaches

We can identify three streams of thought under this,

- 1. Scientific Management**
- 2. Administrative management**
- 3. Bureaucratic Management**

1. Scientific Management



- **Frederick Winslow Taylor is considered as the father of S.M**
- **He was an ordinary worker at MIDVALE STEEL company, U.S.A**
- **Later he joined BETHLEHEM Steel company, where he was asked to implement his ideas.**

Taylor has defined S.M as follows,

- ✓ **S.M is concerned with knowing exactly what you want men to do and then see in that they do it in the best and cheapest way.**
- ✓ **It is the art of knowing exactly what is to be done and the best way of doing it.**

Four Steps in S.M

- 1) Develop a science for each element of the job to replace old rule of thumb methods.**

- 
- 2. Specifically select employees and then train them to do the job.**
 - 3. Supervise employees to make sure they follow the prescribed methods for performing their jobs.**
 - 4. Continue to plan the work but use workers to actually do the work done.**

In essence, Taylor emphasizes

- Need for developing a scientific way of performing each job**
- Training and preparing workers to perform that particular job.**

Features of S.M

1. Separation of planning & doing

Taylor suggested ‘planning’ for supervisors and ‘doing’ for the workers.

2. Functional Foremanship

Resulted in the development of different categories of supervisors like instruction clerk, time & cost clerk and inspection clerk.

3. Job Analysis

He emphasized on ,

a) Time study

Involves the determination of time, a person takes to complete a moment.

The movement which takes minimum time is the best.

b) Motion study

Study of movements in parts which are involved in doing a job and thereby eliminating the wasteful movements.

c) Fatigue study

Shows the amount and frequency of rest required in completing the work

d) Standardization

As far as possible, standardization should be maintained in respect of tools, period of work, working conditions etc.

4. Scientific selection and training of workers

5. Financial Incentives

Principles of S.M

- 1. Replacing rule of thumb with science.**
- 2. Harmony in group action**
- 3. Co- operation**
- 4. Maximum Output**

Bethlehem steel company



Merits?

Demerits

- **Speeding up of workers**
- **Reduces the workers to the status of a machine.**
- **Creation of Unemployment.**
- **Exploitation of workers**



2. Administrative/ Operational management by Henry Fayol



III. Fayol's 14 principles of Management

1) Division of Work.

Specialization is the most efficient way to use human effort.

2) Authority and Responsibility.

Authority is the right to give orders and obtain obedience, and responsibility is a corollary of authority.

3) Discipline.

Obedience to organizational rules and employment agreement is necessary.

4) Unity of Command.

There should be one and only one boss for each individual employee



5) Unity of Direction.

All units in the organization should be moving toward the same objectives through coordinated and focused effort.

6) Subordination of Individual Interest to General Interest.

The interests of the organization should take priority over the interests of any one individual employee.

7) Remuneration of Employees.

The overall pay and compensation for employees should be fair to both employees and the organization.

8) Centralization.

Limit the decentralization through centralization by the managers

9) Scalar Chain.

Organizations should have a chain of authority and communication that runs from the top to the bottom and should be followed by managers and subordinates.



Fayol used 'Gang Plank' to keep the system

10) Order.

People and materials must be in suitable places at the appropriate time for maximum efficiency.

11) Equity.

Good sense and experience are needed to ensure fairness to all employees, who should be treated as equally as possible.

12) Stability of Personnel.

Employee turnover should be minimized to maintain organizational efficiency.

13) Initiative.

Workers should be encouraged to develop and carry out their plans for improvements



14) Esprit de Corps.

Management should promote a team spirit of unity and harmony among employees



Bureaucratic management

The Basic principles are,

- 1. A division of labor by functional specialization.**
- 2. A well-defined hierarchy of authority.**
- 3. A system of rules covering the rights and duties of employees.**
- 4. A system of procedures for dealing with work situations.**
- 5. Impersonal relations between people.**
- 6. Promotion and selection based on technical competence**



Hawthorne Experiments

INTRODUCTION

- The Hawthorne studies were conducted in order to find out the role of human resource in increasing the production of an organization.

- The Hawthorne studies included the following experiments..

HAWTHORNE EXPERIMENT

- Conducted between 1924-1932
- Conducted at WESTERN ELECTRIC COMPANY, Chicago, USA
- Conducted by,
 - ❖ Elton Mayo
 - ❖ White Head
 - ❖ Roethlisberger

George Elton Mayo

✓ He was an Australian Psychologist, Sociologist and Organization Theorist.

✓ Lectured at University of Queensland before moving to the University of Pennsylvania

✓ Spent most of his career at Harvard Business School and was the Professor of Industrial Research

✓ Known as the founder of Human Relations Movement

✓ Also known for his research including Hawthorne Studies

George Elton Mayo



Airplane View of Hawthorne Works.

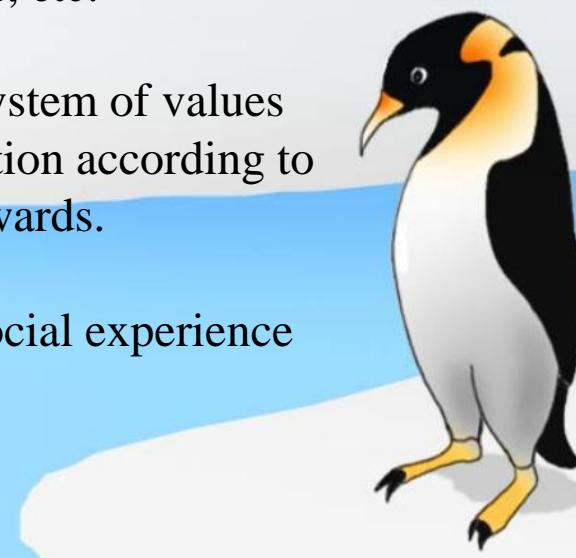


Western Electric Company



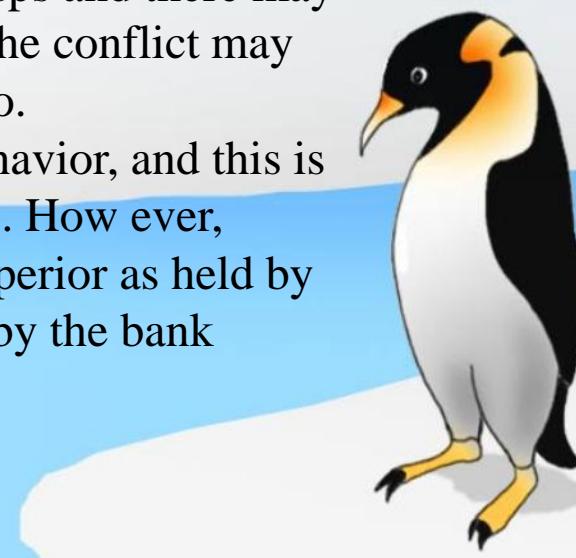
Major Findings:

- A complain is not necessarily an objective recital of facts; it is a symptom of personal disturbance the cause of which may be deep seated.
- Objects, persons, and events are carriers of social meanings. They become related to employee satisfaction or dissatisfaction only as the employees social reference constituting the persons social part and his present interpersonal relations.
- The position or status of a worker in the company is reference from which the work assigns meaning and value to the events, objects, and features of his environment such as hours of work, wages, etc.
- The social organization of the company represents a system of values from which the worker derives satisfaction or dissatisfaction according to the perception of his social status and expected social rewards.
- The social demands of the worker are influenced by social experience in groups both inside and outside the work plant.



Implications of the Hawthorne Experiments:

- **Social factors in output :** An organisation is basically influenced by social factors. Since, people are social beings, their social characteristics determine the output and efficiency in the organisation. Economic rewards and productivity do not necessarily go together. Many non-economic rewards and sanctions affect the behavior of workers and modify the impact of economic rewards.
- **Group Influence:** Workers being social beings, they create groups which may be different from their official group. In fact, groups are formed to overcome the shortcomings of formal relationships. The group determines the norm of behavior of members.
- **Conflicts:** The informal relations of workers create groups and there may be conflict between organization and groups so created. The conflict may be because of the incompatible objectives between the two.
- **Leadership:** It is very important for directing group behavior, and this is one of the most important aspects of managerial functions. However, leadership cannot come only from formally-appointed superior as held by earlier thinkers. There may be informal leaders as shown by the bank writing experiments.



- **Supervision:** Supervisory climate is an important aspect in determining efficiency and output. Friendly to the workers, attentive, genuinely concerned supervision affects the productivity favorably.
- **Communication:** The experiments show that communication is an important aspect of organisation. Through communication, workers can be explained the rationality of a particular action, participation of workers can be sought in decision-making concerning the matter of their importance, problems faced by them can be identified and attempts can be made to remove these.



Criticisms of Hawthorne Experiments:

- ☺ The Hawthorne researchers did not give sufficient attention to the attitudes that people bring with them to workplace. They did not recognize such forces as class consciousness, the role of the unions, and other extra –plant forces on attitudes of workers.
- ☺ The Hawthorne plant was not a typical plant because it was a thoroughly unpleasant place to work. Therefore, the results could not be valid for others.
- ☺ The Hawthorne studies look upon the worker as a means to an end, and not an end himself . They assume acceptance of management's goals and look on the worker as someone to be manipulated by management.

Even with all its pitfalls Hawthorne experiments are still considered today for covering some very important human factors.



CONCLUSION

- The Hawthorne studies have had a remarkable impact on management in organizations and how workers react to various situations.
- The research carried out at the Western Electrics Hawthorne plant during the 1920's and early 1930's helped to initiate a whole new approach to human behaviour studies.
- The final result was "the organization of teamwork—that is, of sustained cooperation leads to success".