

# UOS (POM - 2020)

## Short Q's

(i) Leadership:- Someone who can influence others and who has managerial authority is called leader, and "leadership" is what leaders do; the process of influencing a group to achieve goals. Seven traits associated with successful leadership:

"Drive, the desire to lead, honesty and integrity, self-confidence, intelligence, job-relevant knowledge, and extraversion."

(ii) Summary of various management theories and concepts:- Management theories evolved from early emphasis on efficiency (Scientific and Administrative Management). to understanding human behavior (Human

Relations, Behavioral Management), it considering organizations as complex systems (Systems Theory), and advocating flexible approaches (Contingency Theory). Quality Management aimed at improving quality, while Strategic Management focused on long-term planning.

(iii) Management :- The process of getting things done effectively and efficiently, with and through people.

Efficiency (means doing things right), getting the most output for the least inputs.

Effectiveness (means doing the right things), attaining organizational goals.

(iv) Importance and Impact of Organizational goal setting and organizational design:- Goal setting gives a sense of direction, motivation, and clarity to the organization, while organizational design creates the structure and framework necessary to achieve those goals efficiently and effectively. Both are integral to the success and performance of any organization.

(v) Purposes of Planning :-

- (1) Provides direction
- (2) Reduces uncertainty
- (3) Minimizes waste and redundancy
- (4) Sets the standards for controlling

(vi) Controlling functions :- After planning, organizing and leading the next is controlling the plans to achieve goals. Controlling is to

ensure goals are being met and that work is being done as it going should be, managers must monitor and evaluate performance. Actual performance must be compared with the set goals. If those goals are not being achieved, it's the manager's job to get work back on track. This process of monitoring, comparing, and correcting is the controlling functions.

(vii) Environmental uncertainty affects organizational design:- Mechanistic organizational structures tend to be most effective in stable and simple environments. The flexibility of organic organizational structures is better suited for dynamic and complex environments.

(viii) Conceptual skills of managers:-  
The ability to think and conceptualize about abstract and complex situations concerning the organization. Using these skills, managers see the organization as a whole, understanding the relationships among various subunits, and visualize how the organization fits into its broader environment.

These skills are most important to top managers.

(ix) Efficiency and Effectiveness:-

Management is the process of getting things done, effectively and efficiently, with and through other people.

Efficiency and effectiveness have to do with work being done and how it's being done.

Efficiency means doing a task correctly (doing things right) and getting the most output from

the least amount of inputs.  
Effectiveness (means doing the right things), by doing those work tasks that help the organization to reach its goals.

(x) Rewards and Challenges of being a manager :-

→ Rewards :

- (1) Create a work environment in which organizational members can work to the best of their ability.
- (2) Play a role in influencing organizational outcomes.

→ Challenges :

- (1) Do hard work.
- (2) May have duties that are more clerical than managerial.

(xi) Importance of studying management history :-

Henry Ford once said, "History is more or less bunk". Well...

he was wrong! History is important because it can put current activities in perspective.

Studying history of management is important because it helps us see the origins of today's management practices and recognize what has and has not worked.

(xii) Purpose of Planning :- Planning provides direction to managers and non-managers alike. It reduces uncertainty, minimizes waste and redundancy. Planning establishes the goals or standards used in controlling.

(xiii) System Approach :- A system is a set of interrelated and interdependent parts arranged in a manner that produces a unified whole. The two basic types of systems are :

- (1) Closed system
- (2) Open system

(xiv) Contingency Approach :- The contingency approach (sometimes called the situational approach) says that organizations are different, face different situations (contingencies), and require different ways of managing.

It could be described as: "if, then". 'If', this is the way my situation is. 'then', this is the best way for me to manage in this situation.

(xv) Seven dimensions of organizational culture :-

The horizontal dimension of organizations :

(1) Work Specialization

(2) Departmentalization

The Vertical dimension of organizations :

(1) Chain of command

(2) Span of control

(3) Centralization

(4) Decentralization

(5) Formalization

(xvi) Delegation :- Delegation is a group of people who have been tasked with a specific job or given a specific person : or the act of assigning a specific task or purpose to a person or group of people.

e.g., a group of Samsung Mobiles represent the Samsung Mobiles

company - This is delegation in media  
or union talks.

# UOS (POM-2021)

## Short Q's

(i) Real Goals:- Real goals are those goals that an organization actually pursues, as defined by the actions of its members.

What organizational members are doing, actions define priorities.

For example: A company may publicly commit to increasing worker participation in management, while actually practicing a hierarchical, top-down approach.

(ii) Symbolic View:- Much of an organization's success or failure is due to the external forces outside the manager's control.

Performances of management influenced by external factors over which

managers have little control such as: The economy, customers, governmental policies, competitors, industrial conditions, technology, and the actions of previous managers. However, the actual part that managers play in organizational success or failure is limited according to this view -

(iii) Organizing :- Arranging and structuring work to accomplish the organization's goals, is known as organizing.

It's an important process during which managers design an organization's structure.

(iv) Top-level Managers:- Top managers are those individuals that are responsible for making the organization-wide decisions and establishing plans and goals that affect the entire

organization. They are accountable to the shareholders and general public. Some titles of top-level managers are: Board of directors, president, vice-president, and CEO etc.

(v) Technical Skills:- It is the knowledge and proficiency in a specific field. Technical skills are the job specific knowledge and techniques needed to be more prof proficiently perform work tasks. These skills tend to be more important for first-line managers. Example: The manager must be able to coach the employee on its operation.

Technical skills of sales manager could be: Training, selling, negotiating, problem solving and computer etc.

(vi) Job Enrichment:- The vertical expansion of a job by adding planning and evaluating responsibilities called job enrichment.

(vii) Programmed Decisions:- A repetitive decisions that can be handled by a routine approach, called programmed decisions.  
Types of programmed decisions are:  
policy, procedure, and rule

(viii) Leading :- Leading is the working with and through people to accomplish organization's goals, and motivating subordinates.

- (ix) Figurehead :- A figurehead plays a crucial role in representing the organization to the outside world. This could be a CEO, President, or someone in a top leadership role. They often participate in ceremonies, act as a spoken-person, and contribute to the organization's overall image.
- (x) Line Authority :- It entitles a manager to direct the work of an employee. It is the employer-employee relationship that extends from the top of the organization to the lowest echelon, according to the chain of command.
- (xi) Unity of Command :- It states that a person should report to only one manager, without

unity of command it creates confusion and problems -

(xii) Effectiveness:- Effectiveness means doing the right things, by doing those work tasks that helps the organization to achieve goals. Efficient and effectiveness have to do with the work being done and how its being done.

# UOS (POM - 2022)

## Short Q's

- (i) Management :- Management is the process of getting things done effectively and efficiently, with and through other people.
- Efficiency and effectiveness have to do with the work being done and how it's being done.
- Efficiency means doing a task correctly (doing things right), and getting the most output from least inputs.
- Effectiveness mean doing the right things, by doing those work task that helps the organization to reach its goals.
- (ii) Autocratic Style Leadership:- An autocratic style is that of a leader that who typically

tends to centralize authority, dictate work methods, make unilateral decisions, and limit employee participation.

### (iii) Path Goal Theory :-

Path - goal theory states that the leader's job is to assist followers in attaining their goals and to provide direction and support to ensure that their goals are compatible with the goals of the group or organization.

(iv) Credibility :- The main component of credibility is honesty - Honesty is absolutely essential to leadership.

If people are going to follow someone willingly, whether it be into battle or into the boardroom, they first want to assure themselves

that the person is worthy of their trust. In addition competent, honest, credible leaders are simple words, the degree to which followers perceive someone as honest, competent, and ability to inspire.

(iv) Scientific Management :- The use of scientific methods to define the "one best way" for the job to be done, is called scientific management. Taylor is known as "father" of scientific management.

(vi) Planning :- Planning is a primary managerial activities that involves:

- Defining the organization's goals.
- Establishing an overall strategy for achieving those goals.
- Developing Plans for organizational work activities.

(vii) Organizing :- Arranging and structuring work to accomplish organizational goals. It's an important process during which managers design an organization's structure. They determine what tasks are to be done, who is to do them, how the tasks are to be grouped, and who reports to whom.

(viii) Top Managers :- Top managers are those individuals that are responsible for making organization-wide decisions and establishing plans and goals that affect the entire organization. They are accountable to the shareholders and general public. Some titles of top-level managers are : Board of directors, President, Vice-President, and CEO etc.

(ix) Socialization:- Organizations help employees adapt to the culture through socialization. It is a process that helps new employees learn the organization's way of doing things.

(x) Mission Statement :- An organization's mission statement will provide an overall guide to what organizational members think is important.

Managers should review the mission before writing goals because goals should reflect that mission. In addition, it's important to define what you want employees to accomplish as they do their tasks.

(xi) Centralization :- Centralization is the degree to which decisions making takes place at upper

levels of the organization - Top managers make all the decisions and lower-level employees simply carry out those orders - It also depends on situation -

(xiii) Employee Empowerment :- Giving employees the power to make decisions and to take actions ~~on~~ <sup>on</sup> their own, is known as employee empowerment - It helps in quicker responses problems and faster decisions Addresses the problems of increased spans of control in relieving the managers to work on other problems -