

"Industrial Management"

Segment - 01

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

The management Process : Aut 18 | 9 @

① Planning and decision making : Setting the organization's goals and deciding how best to achieve them.

② Organizing : Determining how best to group activities and resources.

③ Leading : Motivating members of the organization to work in the best interests of the organization.

④ Controlling : Monitoring and Correcting ongoing activities to facilitate goal attainment.

~~#~~ Resources of an Organization:

- (i) Human Resources
- (ii) Financial "
- (iii) Physical "
- (iv) Information "

Avt 18-19

~~#~~ Kind of Managers by Level and area:

- (i) Top Manager → [President, Vice President, CEO]
- (ii) Middle Manager → [Plant manager, Operation manager, Division Head]
- (iii) First line → [Supervisor, Coordinator, Office manager]

~~#~~ Areas of Management:

(i) Marketing manager: Work in areas related to the marketing function getting consumers and clients to buy the organization's products or services.

(ii) Financial manager:

Accounting, Cash management, Investments.

~~(iii)~~ Operation Manager: Are concerned with creating and managing the systems that create an organization's products and services. Includes - Production manager → Control, inventory Control, quality Control, Plant ~~Control~~ layout, site selection.

~~(iv)~~ HRM: Responsible for hiring and developing employees. involved in human resource planning, recruiting and selecting employees, training and development, designing compensation.

~~(v)~~ Administrative Manager: They tend to be generalists, they have some basic familiarity with all functional areas of management rather than specialized training in any one area.

~~(vi)~~ Other kinds of manager:

Public relation manager → Deal with the Public and media.

Research and development manager etc.

~~#~~ Managerial Role in this lesson

~~i~~ Interpersonal

- Figurehead
- Leader
- Liaison

~~ii~~ Informational

- Monitor
- disseminator
- SpokesPerson

~~iii~~ Decisional

- Entrepreneur
- Disturbance handler
- Negotiator

~~#~~ Managerial Skills :

(i) Technical skills

(ii) InterPersonal

(iii) Conceptual

(iv) Diagnostic

(v) Communication

(vi) Decision-Making Skill

(vii) Time Management Skill

Sources of management skills / Becoming a manager:

- (i) The role of education
- (ii) The role of Experience

The scope of Management:

(i) Managin in Profit-seeking Org.

(ii) Mangin in No-Profit Org.

↳ Education, social service, Public Protection etc.

* Industry: Industry is the group of manufacturing or technical enterprise in a particular field.

Also aspects of nature of activity of business and

function has been divided into

Segment - 02

~~#~~ Environment of an Org:

- ~~i~~ Internal Environment
- ~~ii~~ External
 - Task
 - General

~~#~~ General Environment (External): Aut'20 | 2(b)

~~i~~ Economic Dimension

- ~~ii~~ → Weak economic growth.
- High Unemployment
- Low inflation

~~ii~~ Technological Dimension

- Improved information technology
- More efficient Os

~~iii~~ Sociocultural Dimension

- Demographic shifts in number of single adults
- Growing concerns about health and nutrition.

~~IV~~ Political-Legal Dimension

- Govt. rules
- Local zoning climate
- general Posture toward business regulation

~~V~~ International Dimension

- Competitors in other Countries.
- About 2/3 of sales from outside.

~~#~~ Task Environment (External) :

- (i) Customers
- (ii) Suppliers
- (iii) Strategic Partners
- (iv) Regulators
- (v) Competitors

~~#~~ Organization's Culture :

- (i) Importance of org. Culture
- (ii) Determinant
- (iii) Managing

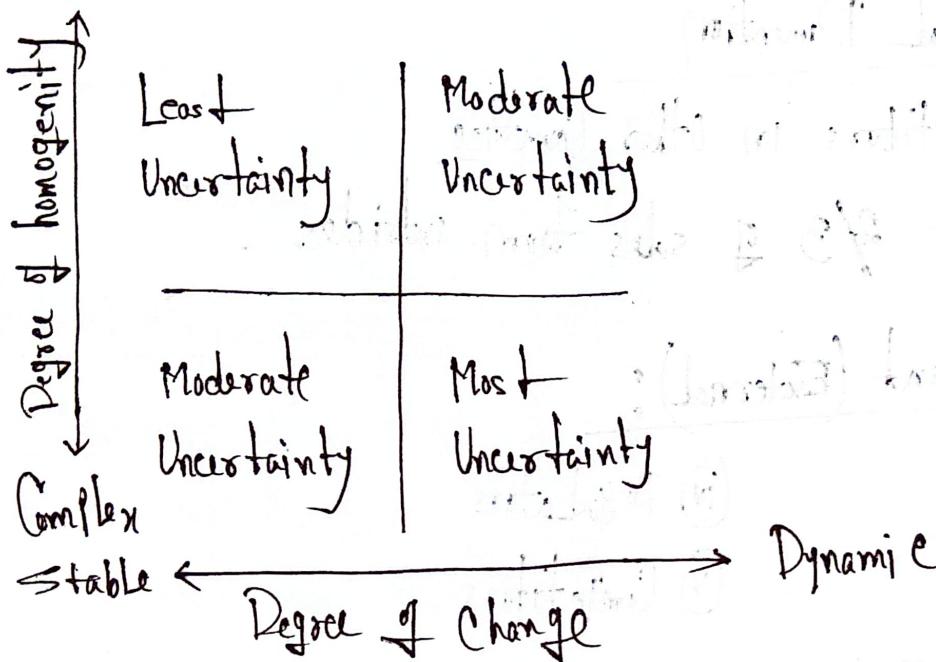
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How environment affect org:

~~Three~~ basic Perspective -

i) Environmental Change and Commodity

Simple



ii) Competitive Forces (~~5~~ Competitive Forces)

- The threat of new entrants.
- Competitive rivalry
- The threat of substitute Product
- The Power of buyers
- The Power of suppliers.

iii) Environmental Turbulence

~~#~~ How Org. Adapt to their Environments: Ant 18 | 2(b)

i) Information management

ii) Strategic Response

iii) Mergers, acquisitions and alliances → ~~Mergers~~: Join Companies

~~Acquisitions~~: One, buy another.

~~Partnership/Alliances~~: Undertake new venture with another firm.

iv) Org. design and flexibility

v) Direct influence

vi) Social responsibility

~~#~~ The Internal Environment:

Ant 20 | 2(b)

i) Owners: Whoever can claim property rights to an organization.

ii) Board of directors: Governing body elected by a corporation's stockholders and charged with overseeing the general management of the firm to ensure that it is being run in a way that best serves the stockholder's interests.

iii) Physical Work environment

iv) Employees

Segment - (3)

* ~~Organization~~: Org. is the group of people working together in a structured and coordinated fashion to achieve a set of goals.

* There are ~~six~~ building blocks that managers can use in constructing an organization -

- i) Designing Jobs,
- ii) Grouping Jobs,
- iii) Establishing reporting relationship between jobs,
- iv) Distributing authority among jobs,
- v) Coordinating activities among jobs
- vi) Differentiating among positions.

* Digining Jobs:

- i) Job Specialization: The degree to which the overall task of the org. is broken down and divided into smaller Component Parts.

An experiment proved that, 10 men were able to produce 48000 Pins in a day, whereas each man working alone could produce only 20 Pins Per day.

Benefits of specialization:

- i) Increase Proficiency and Productivity.
- ii) Transfer time between task decreases.
- iii) Easier to develop specialized equipment.
- iv) When a Professional Absent or resigns, the manager is able to train someone new at relatively low cost.

Drawbacks and Overcome Process:

- i) Become bored and dis-satisfaction.
- ii) Absenteeism rises, late attendance arises, lower Productivity.

* 5 Alternatives of Job Specialization:

i) Job rotation

ii) Job Enlargement

→ Give different kinds of task to a employee at a time.

iii) Job Enrichment: Increasing the number of task and give freedom to employee to perform that task to complete.

* iv) Job Characteristic Approach: An alternative to Job specialization. Five dimension →

→ Skill Variety

→ Task Identity

→ Task Significance

→ Autonomy

→ Feedback

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v) Work Team → [Alternatives of Job Specialization]

~~#~~ Grouping Jobs : Departmentalization Aut'18/3(b)

(i) Functional Departmentalization

↳ Group Jobs involving the same or similar activities.

(ii) Product Departmentalization

↳ Grouping activities around Products or Product Groups.

(iii) Customer Dep.

↳ Grouping activities to respond to and interact with specific customers or customer groups.

(iv) Location Dep.

↳ Grouping Jobs on the basis of defined geographic sites or areas.

~~#~~ Establishing Reporting-Relationship

(i) Chain of Command

↳ A clear and distinct line of authority among the positions in an org.

(ii) Span of management

↳ The number of people who report to a particular manager.

$$I = N \left(2^N/2 + N - 1 \right)$$

$I \Rightarrow$ Total number of interaction

$N \Rightarrow$ Number of Subordinates

* ~~Q~~ Tall vs Flat Organization : Ans 18, 3(a)

→ Determining the appropriate span —

i) Competence of supervisor & subordinates,

↳ The greater competence, the wider span.

ii) Physical dispersion of subordinates

↳ The greater dispersion, the narrow span.

iii) Nonsupervisory work Extent

↳ The more nonsupervisory, the narrow span.

iv) Degree of required interaction

↳ Less required interaction, the wider span.

v) Extent of standardized Procedures

↳ The more procedure, the wider potential span.

vi) Similarity of Task being supervised

↳ The more similar the task, the wider span.

vii) Frequency of new Problem

→ Higher frequency, the wider span.

viii) Preferences of supervisors and subordinates.