

Question - 1 : Describe the nature of management, Define management and managers, and characterize their importance to contemporary organizations.

Ans :

Management : A set of activities (including planning & decision making, organizing, leading and controlling) directed at an organization's resources (human, physical, financial and information), with the aim of achieving organizational goals in an efficient and effective manner.

Manager : Someone whose primary responsibility is to carry out the management process.

The nature of management : Management - as a systematic process - helps identify a group of people who carry out particular activities. The nature of management is given below :

- * Universality : Management is an universal process and is essential for all organizations. If there is human activity, there is management. The universal principle means that managerial skills can be developed over time and they're transferrable.

Question-5: Discuss the science and the art of management, describe how people become managers, and summarize the scope of management in organizations.

Ans:

The Science and the Art of Management:

Given the complexity inherent in the manager's job, a reasonable question relates to whether management is a science or an art. In fact, effective management is a both of art and science. And successful executives recognize the importance combining both the science and the art of management as they practice their craft.

The Science of Management: Many management problems and issues can be approached in ways that are rational, logical, objective, and systematic.

Managers can gather data fact and objective information. They can use quantitative models and decision making techniques to arrive at correct decision.

And they need to take such a scientific approach to solving problems.

(iv) Diagnostic Skills: Successful managers also possess diagnostic skills, or skills that enable a manager to visualize the most appropriate response to a situation. A physician diagnoses a patient's illness by analyzing symptoms and determining their probable cause.

(v) Communication Skills: Communication skills refer to the manager's abilities both to effectively convey ideas and information to others and effectively receive ideas and information from others.

(vi) Decision-Making Skills: Effective managers also have good decision-making skills. Decision-Making skills refer to the manager's ability to correctly recognize and define problems and opportunities and to then select an appropriate course of action to solve problems and capitalize on opportunities.

Time-Management: Finally, effective managers usually have good time-management skills. Time management skills refers to the manager's ability to prioritize work, to work efficiently, and to delegate appropriately.

Chapter-7: Managers as decision Makers

Question-1: What is decision Making?

Ans: Decision making is a process, not just a simple act of choosing among alternatives. Making decision is not something that managers do; all organizations members make decisions that affects their jobs and the organization they work for.

Managers at all Levels are decision makers —

Managers at all level and areas in all areas of organizations make decisions. That is, they make choices.

→ Top-level managers make decisions about their organizations goals, where to locate manufacturing facilities, or what's new market to move into.

→ Mid-level and low-level managers make decision about production schedules, product quality problems, pay raise, and employee discipline.

Chapter-1 : Managing & the Manager's Job

* Organization : A group of people working together ^{is} ~~and~~ structured and coordinated fashion to achieve a set of goals is called organization. [8. what does the organization mean]

Organization	Human Resources	Financial Resources	Physical Resources	Information Resources
Royal Dutch/Shell Group	Drilling platform workers Corporate executives	Profits Stockholders investment	Refineries Office building	Sales forecasts OPEC proclamation
Michigan state University	Faculty Administrative staff	Alumni Contributions Government grants	Computers Campus facilities	Research Report Government publications
New York City	Police Officers Municipal employees	Tax Revenue Government grants	Sanitation equipment Municipal buildings	Economic forecasts Crime statistics
Sun's Grocery Store	Grocery clerks Bookkeepers	Profit Owner investment	Building Display shelving	Price lists from suppliers Newspaper ads for competitors

involves determining how activities and resources are to be grouped. After Alan Mullaly clarified Ford's strategy, he then overhauled the company's bureaucratic structure in order to facilitate coordination across divisions and promote faster decision making.

Leading: The third basic managerial function is leading. Some people consider leading to be both the most important and the most challenging of all managerial activities. Leading is the set of processes used to get members of the organization to work together to further the interests of the organization. Alan Mullaly has taken several steps to change the leadership culture that existed at Ford. In earlier times, the firm had used a directive, top down approach to management.

Controlling: The final phase of the management process is controlling, or monitoring the organization's progress toward its goals. As the organization moves toward its goals, managers must monitor progress to ensure that it is performing in such a way as to arrive at its 'destination' at the appointed time. A good analogy is that of a space mission to Mars. NASA doesn't simply shoot a rocket in the general direction of the planet and then look again in four

Question-2 : Identify and briefly explain the four basic management functions in organizations.

Ans : The four basic management functions in organizations are —

- ① Planning and decision making
- ② Organizing
- ③ Cont Leading
- ④ Controlling

Planning and decision making : In its simplest form, Planning means setting an organization goals and deciding how best to achieve them. Decision making, a part of the planning process, involves selecting a course of action from a set of alternatives. Planning and decision making help maintain managerial effectiveness by serving as guides for future activities. In other words, the organization goals and plans clearly help managers ^{know} how to allocate their time and resources.

Organizing : Once a manager has set goals and developed a workable plan, the next management function is to organize people and the other resources necessary to carry out the plan. Specifically, organizing

~~Purposeful~~
* ~~Social process~~: Management always has an end goal of achieving an organization's targets, mission and vision. The success of management can be measured by the extent to which an organization achieves its objective.

~~Social process~~:
* ~~Purposeful~~: Management always has an end goal of achieving

* ~~Social process~~: The nature of management involves organizing people in groups and managing them. It requires different levels of empathy, understanding and dynamism. In addition to taking care of social and emotional well-being, the process involves developing, motivating and retaining employees.

Characterizing their importance to contemporary organizations :-

months to see whether the rocket hit its mark. NASA monitors the spacecraft almost continuously and makes whatever course correction are needed to keep it on track. Controlling similarly helps ^{ensure} effectiveness and efficiency needed for successful management.

Question-3 : Describe the kinds of managers found at different levels and in different areas of the organization.

Ans :

Managing at different levels of Organizations :

Managers can be differentiated according to their level in the organization. Although large organizations typically have a number of levels of management, the most common view considers three basic levels : Top, Middle and First-line managers.

(i) Top Managers : Top managers make up the relatively small group of executives who manage the overall organization. Titles found in this group include president, vice-president and Chief Executive Officer (CEO). Top managers create the organization's goals, overall strategy and operating policies. They also officially represent the organization to the external environment.

flow

(i) Informational Roles : The three information roles naturally flow from the interpersonal role just discussed. The process of carrying out the interpersonal roles place the manager at a strategic point to gather and disseminate information. The first informational role is that of monitor. One who actively seeks information that may be of value. The manager is also a disseminator of information, transmitting relevant information back to others in the workplace. The third informational role focus on external communication.

(ii) Decisional Roles : The manager's informational roles typically lead to the decisional roles. Mintzberg identified four decisional roles. First, the manager has the role of entrepreneur, the voluntary initiator of change. A second decisional role is initiated not by the manager but some other individual or group. The third decisional role is that of resource allocator. As resource allocator, the manager decides how

The Art of Management: Even though managers may try to be scientific as often as possible, they must frequently ^{make} ~~solve~~ decision and solve problems on the basis of intuition, experience, instinct and personal insights. Relying heavily on conceptual, communication, interpersonal and time-management skills.

Becoming a Manager: There are as many variations as there are managers, the most common path involves a combination of education and experience.

The Role of Education: Many of us reading this book right now are doing so because we are enrolled in a management course. Thus we are acquiring management skills in an educational setting. Even after obtaining a degree, most prospective managers have not seen the end of their management education. Many aspects of the manager's job can be discussed in a book but cannot really be appreciated and understood until they are experienced.

The Role of Experience: Management skills must also be learned through experience. Most managers advanced to their present positions from other jobs. Only by experiencing the day-to-day pressure a manager faces and by meeting a variety of managerial challenges can an individual develop insights into the real nature and character of managerial work.

The Scope of Management

(i) Managing in Profit-Seeking Organizations: Most of what we know about management comes from large profit-seeking organizations because their survival has long depended on efficiency and effectiveness. Although many people associate management primarily with large business, effective management is also essential for small business, which play an important role in the country's economy.

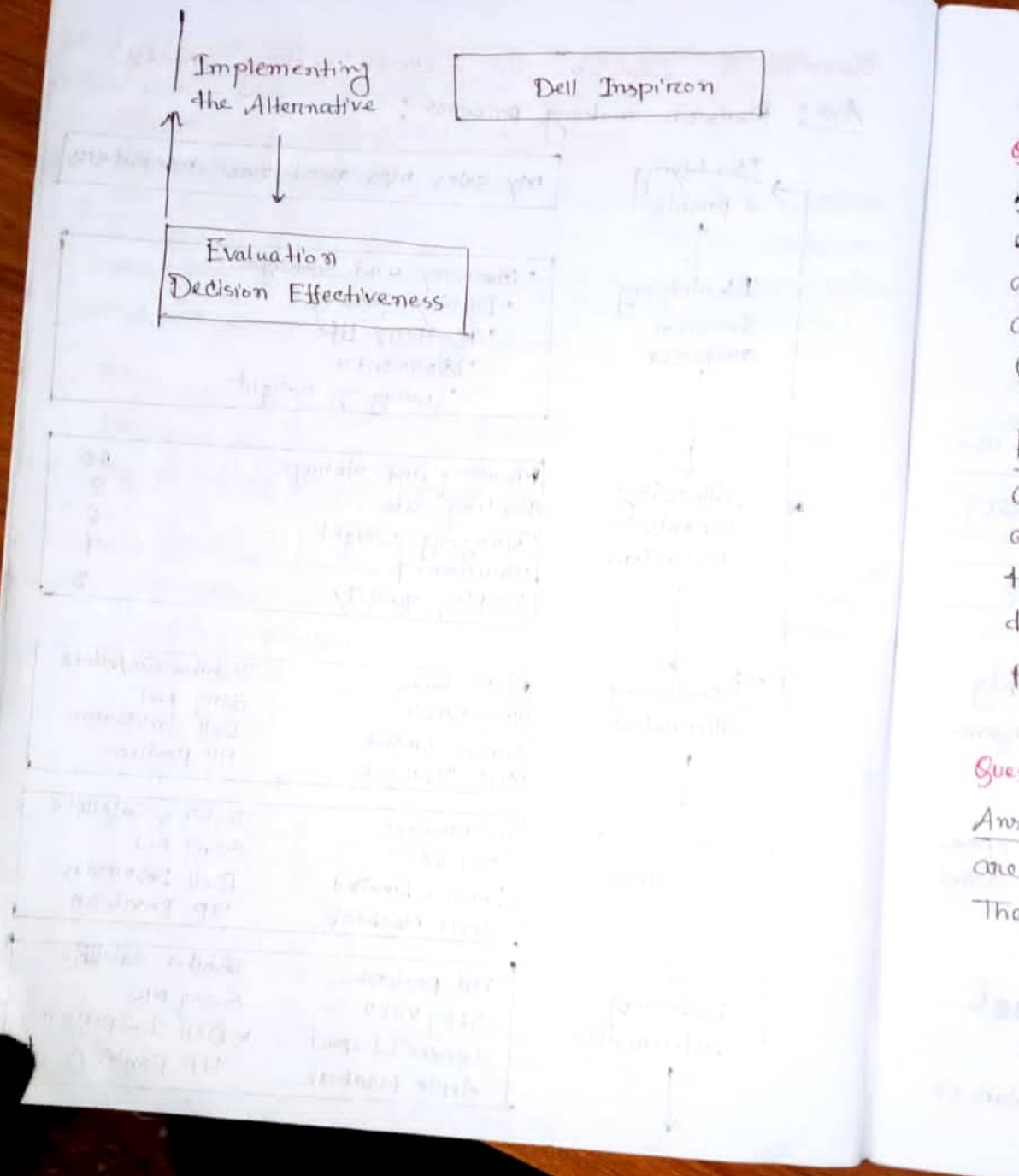
(ii) Managing in Non-for-Profit Organizations: Intangible goals such as education, social services, public protection, and recreation are often the primary aim of non-for-profit organizations. The management of government organizations and agencies is often regarded as a separate specialty.

Managing in Different Areas of the Organizations:

Regardless of their level, managers may work in various areas within an organization. In any given firm, for example, areas of management may include Marketing, Financial, Operations, Human Resources, Administrative and other areas.

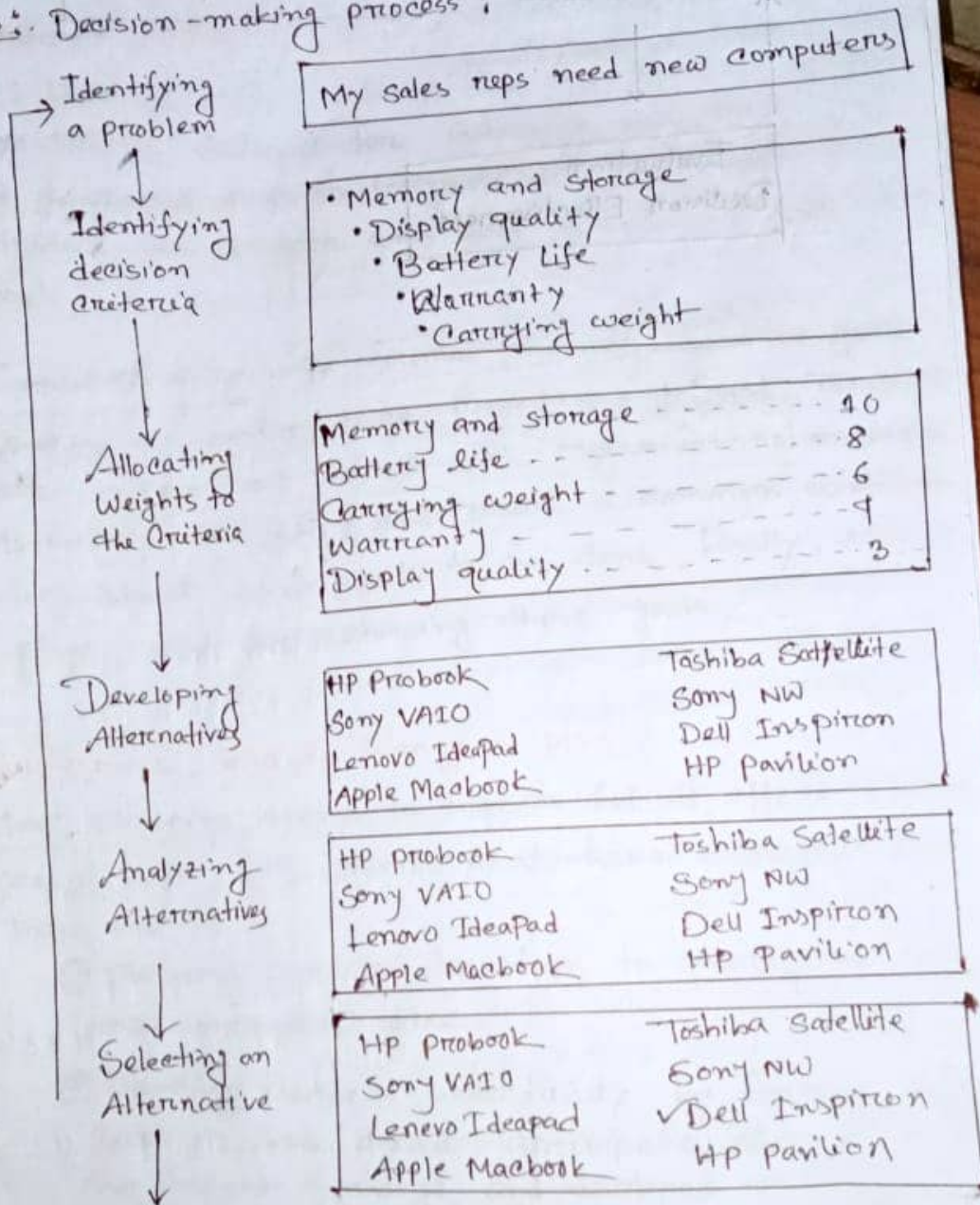
(i) Marketing Managers: Marketing areas managers works in areas related to the marketing function - getting consumers and clients to buy the organization's products or services (by they Nokia cell phones, Ford automobiles, Newsweek magazines, associated press news reports, flights on Southwest Airlines, or cups of latte at Starbucks). These areas include new-product development, promotion, and distribution. Given the importance of marketing for virtually all organizations, developing good managers in this area can be critical.

(ii) Financial Managers: Financial Managers deal primarily with an organizations financial resources. They are responsible for such activities, as accounting, cash managements and investments. In some business, such as banking and insurance, financial managers are found in especially large numbers.



Question - 2 : Describe the decision making process.

Ans : Decision-making process :



Managerial Skills

In addition to fulfilling numerous roles, managers also need a number of specific skills if they are to succeed. There are three most fundamental management skills are technical, interpersonal, conceptual, diagnostic, communication, decision-making and time management skills.

(i) Technical Skills: Technical skills are the skills necessary to accomplish or understand the specific kind of work being done in an organization. These managers spend much of their time training subordinates and answering questions about work-related problems. They must know how to perform the task assigned to those they supervise if they are to be effective managers.

(ii) Interpersonal Skills: Managers spend considerable time interacting with people both inside and outside the organization. For obvious reason, the manager also needs interpersonal skills - the ability to communicate with, understand, and motivate both individuals and groups.

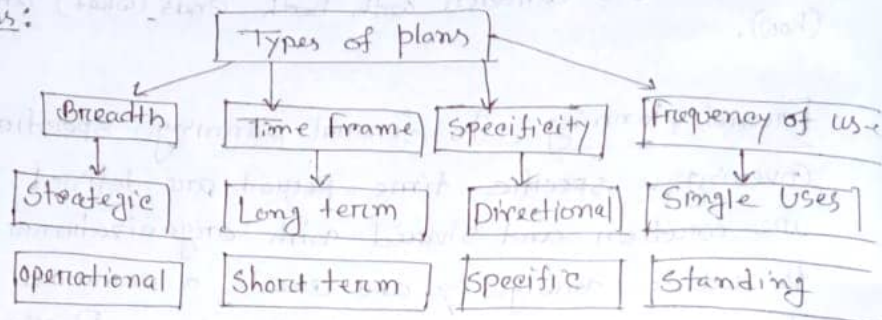
(iii) Conceptual Skills: Conceptual skills depends on the manager's ability to think in the abstract. Managers need the capacity to understand overall working of the organization and its environment, to grasp how all the parts of the organization fit together, and to view the organization in a holistic manner.

iii) Planning minimizes waste and redundancy.

iv) Planning establishes the goals or standards used in controlling.

Question-3 : Describe different types of plans ?

Ans:



Strategic : Strategic plans are plans that ~~are~~ apply to the entire organization and establish the organization's overall goals.

Operational : Plans that encompass a particular operational areas of the organizations are ~~particular~~ called operational plans.

Long-term : We define long-term plans as those ~~with~~ with a time frame beyond three years.

Short-term : Short-term plans cover one year or less.

(ii) Operation Managers: Operation managers are concerned with creating and managing the system that create an organization's product and services. Typical responsibilities of operations managers include production control, inventory control, quality control, plant layout and site selection.

(iv) Human Resource Managers: Human Resource managers are responsible for hiring and developing employees. They are typically involved in human resource planning, recruiting and selecting employees, training and development, designing compensation and benefit systems, formulating performance appraisal system and discharging low performing and problem employees.

(v) Administrative Managers: Administrative, or general managers are not associated with any particular management speciality. Probably the best example of an administrative management position is that of a hospital or clinic administrator. Administrative managers tend to be generalists, they have some basic familiarity with all functional areas of management rather than specialized training in any one area.

Question - 4 : Identify the basic managerial roles played by managers and the skills they need to be successful.

Ans :

Managerial Roles : Henry Mintzberg offers a number of interesting insights into the nature of managerial roles. He closely observed the day to day activities of a group of CEOs by literally following them around and taking notes on what they did. From his observation, Mintzberg concluded that managers play ten different roles, as summarized that these roles fall into three basic categories : (i) Interpersonal (ii) Informational and (iii) decisional.

(i) Interpersonal roles : There are three interpersonal roles inherent in the manager's job. First, the manager is often expected to serve as a figurehead - taking victor to dinner, attending ribbon-cutting ceremonies, and the like. This activities are typically more ceremonial and symbolic than substantive. The manager is also expected to serve as a leader - hiring, training and motivating employees. A manager who formally or informally shows sub-ordinates how to do things and has to perform under pressure is leading. Finally, the managers can have a liaison role. This role often involves serving as a coordinator or link among people groups or organizations.

Directional : Directional plans are flexible plans that set out general guidelines.

Specific : Specific plans are clearly defined and leave no room for interpretation.

Single use : A single use plan is a one-time plan specifically designed to meet the needs of a unique situation.

Standing : Standing plans are ongoing plans that provide guidance for activities performed repeatedly.

Question - 4 : Why plans are important ?

Ans :

Chapter-8 : Foundation of Planning

Question-1 : What is planning ?

Ans : planning involves defining the organization goals, establishing strategies for achieving those goals and developing plans to integrate and co-ordinate work activities. It concerns with both ends (what) and means (how).

Formal planning : In formal planning, specific goals covering a specific time period are defined. These goals are written and shared with organizational members to reduce ambiguity and create a common understanding about what needs to be done. Finally, specific plans exist for achieving these goals.

Question-2 : Why do Managers plan ?

Ans : planning seems to take a lot of effect. There are at least four reasons that have managers plan. These are —

① planning provides direction to managers and non-managers alike.

② Planning reduces uncertainty by forcing managers to look ahead, anticipate change, consider the impact of change, and develop appropriate responses.

by meeting with government officials, executive of other organizations, and so forth.

(ii) Middle Managers: Middle management is probably the largest group of managers in most organizations. Common middle management titles include plant manager, operation manager and division head. Middle managers are responsible for primarily for implementing the policies and plans developed by top managers and for supervising and co-ordinating the activities of lower level managers.

(iii) First-line Managers: First-line managers supervise and co-ordinate the activities of operating employees. Common title for first-line managers are Supervisors, Co-ordinator and office manager. Position like these are often the first held by employees who enter management from the ranks of operating personnel.