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1. Define System and explain the System Analysis with Neat Sketch?

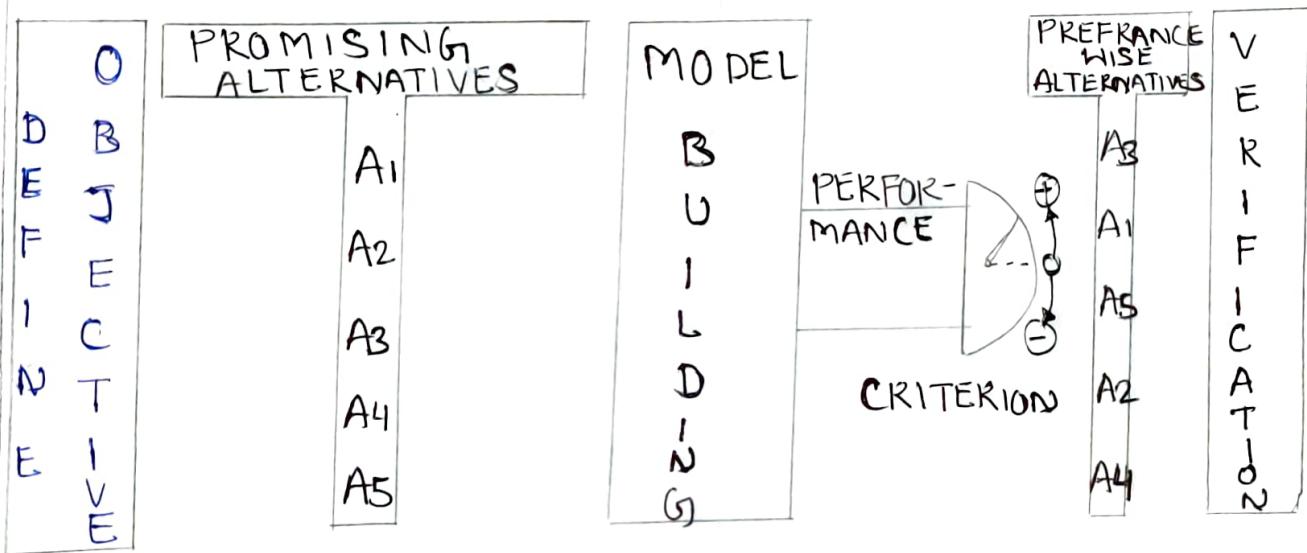
ANS:-

System :- A System may be defined as a collection of interacting elements that operate to achieve a predetermined objective. In simple terms, a system may be visualized as a processing unit which receives certain inputs and is urged to act upon them in some desirable fashion to produce outputs with a purpose to optimize some function of input & output.

System Analysis :- System analysis is the study of each point of the system, both as an individual and in relation to the whole in order to design, modify or improve the system ; it is immaterial

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Whether it is an abstract system like inventory Control Procedure or it is a physical system such as power transmission in a vehicle procedure.



### SYSTEM ANALYSIS

- 1) Define Objective :- It is the conceptual phase in which the objectives are clarified and defined with a view to select a policy regarding action or decision-making for solving the problem.
- 2) Promising Alternatives :- Promising alternatives programmers, which can possibly achieve the objectives, are thought of and designed.
- 3) Model Building :- A model is an analog or reality. It represents the system qualitatively. A model may be in the physical form or it may be a

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mathematical presentation of a system.

4) Criterion :- The individual models are evaluated in terms of the Criterion specified before. The Criterion may be effectiveness, cost, performance or cost against performance, etc.

5) Preference-wise Alternatives :- From the performance of models, various alternatives programmes are listed in order of preference.

6) Verification :- The most promising alternatives are tested by experiments and their good points are verified.

2. Define Management and explain the functions of Management in Detail?

ANS:-

According to Harold Koontz :- Management is an art of getting things done through and with the people in formally organized groups. It is an art of creating an environment in which

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people can perform and individuals and can co-operate towards attainments of group goals.

## Functions of Management:-

### i) Forecasting :-

→ Forecasting is a necessary preliminary to planning.

→ Forecasting estimates the future work or what should be done in future; may be as regards sales.

→ Forecasting begins with the sales forecast and is followed by production forecast for costs, finance, purchase, profit or loss, etc.

### ii) Planning :-

→ Planning all aspects of production, selling, etc. are essential in order to minimize intangibles.

→ Planning is a process by which a manager anticipates the future and discovers alternative

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Courses of action open to him.

- In fact, every managerial act, whether it be mental or physical is inexorably intertwined with planning.
- Prior planning is very essential for utilizing the available facilities to the best of advantage.

iii) Organising :-

- Organising is the process by which the structure and allocation of jobs is determined.
- Organising involves determining activities required to achieve the established Company objectives, grouping these activities in a logical basis for handling by subordinate managers and finally assigning persons to the job designed.
- Organising means, organising people, materials, jobs, time, etc. and establishing a framework in which responsibilities are defined and authorities are laid down.

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iv) Staffing:-

- Staffing is the process by which managers select train, promote and retire their subordinates.
- Staffing involves the developing and placing of qualified people in the various jobs in the organisation.

v) Directing:-

- Directing is the process by which actual performance of subordinates is guided towards common goals of the enterprise.
- Directing involving motivating, guiding and supervising subordinates towards company objectives.
- Directing involves functions such as :-

a) Leadership:-

- Leadership is the quality of the behaviour of the persons whereby they inspire confidence and trust in their subordinates, get maximum cooperation from them and guide their activities in organized effort.

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→ Leadership is more than personal ability and skill.

b) Communication:

→ Communication may be Verbal or written orders, reports, instruction, etc.  
→ A manager communicates to his subordinates as what they should do.  
→ An ineffective communication leads to confusion, misunderstanding, dissatisfaction and sometimes even strikes.

c) Motivation:-

→ Motivating means inspiring the subordinates to do a work or to achieve company objectives effectively and efficiently.

d) Supervision:

→ Supervision is necessary in order to ensure,

- i) that work is going on as per the plan established and,
- ii) that workers are doing as they were directed to do.

## 8. vi) Coordinating :-

- Coordinating means achieving harmony of individual efforts towards the accomplishment of Company objectives.
- Ineffective Coordination between different functions of a business enterprise can ruin the enterprise.
- Coordination involves making plans that coordinate the activities of subordinates, regulate their activities on the job and regulate their communications.

## vii) Controlling :-

- Controlling is the process that measures current performance and guides it towards some predetermined goals.
- Controlling is a continuous process which measures the progress of operations, verifies, their conformity with the predetermined plan and takes corrective action.

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Viii) Decision Making :-

- Decision making is the process by which a course of action is consciously chosen from available alternatives for the purpose of achieving desired results.
- An outstanding quality of a successful manager is his ability to make sound and logical decisions.

3. Explain the different types of organization structure along with advantages, disadvantages and applications.

Ans:-

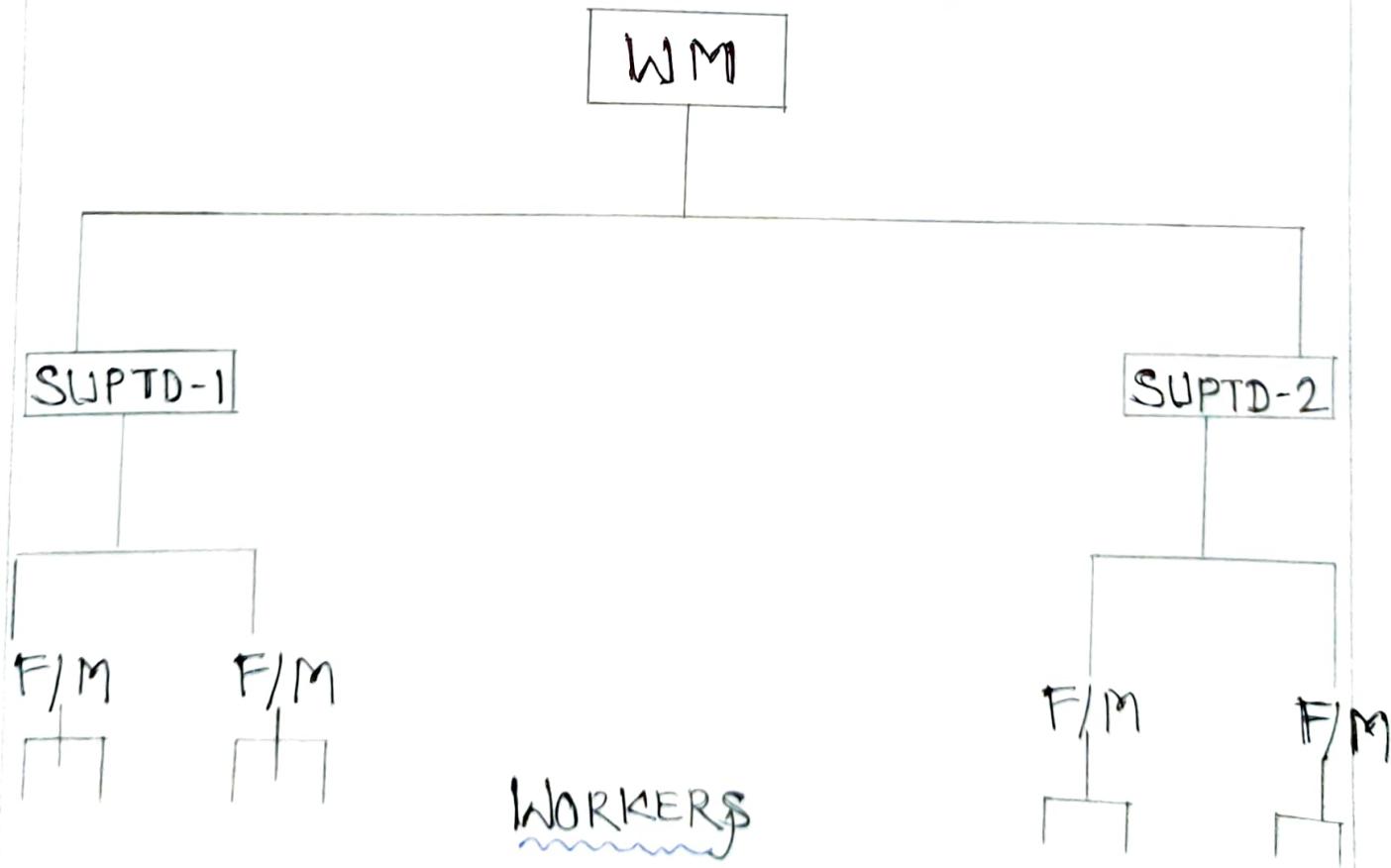
Types of organization structure :-

- i) Line, Military or Scalar organisation
- ii) Functional organisation
- iii) Line and staff organisation

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### i) Line, Military or Scalar organisation:-

- It is the simplest form of organisation structure.
- It was called military organisation because it resembled to older military organisations.
- Line organisation is direct and people at different levels know to whom they are accountable.
- Any enterprise that starts small probably stands with a line type of organisation.



## Advantages:-

- i) It is simple and easy to understand.
- ii) It is flexible, easy to expand and contract.
- iii) It makes clear division of authority.
- iv) It encourages speedy action.

## Disadvantages:-

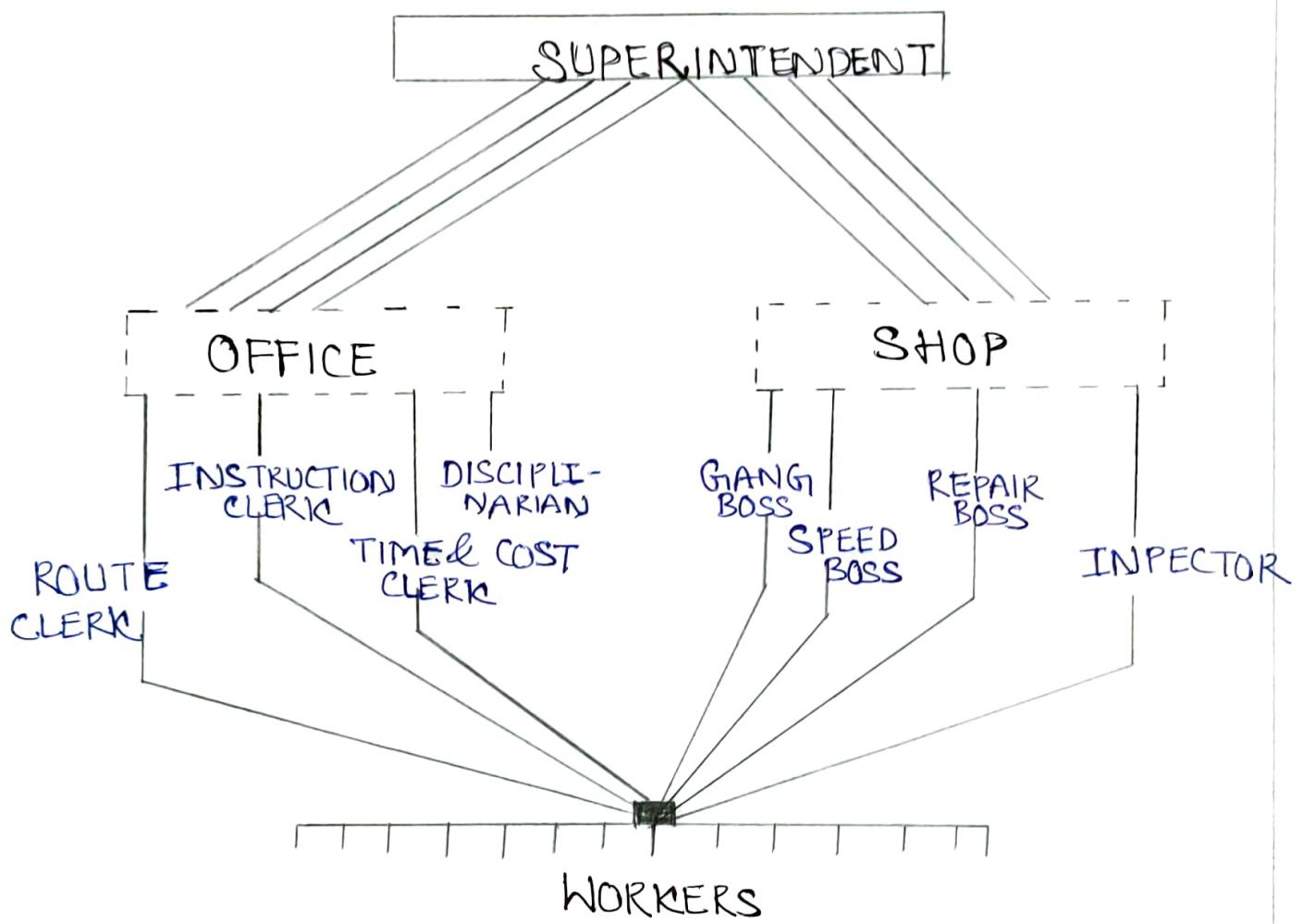
- i) It neglects specialists.
- ii) It overloads a few key executives.
- iii) It is limited to very small concerns.
- iv) It encourages dictatorial way of working.

## Applications:- Line organisation is suitable for,

(i) Small concerns free from all complexities and (ii) automatic and continuous process industries such as paper, sugar, textile, etc.

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## ii) Functional Organisation Structure:-



- 1) Route clerk or order or work and route clerk was incharge of issuing work orders and routing the jobs.
- 2) Instruction cleric would issue specifications and instruction related to jobs to the workers.
- 3) Time and cost cleric keeps records.
- 4) Disciplinarian keeps personal records of the workers and handles cases of insubordination.

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- 5) Gang boss has the charge of the preparation of all work up to the time that the work piece is set in the machine.
- 6) Speed boss ensures that Proper cutting tools are being used, cut is started at right place in the workpiece and the optimum speeds, feeds and depth of cut are being employed.
- 7) Repair boss is responsible for adequate repairs and maintenance of equipment and machinery.
- 8) Inspector works after and if responsible for the quality of the product.

Advantages :-

- i) It relives line executives of routine, specialised decisions.
- ii) Quality of work is improved.

Disadvantages :-

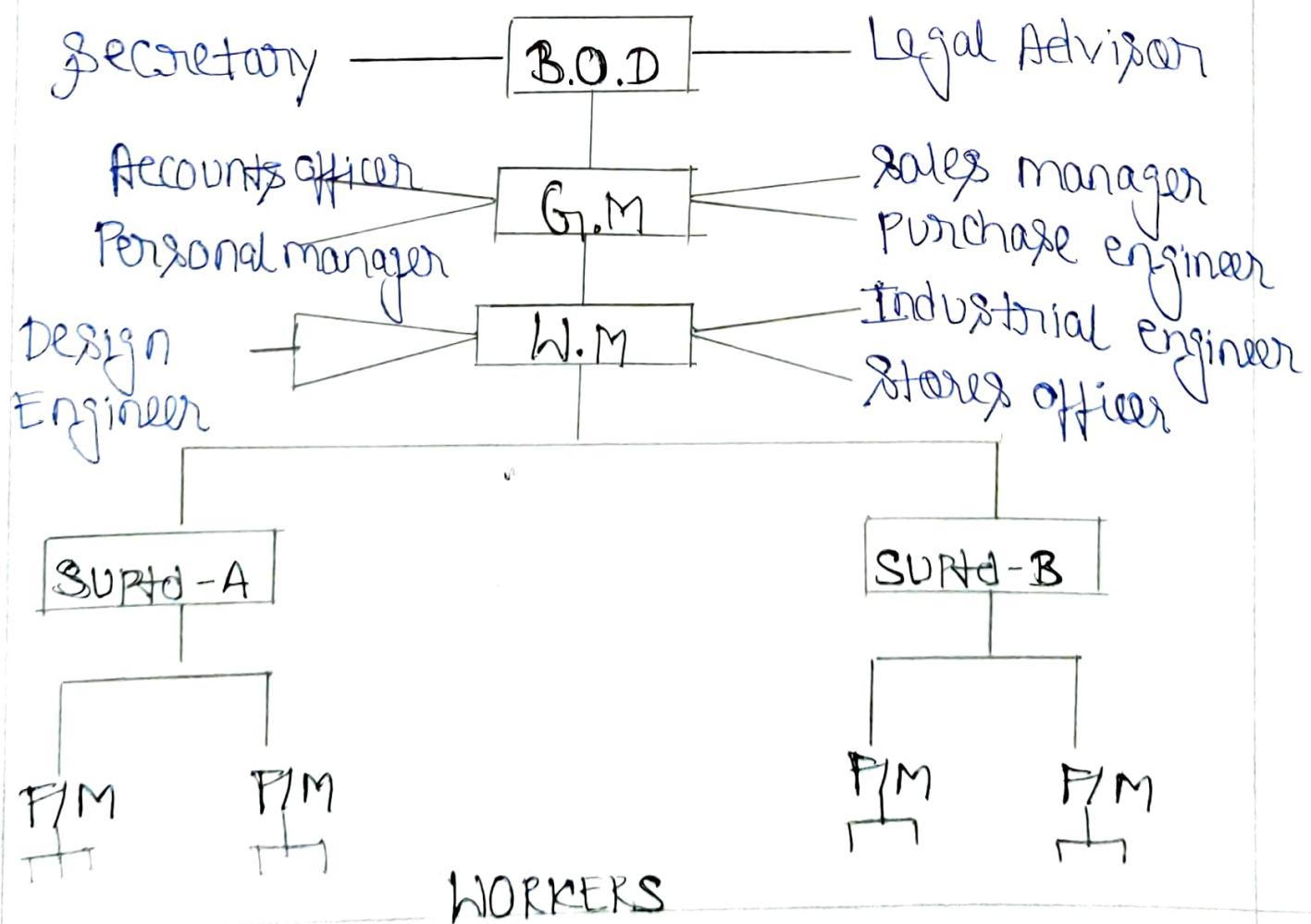
- i) Coordination of the efforts of various functional foremen is difficult.

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ii) It makes industrial relationship more complex.

Applications:- For these reasons, the functional organisation as such is obsolete; however in the modified form, employing the principles explained above, it is frequently used in some most modern and advanced concerns.

iii) Line And Staff Organisation:-



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### Advantages :-

- i) Expert advice from specialist staff executives can be made use of.
- ii) Quality of Product is improved
- iii) Less wastage of material, man & machine hours.

### Disadvantages :-

- i) Product cost will increase because of high salaries of staff executives.
- ii) Line and staff organisation may get confused in case functions are not clear.

### Applications :- Line and staff organisation is very common among the medium and larger enterprises.

#### 4. Explain the following:-

##### a) Meaning and importance of Division of Labor:-

→ Acc. to Chapman :- "The Specialisation of workers is called Division of Labour".

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Essential Conditions or pre-requisites of division of Labour :-

- 1.) Wide Market :- Division of Labour is mostly found in big factories, where commodities are produced on a Large Scale.
- 2) Large Scale Production :- Goods must be produced on Large Scale.
- 3) The Quantity of Capital Available :- Sufficient Capital is needed for a successful and better division of Labour.
- 4) Nature of Demand :- Splitting up Production is essential.
- 5) Spirit of Co-operation :- Spirit of Co-operation, a Spirit of Compromise and a team spirit should exist.
- 6) Organising Ability :- Entrepreneurs must have the necessary ability to organise production on a Large Scale.

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7) Availability of More Labour & Capital :- Implies Large Scale Production.

• Advantages of Division of Labour :-

i) Advantages to Producers :-

a) Increase in Production

b) Reduction in the Cost of Production

c) Large Scale Production

d) Saving of time.

ii) Advantages to Consumers :-

a) Availability of Commodities at a Cheaper Price

b) Better Quality of Commodities

c) Increase in Consumers Satisfaction.

iii) Advantage to Labourers :-

a) Increase in efficiency of Labour

b) Increase in Skill

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#### iv) Advantage of Nations :-

- a) Full utilisation of Natural resources.
- b) It is an index of economic growth.

#### • Disadvantages of Division of Labour:-

Producers :- i) Danger of over Production  
ii) Loss of responsibility  
iii) Increased Dependence.

Consumers :- i) Consumers Cannot get Variety of goods.  
ii) Division of Labour ~~kills~~ kills Creative instinct.

Labourers :- i) Monotony of work  
ii) Fear of Unemployment  
iii) Lack of responsibility

Nation :- i) Birth of monopoly situation  
ii) Maximum Production Leads to depression in the Country.

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b) Scalar and functional Processes :-

Scalar Process :-

- It refers to the growth of chain of command, delegation of authority, unity of command and obligation to report.
- It generates superior subordinate relationship in the organisation.

Functional Process :-

The functional Process deals with the division of organisation into specialised parts of departments and regrouping of the parts into compatible units.

c) Span of Control

It refers to the no. of subordinates under a manager's direct control.

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## i) Wide Span of Control

### PROS:-

- i) Encourages delegation.
- ii) Agile - improves communication speed.

### CONS:-

- i) High managerial workload.
- ii) Role confusion more likely.
- iii) Narrow Span of Control:-

### PROS:-

- i) More rapid communication b/w small teams.
- ii) Groups are smaller and easier to control.

### CONS

- i) Communication can take too long, hampering decision making.
- ii) Employees may feel lost and powerless.

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- d) Delegation of Authority :- The delegation of authority is an process wherein, the manager divides his work among the subordinates and give them the responsibility to accomplish the respective tasks.
- e) Centralization :- It is the process of transferring and assigning decision making authority to higher levels of an organizational hierarchy.
- Decentralization :- It is the process of transferring and assigning decision making authority to lower levels of organizational hierarchy.

5. Explain meaning of organizational culture and climate and write down in detail factors affecting them?

Ans:- The culture of an organization refers to the unique configuration of norms, values, beliefs and ways of behaving that characterize the manner in which groups and individuals combine to get things done.

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## Factors affecting the Culture:-

- i) Structure - Feelings about constraints and freedom to act and the degree of formality in the working atmosphere.
- ii) Responsibility - The feeling of being trusted to carry out important work.
- iii) Risk - The risk and sense of riskiness & challenge in the job and in the organisation.
- iv) Wornt :- The existence of friendly and informal social groups.

A set of Properties of the work environment perceived directly or indirectly by the employees, that is assumed to be a major force in influencing employee behaviour.

## Factors affecting the Climate :-

- i) Autonomy - The perception of self-determination with respect to work procedures.

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ii) Cohesion - The perception of togetherness or sharing within the organization setting including the willingness of members to provide material work.

iii) Resource - The perception of time demands with respect to task competition and performance standards.

6. Define Moral & Explain factors affecting moral in detail?

Ans:- A moral condition are attitude of individuals and groups which determines their willingness to co-operate. Good moral is evidence by employee enthusiasm, voluntary confirmation with regulation and orders. Poor moral is evidence by insubordination, a feeling of disengagement and dislike of the job.

Factors affecting Moral-

A) The Organisation :- The organisation influences the workers attitude to their jobs. The public reputation of an organisation may

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build up for better or worse, their attitude towards it.

B) Nature of Work :- Repetition of the same task again and again makes the working situation worse for the employees.

C) Level of Supervision :- If employees are given freedom to do the job their moral will be high. Nobody likes to be supervised all the time.

7. Explain the relationship b/w moral and Productivity?

Ans:- Miller and form have given four Combinations of Productivity and moral.

i) High Productivity-High Morale :- When an individual is satisfied from job and prevailing environment.

ii) Low Productivity-High Morale :- Lack of Proper teaching of the employee, lack of administrative skill of the supervisor, defective materials.

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Outdated technology may lead to low productivity in spite of high morale.

- iii) High Productivity - Low Morale:- Management may use strict supervision prescribe punishments for low productivity.
- iv) Low Productivity - Low Morale:- It occurs when factors obtained in combination of high productivity and high morale are lacking.

8. Define job satisfaction and explain in detail factors influencing job satisfaction?

ANS:- Job satisfaction is any combination of psychological, environmental circumstances that cause a person truthfully say I am satisfied with my job.

Factors influencing job satisfaction:

- i) Personal factors :- They include - 1) workers gender, 2) Age 3) no. of dependents, 4) Time on job, 5) Level & range of intelligence, 6) Level of education,

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i) 7) Attitude, 8) Personality, 9) Education, 10) Marital Status etc.

ii) Factors Inherent in the job :- It found to be important in the selection of employees, Nature of job, Skill required and occupational status

iii) Factors Controlled by management :- 1) Security, 2) Fringe benefits, 3) Co-workers, 4) Flow of Communication, 5) Working Conditions etc.

9. Explain the Important Provisions of factory act and Labour Laws?

ANS:-

i) The Trade Union Act 1926 :- Trade Unions are a very strong medium to save the rights of the employees. These Unions have the power to compel higher education management to accept their reasonable demands.

ii) The payment of wages Act 1936 :- This act ensures that workers must get wages on time and without any unauthorized deduction.

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- iii) Industrial Disputes Act 1947 :- This act has the provision regarding the fair dismissal of permanent employees. As per this law, a worker who has been employed for more than a year can only be dismissed if permission is sought from and granted by the govt. office.
- iv) Minimum Wages Act 1948 :- This act ensures minimum wages to workers. This wage may range between as much as ₹ 143 to 1120 / day
- v) Maternity Benefits Act, 1961 :- This act entitles maternity leave for pregnant women employees. As per this act female workers are entitled to a maximum of 12 weeks (84 days) of maternity leave.