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## - MANAGEMENT ROLE AND SKILLS

### • WHY ARE MANAGERS IMPORTANT?

- ① Organization needs their managerial skills & abilities in uncertain & complex times.  
Managers play an imp role in identifying critical issues & crafting responses.
- ② They are critical to get things done.
- ③ Managers matter to organization.

### • WHO ARE MANAGERS & WHERE DO THEY WORK?

- > A manager is someone who coordinates & oversees the work of other people so that organizational goals can be accomplished.
- Not always about personal achievement, but helping others to do their work.

### → Types of Managers

- • First Line Manager - Manage work of nonmanagerial employees (producing product or service)
- • Middle Manager - Manage the work of first line manager.
- • Top Manager - who are responsible for making organization wide decisions & establishing the plans & goals that affect entire organization.

> Managers work in organization. → A deliberate arrangement of people to accomplish some specific purpose.

- efficiency → doing the right things (most amount of output from least input)
- effectively → doing the right thing

### • WHAT DO MANAGERS DO?

#### - what is Management?

Involves coordinating & overseeing the work activities of others so that their activities are completed efficiently & effectively (to achieve defined/desired objectives)

### - Management of Functions (POLC)

- ① Planning - set goal, establish strategies for achieving goals & make plans to integrate & coordinate activities.
- ② Organizing - responsible for arranging & structuring work to accomplish goal.
- ③ Leading - work with & through people; help resolve conflicts.
- ④ Controlling - process of monitoring, correcting & comparing.

## - Management Skills

3 critical skills:

① Technical Skills — Job specific knowledge & techniques needed to proficiently perform work tasks.

→ Tends to be more imp for first line manager (lower level)

② Human Skills — Ability to work well with other people both individually & in a group. B/c all managers deal with people, these skills are imp for all levels of manager (middle manager)

③ Conceptual Skills — Skills used to think & conceptualize about abstract & complex situations.

→ Advantage: Managers see org. as whole, understand relation among various subunits & visualize how org. fits into broader environment.

→ Most imp to top managers.

## - Managerial Role

Refers to specific actions or behaviors expected of & exhibited by a manager.

→ Roles are grouped into:

— • Interpersonal roles — Involves people (subordinates & person outside org.) and other duties that are ceremonial & symbolic in nature.

- Figurehead
- Leader
- Liaison

— • Informational roles — Involves collecting, receiving & disseminating information.

- Monitor
- Spokesperson
- Disseminator

— • Decisional roles — Entail making decisions & choices.

- Entrepreneur
- Resource allocator
- Disturbance handler
- Negotiator

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## > CLASSICAL APPROACH

emphasized rationality & making organizations & workers as efficient as possible

→ two major theories

- **Scientific management**

use scientific method to define 'one best way' for a job to be done.

- **General administrative theory**

focused more on what managers do & what constituted good management practice

## → Fayol's 14 Principle of Management

- ① Division of work - Specialization increases output by making employees more efficient.
- ② Authority - Managers must be able to give orders, and authority gives them this right.
- ③ Discipline - Employees must obey & respect the rules that govern the organization.
- ④ Unity of command - Every employee should receive orders from only one superior.
- ⑤ Unity of direction - Organization should have a single plan of action to guide manager & workers.
- ⑥ Subordination of individual interest to general interests -  
The interests of any one employee or group of employees should not take precedence over interests of the organization as whole.
- ⑦ Remuneration - Workers must be paid a fair wage for their services.
- ⑧ Centralization - This term refers to the degree to which subordinates are involved in decision making.
- ⑨ Scalar chain - The line of authority from top management to lowest ranks is scalar chain.
- ⑩ Order - People and the material should be at the right place & right time.
- ⑪ Equity - Managers should be kind & fair to their subordinates.
- ⑫ Stability of tenure of personnel - Management should provide orderly personnel planning and ensure that replacements are available to fill vacancies.
- ⑬ Initiative - Employees who are allowed to originate & carry out plans will exert high levels of effort.
- ⑭ Esprit de corps - Promoting team spirit will build harmony & unity within the organization

### Scientific Management (Taylorism)

(labour productivity)

Theory that analyzes & synthesizes workflows. Its main obj is improving economic efficiency using science to the engineering of processes & to management.

## Taylor's Scientific Management Principles (Scientific Management)

- ① Develop a science for each element of an individual's work to replace the old rule-of-thumb method.
- ② Scientifically select & then train, teach & develop the worker.
- ③ Heartily cooperate with worker so as to ensure that all the work is done in accordance with the principles of the science that has been developed.
- ④ Divide work & responsibility almost equally b/w management & workers. Management does all the for which it is better suited than the workers.  
→ The use of scientific methods to find "one best way"

## WEB BUREAUCRACY

A form of organization characterized by division of labor, a clearly defined hierarchy, detailed rules & regulations & impersonal relationships — Ideal bureaucracy.

> A theory of authority structures, and relations based on an ideal type of organization.

### — • Characteristics of Weber's Bureaucracy

- D - Division of Labor → Jobs broken down into simple, routine & well defined tasks.
- A - Authority Hierarchy → Position organised in a hierarchy with a clear chain of command.
- F - Formal selection → People selected for jobs based on technical qualification
- F - System of written formal Rules & Regulations → Sys of written rules & standard operating procedures
- I - Impersonality → Uniform application of rules & controls, not acc to personality.
- C - Career Orientation → Managers are career professionals, not owners of unit they manage.

## BEHAVIORAL APPROACH

Organizational Behavior (OB) → the field of study that researches the actions (behavior) of people at work.

### > Early Advocates of OB

- ① • Robert Owen Late 1700s (workplace & labour) — RW
  - Concerned about deplorable working conditions
  - Proposed idealistic workplace
  - Argued that money spent improving labor was smart investment

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• Chester Barnard 1930s (open system) — CO

- Actual manager who thought organization were social sys that required cooperation.
- Believed manager's job was to communicate & stimulate employee's high level of effort.
- First to argue that organizations were open sys.

③ • Mary Parker Follett Early 1900s (group ethic) — MG

- One of the first to recognize that organizations could be viewed from perspective of individual and group behavior.
- Proposed more people-oriented ideas than scientific management followers.
- Thought organizations should be based on group ethic.

② • Hugo Münsterberg Early 1900s (psychology) — HP

- Pioneer in field of industrial psychology - scientific study of people at work.
- Suggested using psychological test for employee selection, learning theory concepts for employee training, and study of human behavior for employee motivation.

## HAWTHORNE STUDIES (provided new insights into individual & group behavior)

- Imp contribution in field of OB.
- A series of studies conducted at The Western Electric Company Work in Cicero.
- Started in 1924, well initially designed by Western Electric industrial engineers as a scientific management experiment.
- Aim: They wanted to examine the effect of various lighting levels on workers productivity.
- Setup: control & experimental groups were setup with EG being exposed to various light intensities. & control group working under a constant intensity.

- Result: As the level of light was increased in EG, output for both groups increased.
  - As light level decreased, in EG, productivity continued to increase in both groups.
  - A productivity decrease was observed in EG only when the level of light was reduced to that of a moonlit night.

→ How environmental & social changes affect goal of organization.

## Omnipotent view of Management

Traditional view that managers have unlimited control over the organization & its purpose, functions & operations; therefore, they alone are responsible for all its success & failure.

## Symbolic view of Management

Managers have only a limited effect on substantive organizational outcomes b/c of large no. of external factors outside their control.  
→ external factors results in company's success.

## TYPES OF ORGANIZATIONAL STRUCTURE

### FUNCTIONAL STRUCTURE

It is the most common type of org. structure & is represented by traditional pyramid chart. It is hierarchical structure in which communication moves from top down and bottom up. These structures are more formal & than some other structures and are appropriate for business with a single product line where specialization is an advantage. In this structure, each functional area reports to the CEO. Func. org. are generally very centralized.

F3  
P  
S  
M3  
D3  
G3

### PRODUCT BASED STRUCTURE

A product based organizational structure, also called customer oriented structure is organized by product line & is appropriate when the company has well defined product lines that are clearly separate from each other. In this structure, each product line reports to the CEO. These structures have either centralized or decentralized decision making process.

Allows small businesses to go to market with new offices fast.

e.g. unilever → sub p 2 → sub  
(each has their own manager.)

### GEOGRAPHIC STRUCTURE

In geographic organizational structure, executives of regional areas are responsible for all business functions in their assigned regions. The regional executive report to the CEO. Structuring & organizing in this way is appropriate when there are common

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requirements in the region that are different from the requirements in other regions.

Geographic structures are decentralized with most decision being made at the local level.

### DIVISIONAL STRUCTURE

A divisional organization has characteristics similar to that of geographic structure, but the divisions may be based on criteria other than geography, such as market or industry. Division structure are characterized by decentralized decision making.

### MATRIX STRUCTURE

In this structure, employee report to 2 managers. Generally 1 manager is responsible for product line & the other has functional responsibility.

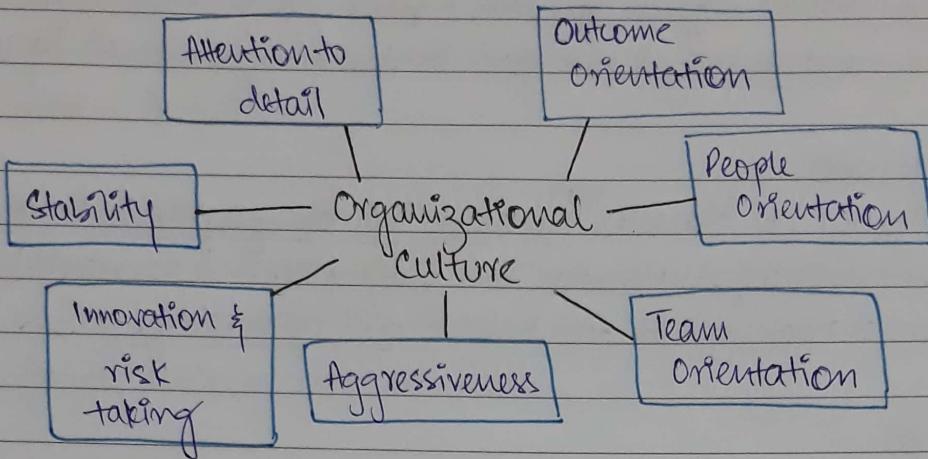
For example, the VP of marketing & the production manager for a specific product would both supervise the marketing coordinator who is creating collateral for the product. A matrix organization is advantageous b/c it encourages communication & cooperation, it requires a high level of trust & communication from employee at all levels in order to ensure that contradictory instructions are minimized.

### SEAMLESS ORGANIZATION

In which traditional hierarchies don't exist. It's a horizontal organization connected by networks instead of separated by the boundaries. The purpose of the organization structure is to enhance communication & creativity. Seamless organization could not be possible without technology that allows employees to connect with each other via email and the internet from anywhere in the world.

This technology enables employees to meet with coworkers who have specialized knowledge without the expense of travelling.

## ORGANIZATIONAL CULTURE DIMENSION

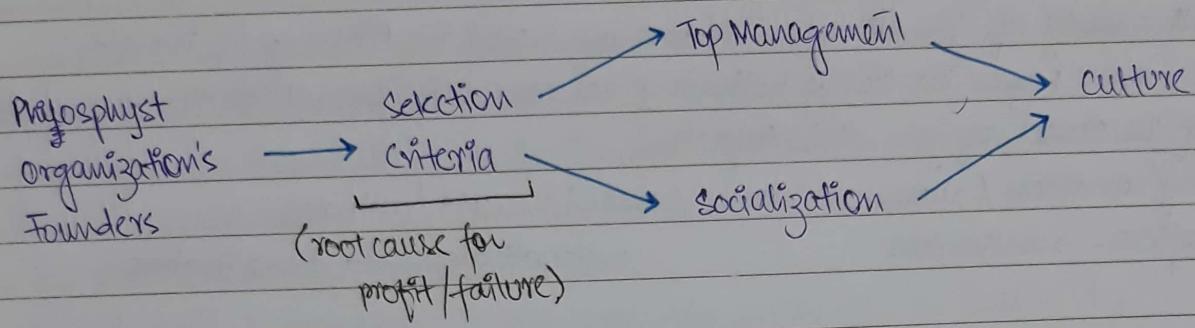


- • **Attention to detail** (valuing precision & approaching situations by probs analytically)
  - degree to which employees are expected to exhibit precision (accuracy), analysis & attention to dealing.
  - eg. Phone banking
- • **Outcome Orientation** (emphasizing achievements & result)
  - degree to which managers focus on result/outcomes
  - eg. call centre
- • **People Orientation** (insisting on fairness, tolerance & respect for individual) - (logon ka reaction)
  - degree to which management ~~dec~~ while taking decisions take into account the effects of people within the organization.
  - eg. promotions of people, consequences of employee engagement.
- • **Team Orientation** (Emphasizing & rewarding collaboration)
  - Important to collectivist culture
- • **Aggressiveness** (stimulating a fiercely competitive spirit)
  - degree to which employees are competitive rather than cooperative.
- • **Stability** (Providing security & following a predictable course)
  - degree to which organizational decisions & actions emphasize maintaining the status quo.

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- Innovation & taking risk (Encouraging experimentation & risk-taking)  
Degree to which employees are encouraged to take risk.

### Exhibit : 3-5 — Establishing & Maintaining Culture



\* culture is primary & strategy is secondary.

Motivation refers to a process by which a person's effort are energized, directed & sustained towards attaining a goal.

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(HH)

## MOTIVATION THEORIES

- (i) ~~FREDRICK HERZBERG~~ MOTIVATION / Hygiene Theory (1959) (Two factor theory)
- \* Extrinsic in nature ; transactional (Extrinsic factors related to job dissatisfaction)
  - Also known as 'two factory theory'.
  - Began with a study of job attitude that was conducted in Pittsburgh (university)
  - In 1950, Fredrick began the study believing that causes of job satisfaction would be the opp. of the causes of job dissatisfaction.  
e.g. working condition / allowances / bonus / reward / benefit / culture.
  - \* satisfiers → motivators
  - \* dissatisfiers → demotivators
- Result of theory was vague and it was not possible to draw any conclusion.
- They led Herzberg to conduct a study in which he asked participants to identify the work experiences that resulted in the feelings about jobs & -ve feelings.

- \* Intrinsic in nature ; transformational (Intrinsic factors related to job satisfaction)
- The satisfaction (motivation) factors motivate by changing the nature of the work so that the people are challenged to develop their talents & fulfill their potential.
  - For instance, adding responsibilities that provide learning abilities, assigning work assignment, job enrichment.
  - The dissatisfaction (hygiene) practice motivates to the extent that they allow people to avoid unpleasant experiences.  
for e.g. employee perform at an acceptable level and he receives a pay check.

Predisposition ~~not~~ are aligned with the assignments which are being given with an organization; Inherent talent - Passion align with job.

(M&X)

- (ii) MICHAEL DOUGLAS McGREGOR / THEORY of X & Y (1960)

- Theory of X (-ve view → workers are less ambitious)
- Managers have worldwide view of employees as lazy & uninterested in work & needing constant direction in completing their assignment.
- They don't want to take responsibility & are interested in job security.

- They are autocratic; utilizing a top down management style.
- centralized in nature.

→ Theory of Y (+ve view → enjoy work, seek responsibility)

- Managers believe that given the opportunity, people will seek out challenging work & additional responsibility if the work is satisfying.
- Managers are more likely to invite participation in decision making process from their subordinates.
- Top down, down up approach.
- Recruitment procedure is very good hire people acc. to Theory Y.

(DA)

### (iii) DAVID MACLELLAND / ACQUIRED NEEDS THEORY (1961) (Three Needs Theory)

- The premise of this theory is that experience acquire throughout life to motivate people in one of 3 areas: (Maclelland showed that employees can be trained to stimulate their achievement needs by being in situation where they have personal responsibility, feedback & risk)

① Achievement - Those motivated by achievement takes moderate risks to achieve their (personal) goals to respond to frequent feedback & generally prefer to work as sole contributors or with others to achieve goals at the same level. Desire to achieve something better or more efficiently done than ever before.

② Affiliated - Individuals who need affiliation seek acceptance in the work group & need regular interactions with their coworkers or customers.

③ Power - These individuals are looking for either institutional power or personal power

- Institutional power (extrinsic) - Power related to position in organization.
- Personal power (intrinsic) - Personal qualities e.g. intellectual / humor.

- Those interested for institutional power are often effective managers who are <sup>not</sup> motivated by coordinating groups.  
 (→ best manager tends to be high in need of power & low in need of affiliation)

### (iv) J STACY ADAMS / EQUITY THEORY (1963) (SE)

People who are constantly measuring what they put into work against what they get from work. If people <sup>perceive</sup> that it is a fair trade, they continue to contribute at same level. If they think there is an imbalance then they are demotivated.

e.g. if person completes a given task & receive no appreciation → demotivated.

**CYBERNET**

Total Quality Network

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(EV)

### (v) EXPECTANCY THEORY — VICTOR VROOM (442 pg)

— States that an individual tends to act in a certain way based on the expectation that the act will be followed by a given outcome & on the attractiveness of the outcome to the individual.

— Three relationships:

① Expectancy or effort performance linkage is the probability perceived by the individual that ~~existing~~ exerting a given amount of effort will lead to a certain level of performance.

② Instrumentality or performance reward linkage is the degree to which individual believes that performing at a particular level is instrumental in attaining desired outcome.

③ Valence or attractiveness of reward is the importance that the individual places on the potential outcome or reward that can be achieved on the job.  
Valence considers both the goal & needs of an individual.

→ Expectancy-theory realizes that no universal principle explains what motivates an individual. Also, emphasizes on expected behavior. An individual's own perception of performance, reward & goal outcome (not the outcome themselves) will determine his/her motivation (effort level).

### (vi) MASLOW'S HIERARCHY OF NEEDS THEORY

— Was a physiologist psychologist & proposed that within every person is a hierarchy of needs  
↳ ① Physiological needs — A person's need for food, drink, shelter & other physical req.  
↳ ② Safety needs — A person's need for security & protection from physical & emotional harm and also assurance that physical needs will continue to meet.  
↳ ③ Social needs — A person's need for affection, belongingness, acceptance & friendship.  
↳ ④ Esteem needs — A person's need for internal esteem factors, such as self-respect, autonomy, and achievement & external esteem factor → (status, recognition & attention)  
↳ ⑤ Self-actualization needs — A person's need for growth, achieving one's potential & self-fulfillment, the drive to become what one is capable of becoming.

→ Each level in need must be substantially satisfied before next need become dominant.

→ Conclusion: to motivate someone, you need to understand what level that person is on hierarchy & focus on satisfying needs at or above that level.

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## ERG THEORY — CLAYTON ALDERFER (1969)

Condenses Maslow's 5 human needs into 3 categories: Existence, Relatedness & Growth.

### (i) Existence Needs

Includes all material and physiological desires (e.g. food, water, safety, physical love)  
Related to Maslow's definition of physiological & safety needs required to maintain basic life needs.

(1) (2)

### (ii) Relatedness Needs

Encompasses social & self esteem; relationships with significant others like family, friends & coworkers. This also means to be recognized and feel secure as part of a group or family.

### (iii) Growth

Based on internal esteem & self actualization — These impel a person to make creative or productive effects on himself and the environment (e.g. to progress towards one's ideal self)  
\* Desire to be productive & complete meaningful tasks.

(3) (4) (5)

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## 7 SKILLS OF LEADERSHIP

- ① Wider vision
- ② Personal profile
- ③ Warrior

- ④ Alliance & friendship
- ⑤ Spirit - hierarchy
- ⑥ Imagination & mind skills

⑦ Ability to inspire

### ① Wider vision

- The leader will have in place a compelling future for their people & dept.
- Involving people in its formation will keep the aim at focus and relevant.
- wide perspective → combining strategic business knowledge with clear view & involvement in market & its direction.
- keep an eye out for strategic opportunities.

### ② Personal profile

- Have a high profile & visibility.
- Make a personal & good bond with employees; open style meeting, walk in dept., take interest in people's thoughts, concerns & suggestions.
- Combining a friendly nature with positive energy & dynamic personality.
- Try to bring out best in others.

### ③ Warrior

- Ability to take action & lead. To take risk, confident in result & greater reward.
- Take blame for their own mistakes.
- Rarely takes credit — pass it on to other people.
- Play high stake games — to ensure recognition & success for their people & organization.

### ④ Alliances & Friendship

- Will form powerful alliances with other companies and external groups to achieve goals.
- Suppliers will be trusted partners as they'll help in achieving internal dept aims.
- Will work on personal development, combining with external guidance & advice.
- Identify real power play & keep friends close & enemy close.

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⑤

### • Spirit — Higher self

- combine an energetic spirit with a sense of maturity & perspective — know how to keep their work & life in balance and to relax.
- They have a persistence to deliver & succeed with confidence & self belief.
- Take responsibility for things under control & for their reaction to uncontrollable events.

⑥

### • Imagination & mind skills

and a sharp mind,

- working to develop an already planned system, & recognising the power of people's ideas & contribution.
- They ensure to create an open culture where ideas flourish with a clear direction rather than working on new initiatives without a direction.

⑦

### • Ability to Inspire

- Earns respect on basis of their personality & work, not from their office or job title (position in org).
- They will accept that they are accountable to their people <sup>(team)</sup> & will fulfill their commitment with the team & will make clear about what the team can expect from their leader.

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MCQs

- ① Person who works with or through other people by coordinating their work activities in order to accomplish organization goals is called Manager.
- ② In the past, non managerial employees were viewed as employees who had no one reporting to them.
- ③ Agency head or plant manager is most likely \_\_\_\_\_ within the firm.  
(a) Team leads      (b) Middle Manager      (c) Line Manager      (d) Top Manager.
- ④ The difference b/w managerial & non managerial is \_\_\_\_\_.  
(a) planning work of others      (c) coordinating work of others  
(b) controlling work of others      (d) organising work of others
- ⑤ An automobile manufacturer entries total no. of cars produced at the same time cost, but some defects would be \_\_\_\_\_.  
(a) effective + efficient      (b) increasing efficiency
- ⑥ Effective synonyms with goal attain.
- ⑦ Efficiency refers to relationship b/w input & output.
- ⑧ Henry Fayol was the French industrialist who first identified the basic management function.
- ⑨ The process of monitoring, comparing & correcting is called controlling.
- ⑩ Writing an organization strategy plan includes in planning management function.
- ⑪ One of the common characteristics of all organization is structure which clarifies member work relationship.
- ⑫ Which of the following phrase is most associative with scientific management One best way.

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- (13) Bureaucracy is defined as rule/regulation, hierarchy, clearly defined & division of labour.
- (14) A learning organization is the one that developed the capacity to continuously learn, adapt & change.  
(newly m.) (line m.) (top m.)
- (15) The three essential managerial skills include technical, human & conceptual.
- (16) Which of the following is most representative of high context culture?  
(a) Simple direct speech      (b) Non verbal communication      (c) Logical explanations
- (17) Which of the following is true of high context culture?  
(a) Events are interpreted isn't always apparent to outsiders.  
(b) Relationship tends to have less history.
- (18) The 3 fundamental layers of org. culture are  
(a) Observable artifacts, espoused val, basic underlying assumption.  
(b) Individual val, group norms, managerial skills
- (19) Which type of org. structure would be most effective for reinforcing local authority & accountability?  
(a) functional      (b) Divisional      (c) Line & staff      (d) matrix
- (20) By defining its org. val, an org:  
(a) Avoid ethical complications      (b) Demonstrate what emp must do to succeed in company.  
(c) Will be in compliance with employment laws      (d) Provide guidelines for emp behavior.
- (21) How does matrix org. structure works?  
(a) Emp are assigned 3 or more superiors.      (b) 2 org structure exist at same time.  
(c) There's a unity of command      (d) focused on functional accountability.
- (22) Which one is the best description of the org. culture?  
(a) Direction & scope of org.      (b) The way emp do things      (c) The policy & procedures  
(d) moral & perceptions

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- (23) When developing a new staffing strategy, an HR director is performing which function?  
(a) Planning      (b) leading      (c) organizing      (d) controlling

- (24) An HR professor establishes recognition program. Which of the following is associative directed func. of Mgr  
(a) Forecast the recognition needs      (b) Design the actual recognition

- (25) Which of the following statement is false about workflow diversity?  
(a) Diversified group develop more ideas than homogeneous.  
(b) Diversity work group has little conflict potential.

- (26) Which of the following would be tried in a high power distance society?  
(a) 100's of statues, bill board & poster of leader in newspaper  
(b) Manager & emp would dress in same way      (c) leader richness would appear only in newspaper.

- (27) \_\_\_\_\_ is defined as difference b/w benefit a customer sees from market offering & cost of obtaining those benefits.  
(a) customer value      (b) Profit Margin      (c) Satisfaction Scale      (d) competitive advantage

- (28) Considering techn. develop which of the following is most likely true?  
(a) Technology will allow org to provide 24 hrs service to customer.

- (29) Supply chain in a global environment should be:

- (a) flexible      (b) able to use latest comp & transmission      (c) staff with local specialist      (d) All

- (30) The durability and expensive pair of shoes provide value since \_\_\_\_\_ and all willing to \_\_\_\_\_.  
(a) supplier, provide      (b) customers, pay for it      (c) Manufacturers, make

- (31) \_\_\_\_\_ focuses on providing an efficient form of resource to an organization.  
(a) Supply chain mgr.      (b) Value chain mgr.

- (32) With regards to social networks, many companies are now:

- (a) Encouraging use of social network as a tool to work collaboratively.

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(33) Which of the following is the most uncommon reason why company outsource

- (a) better manage the cost of internal process      (b) concentrate resources on core business

(34) \_\_\_\_\_ is the best described as technology enabled each area in group focused on value creation by providing excellent service to internal customers to increase efficiency & continuous improvement.

- (a) HR portal      (b) HR shared services      (c) Outsourcing      (d) HR-IS

### MCQ's

① someone who

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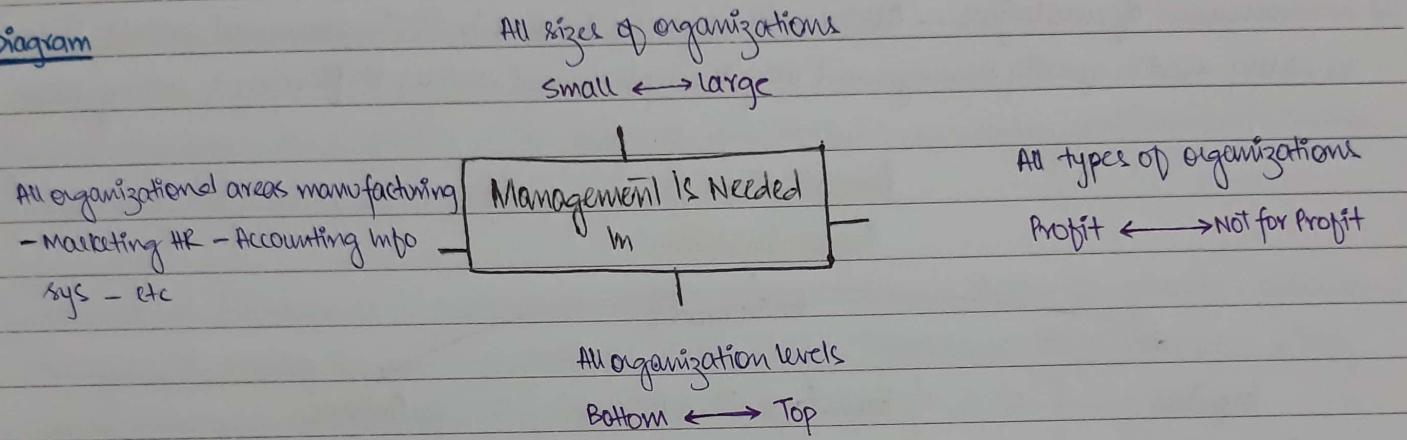
## UNIVERSALITY OF MANAGEMENT

"Management is needed in all types of and sizes of organizations, at all levels & in all organizational work area, and in all organizations no matter where they are located."

In these org., managers must plan, organize, lead & control.

Management is needed universally in all org. to find ways to improve the way org. are managed.

### Diagram



## QUANTITATIVE APPROACH

Use quantitative techniques to improve decision making. Also called 'management science'.

→ It involves applying statistics, optimization models, info model, computer simulation & other techniques to manage activities.

## Total Quality Management (TQM)

Management philosophy devoted to continued improvement & responding to customer needs & expectations.

Customer → anyone who interact with organization's products or services internally/externally.

Continued improvement isn't possible without accurate measurements.

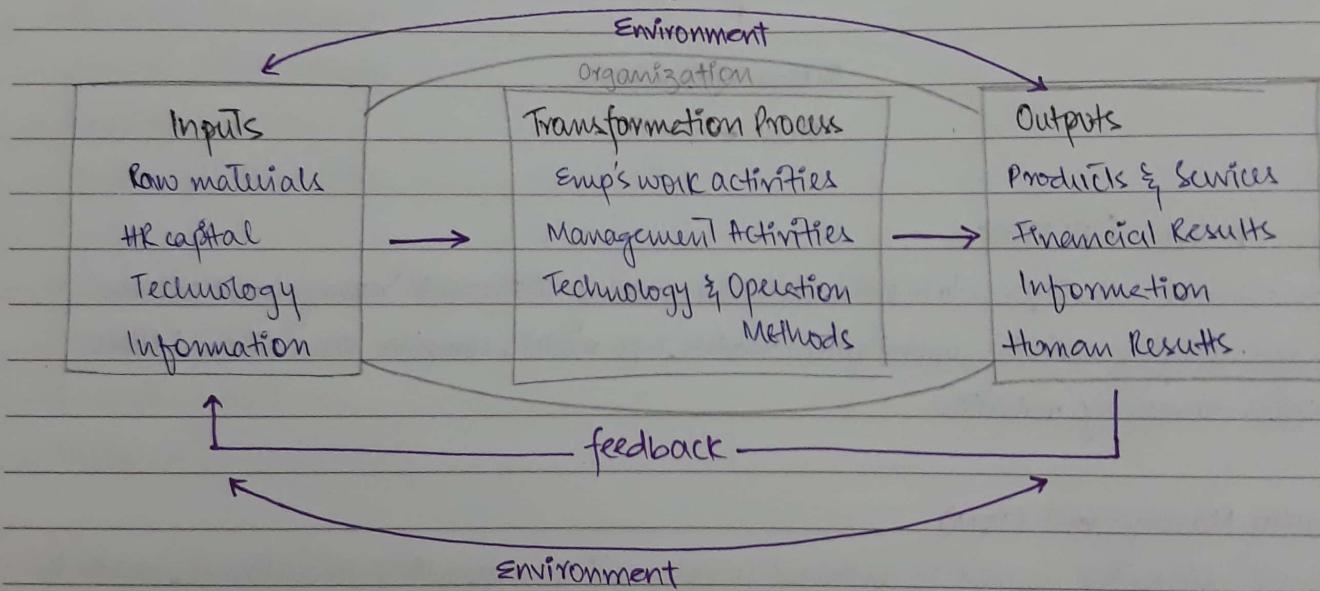
## WHAT IS QUALITY MANAGEMENT?

① Intense focus on customers - customer includes <sup>outsiders</sup> buyers who buy the organization's products or services & internal customers who interact with & serve others in organization.

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- ② Concern for continual improvement — QM is a commitment to never being satisfied. Quality can always be improved.
- ③ Process Focused — QM focuses on work processes as the quality of goods & services is continually improved.
- ④ Improvement in the quality of everything the organisation does — Relates to final product, how the org. handles delivery, how rapidly it responds to complaints etc.
- ⑤ Accurate measurements — QM uses statistical techniques to measure every critical variable in org. ops. These are compared against standards to identify prob., trace them & eliminate their cause.
- ⑥ Empowerment of employees — QM involves people on the line in the improvement process. Teams are widely used in quality management progs as empowerment vehicles for finding & solving prob.

### Organization as Open System



- The contingency approach (situational approach) says that organizations are different, face different situations (contingencies) & require different ways of managing.
- A good way to describe contingency is "if, then!" If this is the way my situation is, then this is the best way for me to manage in this situation.
- Management ~~works~~ researchers continue to work to identify these situational variables.

→ The primary role of contingency approach is that it stresses there are no simplistic or universal rules for managers to follow.

### Popular Contingency Variables

- ① Organization Size - As size increases, so do the problems of coordination.
- ② Routineness of Task Technology - To achieve its purpose, an org. uses technology. Routine tech. requires organizational struc., leadership styles & control systems that differ from those required by customized or non-routine technologies.
- ③ Environmental Uncertainty - The degree of uncertainty caused by environmental changes influences the management process.
- ④ Individual Differences - Individuals differ in terms of their desire for growth, autonomy, tolerance of ambiguity and expectations. These & other individual differences are imp when managers select motivation techniques, leadership styles & job designs.

### HOW ENVIRONMENT AFFECTS MANAGER

Three ways:

- ① Impacts on Job & Employment
- ② Environment Uncertainty that is present
- ③ Various stakeholder relationships that exist b/w an org. & its external constituencies

#### → Omnipotent View

- manager's are directly responsible for an organization's success or failure.
- consistent with stereotypical pic of take-charge business executive who overcomes any obstacle in seeing that the org. achieves its goals. & this view isn't limited to business org.

#### → Symbolic View

- manager's ability to affect performance outcomes is influenced & constrained by external factors. It is unreasonable to significantly expect manager to affect an org. performance. Instead, perf. is influenced by factors managers have little control over i.e. economy, customers, govt. policies, industry condition, competitors & decisions made by previous managers.

Managers symbolize control & influence by making plans, decisions

Date \_\_\_\_\_

## - CHANGES AFFECTING A MANAGER'S JOB

### - Changing Technology (Digitization) → Change

Impact:

- Shifting organizational boundaries
- Virtual workplace
- Flexible work arrangements
- Empowered employees
- Work-life-personal life balance

### - Changing Security Threats

- Risk management
- Restructured workplace
- Discrimination concerns
- Globalization concerns
- Employee assistance
- Uncertainty over future energy-sources/prices

### - Increased Emphasis on Organizational & Managerial Ethics

- Redefined values
- Rebuilding trust
- Increased accountability

### - Increased Competitiveness

- Customer service
- Innovation
- Globalization
- Efficiency / Productivity

Date \_\_\_\_\_

## OTG CULTURE & ENVIRONMENT

(Chp 3)

### Culture

- It's all about alignment
- It's about norms, beliefs & how people do the things within the organizations
- It's about function environment.
- " " like minded people.
- " " screening wrong people.
- " " office design.
- " " being cult like. (quoted by Jim Collins)

Amazon → customer centric company

Starbuck → employee centric company

\* top managers define culture in company.

Organizational Culture is a system of shared assumptions, values & beliefs which govern how people behave in org. These shared val. have a strong influence on the people in org. & dictate how they dress, act & perform their jobs.

### Significance of culture in company

- ① culture matters to the extent that it can help you reach organizational goals.
- ② As your company grows, culture can help you preserve key balance, make your company a better place to work & help it perform better in future.
- ③ It distinguishes you from your competition.
- ④ It ensures that critical operating value persist such as delighting customers & making beautiful products.
- ⑤ It helps you identify employee who fit for your mission.

\* SHOCKS can increase employee culture: shocks in terms of reconstructing, job exchanging (for cuts environment)

### STRONG CULTURE

- ① values widely shared.
- ② culture convey consistent msg about what is imp.
- ③ most employees can tell story about heroes or company history.
- ④ Strong connection b/w shared value & behaviour

### WEAK CULTURE

- ① values limited to few people usually top managers.
- ② culture sends weak msg about what is imp.
- ③ employees have little knowledge about history.
- ④ little connection b/w shared val. & behaviour.  
(job railway hain wo kei nai railway)

Date \_\_\_\_\_

Conclusion: lighting intensity was not directly related to group productivity; something else must have contributed to the results.

- In 1927, P. Elton Mayo joined research & ~~key~~ concluded that:

"people's behavior & attitudes are closely related, that group factors significantly affect individual behavior, that group standards establish individual worker output, and that money is a less factor in determining output than are group standards, group attitudes & security"

- These conclusions led to a new emphasis on the human behavior factor in the management of organization.

## CONTEMPORARY APPROACH

Two contemporary management perspectives: ① Systems ② Contingency.

- System — Set of interrelated & interdependent parts arranged in a manner that produces a unified whole.

Two types of sys:

→ Closed system: are not influenced by and do not interact with their environment.

→ Open system: are influenced by & do interact with their environment.  
• adaptive in nature

## Contingency Approach / Situational Approach

Organizations are different, face different situations & require diff. ways of managing.

Four contingency variables:

- ① Organization size
- ② Routineness of Task Technology
- ③ Environmental Uncertainty
- ④ Individual Differences