

I.E.S. College of Engineering

2nd Internal Examination

Date : 24 April 2020

Name : Jovial Joe Jayarson

Roll No. : IES17CS016

Subject : HS300 Principles of Management

Marks Awarded:

A1.) Line & Staff Functions

~ These are the two types of arrangement that we usually observe in the organizations.

Line Managers & Functions

- ~ They are directly responsible for the accomplishment of the organization's objectives.
- ~ They have ~~at~~ clear authority and responsibility for their respective role.
- ~ The primary function they do is to decision making

eg:- General Managers.
Director etc.

Staff Managers

~ They are those individuals who provide services and advices to the line managers.

~ The primary ^{of work} nature of the staff is a advisory role.

eg:- Legal Advisor,
Finance Advisor etc.

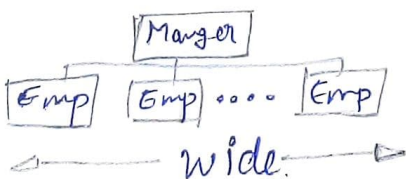
⑥ Span of Control

~ It is the arena in which a manager in an organization can exercise his/her authority upon.

~ There are two types of span of control - wide span of control & narrow span of control.

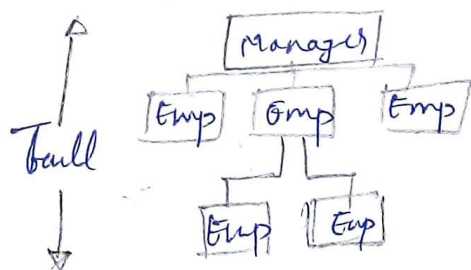
Wide Span of Control

~ Lower level manager controlling a large number of people.



Narrow Span of Control

~ Top level manager exercising control over a few people.



A2.) Programmed vs Non Programed decision making:

Programmed Decision Making

- ~ The decisions that are made are recurring in nature.
- ~ The associated problems are structured.
- ~ The decisions taken are small and have relatively small impact.
- ~ Guided by organizations policy and procedures.
- ~ Exercised by lower level managers.

eg:- providing proper remuneration to a worker is a programmed decision.

Non-Programed Decision Making

- ~ These are non-recurring in nature.
- ~ The associated problems are non-structured.
- ~ The decisions made are relatively complex and have large/long term impact.
- ~ Guided by the factors of the pertaining situation.
- ~ Taken by top level managers.

eg:- In case of disputes among departments top-level management takes ad-hoc decisions.

A3.) Organizational Levels

- ~ There are mainly two ways that the organization's

hierarchy is seen.

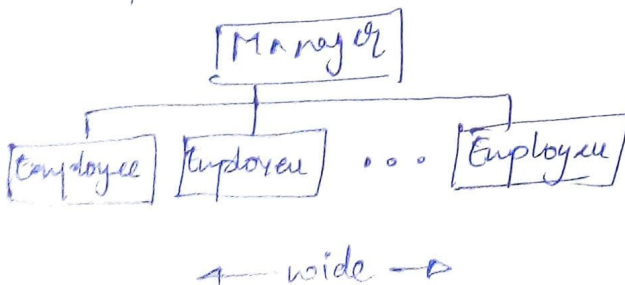
- ~ They are Flat organization structure (or wide organization / span of control) and Tall organization (or narrow span of control).

Wide / Flat Organization Levels

- ~ The manager control a large number of people under them
- ~ This is observed in lower levels of management. - also known as - Operative Span of Control.

* Merits & Demerits

- + Since work done is repetitive - creativity points does not exist.
- + Less Overhead cost
- ~ Low impact on organization if disturbance comes.

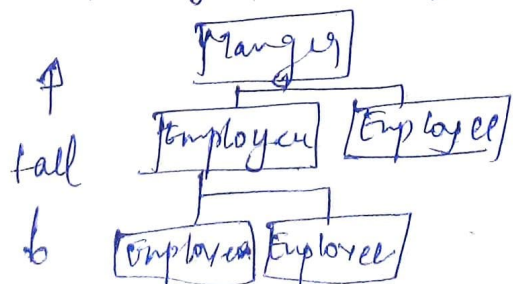


Narrow / Tall Organization Levels

- ~ Manager control a few number of people beneath them.
- ~ This is observed with the top-level manager also known as - Strategic span of control.

* Merits & Demerits

- + Since work done is usually a new strategy or - there is creativity involved.
- ~ More overhead cost.
- + High impact on organization if changes are brought in.



A4.)

Delegation

- ~ In any organization - a single person cannot handle everything.
- ~ Thus the work to be done is distributed.
- ~ This distribution of work, and sharing of power is known as delegation.
- ~ Delegation involves the transfer of formal authority and responsibility.
- ~ Eg:- The ~~best~~ Project Manager distributes his/her power to the team leader of frontend and backend teams.

Empowerment

- ~ It is a process of giving power (for decision making) that is provided to employees, managers or even teams at all levels.
- ~ This will avoid the repetitive "asking for permission" from their superiors.
- ~ Empowerment provides at least an indirect portal to be a part of decision making.

- ~ Psychologically empowerment give the employees self esteem and they feel a stronger sense of affinity towards the organization.
- ~ This in turn makes them to be much more productive in their work.
- eg:- Earlier only top-manage would make decision but today in most compaies - everyone's ^{opinion} ~~decision~~ is sought to an extent.

Centralization of Authority

- ~ All the authority of the organization is concentrated at the very center of the company.
- ~ This is a systematic subordination of the power at the center.
- ~ Most of the decision are taken off-site at the managers desk not on-site where the actual work is being performed.
- ~ This provides an unerring uniformity across the level of the company.
- eg:- In most of the startups and small organizations centralization of the authority is seen.

A5.)

The Selection Process

- ~ This is the process of choosing individual that are most suited for the job.
- ~ After receiving a number of application the candidates are allowed to pass through the following stages.

1.) Employment Tests

- ~ After receiving various application forms for the suitable job description. - they are given test.
- ~ Multiple tests such as aptitude tests, skill test, psychological tests, physical tests etc. are conducted.

2.) Interview

- ~ This is the process where the candidate directly communicates with the recruiting offices in which the interviewer asks various question to analyse the applicant.

3.) Physical Examination

- ~ Medical tests are conducted to see that if an applicant has the physique is physically

fit for the job or not.

~ This test will eliminate people who are unstable according to the job description.

4.) Orientalion - It is the process of making the appointed candidate familiar with the organization's environment and policies.

This helps the newcomer to feel comfortable in the organization.

5.) Analysis & Renunation

~ This is the final part where the company analyses the employee's performance and rewards accordingly.

A6.) Advantage & Disadvantage of Interview

~ Interview is a unique process in which the potential candidate directly communicates with the interviewer.

~ The objective of this interview-process is to analyse the candidate manually.

Advantages

~ The company gets to know how ~~well~~ ^{well} with whom ^{whom} they are dealing.

Disadvantages

~ This process is time consuming and expensive.

~ The interview can get a clear picture of what the candidate is capable of.

~ This also helps to identify the company's ~~vision~~ stand outside the organization environment.

~ The interview may further develop the candidate's thinking pattern.

~ The interview can also get an idea about the connection and other potential candidates through the interview.

~ The interview can be biased which may tamper the process.

~ The candidate may feel intrusion into their life for certain matters.

~ The interview can fail to bring out the actual potential of the candidate due to being specific.

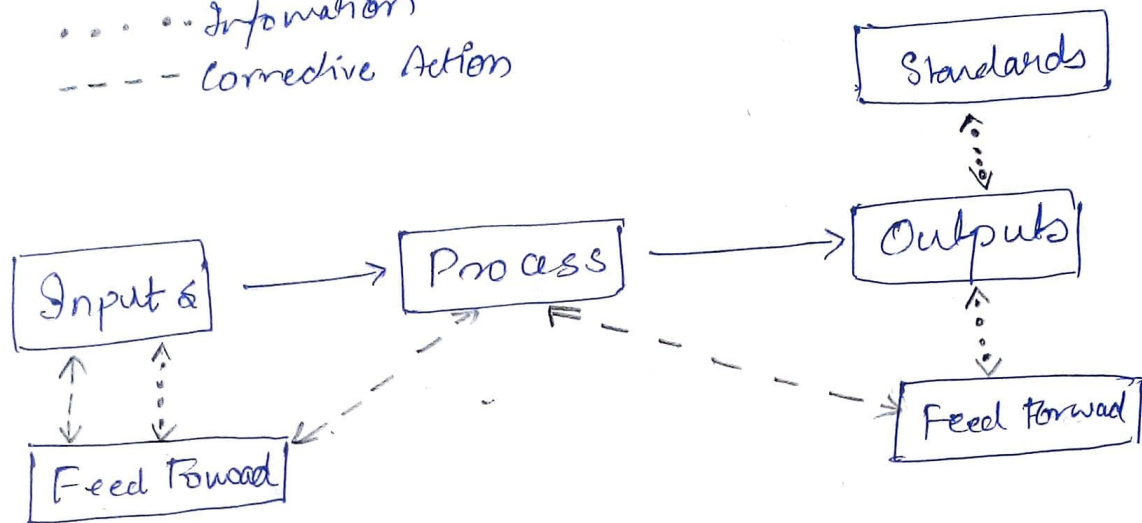
~ There is no direct way to check if a candidate has a false profile.

A7.) Feed Forward Control

~ When manager implements control even before the actual activity begins is called the feed forward control.

~ In other words it is known as steering or input control.

..... Information
 --- Corrective Action



- ~ Mangenhd ~~thus~~ found that if there is a time lag in mangent control it ripples to other areas as well.
- Otherwise the control will be ineffective..
- ~ The aim of this control is ~~the~~ to solve the problems ~~ever before~~ ~~or while~~ it occurs.
- ~ It ensures ^{that the} transformation process is working properly and the expected results are found out soon.
- ~ It seeks to minimize or preven the pefomance decrease through a precautionary control system.

eg:- In the case of a ~~financial~~ potential financial set back - the company's befor had will try to put in their effort to overcome it. So that when the actual event occurs the

company is ready to praise the the effect is virtually nullified.

- ~ Long term strategic thinking is required for feed forward control.

4.8.) Trait vs Contingency Approach to Leadership

Trait Approach

- ~ They are distinguish personal characteristics of an individual.
- ~ Assus that great leadership is an inborn characteristics
- ~ They include physical, intelligen, personality & task related characteristics.
- ~ Trait theory suggest that the leaders are born not made...
- ~ But Traits are the qualities that are difficult to measure quantitatively.

Contingency Approach

- ~ Research concluded that no single important capability makes a person leader.
- ~ An ideal leader is defined as one who studies the overall situation & is in harmony with it and provides excellent decisions in it.
- ~ This is also known as situation or contingency approach.
- ~ Leadership is strongly affected by a number of situation that are at hand.

A9.) Difference between Transactional & Transformational Leadership

Transactional Leadership

- ~ It is viewed as a traditional form of leadership.
- ~ Focus upon the accomplishment of pre defined performance goals.
- ~ These leaders provide sanctions to his/her followers in exchange of their tasks.
- ~ It clearly defines roles and expectations from a leader.
- ~ Creative is limited and this type of leadership is not good for innovative ideas.
- ~ Further it does ~~not~~ communicate the efforts put in by a subordinate.

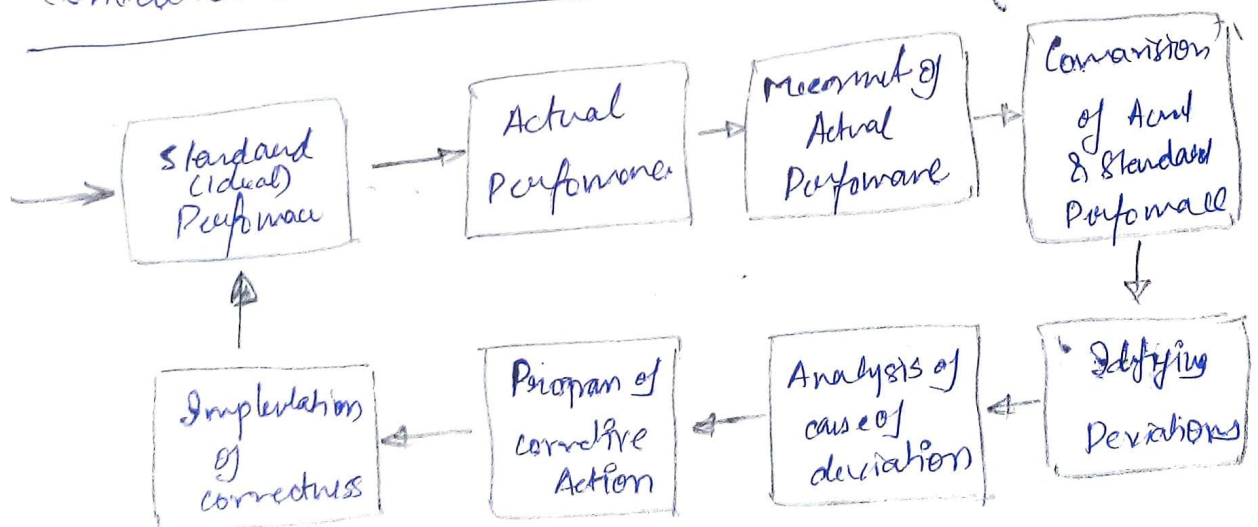
Transformational Leadership

- ~ This type of leader is none of a charismatic leader who motivates.
- ~ They work for ~~improving~~ ^{changing} the present condition of the organization.
- ~ It focus on planning a reaction but major concern is with the innovation.
- ~ The creativity from the subordinates of the leader is given much appraisal and encouragement.
- ~ People follow on their own will in contrast to transactional leader.
- ~ They have good conceptual clarity.

A10.) Controlling

- Controlling is a process of setting standard and measuring actual performance and taking corrective action.
- ~ It helps manage in achieving pre-determined goals.
- ~ Business units or departments in an organization has grown immensely large and therefore it is necessary to have a good control over them (by parent company).
eg:- Alphabet's control over Google.
- ~ Control helps reduce the ~~cost~~ cost that may arise out of improper handling of the organization.

Conventional Feed Back Mechanism



- ~ When control is exercised on the outcome of the activity it is called feedback control.
- ~ Feedback is the process of providing information of the past performance.
- ~ This feedback is utilized to improve upon the current scenarios.
- ~ The standard performance level is set, the current performance is measured, which is compared with the ideal result.
- ~ This will give an idea of where all deviations have occurred and identify the shortcoming.
- One downfall is spotted, programs are altered to improve or eliminate the deficiency and the repeating the process all over again.

eg:- In an organization an R&D department spends a amount of budget but they do not reach their target. A report is provided to the higher ~~here~~ authority which analysis it and makes the required alterations (in programs, equipments, employee & budgets) then the research is ~~re~~ performed again.