

1.What is managerial skill? What skill are necessary for a successful manger?Explain	3
2.Define planning and explain its characteristics	4
3.What is planning? Describe the major steps involved in the planning process	5
4.What is decision making? Explain the style of decision making.	6
5.State different types of decision and explain programmed decision with examples ..	7
6.What is organizing? Explain the organizing process in an organization	8
7.What is decentralization of authority? Drop a difference between delegation & decentralization of authority	9
8.Define centralization? State and explain the advantage and Disadvantages of centralization	10
9.Define leadership and leader. Explain various qualities of a good leadership.	11
10.Discuss the function of leadership.	12

Describe management functions and explain how each of them is interrelated.

Planning

Process of selecting future course of action from the available alternatives, its the process of deciding what to do, how to do, when & where to do.

Organizing

Process of identifying the major task, grouping them into activities, allocating the departmental head & providing them responsibility along with authority-

Staffing

Process of recruiting, selecting, and retaining qualified individuals to fill organizational roles, ensuring a skilled and effective workforce.

Leadership

Art of influencing subordinates direct their will, abilities & efforts for achievements of predetermined organizational objectives

Communication

Exchange process of ideas, facts, opinions, information, & understanding between two or more people or organizations.

Functions:

Planning and Organizing:

Planning sets goals and determines actions, while organizing arranges resources to achieve those goals efficiently.

Organizing and Staffing:

Organizing structures tasks, informing staffing by identifying roles and responsibilities, ensuring efficient deployment of personnel.

Organizing and Leadership:

Organizing provides a framework for leadership, clarifying reporting and decision-making, enhancing effective leadership.

Leadership and Communication:

Leadership motivates and guides with effective communication, fostering collaboration and goal alignment among team members.

Communication and Planning:

Clear communication ensures plan understanding, with feedback informing planning, enhancing adaptability and execution efficiency.

What is managerial skill? What skill are necessary for a successful manager? Explain

Managerial skills are the specialized abilities and proficiency required by managers to effectively and efficiently carry out their managerial functions.

Skills:

Conceptual Skills:

Understanding organizational context, analyzing situations, and strategic planning; vital for top-level managers to navigate complexities effectively.

Human Skills:

Understanding human behavior, effective communication, leadership, conflict resolution, and team management; essential for fostering collaboration and motivation across all management levels.

Technical Skills:

Specialized knowledge and proficiency in tasks relevant to managerial roles, crucial for operational efficiency and task execution at lower levels.

Define planning and explain its characteristics

Process of selecting future course of action from the available alternatives, its the process of deciding what to do, how to do, when & where to do.

Characteristics

Primary Function:

Planning is essential for all organizational activities, serving as the foundation for functions like organizing, staffing, directing, and controlling.

Intellectual Process:

It demands rigorous analysis and creativity, requiring managers to utilize their skills and expertise.

Goal Focus:

Planning is directed towards achieving predetermined organizational objectives by outlining specific actions and resource utilization.

Future Orientation:

It anticipates future needs and prepares strategies for effective resource allocation and goal attainment.

Action Guidelines:

Plans provide clear directives for employees, ensuring smooth implementation and goal achievement.

Flexibility:

Plans are adaptable to changing business environments, allowing for adjustments as needed to address new challenges.

Continuous Process:

Planning is ongoing, with regular reviews and adaptations to maintain alignment with organizational goals.

Efficiency Foundation:

Effective planning minimizes costs, reduces risks, and optimizes resource utilization, contributing to organizational success and continuity.

What is planning? Describe the major steps involved in the planning process

Process of selecting future course of action from the available alternatives, its the process of deciding what to do, how to do, when & where to do.

Process

Establish goals:

Clearly state specific, measurable, achievable, realistic, and time-bound goals for the entire organization, departments, and units.

Identify planning premises:

Forecast future conditions, including internal and external factors, market conditions, resource availability, and socio-economic factors.

Identify alternatives:

Consider various options to achieve goals in different scenarios, assessing each for cost, quality, and contribution to goal achievement.

Evaluate alternatives:

Assess the positive and negative aspects of shortlisted alternatives, considering factors like payback period, production cost, implementation cost, cash flow, profitability, and resource availability, using quantitative techniques and software.

Select the best alternative:

Choose the most suitable option based on quantitative and qualitative evaluation, which may involve selecting a single alternative or a combination. Clearly articulate the chosen alternative as the main part of the plan, marking the final decision point in the planning process.

What is decision making? Explain the style of decision making.

Process of choosing one best alternative from set of available alternatives. Its is a work that managers perform to arrive at conclusion and judgment.

Analytical style:

High tolerance for ambiguity. Prefers rational decision-making, gathering extensive information and assessing numerous alternatives before deciding.

Directive style:

Low tolerance for ambiguity. Prefers logical, efficient decision-making, focusing on quick, short-term outcomes with minimal information.

Conceptual style:

Comfortable with ambiguity. Considers a wide range of alternatives, relying on intuitive thinking and focusing on long-term goals.

Behavioral style:

Low tolerance for ambiguity. Prioritizes interpersonal relationships, relies on intuitive thinking, and seeks acceptance through collaboration and flexibility.

State different types of decision and explain programmed decision with examples

- Based on Frequency of Recurrence:
 - i. Programmed Decisions:
Routine, structured decisions with certainty, handled by middle and operating level managers.
 - ii. Non-Programmed Decisions:
Unstructured, unique decisions requiring intuition and creativity, often made by top-level management.
- Based on Nature of Decisions:
 - i. Strategic Decisions:
Long-term decisions by top management focusing on goals and strategic plans.
 - ii. Tactical Decisions:
Departmental decisions for one to three years made by department managers.
 - iii. Operational Decisions:
Daily operational problem-solving decisions by operational supervisors.
- Based on Participants Involved:
 - i. Individual Decisions:
Made by a single person for routine problems.
 - ii. Group Decisions:
Collective decisions involving discussion and sharing of opinions among a group.

PROGRAMMED DECISION

Programmed decisions are structured choices that recur frequently, typically dealing with routine problems. Managers develop established procedures to handle such situations, knowing in advance the decisions required for specific scenarios. These decisions are commonly addressed by middle and operating level managers, with a short-term impact. Programmed decisions offer a high level of certainty due to their repetitive nature.

What is organizing? Explain the organizing process in an organization

Process of identifying the major task, grouping them into activities, allocating the departmental head & providing them responsibility along with authority.

PROCESS:**Identifying major tasks:**

Involves determining the key objectives or goals that need to be achieved within a project or organizational context, outlining the specific activities required to accomplish them.

Grouping tasks into activities:

involves categorizing related tasks together based on their common purpose or function, which helps streamline workflows and facilitate efficient resource allocation.

Allocating department heads:

entails assigning individuals with leadership roles within their respective departments or functional areas, empowering them to oversee operations, make decisions, and coordinate activities to achieve organizational objectives.

Assigning responsibility and authority:

involves delegating specific tasks and decision-making powers to individuals or teams, clarifying who is accountable for what aspects of a project or initiative and ensuring that they have the necessary authority to fulfill their duties effectively.

What is decentralization of authority? Drop a difference between delegation & decentralization of authority

Decentralization is the practice of delegating authority to lower levels of management based on their responsibilities, enabling more efficient decision-making and responsiveness.

Delegation	Basis	Decentralization
Delegation of authority is process of transfer of authority to the subordinate who are trusted by superior.	Meaning	Decentralization in the process of delegating authority to the middle and low level in scalar chain i.e. by system.
Only a part of authority of superior is delegated to the immediate subordinate.	Extent of authority	Full authority is given to the level where actual work is to do.
The ultimate authority lies upon the delegate	Ultimate authority	Full authority is given to the decision making level
Delegation is a technique to get work done by others.	Core value	Decentralization is not only the technique but its also the philosophy

Define centralization? State and explain the advantage and Disadvantages of centralization

Centralization of authority refers to the systematic retention of decision-making power at the top level of management, where the ultimate authority and accountability reside. This approach concentrates decision-making within a limited group of personnel, typically top-level managers.

Advantages of Centralization:

i.Unity in decision:

Top-level management makes major decisions, ensuring uniformity and consistency throughout the organization.

ii.Less operation cost:

By reducing the number of decision-makers, administrative costs can be minimized, leading to more efficient operations.

iii.Simplified structure:

Centralization streamlines the organizational structure, making it easier to understand and apply.

iv.Unified leadership:

With centralized decision-making, a single leader can provide clear direction, fostering competitiveness and rapid organizational growth.

v.Better coordination:

Central decision-making enhances coordination and control, reducing conflicts and improving resource utilization.

Disadvantages of Centralization:

i.Delay in decision:

Decision-making may be delayed as files move through the hierarchy, potentially leading to missed opportunities.

ii.Limited capability:

Relying on a single manager for all decisions may limit the utilization of diverse skills and expertise, affecting the quality of decisions.

iii.Work overload:

The central decision-maker may face excessive workload, resulting in delays and lower-quality decisions.

iv.Low morale and motivation:

Lack of involvement in decision-making can decrease morale and motivation among lower-level employees.

v.Chance for power misuse:

Centralization increases the risk of power misuse by top-level managers, potentially leading to decisions based on personal judgment rather than organizational needs.

vi.Lack of environmental adaptation:

Centralized decision-making may result in inflexible decisions due to limited knowledge and experience, hindering the organization's ability to adapt to changing environments.

Define leadership and leader. Explain various qualities of a good leadership.

Leadership is the art of influencing subordinates to align their will, abilities, and efforts towards the achievement of predetermined organizational objectives. It involves setting goals for individuals and groups within the organization and directing them towards those goals. Leaders are those who direct or command subordinates, while followers are those who adhere to the direction or leadership provided.

Qualities of Good Leadership:

i. Physical fitness:

Leaders should be physically fit, energetic, and enthusiastic, as this inspires trust and confidence among followers.

ii. Clear sense of purpose:

Effective leaders define and communicate the vision, mission, and objectives clearly to their followers, ensuring alignment and commitment.

iii. Good judgment:

Leaders must possess the ability to understand the impact of internal and external changes on the organization, exercise fairness, and demonstrate sound decision-making skills.

iv. Moral integrity:

Leaders should exhibit honesty, loyalty, trustworthiness, and fairness in their actions, fostering a sense of morale and discipline among employees.

v. Self-confidence:

Effective leaders are self-assured, knowledgeable about their strengths and weaknesses, and maintain a positive outlook, inspiring confidence in their followers.

vi. Technical competency:

Leaders should possess the necessary technical knowledge and skills related to their field, enabling them to make informed decisions and effectively guide their team.

vii. Managerial qualities:

Good leaders exhibit essential managerial skills such as planning, organizing, directing, decision-making, communication, and conflict resolution, ensuring efficient operations.

viii. Situational adaptability:

Leaders must be flexible and capable of adapting to changes in the environment or circumstances, managing crises effectively and adjusting organizational activities as needed.

ix. Creativity:

Effective leaders are innovative and entrepreneurial, able to devise creative solutions to problems, utilize resources efficiently, and lead their team towards success.

Discuss the function of leadership.

i.Goal determination:

Leaders play a crucial role in setting the overall goals, vision, mission, objectives, and strategies of an organization. They integrate individual and organizational goals to ensure alignment and cohesion.

ii.Environmental adaptation:

Leadership involves monitoring, scanning, and predicting changes in the business environment. Leaders initiate changes in strategies, plans, and policies to adapt to environmental changes and maintain organizational performance.

iii.Directing:

Leaders provide direction to their followers, motivating them to exert maximum effort and cooperation towards achieving organizational goals. They set performance standards, solve problems, and organize group activities to guide the organization towards its objectives.

iv.Motivating:

Leadership creates a motivational work environment through both financial and non-financial incentives. Effective leadership fosters employee commitment and encourages them to devote their maximum effort to organizational goals.

v.Communication:

Leaders influence followers through effective communication channels, setting up proper communication networks within the organization. They facilitate two-way communication and establish communication links with the external world to exchange necessary information.

vi.Supervising and Controlling:

Leadership involves effective supervision, training, coaching, and development of group members. Leaders set guidelines, supervise performance, and ensure activities are aligned with organizational standards. They conduct controlling functions to take corrective actions as necessary.

vii.Initiation:

Change management is a critical function of leadership. Leaders identify areas requiring change and initiate necessary adjustments in goals, objectives, strategies, and working plans. They drive technological advancements and strategic commitments to facilitate organizational adaptation to change.

viii.Encouraging teamwork:

Leaders encourage teamwork among followers to achieve organizational goals. They motivate employees to collaborate and implement strategies effectively, fostering a cohesive work environment.

ix.Other functions:

Leadership facilitates conflict resolution, problem-solving, and coordination of organizational activities. It creates an effective working environment and performs various other functions essential for organizational success.