

Module -1

PART-A

Explain different skills required for managers?

Managerial skills enables the managers to act better. There are 3 managerial skills:

- Technical skill
- Human skill
- Conceptual skill

→ Technical skill

Technical skills refer to specialized knowledge & proficiency in handling methods, process and technique of specific jobs. These skills are most important at lower level of management. It includes job specific knowledge and techniques needed to perform the task.

→ Human skill

It involves the ability to work well with other people both individually and in groups. These are the abilities needed to resolve conflicts, motivate lead & communicate effectively with others. Every manager should be able to communicate effectively.

→ Conceptual skills

conceptual skills is imperative tool for top level management, necessary for the middle level management and desirable for the low level management. It is the ability to view the enterprise as a whole in its totality, appreciating the inter-relationship among its diverse components.

2. Define management and explain different levels of it.

Management is the art of inducing people to give their best contribution towards the most effective and efficient accomplishment of group goals - through creating a fine internal environment in the group enterprise by performing managerial functions of planning, organising, staffing, directing and controlling with emphasis on co-ordination - throughout the managerial process.

There are three levels of management:-

→ top level management:

It contains the uppermost administrators of the enterprise. They are responsible for setting the fundamental objectives and strategies for the attainment of this objectives. They provide outstanding leadership, coordination and exercise overall control over the enterprise.

→ middle level management:

Consists of functional departmental managers. They prepares departmental plans, keeping in view the aspirations of and guidance by top management & designs organisational setup of various departments. They also submit reports on the performance to top management.

→ low level management:

This is the level where actual operational work for the enterprise is performed.

functions:

- day to day operational planning, runs level organising, provides leadership to operators & motivates, takes care of coordination among workers.

3. Explain system concepts in management.

System is defined as one whole, consisting of parts, parts which are interrelated or independent and arranged in a particular order according to some definite scheme, making for the whole.

→ two conceptual features of system:-

- Each system is separated from the environment by a boundary, which may be actual or imaginary.
- A particular sub system inside the system may be less powerful, but when all subsystems, contribute or combine f function in a co-ordinated manner, these become very powerful.

→ Classification of system

On the basis of interaction of system with its environment systems may be classified into 2:-

- Closed systems: do not interact with environment
- open systems: interact with environment

4. Distinguish Administrative and Bureaucratic management approaches.

Administrative and bureaucratic management approaches are both organizational theories that aim to achieve efficiency and effectiveness within an organization. While there are similarities between the two, they also have distinct characteristics.

→ Administrative Management Approach

- Focuses on manager's roles in organizing people and resources to meet goals.
- Stresses flexibility and adaptability in management.
- Highlights managerial skills like decision making and communication.

→ Bureaucratic Management Approach

- Emphasizes clear rules, procedures and hierarchy for efficiency.
- Values consistency and predictability in operations.
- Can be criticized for being rigid and stifling creativity.

In essence, administrative management focuses on how managers organize and lead while bureaucratic management emphasizes clear rules and hierarchy for efficiency, sometimes at the expense of flexibility.

PART B

1) Explain different functions of management

Managers performs certain activities or functions when they efficiently or effectively coordinate the work of others. They are planning, organizing, staffing, directing and controlling.

→ Planning:

- think before you act
- It is a mental exercise done by a manager, through which a line of thinking and a course of action is chalked out in advance, before committing the precious scarce resources of the enterprise to use.

2 aspects of planning:

- * Determination of rational objectives for whole enterprise and for each of its unit or subunits

* selection of best alternative courses of action for the most efficient and economical attainment of such objectives.

→ Organizing

- The management is concerned with the determination of the total work load which is necessary for the attainment of the objectives and a suitable division of such work among individuals - managers and subordinates - tied to one another through clearly defined authority, responsibility relationships.

→ Staffing

- It means selection and placement of most able and competent persons on each positions at time.
- Manpower planning
- Development, promotion, transfer & appraisal.
- Determination of employee remuneration.

→ Controlling

It is where the performance of managerial function where the manager is concerned with

actually guiding his subordinates towards the best attainment of common objectives. There are 4 aspects of the managerial function of directing:- Leadership, Motivation, Communication and supervision.

→ Controlling

- Implies that the actions of the people working throughout the enterprise are in conformity with the intentions of plan; and directly and punctually contribute to the attainment of the planned objectives.

2, Briefly explain the 14 principles of Fayol

Henri Fayol, a management theorist outlined 14 principles of management:

1. Division of work: Specialization increases efficiency.
2. Authority and responsibility: Managers must have the right to give orders and the responsibility to ensure they are carried out.
3. Discipline: Rules and procedures must be applied consistently.

4. Unity of command: Employees should receive orders from only one superior.
5. Unity of direction: Activities within the organization should be guided by a single plan.
6. Subordination of individual interests to the general interests: The interests of the general organization as a whole should take precedence over individual interests.
7. Remuneration: Compensation should be fair and equitable for both employees and the organization.
8. Centralization: The extent to which authority is concentrated at the top of the organization.
9. Scalar chain: A clear and unbroken line of authority should extend from the top to the bottom of the organization.
10. Order: There should be an orderly arrangement of materials, people and processes.

11. Initiative: Employees should be given the freedom to create and carry out plans.

12. Equity: Managers should be fair and just to their subordinates.

13. Stability of tenure of personnel: Employees perform better when job security and career advancement opportunities are present.

14. Espirit de corps: Promote team spirit and unity among employees.

3) List the managerial roles and explain briefly any two roles.

Refers to specific actions or behaviours expected of a manager. Broadly it can be divided into 3.

→ Interpersonal roles:

- figurehead role
- Leader
- Liaison role

→ Informational roles:

- Monitor
- Disseminator
- Spokesman

→ Deinononal roles

- Entrepreneur
- Disturbance handler
- Resource allocator
- Negotiator

figurehead

- Attending functions of employees
- Entertaining VIP visitors
- Acting as chief guest in public functions

leader

- Handles the external relations as leader.

Liaison

- Dealing public grievances

- Maintaining contacts with external environment

monitor

- should be watchful in various activities

Disseminator

- Role of giving information

Spokesman

- communicate information, messages or positions to the public, media or other stakeholders.

4, Explain various contributions of FW Taylor to scientific management:

Frederick Winslow Taylor made several significant contributions to the field of scientific management, which revolutionized industrial practices during the late 19th and early 20th centuries. Some of his key contributions include:

Taylor's Scientific Management was Scientific Management Movement. Published a book called 'Scientific Management'. The observation of Taylor is that the reason for inefficient functioning of enterprise was the management.

Principles of Scientific management

- Science, not the thumb rule
- Harmony, not discord
- Cooperation, not individualism
- Maximum production, in place of restricted production.

- Development of each person's to the greatest of his capabilities.
- A more equal division of responsibility between management and workers.
- Mental evolution on the part of management & workers.

Structure of Taylor's scientific Management

- Determination of a fair day's task for each worker through scientific methods.
- Scientific selection and training of workers.
- Standardization of raw materials, tools and working conditions.
- Functional foremanship
- Differential piece rate system of wage payment

5. State the theory of Hawthorne Studies. Discuss the contributions of Elton Mayo.

Hawthorne experiments were conducted into the following 4 phases:-

1) Illustration experiments .

- lighting experiments
- conclusion is that there is not effect of lightning in production, but they realized that there are certain human factors which affects production not the light.

2. Relay assembly test room studies.

- In this experiment certain changes like incentives, rest, working hours etc were introduced.
- Conclusion is that the changes introduced were not possible for increased efficiency, but certain factors like - attitude towards work, sense of belongingness, friendly supervisors etc were responsible.

3. Mass interviewing programme.

- It is observed that an opportunity to talk freely about things that are important to workers had a positive impact of their work behaviours.

4. Bank using observation room experiments

- These experiments were conducted to analyze, the functioning of small groups and their impact on individual behaviour.
- The observation is that workers decided to work target for themselves which is lower than the company's target.

→ Some of the key contributions of Elton Mayo are :

* Hawthorne studies

- Examines effect of lighting, working hours and rest breaks on worker productivity.
- Finds increased productivity due to attention and interest from teachers and supervisors.
- Recognizes 'Hawthorne effect' suggesting behaviour modification when observed.

* Human Relation Movement

- Emphasized social factors influence on employee behaviour and productivity.

- shifted management focus from technical to social and psychological aspects.

* Employee welfare and satisfaction.

- Addressing employee's social and emotional needs.
- Advocating for improved working conditions.
- Enhancing communication between managers and workers.
- providing opportunities for social interactions.