Chapter 1...  
tml  
Introduction to Management  
Concepts and Managerial Skills  
eee eae  
Weightage of Marks = 16, Teaching Hours = 12  
   
: man va of Management, Role and Importance of Management.  
ie igement Characteristics and Principles, Levels of Management and their Functions,  
Nagement, Administration and Organization, Relation between Management and  
Administration,  
1.3. Functions of Management: Planning, Organizing, Leading/Directing, Staffing and Controlling.  
1.4 Types of Planning and Steps in Planning.  
1.5 Types of Organization, Steps in Organizing.  
1.6 Functional Areas of Management.  
1.7 Managerial Ski  
   
   
° Differentiate the Concept and Principles of Management for the given situation.  
\* Explain Functions of Management for given situation.  
¢ Compare the Features of the given types of Planning.  
¢ Suggest the Steps in Organizing in the given situation.  
¢ Suggest suitable type of Organization for the given example.  
¢ Identify the Functional Areas of Management for the given situation.  
   
   
   
   
g a team of  
horses pulling a cart. But later on many thinkers put up the definition of ‘management’ in different ways.  
1. Henry Fayol: "To forecast and plan, to organize, to command, to co-ordinate and to control is called  
   
as management."  
2. Blanchard: "Management is working through individuals and groups to accomplish organizational  
goals." : ;  
Mescon: "Management is the process of planning, organizing, leading and controlling the efforts of  
organization members and of using all organizational resources to achieve stated organization  
goals." : :  
4, Mary Parker: "It is getting things done by others.  
Robinson: "Management is the process of optimising human, material and financial contributions for  
the achievement of organizational goals."  
6. Drucker: "ihe systematic organization of economic resources."  
. Drucker:  
   
   
   
1]

Managerial Skilly  
id  
Concepts an  
1.2 Introduction to Management i sorter  
cetrorts Of o  
Management f objectives through thee! ther  
"achievement O ! al  
The simplest definition of management is the  
; i nt)  
-people”. See figure below: (Without Manageme  
[Wore |] Ta]  
(With Management)  
Other Task i 4  
[Task |  
Fig. 1.1  
   
   
   
is :  
thing but getting the things done by the  
   
3 isno  
Management is the key function of any organization. It . 2 the desired goals.  
other people with the help of optimum resources to acniev iedge'and'ts rine  
2. Management is a science with a systematic content of know!  
basis of observations.  
iples are based on the  
3. Every job has some managerial elements in it. / it is the need’ of the effective  
4. Banaigemehe is not necessarily a matter of seniority and salary but it Is 4 (  
execution of an organization. ; management of the given task is the  
5. Success in any work requires application of management. Thus,  
assurance of successful result.  
Goal Satisfaction ) °  
6. Management Inputs and Outputs:  
Desired Results  
Technology Effective Utilisatio  
of Resources  
Financial Resources Growth of Business,  
Inputs eo Outputs  
Fig. 1.2: Inputs and Outputs of Management  
7. Management is an universally accepted principle for completing the given work.  
8. Planning, organizing, staffing, motivation are some of the functions of management.  
9. It is an excellent combination of thinking and execution,  
10. Management is required before any process, during the process and after the process as well.  
is on efeeeean authority, responsibility, discipline; equity etc. in the actual execution.  
© People / skills / knowledge  
o Machinery / equipment / logistics  
° Materials :  
© Market  
°° Time  
o Finance  
© Products and processes  
oO  
°  
°°  
3°  
°  
   
   
   
   
   
   
   
   
   
Management  
Function  
   
   
   
   
   
Infrastructure  
Buildings / sites / land  
Location  
Information / data  
Reputation / image / goodwill  
i

RS: ee ee  
Management 1.3 Introduction to Management Concepts and Managerial Skills  
13. Duties of Management:  
   
   
Excellent ot  
© To plan business development.  
“Aynuttiple:Jeb duties  
To focus on organization growth.  
To keep stability.  
To maintain relationships in organization.  
To motivate staff.  
To improve productivity of work.  
To restrict corruption and bad practices.  
To plan assets of the organization. ,  
"To follow legal aspects of Government.  
   
° 0000000  
To avoid exploitation of workers.  
To keep safe working conditions.  
To motivate human resources.  
~ To reduce wastages.  
To maintain documentations.  
To care welfare of workforce.  
To keep healthy atmosphere in organization.  
there is no management, what will happen?  
Overlapping of duties. .  
Underutilization of resources.  
Poor functioning of executives.  
No co-ordination among the members.  
Repetition of mistakes.  
Negligence in important activities.  
Disturbed work culture.  
Wastage of resources.  
Total fiasco.  
=~ 0000000  
14. 5  
   
©0000 000 0  
15. More productivity, growth of industry, progress ‘of organization, satisfaction of manpower, goal  
achievements etc. are the outcomes of management.  
16. Thus, the success of any industry depends not only on technological achievements but also on the  
effective management.  
   
   
Harbison and Myers offered a threefold classical  
concept of management. They observe management  
as:  
(a) an economic resource,  
(b) a system of authority, and  
(c) a class or elite.

erial Skill:  
1.4 Introduction to Management Concepts: and Manag! ts  
Management . :  
Economic Resource:  
and capital.  
(a) Management as an  
Management is also factor of production like land, labour sate  
As the industrialisation increases, the need for management becomes 9 .  
n ductivity and profitability of the firm.  
ent is used as an economic  
Management function determines pro  
ization is observed when managem  
So economic progress of an organi  
resource in its execution.  
(b) Management as a System of Authority:  
Small number of effective, higher position people control activities of man  
as an authority.  
Definite and consistent policies and procedures are  
°  
°  
°  
°  
y. This may be termed  
perate their  
°  
decided by management to 0  
subordinates.  
t in any organization is the authority of the system.  
o Thus, managemen  
(c) Management is a Class and Status System: :  
h demands that managers become an e  
It is the system of organization and society whic!  
lite of  
°  
brains and education.  
gement is itself based:more and more on education and knowledge.  
ions.  
o Presence of mana  
e. It may be termed as a "class".  
These managers get increasing amount of power and positi  
This creates distinct high profile class of management peopl  
following figure:  
°  
°  
Concept of management will be understood differently by the  
Variable — Team Activity  
Function  
   
   
   
   
   
Science  
Universal  
Process  
Goal Oriented  
   
Management  
Concept Methodology  
Social  
Science  
   
   
   
‘1 Supreme in  
Organization  
Thought & Action  
Function  
System of  
Authority profession  
Fig. 1.3  
Art  
Characteristics of Management:  
1. G i i . agemer t.  
oal oriented: Ma ageme tisa goal orie ted. Achievi 1g goals is the ta get of man  
2. Catalyst: g  
y' anage. ent pl ys | ly: . elps t et output using | puts like i  
t: M. Y ja ole of catalyst. It 0 r n nan, mac e,  
material and money.  
\* an Management is a continuous process. It never stops.  
. Authority: Authority i  
y: ority is the heart of management. System works according to authori  
authority.  
5. Unifying force: Manage  
? men i ifyi  
nnd fore g t works like an unifying force amon Il its reso  
! . gemSuch unity is not poseibe g all its resources and components.  
. Harmony effect: Management  
ony shows i ;  
organization's goals. harmony effect in achieving individual's goals with the  
7, Multidisciplinary subject: M  
: Mana i ;  
oroincent oF Sy eager 's a multidisciplinary subject. Many discipli i  
administrati as mics, sociology, Operati say isciplines (areas) like  
itratlon are tll together'in mangement ations management, research, public

Management  
9 . 1.5 Introduction to Management Concepts and Managerial Skills  
   
   
1.4 PRINCIPLES OF MANAGEMENT  
Responslbility  
Authority Discipline  
   
   
   
   
   
Equity Centralisation  
Stability Decentralisation  
   
   
   
   
   
   
   
Unity of Principles of  
Command Management Scalar Chain  
Unity of Esprit de Crops  
Direction Subordinati f individual  
ubordination of individual  
Teamwork interest to general interest  
Remuneration sts Division of Work  
Initiative  
Fig. 1.4  
Principles of Management (Fayol's 14 Principles of Management):  
RP  
one  
1  
1  
Authority:  
   
Henry Fayol  
Authority and Responsibility . 2, Equity  
Discipline 4. Centralization  
Division of work 6. Subordination of individual interest to group interest  
Initiative 8. Remuneration :  
Teamwork 10. Unity of direction  
12. Stability  
1. Unity of command  
14. Esprit De Corps  
3. Scalar chain  
Position, designation, seniority defines authority.  
Authority is reflected as a power in managing the work.  
If authority is used in good sense and in a positive manner, the  
system works smoothly.  
Meaning of authority is right to command.  
Authority is the power to act.  
Authority helps the seniors to get work done from the juniors.  
oSgek  
   
Higher the post, higher is the authority.  
There should be no confusion about the authority. It should be clearly known to everybody that who  
is authorized for what.  
oo

Management \_ 1.6: \_ Introduction to Management Concepts and Managerial Sking  
SS Oe eee CO O—rTv—w—weeoomms  
Responsibility;  
To have controls on the work, authority plays an important role.  
Authority is also useful in directing efforts towards completing the task.  
Authority can be delegated.  
Responsibility is the other side of coin. '  
If there is authority, the same weightage of responsibility automtically  
comes with it. eare ,  
There is nobody with only authority and having no responsibility.  
Higher authorities have higher responsibilities.  
Top level managers have unlimited authorities, ‘but at the same time  
they are responsible for all the happenings in the organization.  
At the same time, bottom level managers have limited authorities in  
organization but they have defined responsibilities only.  
It is a kind of accountability of a designated person.  
Status of responsibility must be clear and there should not be any confusion.  
Responsibility can not be delegated. .  
A sense of responsibility helps to finish the task with all its expectations.  
   
2. Equity:  
\_ 3. Discipline:  
e  
Management should not forget equity and humanity.  
Partialism, variation in treatments. among the employees of the same organization creates  
disintegration and segmentation in them.  
Now-a-days, many organizations have maintained equity in  
canteen facilities, dress code, pickup facilities, medical facilities  
etc. for all the employees without any differentiation.  
This equity principle creates family like environment which  
definitely reflects in output of the organization.  
It gives dignity to each individual.  
Equity does not mean equal wages. But it means no  
discrimination in treatment.  
There is no bias nature of behaviour.  
Rules play important role in following equity.  
Kindness and justice is expected from seniors.  
Due to equity, employees feel like a family in the organization.  
Equity is a good characteristic feature of work culture.  
Any organization needs discipline for its smooth functioning.  
Discipline of time, behaviour, work quality, obedience are  
important in any management,  
Following the rules and regulations, being honest, trustworthy  
and following protocols of the system are expected as discipline  
requirements,  
Management will be successful if they have disciplined work  
culture with them.  
Discipline starts from top management,

Management -. 4.7 Introduction to Management Concepts and Managerial Skills  
   
° — Discipline has no excuses.  
\* \_ Discipline of time helps to finish the task in time with better perfection.  
¢ Discipline of behaviour, creates good working culture.  
¢ Discipline is the solution for many ills, e.g. accidents can be minimized by discipline, work losses can  
be avoided by disciplined team work etc.  
e Lack in discipline leads to loss of control and vice versa.  
CONCEPT It is adherence to established norms and  
regulations, out of fear of punishment. an organization so that employees willingly  
confirm to the established rules.  
There is no conflict between individual and  
goals as their own. organizational goals.  
Requires intense supervisory control to  
prevent employees from going of the track. | organizational objectives.  
4. Centralization:  
¢ When many functions are controlled: by a central authority, it is called as centralization.  
e Unity” in organization, importance of  
   
   
   
   
   
   
   
   
   
   
   
   
   
   
It is the creatio  
   
   
   
   
discipline, status in external market, brand  
development. are the advantages of ©  
centralization function. e.g: In managing. © (a) fo  
country like India, we have single @y T  
constitution, single government at center @)  
(Delhi), unique flag and national anthem. This Centralized  
creates feeling of unified organization.  
Meaning of centralization: is. the authority in  
the hands of center.  
¢ Uniformity in the way of functioning is. possible by, centralization.  
e Centralization gives power in the hands of centre. :  
e Controls are concentrated at the centre.  
¢ Centralization may not be successful if the span of work is more.  
Many times centralization do not take into consideration the local level issues.  
e Centralization is the tendency of management to restrict delegation of decision making.  
e Ahigh degree of authority is held at the top level in the organization.  
5. Division of Work: It is also called as delegation of work.  
e When work is complicated, huge and difficult, it must be  
\_ divided among the different teams.  
e Due to division of work, people get less variation in  
work.  
¢ Skilled people make effective concentration on their  
allotted work.  
\* Extra pressure of work on ‘very few’ is avoided and this  
divide the work.  
\* It gets completed in time with better quality.  
So for effective management, division of work is very: essential’ principle:  
Big task completion can be effectively possible by dividing, the work among the team members.  
\* Monopoly in skills by few is reduced.  
   
Decentralized Distributed  
Fig. 1.5

ind Managerial Skills  
al  
Introduction to Management Concepts  
1.8 in  
singmgy sit tticomn  
spects of the given work,  
\* Many employees understand one or other a re completion of work.  
¢ Absenteeism of any one employee, will not ae  
i e.  
© Ultimate utilization of human resources is poss!  
   
7. Initiative:  
i i i ‘initiative’.  
¢ To start with enthusiasm is called as init ge anybody. ee  
\*¢ Difficult things are not possible if there is no initiative from y' : \  
i in di mplicated work, someon :  
© For getting success in difficult or comp  
   
should start at initial level. . : er  
Good manager is always enthusiastic to initiate things whenev  
i there is difficult situation in front of the organization. fet  
Good initiative is always followed by support and team wo  
the others.  
¢ Initiative leads into new horizons of work. —  
siastically.  
Initiative from subordinates helps the top management to proceed enthu  
| ¢ Top level initiatives leads to progress of the organization.  
Hii Nothing is possible, if there is no initiative from anybody. ,  
Employees having good initiative, need less motivating efforts from others.  
Initiative must be supported by the others, so that it will go ahead with SUCCESS. sae.  
Complicated orabterne and big tasks can be finished easily and in less time if there is quick initiative  
and support to that initiative by others.  
8. Remuneration: :  
¢ People must be satisfied by paying them  
satisfactorily.  
¢ Many people work for better remuneration.  
¢ Few work for mental, psychological and work  
related satisfaction.  
¢ But it is the need that all of them must be  
paid as per their inputs. -  
\* Qualification, designation, responsibility,  
dedication, performance, experience should —  
be counted while giving remuneration.  
\* Good remuneration keep employees satisfied,  
¢ It should be in time.  
¢ Remuneration is the reward to the employees.  
¢ Higher the post, higher is the remuneration.  
\* There should not be any discrimination based on remuneration.  
9. Teamwork:  
® Good teamwork is always better than the  
best individual performance! Organization is  
busy in many types of work.  
° Completion of these work in time, with  
quality, with minimum Wastages are the  
expectations from the employer,  
e Single individual has limitati  
fronts mations on many  
TAK  
ee

Management .  
1.9  
   
Introduction to Management Concepts and Managerial Skills  
But if many indivi ee .  
any individuals with different skills come together, co-ordinate each other effectively, then  
re i .  
Poems naments are possible through this teamwork.  
lus 5 oe |  
ties always believe in teamwork rather than isolated efforts of individuals.  
Team work reduces work load on an individual person.  
There is contribution from many.  
It creates good work culture.  
Talent of each team member is utilized in team work.  
Big task is impossible without teamwork.  
Co-ordination is expected to have success in team.  
10. Unity of Direction:  
In giving direction to the subordinates, there must be uniqueness of direction.  
There should not be any confusion due to different directions every time.  
If directions of work are fixed, then efforts can be taken effectively  
which will definitely give desired results. .  
It is the responsibility of the management.  
It will save time and help to get good results.  
Experience always leads to unity of direction.  
There is no necessity of trial and error.  
Everybody is crystal clear about the goals.  
Deviation from the defined path is prevented due to unity of  
direction.  
   
   
11. Unity of Command:  
12. Stability:  
It may be called as ‘one boss’ principle. :  
When higher authorities are more than one, then there is possibility of different guidelines to the  
subordinates. 128  
This may create mi  
It leads into fixed way of working.  
In case of change in command in future, there is no cross questioning by others.  
It avoids unnecessary discussions and brainstorming.  
Subordinates have to be loyal with the command.  
understanding and fiasco at work. Unity of command gives better results in work.  
to employees.  
Management must provide stability of tenure  
h allows them to work with more concentration.  
This creates secure feelings among them whic!  
Stability helps growth of organization also.  
Concentration in work is possible by stability.  
Insecurity is less in stability.  
Stability gives uniform growth.  
Stability improves maturity in the organization.  
Stability is concerned with economic stability, work load stability,  
work area stability, team stability, work place stability, policy stability  
etc.  
   
13. Scalar Chain:  
calar chain as a line of authority.  
Fayol thinks of the s  
It is a chain as a line of authority.

and Managerial Skills  
4.10 \_ Introduction to Management Concepts  
\* \_ Itis a chain of superiors from the highest to the lowest ranks.  
¢ This chain should be short-circuited.  
\* This chain should be continuous line of authority.  
\* This chain is thoughtout all the levels of organization.  
14. Esprit de Corps:  
° It is concerned with team work,  
\* Team with harmony and proper understanding is expected.  
\* Co-ordinati ommunication are necessary for success in team.  
   
   
   
   
   
   
   
   
Top Level Management  
i ization  
Levels of Management in any organiz (Strategical)  
are described by the Pyramid (i.e. upright  
triangle). Management function is divided into  
different levels. The art of management  
applies to all levels. Generally management  
function is divided into three levels,  
(a) Top Management  
(b) Middle Management  
(c) Lower Management  
Middle Level Management  
(Tactical)  
Lower Level Management  
(Operational)  
Fig. 1.6: Levels of Management  
(a) Top Management:  
(i) Also called as Strategical level of Managers.  
(ii) It is represented by  
> © Board Of Directors (BOD)  
© Chief Executive Officer (CEO)  
© Chairman / President.  
© Managing Director (MD)  
© General Manager (GM) etc.  
(iii) They-are handling company wide overall functions,  
(iv) Functions of Top Level Management:  
© Todo overall strategic work.  
© To determine and finalize aims / goals / objectives of the organization,  
© To define vision of work,  
© To workout long term plans,  
© To initiate large scale work,  
© To decide long term Policies,  
© To.define structure of the Organization,  
(v) Responsible for overall developments in the Organization,  
(vi) Top management is the highest autho:  
(vii) Cares outside demands also,  
(viii) Strength of organization, growth of business, overall  
depend on the effectiveness of the top management,  
rity of the Organization,  
Progress of industry and market status mainly

Management  
1.11 Introduction to Management Concepts and Managerial Skills  
(b) Middle Management:  
)  
(ii)  
(iii)  
(iv)  
(v)  
(vi)  
Middle Management is called as Tactical level of Managers.  
This 's a comparatively larger group of managers.  
It is represented by  
9° Factory Manager  
° Plant Manager \_  
o Heads of Departments  
© Senior Managers,  
Functions of Middle Management:  
© To plan the execution strategies.  
© To decide medium scale policies,  
   
Fig. 1.7  
To play role as "Buffer group" between Top level and Lower level management.  
To transmit ideas of Top Level Management to Lower level Management.  
To send the reports of work to higher authorities.  
To help Top Management in strategic decisions.  
° To guide Lower management in operational work.  
They are accountable for the work done by their juniors.  
They are working on wider areas compared to Lower management.  
o 00 0  
(vii) They inform ground reality of the system to higher authorities and also assist in finding solutions to  
problems at execution level.  
(c) Lower Management:  
(i)  
(ii)  
(iii)  
(iv)  
(v)  
(vi)  
(vii)  
Lower management is called as Operational level Managers.  
They occupy bottom of the pyramid.  
Lower management is represented by:  
Shift incharges  
Trainee Engineers  
Senior supervisors  
Foreman  
Junior managers  
Line incharges etc.  
They have direct responsibility of machinery and materials,  
Skilled workers, operators, workforce is working immediately below them.  
They are skilled in both doing supervision and doing the work.  
Functions of Lower Management:  
o To supervise the operations / activities.  
© To plan and execute daily work schedules.  
o To ensure smooth operations. -  
° To solve bottleneck problems and difficult situations of workers related to technical and safety  
issues. ;  
To guide workforce about their work.  
To assign tasks to subordinates.  
To execute plans given by middle management.  
To report higher authorities about the production function and related matter.  
To keep daily records.  
©0000 0  
Q90000

rial Skills  
t Management Concepts and Manage  
jon to  
ent.  
o middle level managem  
5 their main concern.  
   
1.12  
dt  
fficials compare le le  
he policies of higher authorities i .  
"fighting  
nagement or fig y ct  
nh ing in close associatlo  
aps” as they are  
n with working  
Management  
ment is still larger group ©  
(viii) Lower level manage Pt  
(ix). Policy making is not their work but cial Sail  
(x) Lower management may be called as ace they oe wor  
directly related to operational activities. Also  
   
   
   
   
   
   
operators. \_ —\_ : 7 Ni y  
SaIG MANGEMENT, ADMINISTRA an  
| 1.6.1 Administration  
| (A) Administration ;  
| Definition: "It is the overall execution of the given task.  
Duties of Administration:  
1. To keep and maintain documentation.  
2. To conduct meetings.  
3. To execute policies made by higher  
authorities.  
4. To keep disciplined work environment.  
5. To perform the work in the scheduled time  
period.  
To work in guideline with the legal terms  
and rules.  
It is also called as getting work done.  
They achieve goals using all resources.  
Administration use documentation alongwith actual performance of work.  
   
a  
eS ON  
10. Administrators are servants of management.  
11. Administrations look into daily activities.  
12. Administration make teams to complete the work.  
13. Administrators get salary from the management.  
1.6.2 Management  
Definition: "Management is the process of planning, organizing, leading and controlling the efforts of  
organization members and of using all organizational resources to achieve stated organizati "  
1. Management is art and science. —-  
2. Management is at the top of the organization.  
3. Management makes long term plans.  
4. Management gets work done from administrators,  
5. Management co-ordinates finance and legal aspects,  
6. They does not need technical ability. ,  
7. Management frames organization structure,  
8. Management is the ke’ ition i izati  
y Position in the organization for all important decisions,  
1.6.3 Organization  
Definition:  
An organization Is a group of persons united to achi  
Organization may also be defined as, "a ar eve any constructive task,  
the common aims and objectives", fou  
e.g. Any company,  
etc.  
P of activitie  
\*S and resources to facilitate efforts to achieve  
any Gove Ament depa tir b t n. r d rt. 2  
ent . : atio  
» DUS] ess u It, a ly institute NGO stu  
1 1 ents o ga i i

. agerial Skills  
tion to Management Concepts and Man ig  
1.12 Introduc ait  
Management | ompared to middle level manage ” an  
: Ode stag ig their main CO .  
ill larger group of © te is the  
9 s of higher auth 28 hae  
Be test  
(viii) Lower level management Is s a  
(ix) Policy making is not their work but executing the poe o agement Of “fighting cha as they 2  
(x) Lower management may be called as "actual face" of M Dag ih close rsociation W g  
directly related to operational activities. Also they are working  
i 1.6.1 Administration  
|  
.  
   
   
   
i} (A) Administration .  
I | Definition: "It is the overall execution of the given task.  
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They does not need technical ability.  
Management frames organization structure.  
Management is the key position in the organization for all important decisions  
PNAMR WHE  
1.6.3 Organization  
Definition:  
An organizatior isa group of Persons united t i  
oO achieve anyc i  
" en rs ‘i ' ' YY Onstructive task.  
Organiza ° may a ° be det ned as, "a group of activities and r ili ff hieve  
jectives" esources to facilitate efforts to achiev  
9. Any company, any Govern ent d j ion  
. m epartment, business Unit, any institute NGO, student Za  
e 1 ’ $s orga izati

t Concepts and Managerial Skills  
   
Introduction to Managemen !  
c: They. may. relate to the plant set  
   
1.14  
   
Management»: .  
4. Management relates to the long term decisions, policies, plans Ste new technology, recruitment  
up, market strategy decisions, financial long term plans, Ween or activities like daily production,  
policy etc; whereas administration works on short term decisio a ary. ‘discipline etc.  
materials procurement, production planning and control, meen aa '  
Management decides policies and administrators execute those po ee)  
6. Management group has unlimited powers a zs  
whereas Administration people are just  
binding to their higher authorities,  
7. Management is concerned with directions  
and control whereas Administration is  
“concerned with operations and execution.  
8. Board of Directors, MD, GM are categorised  
under Management. Managers, Officers,  
‘Project leaders are counted under  
« Administration. e  
°° Difference between Management and Administration is not precise. It may change bi  
organization to organization. Both are: higher authorities. The basic difference is between po icy  
making and execution function or long term planning and short term planning. Please note that in  
foreign nations, the terms are exactly reverse what we mentioned above.  
wi  
   
   
   
   
   
Functions.  
   
   
\* Planning Organizing a Directing: Controlling Decision-making Motivating  
: Major Functions of Management are:  
1. Planning, 2. Organizing,.3. Directing, 4. Controlling, 5. Decision Making; 6. Motivating.  
1.7.1 Planning  
   
1. - Definition: Planning can be define  
~ who will do it".  
2. Why Planning:is Required?  
(a) To reduce effects of uncertainty.  
-(b) To find out the risks involved..  
(c) To focus real objectives of work.  
»s: (), To make the process more economical.  
3. Planning. is. essential not. just. for successful  
management but forthe success of almost every  
activity under consideration. es  
4. Types of Plans:  
(a) Corporate plans  
(b) Strategic plans ; :  
(c) Management plans’ Strategic Plans  
(d) Operational plans RMR rearer ce  
a dogs pie “Management  
d as, "deciding in advance. what to do, how.to do, when to do and  
   
Corporate Plans  
Plans Het a  
Operati 4  
¢ o: Pere \_ Operational Operational  
: “Plans ° a ee Plans  
Fig..1.9

4.15 Introduction to Management Concepts and Managerial Skills  
   
Management  
5.  
Planning Loop System:  
Evaluate results -  
amend plan, If  
necessary aN  
Measure results Planning  
\ Implement Plans ee  
Fig. 1.10  
So, planning is the continuous function.  
Why Plan Fails?  
Any plan fails due to the following reasons:  
(a) Wrong information for planning.  
(c) Lack of knowledge.  
(e) Faulty system of work.  
(g) No feed back system.  
(i) Absence of winning attitude.  
(k) Plan without flexibility ie. tight plans.  
One must be careful about the above mentioned reasons so to get success in the plans.  
(b) Incorrect person to do plan.  
(d) Less devotion to execute plan.  
(f) Insufficient data.  
(h) Overconfidence.  
(j) Plan with no practical considerations.  
(I) Unknown about available resources.  
   
   
Five Point Check Charts of Planning / Planning Cycle:  
(a) Establishing the goals and objectives of the organization.  
(b) Formulating policies and strategies to carry out the objectives.  
(0) Developing intermediate and short range plans to implement the policies.  
(d) Defining detailed procedure.  
(e) Comparing actual plan with standard plan. Adjusting it to reduce deviations from the original  
standard plan.  
Objectives of a Good Plan:  
(a) To use available resources effectively.  
(b) To avoid unnecessary delays.  
(c) To complete the work within expected time.  
(d) To achieve all levels of desired output.  
(e) To increase the productivity.  
(f) To reduce uncertainty.  
(g) To improve standard of process and product.  
(h) To avoid shortcomings during the work.  
(i) To reduce heavy mental pressures before and during the process.  
(j) To avoid mismanagement and fiasco at work.

Managerial Skills  
t Concepts and  
ctlon to Managemen  
Management 1.16 \_\_Introdu  
9. Importance of Planning:  
(a) Planning is essential in modern business.  
(b) Planning affects performance.  
(©) Planning puts focus on objectives.  
(d) Planning anticipates problems and uncertainties.  
(e) Planning is necessary to facilitate control.  
(f) Planning helps in the process of decision marking.  
10. Advantages of Planning:  
(a) Planning gives. managers some purpose and direction.  
(b) Proper planning helps in the process of motivation.  
(c) Planning provides a framework for decision making.  
(d) Neat planning results in effective utilization of organizational resources.  
(e) It reduces the elements of risk and uncertainty.  
(f) It improves the competitive strength of the company.  
(g) Effective planning helps managers to examine all areas of the organization from all the angles.  
11. Disadvantages of Planning:  
(a) Planning may be expensive and time consuming.  
(b) Planning itself can be a hindrance of innovation.  
(c) Planning can some times be very frustrating because it requires an extremely detailed, careful  
and analytical thought process.  
12. Principles of Effective Planning:  
(a) Contribution to Objectives: /  
¢ Plan should be made in such a way that the ultimate objectives are satisfied.  
¢ . Plan and organizations objectives should not be different.  
\* Short term objectives are satisfied through short term plans.  
¢ Long term objectives are satisfied through long term plans.  
(b) Efficiency of Plans:  
¢ There should be maximum utilization of efforts done by all resources,  
¢ Wastages should be less,  
(c) Planning Premises:  
\* There should be perfect plan for utilizing premises by all the concerned departments,  
(d) Policy Framework:  
\* Plans should be matching the policy framework of the organization.  
(e) Timing:  
© Time constraint must be kept in mind while planning.  
\* Possible time should be considered at the Planning level itself,  
(f) Limitations: :  
+ The conn illo ume ato Fhe caenans st up  
ry Wastages of all kinds,  
¢ Plan becomes realistic,  
(g) Commitment:  
¢ Plan should consider commitment of ‘funds’,  
\* an should conser conser fe en tne ae,  
nt of ‘reputation’ of Organization,

Management 1.17 Introduction to Management Concepts and Managerial Skills  
as .  
1.  
2.  
(h) Flexibility:  
¢ Sometimes there is need to make changes in plan.  
\* Such changes must be possible without any harm.  
e This flexibility must be kept in the plan right from start.  
(i) Navigational Change:  
¢ Total time of planned activity is considered in steps.  
e At each step, actual happening and planned part is checked.  
© If there is some slack in actual and plan, as such stage, then few changes are expectec.  
¢ Because of this, the actions are again continued as per the plan and goal is achieved.  
1.7.2 Organizing  
Definition: Organizing is the activity of co-ordinating and directing the company’s resources in such  
a way that the company can carry out its objectives.  
The Meaning of Organizing:  
(a) The identification and classification of required activities.  
(b) The grouping of activities necessary to attain objectives.  
(c) The assignment of each grouping to a manager with the authority necessary to supervise it.  
(d) The provision for co-ordination horizontally and vertically.  
In organizing, roles of people in the given work must be structured properly.  
   
Organizing Involves:  
(a) Identifying the activities.  
(b) Grouping these activities. /  
(c) Assigning the activities to managers.  
(d) Delegation of authority to managers.  
(e) Setting up structure for co-ordination of these activities.  
These are the steps in organizing activity.  
Assumptions in Organizing:  
(a) Guidance and planning are always necessary for members in an organization.  
(b) If there are no boundaries of work, people may interfere in other's work.  
(c) Members will try to avoid responsibilities unless and until they are given definite work.  
(d) Members generally prefer security of a definite task than freedom of undefined task.  
(e) There is possibility of conflict.  
These are the assumptions, which management must rernbrfibet while organizing.  
Basic meaningful terms in Organizing function:  
(a). Authority  
(b) Influence  
(c) Power

, rial Skill  
Management 1.18 Introduction to Management Concepts and Manage s  
(d) Identification  
(e) Loyalties  
(f) Responsibility  
7. This function of management is always following ‘Planning’ function.  
8. There is synchromnization and combination of human, physical and financial resources.  
9. To be successful in management, a manager must be perfect in ‘organizing’ function. ;  
10. There is good co-ordination between authority and responsibility while organizing 4 Work,  
11. Importance of Organizing:  
(a) Possibility of getting benefit. of specialization.  
(b) Provides optimum utilization of resources.  
" (©) Helps in effective administration.  
(d) It channels expansion and growth.  
(e) It achieves co-ordination among different departments.  
(f) Organizing creates scope for new change.  
1.7.3 Leading/Directing ~  
i  
1. This function assists in providing correct way of working | Oo eee ee  
i.e. giving direction. ‘ .  
2. Employees with correct direction work efficiently.  
3. Directing needs good vision in leadership.  
4. Experience of work also helps in getting correct  
direction.  
5. Directing involves giving instructions and orders. to  
subordinates.  
6. Suggestions and guidance are ‘also important in  
directing the work.  
Directing function needs good communication and  
   
   
7.  
motivation as a supportive functions.  
8. Directing activity should not be autocratic and single  
sided. ‘  
9. Directing people is a continuous function. But its  
importance is more in the starting.  
10. All resources and efforts will be useless if directing function is not properly executed.  
11. Aspects of Direction: .  
(a) Supervision: Direction is most effective when workers are under supervision of manager.  
Immediate direction is always possible on the spot.  
(b) Leadership: Leader can better direct the team under him/her. Leader can effectively do this  
function.  
(c) Motivation: Direction requires additional energy of motivation. After Motivation by management  
workers will definitely show actions in correct direction.  
(d) Communication: For effective directing, there is necessity of clear and complete communication.  
(e) Co-ordination: There should be co-ordination while directing the subordinates,  
12, Techniques of Direction: .  
(a) Consultative Direction: This is possible by consultin  
Experience speaks in such direction.  
g dialogue between manager and workers.

Management ‘ \* 1.19 Introduction to Management Concepts and Managerial Skills  
13.  
14.  
au sw  
“  
(b) Autocratic Direction: Here seniors without any consulting: or any feedback give orders to |  
subordinates.  
(c) Free-rein Direction: Here, subordinate is allowed to express his/her views. The senior gives  
general guidelines. The subordinate has freedom to have certain flexibility of actions. It is  
democratic way of direction.  
Importance of Direction:  
(a) It joins the gap between management and subordinates.  
(b) It is nothing but guidelines to juniors from seniors.  
(c) Experience is always better in doing direction.  
(d) Success rate is more due to valid and correct direction.  
(e) It removes confusion among team members.  
Principles of Directing Function:  
(a) Integrated objectives: Effective directing requires that the goals of the organization and the  
individuals in the organization should be integrated so that all subordinates develop a sense of  
belonging to the organization.  
(b) Direct supervision: The superiors should maintain direct contact with subordinates; informal  
relationships facilitate the function of directing.  
(c) Participative managerial style: The subordinates’ morale will be higher when their views are  
serious incorporated into the managerial decision making.  
(d) Unity of direction: The direction must be clear and unambiguous and from a single chain of  
command, otherwise the authority will be undermined resulting in disorder and confusion.  
(e) Follothrough: Effective direction demands achievement of results. The results can only be  
achieved by being constantly in touch with the development. This requires continuous  
supervision, guidance, advice and coaching of subordinates i in their activities to attain the desired  
goals.  
.|1.7.4 Staffing  
Staffing means everything about Peer working in the organization.  
Staffing includes:  
   
   
“(a) Selection of staff  
(b) Training of new staff  
(c) Promotions  
(d) Retirement/Exit of the staff.  
Staffing deals with manpower.  
Good quality staff if joins the organization, it helps in the next activities.  
Staff has to be trained as per the work allotted.  
Care must be taken of motivation, award, reward, punishment, action, appreciation, promotion,  
transfers etc. to handle staff effectively. .  
Prior or in time retirement or exit is the last step in staffing function.  
Staffing is a continuous process.  
Effective staffing achieves following:  
(a) Happy environment.  
(b) Quality output.  
(c) Less time on follow-up.  
(d) Right person at right place.  
(e) Optimum results.  
(f) No scope for quarrel, disputes and legal actions.

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cepts. and  
ment Con  
| Management 4.20 Introduction © manage  
nagerial Skills  
(g) Brand development.  
(h) Satisfied employees and employer.  
(i) Justice to qualities of employees.  
(j) Career growth to people in the organization.  
So staffing is an important function.  
Elements of Staffing:  
The major elements of staffing are given below:  
Effective recruitment and selection.  
Proper classification of personnel and pay fixed for them.  
Proper placement.  
Adequate and appropriate training.  
Satisfactory and proper transfer and promotion.  
Good relationship between management and workers.  
NOUR wn  
Adequate provision for retirement.  
Advantages of Proper Staffing:  
1. It helps in the recruitment of efficient staff members.  
2. Proper placement of staff members according to their abilities.  
3. Maximum production and productivity due to correct person a  
4, Also increases earning capacity of the workers.  
an plan the manpower requireme  
t correct place with correct training.  
nt for short term and  
Functions of Staffing: :  
1. Manpower Planning: Due to staffing we ¢  
long term.  
2. Development: Training is provided to the em ployees for their development.  
3. Fixing the employment standards: It involves job specification and job description. Job description  
is a systematic and organized written statement of the duties and responsibilities in a specific job.  
Job specification is a statement of personal qualities that an individual must possess.  
4. Sources: It is concerned with the method by which the employees are selected. The sources may be  
internal and external.  
5. Selection and placement: Out of many eligible candidates suitable candidates are selected and  
placed as per their capabilities.  
6. Training: New selected employees are trained for their development as per the need of the job.  
They include promotion, transfer, documentation, motivation, retirement etc.  
7. Other functions:  
1.7.5 Controlling  
It is like a brake system in automobiles. But the main purpose is to  
1.  
avoid deviation in work. It helps to control extra efforts, wastages  
of resources by various methods of checking and correcting.  
2. Controlling function primarily needs standards, objectives and  
goals.  
3. It decides criteria of performance.  
It defines and designs system of reporting. So it is easier to  
understand what is actually going on.  
Whenever it finds deviations from the standard performance, then  
5.  
immediate corrective. actions are taken and control on  
unnecessary part of work is possible.  
As brakes avoids accidents and damage in vehicles, controlling functio  
on  
6.  
loss of manpower, resource wastages eic.  
   
takes care of loss of time

Management 1.21 Introduction to Management Concepts and Managerial Skills  
7. Due to controlling, the systems of organization work for the desired goals only.  
8. Work on correct track with correct speed is possible by controlling function only.  
New Plans  
No undesirable  
deviations from  
of plans plans  
Undesirable  
deviation  
; Action  
Fig. 1.11: Relationship between Planning and Controlling  
9. Characteristics of Control: i  
(a) It is vital action for avoiding losses.  
(b) It is dynamic in nature.  
(c) It needs at any time.  
(d) It is an end function.  
(e) It is a flexible activity.  
(f) It is a continuous process.  
10. Essentials of an Effective Control System:  
(a) Controlling system should be suitable for the planned objectives.  
(b) There should be someone who will take the responsibility of controls.  
(c) Control system should be objective in nature.  
(d) Control system should not be influenced by any other subjective criteria.  
(e) Reporting in control system should be immediate and prompt.  
(f)\_ Its focus should be on important and strategic points.  
(g) The system should be clear and understandable.  
(h) The control system should be economical.  
11. Techniques used for Control Function:  
(a) Statistical reports.  
(b) Audit.  
(c) Personal observation.  
(d) Budgetary control.  
(e) CPM.  
(f) PERT.  
(g) Breakeven Analysis.  
12. Work on correct track with correct speed is possible by controlling function only.  
13. Steps in Controlling Function:  
(a) Establishment of standards  
(b) Measurement of performance  
(c) Comparing the activity  
(d) Remedial action.

‘ rial Skills  
Management: « wnat ‘ 1.22 Introduction to Management Concepts and Manage!  
d as open loop  
14. Open Loop Control System: Systems with no feedback arrangement are calle  
systems. Here control on the system is possible by controlling inputs.  
15. Closed Loop Control System: System having feedback is closed loop control system.  
16. Advantages of Controlling: :  
(a) Systems run as per plans.  
(b) Losses in feature are avoided.  
(c) Wastage is minimized.  
(d) Deviation in process execution is reduced.  
(e) Effective work out of the plans.  
(f) Proper utilization of resources.  
   
llowing basis: —  
The process of planning may be classified into different categories on the fo!  
(i) Nature of Planning:  
(a) Formal planning.  
(b) Informal planning.  
(ii) Duration of Planning:  
(a) Short term planning. /  
(b) Long term planning.  
(iii) Levels of Management:  
(a) Strategic planning.  
(b) Intermediate planning.  
(c) Operational planning.  
(iv) Use:  
(a) Standing plans.  
(b) Single-use plans.  
(i) Nature of Planning:  
(a) Formal Planning: Planning is formal when it is reduced to writing. When the numbers of actions are  
large it is good to have a formal plan since it will help adequate control.  
The term formal means official and recognized. Any planning can be done officially to be followed or  
implemented. Formal planning aims to determine objectives of planning. It is the action that  
determine in advance what should be done.  
Advantages:  
1, Proper Cooperation among employees,  
2. Unity of Action, ,  
3. Economy,  
4. Proper co-ordination and control,  
5. Choosing the right objectives, and  
6, Future plan.  
(b) Informal Planning: An informal plan is one, which is not in writing, but it is conceived in the mind of  
the manager. Informal planning will be effective when the number of actions is less and actions have  
to be taken in short period.

Management 1.23 Introduction to Management Concepts and Managerial Skills)  
(ii) Duration of Planning: .  
(a) Short-Term Planning: Short term planning is the planning which covers less than two years, It must  
be formulated in a manner consistent with long-term plans. It is considered as tactical planning.  
Short-term plans are concerned with immediate future; it takes into account the available resources  
only and is concerned with the current operations of the business. /  
These may include plans concerning inventory planning and control, employee training, work  
methods etc.  
Advantages:  
1. It can be easily adjustable.  
2. Changes can be made and incorporated.  
3. Easy to gauge.  
4. Only little resources required.  
Disadvantages:  
1. Very short period-left over things will be more.  
2. Difficult to mobile the resources.  
3. Communication cycle will not be completed.  
(b) Long-Term Planning: Long-term planning usually converse a period of more than five years, mostly  
between five and fifteen years. It deals with broader technological and competitive aspects of the  
organization as well as allocation of resources over a relatively long time period. Long-term planning  
is considered as strategic planning. .  
Short-term planning covers the period of one year while long term planning covers 5-15 years. In  
between, there may be medium-term plans. Usually, medium term plans are focusing on between  
two and five years. These may include plan for purchase of materials, production, labour, overhead  
expenses and so on.  
Advantages:  
Sufficient time to plan and implement.  
Effective control. :  
Adjustment and changes may be made gradually.  
Periodic evaluation is possible. :  
Thrust areas can be identified easily.  
. Weakness can be spotted and rectified then and there.  
Disadvantages:  
1. Prediction is difficult.  
2. Full of uncertainties.  
3. Objectives and targets may not be achieved in full.  
4. More resources required.  
(ii) Levels of Management:  
(a) Strategic Planning: The strategic planning is the process of determining overall objectives of the -  
organization and the policies and strategies adopted to achieve those objective. It is conducted by  
the top management, which include chief executive officer, president, vice-presidents, general  
manager etc. It is a long range planning and may cover a time period of up to 10 years.  
It basically deals with the total assessment of the organization's capabilities, its strengths and its  
weaknesses and an objective evaluation of the dynamic environment. The planning also determines  
the direction the company will be taking in achieving these goals.  
(b) Intermediate Planning: Intermediate planning cover time frames of about 6 months to 2 years and  
is contemplated by middle management, which includes functional managers, department heads and  
product line mangers. They also have the task of polishing the top managements strategic plans.  
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ment Conce!  
1.24 Introduction to Manage! ;  
ilable a J  
The middle management will have a critical look at the resources oF de They refine the broad  
the most effective and efficient mix of human, financial and materia ;  
strategic plans into more workable and realistic plans. ivities, It keeps the business  
(c) Operational Planning: Operational planning deals with only current aad re conducted by unit  
running. These plans are the responsibility of the lower managemen an from one week to one  
supervisors, foremen etc. These are short-range plans covering a time sp :  
year. oe completed in the best  
These are more specific and they determine how a specific job is to in i production. finance,  
possible. way. Most operational plans are divided into functional areas SUC!  
marketing, personnel etc. . ; : th  
: rated into one, the  
Thus, even though planning at all levels is important, since all levels are Meee piganizstion,  
strategic planning requires closer observation since it establishes the direction  
(iv) Use: : d  
(a) Standing Plan: Standing plan is one, which is designed to be used cover and ov  
policies procedures, methods, rules and strategies are included in sand sled réutife plan.  
mechanical. It helps executives to reduce their workload. Standing plan is also ¢  
Standing or routine plan is generally long range. .  
. ; : ; : cular set of  
(b) Single Use Plan: Single use plan is one, which sets a course of action for Sea Bae rie  
circumstances and is used up once the particular goal is achieved. They may inclu arti 9 ni  
budgets, projects and schedules, It is also called specific planning. Single use plan is short range.  
Difference between Strate and Tactical Planning:  
ic Planning :  
| Sr.No.\_| Strategic Planning  
It decides the major goals and policies of | It decides the detailed use of resources for  
allocation of resources to achieve these goals. | achieving each goal.  
|  
i | 3. [itisiongterm. SS \*dittisshortterm. SSS  
| | 4. [itismore uncertain, =i Tt is less uncertain. —SSSSC~SC~CS~S~S  
It is. more detailed.  
er again. Objectives,  
plans. Its nature is  
   
   
   
   
   
   
   
   
WI]  
   
   
-  
i  
   
1.8.2 Steps in Planning  
1. Establish Goals: The first step of the management planning process is to identify specific company  
goals. This portion of the planning process should include a detailed overview of each goal, including  
the reason for its selection and the anticipated outcomes of goal-related projects. Where possible,  
objectives should be described in quantitative or qualitative terms.  
2. Identify Resources: Each goal should have financial and human resources projections associated  
with its completion. ;  
Establish Goal-Related Tasks: Each goal should hav  
achievement.  
4. Prioritize Goals and Tasks: Prioritizing goals and tasks is a  
importance. The tasks deemed most important will theoretically be approached and completed first.  
The prioritizing process may also reflect steps necessary in completing a task or achieving a goal ;  
5. Create Assignments and Timelines: As the company prioritizes Projects, it must establish tim li  
for completing associated tasks and assign individuals to complete them. This orti ie  
management planning process should consider the abilities of staff members and tha 4 ila  
to realistically complete assignments. ime necessary  
6. Establish Evaluation Methods: A management planning pr :  
oO  
luating the progress toward goal completi 9 Process should include a Strategy for  
evaluating the prog g pletion throughout an established t  
do this is through requesting a monthly progress report from department heads. period. One way to  
   
i  
e@ tasks or projects associated with its  
bout ordering objectives in terms of their

Management € : 1.25 Introduction to Management Concepts and Managerial Skills  
—¥RNRt.——. "troduction to Management Concepts and Managerial Skills  
Identify Alternative Courses of Action: Even the best-laid plans can sometimes be thrown off track  
by unanticipated events. A management plan should include a contingency plan if certain aspects of  
the master plan prove to be unattainable. Alternative courses of action can be incorporated into each  
segment of the planning process, or for the plan in its entirety.  
7.  
   
1.9.1 Organization Structure  
eee  
Introduction:  
Essentials of Organization:  
Various essential elements of an organization are:  
1.  
2.  
7.  
Every organization has a definite structure.  
Structure of organization is a formal pattern of groups and  
relationship among them.  
Structure of organization is represented by organization  
chart. ‘  
It indicates relationships among people in organization.  
Normally, organization structure is stable, but it can be  
modified if required.  
   
The structure of organization depends on:  
Goals and objectives.  
Resources available,  
Scope of functions.  
Relationship among activities.  
Type of product and production.  
Span of control.  
Communication expected.  
o Number of employees etc.  
000000 0  
   
Organizational Chart: It is the network of formal relationships.  
Predefined Objectives: An organization should have predefined goals to achieve. With predefined  
structure of objectives its functioning becomes easy. .  
Differentiation of Activities: Various tasks and activities should be assigned to various people and  
departments.  
Communication: The information should flow.continuously and in a specific path way. The channels  
of communication should be pre-defined.  
Delegation: There should be delegation of authority. The authority should have specific position of '  
power and status.  
Integration: An organization should have specific system in which the various activities and tasks are  
co-ordinated and integrated.  
Administration: An organization should have planned and formalised policies, procedures and  
controls that guide the activities and relationships.  
Important Factors in deciding Structure of Organization:  
1.  
2.  
Functions: i.e. Finance, Marketing, Production etc.  
Technologies: i.e. Semi-automatic, computerised, labour intensive, automatics etc.

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ment  
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1.26 Introduction. to  
janagemen' |  
3. Outputs: i.e. Type of product.  
4. Customers: i.e. Younger, older, group, family, rural, urban etc.  
5. Core Competence: i.e. Sepecialisation.  
6. Location: i.e. Geographical place. ation should be.  
These factors affect the decision of how the structure of organizat i  
\* The structure has two dimensions ie. horizontal and verical  
departmentation. Vertical dimension defines hierarchy of seniors an  
toa a ent ©  
\* Thus, organization structure is the systematic arrangem  
organization. :  
1.9.2 Types of Organization  
Horizontal dimension tells abou,  
d subordinates.  
f the people working in the  
   
(a) Line organization  
(b) Functional organization  
(c) Line and Staff organization.  
(d) Project organization  
Line Organization  
¢ Itis also called as scalar organization.  
¢ Itis the vertical type of organization structure. .  
¢ Also called as Military type because similar form of organization is in the.military.  
¢ Line organization is the oldest and simplest type of organization form.  
¢ It has a chain of authorities, one above the other.  
‘The authority gives orders to immediate subordinate. Fig. 1.12  
¢ Each one is accountable to immediate senior authority.  
Advantages: ,  
1. Itis simple.  
2. Easy to understand.  
3. Decisions are quick.  
4. Confusion is less.  
5. High level of discipline.  
6. Variety of responsibilities leads into all round development,  
Disadvantages:  
1. Authorities at top become dictators.  
Lack of specialisation.  
Quick decision may be wrong.  
Overlapping of activities.  
Some people are overloaded.  
Poor quality of performance.  
Nature of senior, affects work of subordinate,  
PNA RwWH  
Project with complex and interdependent activities may not possib|  
'Dle under such oa.  
Organization.  
Managem  
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Management  
1.27 Introduction to Management Concepts and Managerial Skills  
——— SSSSSSSSSS— Introduction to Management Concepts and Managerial Skills  
Illustration of Line Organization:  
Chairman  
Marketing Production HR  
Manager Manager Manager  
+  
Deputy. Production  
Manager  
+  
Assistant  
Senior Manager  
t  
Manager  
t  
Senior Engineer  
t  
Supervisor  
t  
Worker  
Applications:  
1. Military Departments.  
2. Small firms. ;  
3. Process industries with automation. ©  
4. Workshops.  
Functional Organization (Staff Organization)  
¢ It is also called as Horizontal organization.  
¢ There is grouping of activities as per functions.  
\* Specialization of function is the characteristic of this type of organization.  
e Each group is performing a specific task.  
¢ eg. Milling department is only performing  
milling operation, may be on\_ different  
products. Function is the same and so the  
people are specialized in that.  
e Also called as "Staff Organization". Fig. 1.13  
Advantages:  
1. Performance is better.  
Correct decisions are possible.  
Knowledge sharing helps to improve enrichment of expertise.  
Efficient utilization of staff.  
Load of work is evenly distributed.  
Standardization in processes.  
More productivity as compared to Line organization.  
8. Heavy work load can be handled easily.  
Disadvantages:  
Now WN  
1. Discipline is lacking.  
2. Everybody is smart ; difficult to handle experts.  
3. Confusion among staff, as there is no single authority,  
4. Decisions are slow.  
5. Ego of specialists is sensitive issue!

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| nt conceP  
anageme  
| Management 4.28 introduation ee  
6. Total cost of carrying such staff is high.  
7. Many staffs are expert in avoiding responsibilities.  
8. Less co-ordination in teams.  
9. Normally such structures are rigid and tight.  
Organization):  
   
   
   
Illustration of Functional Organization (Staff  
- Managing Director  
|  
CEO  
Production Manager  
‘gn Store Technical  
I  
Quality Time Office — instructor. += Route\_-~—-Manitenance uot read Keeper Support  
Inspector Incharge Incharge Incharge  
Worker  
Fig. 1.14  
Applications:  
1. The functional organization is very rare in Industrial sector. .  
t 9 ry pecialised departments have functiona  
2. R and D departments, some educational institutes, few 5  
organization structure.  
Differentiate Between Line Organi  
zation and Function | Organization =  
   
in Organization  
   
   
Vertical structure. Horizontal type of structure.  
te Nos |  
It is the oldest version. It is developed version.  
Complex type of organization compared to line  
organization.  
4. Lack of specialization. . Specialization of function is the characteristic.  
5. Also called as Staff Organization.  
igh level of discipline. Discipline is lacking.  
   
7. Slow decision,  
Confusion is more.  
No knowledge sharing. Knowledge sharing is there..  
“10. Problem of ego.  
Line and Staff Organization  
e Itis combination of Line and Functional organization.  
e It is horizontal and vertical, both, in structure.  
e Organizations will be successful only when there is joint work  
of ‘Managers’ and ‘Executives’.  
Similarly when specialised experts are in discipline and  
responsible and have less ego problems, then better work  
performance is sure. This is happening in Line and Staff  
organization.  
This form of organization, shows characteristics of Line type  
at certain places and it is also functional one wherever it is  
   
ired. ,  
desire Fig. 1.15

Management  
—een 1.29 \_\_ Introduction to Management Concepts and Managerial Skills  
Advantages:  
It is disciplined and specialised system.  
Structure of organization is customised as per requirement.  
Productivity is better compared to both other forms.  
Decisions are quick and correct.  
Team work is effective and systematic.  
Less wastage of resources.  
Confusion is less. :  
Overlapping and overloading of work is avoided.  
System of working is smooth.  
Disadvantages:  
1. Cost of production is more due to good packages to staff.  
CMON DAHbRwWnH pw  
2. System of work may be disturbed if confusions are more.  
3. Sometimes injustice to line people.  
4. Discipline is poor as compared to Line organization.  
5. Inefficiency of one section may affect performance of the others.  
6. Conflicts and negative competitions may trouble working pace and morale of the others  
Illustration of Line and Staff:  
Managing Director  
CEO  
oepsh CEO Deputy CEO  
Marketing Finance Plant Personnel Design  
‘ Manager  
Production  
Manager  
Supervisor Supervisor Supervisor  
Worker Worker Worker  
seeeneeeeees —> Staff  
—— -— Line  
Fig. 1.16  
Applications:  
1, Medium Scale Industries.  
2. Large Scale Industries.  
3, Manufacturing and Automobile Sector.  
Suitability of Line and Staff Organization for Manufacturing: ; fa chibenvin  
lized/experts employees. Also they need routine wor oO! 9  
1. Manufacturing needs specia  
followers. Both kind of employees are available in Line.and Staff organization.  
———=——

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agemen  
tlon to Man .  
Management . 1.30 \_Introduc not tolerable. Line and stag  
s are  
Difference between Line organization and Line and Staff organization:  
   
2. Manufacturing activity is itself a disciplined one. Irregularitie  
organization has such environment of particularness.  
3. In manufacturing, decisions must be quick and correct. In Line  
taken in such a way only. a  
4, Horizontal and vertical, both levels must be there in organizatlo  
there in Line and Staff organization. .  
5. Ego problems are not expected in manufacturing function. Line  
space for ego. oie  
6. Manufacturing activity needs good kind of team work. It is there In  
7. Highly specialized employees helps in rapid growth of organization. sthiak, For axSrnile; Aterc,  
8. Every department has its own value and status, But all are connected tog  
production, maintenance, marketing etc. Same is seen in Line and St  
Hence Line and Staff organization is suitable for manufacturing concern.  
4 staff organization decisions are  
an  
Eich combination of authority jg  
n.  
and Staff organization keeps no  
e and Staff organization,  
aff organization.  
   
   
1 in| 1, Structure of organization is cu Per  
structure, requirement. x  
2.\_Itis highly disciplined. 2. Discipline and productivity bot are taken care,  
3. Variety of responsibilities are on employees. 3. Some employees are specialised and some can  
do repetitive work.  
4. Decisions are very fast but may be wrong | 4. Decisions are not very slow, but they are more  
sometimes. correct, :  
5. Problem of dictatorship. 5. Professional atmosphere in the work culture.  
6. No knowledge sharing. 6. Knowledge sharing is there wherever it is  
required, :  
7. Structure of organization is easy to understand. | 7. Itis complex to understand.  
8. Vertical structure. \_ | 8 Combination of vertical and — horizontal  
; ‘structure,  
9. Oldest in nature. 9. Advanced version of organization type.  
10. Person is overloaded. 10. Person is utilized properly and effectively with  
moderate work load,  
11. Overlapping of activities. 11, Activities are properly planned,  
| 1.9.2.4 | Project Organization  
1. The project organization is an inter-organizational team  
2, Team members are drawn from the organization's fu  
project.  
The organization is temporary in nature.  
It is formed for the project purpose only,  
Pup w  
Various forms of project organization:  
(a) Functional organization  
(b) Functional matrix  
(c) Balanced matrix  
(d) Project matrix  
(e) Project team  
   
When such a team is organized, then in an ori  
   
Pulled together for a specific purpose.  
Actional units to perform a specific task ie.  
in ization | ;  
ginal Organization Matrix’ type structure is formed.

Management 1.31 Introduction to Management Concepts and Managerial Skills  
(a) Functional Organization: The project is divided into and assigned to relevant functional areas  
with co-ordination being carried out by functional and upper levels of management.  
(b) Functional Matrix: A person is designated to oversee the project across different functional  
areas,  
(c) Balanced Matrix: A person is assigned to oversee the project and interacts on an equal basis  
with functional managers.  
(d) Project Matrix: A manager is put in charge of a core group of people from several functional  
areas, All are full time members.  
7. Project oriented organization is one which:  
¢ Defines management by projects as an organizational strategy.  
\* Adopts temporary organizations for the performance of complex processes.  
¢ Has an special project management culture.  
¢ Moulds itself for project oriented work.  
Strategy : Management by Project  
   
   
   
   
   
Project  
Organisation  
   
Structure : Temporary in Culture : Project management  
permanent organisation and new management concept  
Fig. 1.17  
8. Objectives:  
(a) Decentralisation of responsibility.  
(b) Quality assurance by project team work.  
(<) Goal orientation.  
(d) Planning of organizational learning by projects.  
   
   
   
   
   
   
Head  
project - 2  
   
   
   
   
   
   
Head  
project - 1  
Engineering  
function for  
project - 2  
   
   
   
   
   
Engineering  
function for  
project - 1  
2: Resources Resources Resources  
A, B, C D, E, F G, H, | J KL  
Fig. 1.18  
   
Advantages:  
1. No interference to parent organization.  
Specialised activities with result oriented approach are carried out.  
2.  
2. Culture of team work is created.  
4. Work spectrum expands.

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it:  
¢ conceP  
agemen|  
Management 4,32 Introduction to Manag  
Limitations:  
1. Complications of functions are more.  
Experience of one project may not be useful to other project.  
Consultation is difficult as you are working on new concepts.  
   
Difference of opinions are possible.  
Heavy pressures on project teams.  
   
   
1.9.3 Steps in Organi  
Objectives / aims / goals are  
ser  
/ : V  
, Formulating supporting  
v  
Identifying & classifying  
Step 4 Grouping these activities  
tep in the best wa  
Assignment of Duties  
   
   
Step 5  
v  
Horizontal & vertical  
Step 6 relationships of  
   
Authority & Responsibilit

1.33 \_\_ Introduction to Management Concepts and Managerial Skills  
Management  
1. Objectives / Aims / Goals are determined:  
¢ Before we start must know our goals.  
¢ This step in any organization defines path of actions.  
° Due to this initial step, we get guidelines.  
¢ Activities can be streamlined throughout the work.  
2. Formulating Supporting Policies and Plans:  
¢ Skeleton of policies is necessary for satisfying goals.  
° Plans initiate actions in an organization.  
¢ Support of policies and plans strengthens focus towards defined objectives.  
3. Identifying and Classifying Necessary Activities:  
¢ Numerous activities are listed down.  
° To avoid variation and differentiation, their classification is necessary.  
¢ Activities can be considered as per their nature and scope.  
4. Grouping these Activities in the Best Way:  
¢ Identified and classified activities are sequentially arranged.  
Grouping is done as per the resource availabilities, priority in work and importance as well.  
e  
\*. Grouping helps to assign people on them.  
5. Assignment of Duties:  
\*° Activities / duties are assigned to people,  
Care is taken to satisfy both i.e. requirement of work and human needs.  
¢ Overlapping, underutilization and overloading is avoided while assigning duties.  
Horizontal and Vertical Relationships of Authority and Responsibility:  
Organization will never work without clear-cut identification of authority and responsibility.  
e  
e For performing duty, authority is important.  
° To complete the function, responsibility is must.  
¢ When vertical and horizontal structure of authority and responsibility is final then assigned duties will  
be completed effectively. :  
Giving orders, receiving instructions, getting guidance will be effective when such relationships are  
precisely defined while in organizing. -  
So, with this any organization can be formed  
   
   
1. Production Management:  
The term ‘production’ was closely associated with manufacturing physical goods and, therefore,  
production management was also known as manufacturing Management. Today, goods are not only  
physical goods but also services.  
Production is related to both goods and services and, therefore, production Management is known as  
Operations management. It deals with conversion of inputs into outputs. It is a “set of components whose  
function is to transform a set of inputs into some desired output.”  
“It is the management of productive processes that convert inputs into goods and services.” The inputs  
are the men, material, equipment, technical knowledge etc. The conversion process that transforms the  
inputs can be physical transformation in manufacturing operations, locational transformation in  
transportation, exchange transformation in retailing, storage transformation in warehousing, informational  
transformation in legal firms, physiological transformation in medicine, and gratification transformation in  
entertainment.

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anagemen .  
1.34 Introduction to M ts also include  
Management . S. Outpu y~  
. roces 7 cess j  
Outputs are the goods and services produced through the conversion F tput CONE in ework a  
products of goods, whether in the form of pollutants or wastes. This ne mic-political-lega helps to k 8  
affected by the environmental forces like Government regulations, oe vedback mechanism nts Now  
country, policies of competitors, international policies etc.. The shanges in its components:  
effectiveness of the conversion process and whether or not it requires ¢  
Objectives of Production Management: oduce goods services of right Quality  
The objective of the production management is stated as: TO Pr"  
and quantity at the predetermined time and pre established cost. — .  
Thus, the objectives of production management are reflected in:  
(a) Right Quality  
(b) Right Quantity  
(c) Predetermined time  
(d) Pre established cost (Manufacturing cost)  
(a) Right Quality: The quality of the product is established base th  
Customer's needs are translated into product specifications by :  
department. The manufacturing department then translates these spec!  
objectives.  
Thus, the cost quality trade off decides the final quality of the product. Thus, sie be wie  
be obtained such that the product quality offered to the customer shou e  
pre-established manufacturing cost. ‘  
(b) Right Quantity: The manufacturing organization should produce the products at the tigi number.  
If the products are produced in quantity excess of defnand, the capital will block up in the form of  
inventory and if it is produced in quantity short of demand, there will be shortages of products,  
Thus, a decision is to be taken regarding how much to produce. (Right quantity) ;  
(c) Manufacturing Costs: Manufacturing costs are established before the product is actually  
manufactured. The manufacturing department has to manufacture the products at the pre-  
established cost. In any case, any variation between the actual costs and the standard (pre  
established) should be kept at minimum.  
(d) Manufacturing Schedule: Timeliness of delivery (schedule)  
judge the effectiveness of production department. There are  
materials at right time, absenteeism, machine break down etc.  
the products. So the manufacturing department should organi  
products will be manufactured as per schedule,  
To achieve the above objective, the manufacturin  
optimum utilization of various inputs like men, material and machine. So to have a better utilization  
of resources, the production department has to achieve the other objectives, which are lower in the  
. a i iecti : \_  
hierarchy ise ees re called intermediate objectives and are going to optimize the  
intermediate Objectives:  
The intermediate objectives can be stated in terms of:  
(a) Machinery and Equipments: The objective conc  
equipment should be such that they should be able to produce the pro  
and accuracy required. The total cost of procurement and running ¢  
the machines are procured and put to productive Use, then th  
resources to the maximum extent.  
(b) Materials: The materials should be made availa  
size, quality etc.) and at the most economical  
maximum utilization of the material with minimu  
   
d upon the customers’ needs,  
e design or engineering  
fications into measurable  
is one of the important parameter to  
many reasons like non-availability of  
Which affect the timely completion of  
Ze its activities in such a way that the  
g/production department has to make the  
ducts as per the specifications  
Ost should be minimum. Once  
€ Next objective is to utilize these  
ble when required as  
Price. Th sured as Per the Specifications (shape,  
: ,  
Production department should aim at  
™ wastage and Scrap,

Management  
1.35 Introduction to Management Concepts and Managerial Skills  
(c) Manpower: Manpower is an important resource or input to production and the success of  
production depends to a greater degree upon the type of manpower an organization possesses.  
Thus, there should be a perfect matching between the workers and jobs and the manufacturing  
department climate should be such that the potential skills and energies of the workers should be  
channelized into constructive outputs. The objectives are set with respect to productivity per worker  
labour turnover rate, safety and industrial relations etc.  
(d) Supporting Services: This helps indirectly to achieve the other objectives and adequate provision of  
the services helps to utilize other inputs effectively. The objectives should be set for each of the  
services like water steam, power, material handling etc. Thus, intermediate objectives are supporting  
to the primary objectives. The achievement of these objectives helps the company to satisfy the  
customer needs and increase the market share resulting in increased profitability.  
2. Financial Management:  
All activities (production, marketing or personnel) require constant flow of funds. Finance department  
takes care of financial requirements of the enterprise. It makes arrangements for acquisition and effective  
utilization of funds.  
; With increase in the size of business, its relationship with t  
diversification and differentiation, Government regulations and technological developments, finance  
manager assumes important role in management of finance. Financial management deals with management  
of finance. It is “the operational activity of a business that is responsible for obtaining and effectively utilizing  
the funds necessary for efficient operations.”  
Aims of Financial Management:  
The aims of financial management should be useful to the firm's proprietors, managers, employees and  
consumers. For this purpose the only way is maximization of firm's value.  
The following aspects have place in maximizing firm’s value:  
(a) Rise in profits: If the firm wants to maximize its value, it should’ increase its profits and revenues. For  
this purpose increase of sales volume or other activities can be taken up. It is the general feature of  
any firm to increase profits by proper utilization of all opportunities and plans.  
Theoretically, firm gets maximum profits if it is under equilibrium: At that stage, the average cost is  
minimal and the marginal cost and the marginal revenues are equal. Here, we can't say the sales  
because there must be suitable market for the increased sales. Further, the above costs must also be  
he internal and external environment, product  
controlled.  
(b) Reduction in cost: Capital and equity funds are utilized for production. So all types of steps should  
be taken to reduce firm’s cost of capital.  
he firm to collect funds  
(c) Sources of funds: It should be decided by keeping in view the value of t  
through issue of shares or debentures.  
(d) Reduce risks: There would not be pro  
become danger to the existence of the firm. Hence,  
(e) Long run value: It should be the feature of financia  
the firm. To earn more profits in short time, some firms may do the activities li  
quality goods, neglecting the interests of consumers and employees.  
These trials may give good results in the short run. But for increasing the value of the firm in the long  
run, avoiding; such activities are more essential.  
Scope and Functions of Financial Management:  
The scope of financial management includes t ta  
rising of fund and their administration, Third - along with the activities  
parcel of total management, Isra Salomon felt that in view of funds utilization third group has wider scope.  
i iviti iew of financial management.  
t all activities done by a finance officer are under the purview 0 |  
I ca et difficult to say the scope of finance.  
But the activities of these officers change from firm to firm, it become  
fits without risk. But for this reason if more risk is taken, it may  
risk should be reduced to minimum level.  
| management to increase the long-run value of  
ke releasing of low  
hree groups. First — relating to finance and cash, Second —  
of rising funds, these are part and

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to manag®! .  
Management 1.36 \_ Introduction utilization and controlling  
ds those funds. Liquidity  
\_ 4 in fu  
pating ! rces for . fi  
jecting the SLs know very briefly about  
agement.  
Financial management plays two main roles, one — partici  
productivity, two — Identifying the requirements of funds and.se  
profitability and management are the functions of financial man ‘  
ations.  
tial ; important consider the pur  
1. Liquidity: Liquidity can be ascertained through the three impo qualized for the PUrPose of  
(i) Forecasting of cash flow: Cash inflows and outflows should be ©  
liquidity. .  
(ii) Rising of funds: Finance manager should try to identify the rea  
funds. .  
(iii) Managing the flow of internal funds: Liquidity at hi  
keeping accounts in many banks. Then there will be no neec ac  
2. Profitability: While ascertaining the profitability, the following asP  
consideration:  
(i) Cost of control: For the purpose of contr  
analyzed through proper cost accounting system,  
(ii) Pricing: Pricing policy has great importance in deciding 54  
~ Pricing policy should be evolved in such a way that the i  
affected. i  
(iii) Forecasting of future profits: Often estimated profits should be ascertained and assessed to  
strengthen the firm and to ascertain the profit levels.  
(iv) Measuring the cost of capital: Each fund source has differe  
the firm is directly related to cost of capital, each cost of capita  
3. Management: It is the duty of the financial manager. to keep the sources "  
the business. Asset management plays an important role in financial management. Besides, the  
financial manager should see that the required sources are available for smooth running of the firm  
without any interruptions.  
A business may fail without financial failures. Financial failures also lead to business failure. Because  
of this peculiar condition, the responsibility of financial management increased. It can be divided into  
the management of long run funds and short run funds.  
Long run management of funds relates to the development and extensive plans. Short run  
management of funds relates to the total business cycle activities. It is also the responsibility of  
financial management to co-ordinate different activities in the business. Thus, for the success of any  
firm or organization financial management is said to be a must.  
3. Personnel/Human Resource Management:  
Traditionally what was known as personnel management is now replaced with human resource  
management (HRM) today. Initially, in small organizations all the managerial functions of planning  
organizing, staffing, directing, and controlling (for all the functional areas of Management) wer a ried  
by the managers but with increase in size of the organizations, Managers could not look afte al the  
functional areas. Personnel specialists or senior managers were appointed ook alter  
personnel policies and separate departments called personnel departments  
Human Resource Department Performs the Following Functions:  
(a) Human resource planning or manpower planning balances the demand for empl . tative  
and quantitative terms and its supply from various internal and external fee  
fill organizational posts from within the organization and exte Na’ Tesources, Internal sources  
outside sources such as labour market. mal sources provide labour from  
(b) Recruitment analyses requirements of the job, prepares job descripti .  
those whose qualifications match the job description, Ptlon and invites applications from  
uirements and increase of  
ee can be maintained h  
n external loans.  
hould be taken into  
igher degr  
d to depend ©  
ts s  
olling costs, various activities of the firm should be  
n company’s marketing,  
s level i  
le firm should not be  
mage of the  
nt cost of capital. As the profit of  
| should be measured.  
of the assets in maintaining  
to look into matters related to  
were created,

Management 1.37 Introduction to Management Concepts and Managerial Skills  
TOT ntroctuction to Management Concepts and Managerial Skills  
(c) Selection selects the most suitable person out of those who have applied for the job. Written tests  
and interviews are conducted to select the suitable candidates,  
(d) Performance appraisal assesses the performance with the targeted performance to check deviations  
and provide training to improve the performance.  
(e) Training enhances the knowledge and skills of employees. It enables them to effectively manage the  
organizational positions and promotes their growth. Training programmes can be conducted on-the-  
job or external agencies can provide training to the employees. .  
(f) Rewards deal with the pay structure for each job. Rewards vary with the skill, knowledge and  
competence for each job position.  
(g) Industrial. relations maintain harmonious relations between the management and employees.  
Grievances or disputes are settled by the personnel manager by following legal provisions and rules.  
(h) Employee communication and participation communicates managerial decisions to employees and  
allows them to participate in the decision-making processes.  
(i) Personnel records maintain record of employees regarding their qualification, experience and  
achievements. It is maintained by the personnel department. This serves as the basis for internal  
recruitment where employees can be placed at jobs within the organization. These records help in  
‘matching job description with job specification, that is, matching the requirement of the job with  
qualifications of the person.  
The focus of HRM is growth and development of the organization along with its work force.  
Features of HRM:  
Following are the Features of HRM:  
(a) It views employees as important organizational resource that is committed to organizational needs  
and works towards its goals.  
(b) It aims to satisfy individual needs by providing challenging, lucrative and meaningful jobs to  
employees. :  
(c) It follows the concept of ‘mutuality’ where managers focus on mutual goals, mutual respect, mutual  
rewards etc.  
(d) It allows employees to participate in the decision-making processes.  
(e) It caters to the interests of people internal (labour force) and external to the organization (customers,  
suppliers, shareholders etc.)  
Objectives of HRM:  
HRM aims at the following:  
(a) Effective utilization of human resource.  
(b) Motivate people to make them committed to organizational goals.  
(c) Frame policies and procedures that fulfill the needs of employees.  
(d) Aim at growth and development of employees through teamwork, co-operation, creativity and  
innovation.  
(e) Maintain human flexibility in the jobs they are placed at and the number of hours they spend on  
each job to achieve quality management.  
4. Marketing Management:  
Traditionally, markets were a place for exchange of goods and services between sellers and buyers to the  
mutual benefit of both. Today, marketing is exchange of values between the seller and the buyer. Value  
implies worth related to the goods and services being exchanged. The buyer will pay for the goods if they  
have value for him.  
Marketing management is “planning, organizing, controlling and implementing of marketing  
programmes, policies, strategies and tactics designed to create and satisfy the demand for the firms’ product  
offerings or services as a means of generating an acceptable profit.” It deals with creating and regulating the  
demand and providing goods for which customers are willing to pay a price worth their value.

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ncepts 4  
ement CO  
Management 1.38 Introduction to Manag  
Elements of Marketing Management:  
The basic elements of marketing management are: i goods desired by consumers; the  
(a) Customer orientation: The focus of marketing os ji  
goods that satisfy their needs. . ted with other functional areas os  
(b) Integrated effort: Marketing function should be co-ordinate  
production, finance and personne! management.  
(c) Profitability: While the consumer wants a product vide profits  
which provides profit. A successful marketing strategy should pro  
with customer satisfaction. iso build  
(d) Viability: The goods should not only earn profits, they should a's  
- terms of quantity, quality and the price at which goods are sold.  
Marketing Mix:  
Marketing plans are made within the constraints of controll  
controllable variables are social, technological, political, cultura  
strategies. Controllable factors are the product, price, promotio  
is the combination of controllable variables that make a success  
(a) Product mix: It deals with physical attributes and bene  
of pride and satisfaction to the consumer and, therefore,  
coloured and packed.  
(b) Pricing mix: Pricing is an important marketing decision. Pricin  
legal framework, prices charged by competitors and the prices t 4  
should recover the costs and earn a reasonable return on capital. This cous  
growth of the enterprise.  
(c) Promotion mix: It refers to communicatio  
them to buy the goods. ,  
Sales can be promoted in three ways: :  
(a) Advertisement: It presents the product details to consumers throu  
means of communication. :  
(b) Personal selling: The seller directly contacts the buyer and convinces him to buy the goods.  
(c) Sales promotion: It supplements advertisement and personal selling as a means of promoting sales.  
It increases sales by holding contests, lotteries etc. Different combinations of sales promotion  
techniques can be used at a point of time.  
Channel Mix: :  
After the product is designed, priced and advertised, it arouses consumers’ interest to buy. The channel  
mix identifies the path through which goods are transferred from sellers to buyers. The seller may sell  
directly to the buyer or through intermediation of wholesalers and retailers.  
More than one channel of distribution can be adopted at the same time; for example, a wholesaler can  
sell through retailers and also directly to consumers. The channel mix selects and maintains the channel to  
ensure consistency in selling practices followed by the sales people.  
function is t  
Ils a Prod  
: ig needs, seller se uct  
that satisfies his to the marketer along  
reputation of the firm in  
ble and non-controllable variables. The non.  
a  
. ffect the marketin  
al factors which ar ;  
ar cpanel of distribution. Marketing mix  
arketing programme,  
fs of the product. Ownership gives a sense  
the product should be properly designed,  
g is affected by factors such as Costs,  
hat consumers are ready to pay: Price  
s long-run survival and  
n with the consumers regarding the product. It motivates  
gh media. It is a non-personal  
   
   
   
Following are the managerial skills:  
(a) Technical skills  
(b) Conceptual skills  
(i) Decision-making skills  
(ii) Organizational skills  
(c) Human relation skills  
(i) Motivating skills  
(ii) Leadership skills  
(ili) Communication skills  
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Management 1.38 Introduction to Manag  
Elements of Marketing Management:  
The basic elements of marketing management are: . all goods desired by CONSUMETS; the  
(a) Customer orientation: The focus of marketing is to  
goods that satisfy their needs. 5  
(b) Integrated effort: Marketing function should be co-ordinate  
production, finance and personnel management. vefies his needs, seller sells a product  
(c) Profitability: While the consumer wants a product that satisfies de profits to the marketer along  
which provides profit. A successful marketing strategy should prov!  
with customer satisfaction.  
(d) Viability: The goods should not only earn profits, they should also  
- terms of quantity, quality and the price at which goods are eos  
Marketing Mix: —\_  
\_controllable variables. @ non.  
Marketing plans are made within the constraints of controllable and.non-con  
‘ch affect the marketi  
controllable variables are social, technological, political, cultural and legal Le Bon. Marketing ie  
strategies. Controllable factors are the product, price, promotion and channels .° mme: .  
is the combination of controllable variables that make a successful marketing Poot ownership gives a sens  
(a) Product mix: It deals with physical attributes and benefits of the product. ol be properly design "  
of pride and satisfaction to the consumer and, therefore, the product should be Prop : gned,  
coloured and packed.  
(b) Pricing mix: Pricing is an important marketing decision. Pricing is affected by oe 7 ae  
legal framework, prices charged by competitors and the prices that consumers are ready to pay. Price  
should recover the costs and earn a reasonable return on capital. This ensures long-run survival and  
growth of the enterprise.  
(c) Promotion mix: It refers to communica  
them to buy the goods. ,  
Sales can be promoted in three ways: ;  
(a) Advertisement: It presents the product details to consumers through media. It is a non-personal  
means of communication. : :  
(b) Personal selling: The seller directly cont  
(c) Sales promotion: It supplements advert  
It increases sales by holding contests, fotteries etc.  
techniques can be used at a point of time.  
Channel Mix:  
After the product is designed, priced and advertised, it arouses consumers’ interest to buy. The channel  
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directly to the buyer or through intermediation of wholesalers and retailers.  
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sell through retailers and also directly to consumers. The channel mix selects and maintains the channel to  
ensure consistency in selling practices followed by the sales people.  
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build reputation of the firm in  
tion with the consumers regarding the product. It motivates  
acts the buyer and convinces him to buy the goods.  
isement and personal selling as a means of promoting sales.  
Different combinations of sales promotion  
   
   
   
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(b) Conceptual skills  
(i) Decision-making skills  
(ii) Organizational skills  
(c) Human relation skills  
(i) Motivating skills  
(ii) Leadership skills  
(iii) Communication skills  
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ations: It IS no g  
he functioning of organiZ2t\ anagement has key role jn  
t wey shoul d understand duties of  
ne  
Management is the art and science working for t  
things done by others. Many scientists defined management by differen uve  
sags . ; ement. cribed 14 principle  
the organization. There are various inputs and outputs to manag enry Fayol des: s  
management. Management is an economic resource. It is goal oriented. ,, middle level and bottom level  
of management. There are three levels of management like top lever nagement. Planning, Organizing,  
Management and administration are the terms concerned with top deciding in advance what to do, how  
staffing, etc. are-the functions of management. Planning is nothing but ae ting the company's FESOUrCes to  
to do and when to do. Organizing is the activity of co-ordinating and Oren, Staffing means everything  
achieve goals. Directing function assists in providing correct way of wo eeds standards, objectives anq  
about people working in the organization. Controlling function primarily "production. Marketing, Human  
goals. Line, Staff, Lire and Staff, Project are the types of organization. ;  
Resource, Finance are the functional areas of management.  
Pay ee Leche!  
Multip!  
1. Following are mentioned few duties which is not the duty of management?  
(a) To keep stability (b) ‘To motivate staff .  
i To reduce wastages (d) Todo manufacturing  
gement?  
2. Out of mentioned below, which is not the output of mana  
(b) Goal achievement  
(a) Desired results  
(d) Status in market  
\_{g-Technology  
3. Getting the things done from others is called as \_\_\_  
(b) Adjustment  
(a) Management  
(c) Organization "2 \_{d} Direction  
4, What is management? é %  
(a) ‘It is a science (b) It is an art  
both (a) and (b) are correct  
Both (a) and (b) are wrong .  
5. ®ut of mentioned below, which is not the input of management?  
“(b) Financial resources  
{ay Human resources  
-(d) Technology  
(c) Growth |  
When there is no management, then what will not happen?  
(b) Wastages of resources  
(a) Overlapping of duties  
Jd}Mature work culture °  
(c) Poor functioning of executives  
7. Management is there from  
(a) After 1700  
   
(b) After 1800  
(¢) After 1900 \* \_SdHistorical period  
8. Match the pairs:  
1. Adam Smith (i) Need Hierarchy  
2. FW. Taylor (ii), Economics  
a. Maslow (iii), Principles of Management  
4. Henry Pavel . / (iv) Scientific Managem  
) 1- (ii), 2- (iv), 3- (0, 4- Gil) - (b) 1- (i) 2 - (iii), 3 iy  
? «2 ~ (Iv), 4 - (i)  
(c) 1- (iv), 2- ii, 3-@,4- (i) ~ (@) 1-¢  
: - (iv), 2- (i) 3. (ii) 4 a,  
" 14 - (iii)

Management 1.41 Introduction to Management Concepts and Managerlal Skills  
   
9. Mc Gregor has given his contribution in  
(a) Concept of bureaucracy  
Theory X and Theory Y  
10. F.W. Taylor has given his highest contribution in  
(a) Economics and management (b) Principles of management  
(c) Functions of management Ja Scientific management  
11. Principles of management is the contribution of  
(a) Adam Smith \_ \_Sey-Flenry Fayol  
(d) F.W. Taylor  
(b) Motion study  
(d) Time study  
(c) Mary Parker  
12. Below are mentioned 'stages' of evolution in management - which is not correct?  
\_4ey The war management concept  
(a) The beginning of management thought  
(d) Management theory in post war era  
(c) The pre war management concept  
13. "Management is getting the things done by others" - is said by  
(a) Henry Fayol (b) Drucker  
LA Mery Parker (d) Fayol  
14. Management is not  
(a) An economic resource  
(c) A class or elite  
\_ 15. Managementis\_—\_\_  
(a) Methodology  
(c) Team activity  
16. Henry Fayol has given principles of management.  
\_Ry 14 (b) 12  
() 16 dd) 13  
17. Following is not the principle of management.  
(a) Initiative 7” ao (b) Scalar chain .  
\_& Staffing (d) Responsibility  
18. Following is not the principle of management. /  
(a) Team work ey Organizing  
(c)\_ Division of work : (d) Remuneration  
19. Following is not the principle of management.  
(a) Centralization  
Aer Decentralization  
20. Following is not the principle of management.  
(a) Authority  
(c) Equity  
21. Position, designation, seniority defines  
(a) Centralization  
{9 Authority  
22. Meaning of is right to command.  
(a) Stability . -4e}-Authority  
(d) Initiative  
   
(b) A system of authority  
Ady All are wrong  
(b) Social science  
(aAll are correct  
   
(b) Authority  
(d) Esprit de corps  
(b) Discipline SS  
4a Planning |  
(b) Initiative  
(d) Scalar chain  
(c) Scalar chain  
mere ee

| epts and Manageriay  
in ion to Management Cone! '  
42\_\_! troductlo  
lanagement ;  
23. Which statement is wrong? he power to act  
4aAuthority can not be delegated ht to command  
(c) Higher the post, higher is the authority  
24, What is the second side of coin of authority?  
(b) Authority is t  
(d) Authority is rig  
(b) Power  
(a) Position .  
(d) Remuneration  
ey Responsibility  
25. Discipline starts from \_\_  
fay Top to Bottom  
(c) From middle  
26. Which statement is wrong?  
(a) Discipline has no excuses  
2 Discipline starts from bottom to top  
27. When many functions are controlled by a central authority, it is called as ———  
(a) Authority (b) Management  
(c) Discipline Jar Centralization  
gives power in the hands of center.  
(a) Discipline  
(c) Authority  
29. Which statement is wrong?  
(a) Controls are concentrated at the centre  
(b) Many functions are controlled by a central authority  
(c) Centralization gives power in the hands of centre  
{4} Centralization considers local level issues always  
\_ 30. Out of following which is not the correct advantage of ‘Division of Work'?  
, (a) Extra pressure of work on very few is reduced (b) Monopoly in skills by few is reduced  
(b) Bottom to top  
(d) All are wrong  
on needs discipline  
izati  
(b) Organ! ds to loss of contro}  
(d) Lack in discipline lea  
28.  
   
{by Centralization  
(d) Responsibility  
Quality of work gets reduced (d) Work gets completed in less time.  
31. To start with enthusiasm is calledas\_  
ay Initiative (b) Dynamism  
(c) Leadership (d) Management  
32. Which statement is wrong?  
(a) Initiative leads into new horizons of work  
Support by others is not expected after anybody's initiative  
SF Initiative may solve difficult problems  
.(d) Someone should take initiative  
33. Remuneration is not based on\_\_  
(a) Performance (b) Responsibility  
9 Emotions (d) Designation  
34. Requirement of remuneration is not\_\_\_\_  
t be in time  
(a) It mus (b) Employee Satisfaction  
(c) Higher performance - higher remuneration  
ased on reference and contacts

Management \_\_ 1.43 \_\_ Introduction to Management Concepts and Managerial Skills  
35. Which statement is wrong?  
(a) In team work, there is more contribution from many  
bY Talent of each member cannot be used  
(c) Teamwork creates good work culture  
(d) Big task is easier due to teamwork  
36. Due to unity of direction  
ay Deviation from the defined path is prevented (b) Work is dividend  
(d) Teams are formed  
   
(c) Authority is delegated  
37. Concentration in work is possible by  
(a) Authority (b) Responsibility  
(c) Stability ‘ \_{d)unity of command  
38. Equity is seen by few ways. Which is not the correct from following?  
(b) Dress code  
(a) Pickup facility  
\_Siay-Chair and Cabin  
(c) Canteen facility  
39. Which statement is wrong?  
(a) Equity means equal wages  
(c) Equity means no bias  
40. What is Esprit de Corps?  
(a) It is function of management  
(c) It is management concept in Russia  
41. Out of following which is not the function of management?  
(b) Controlling  
(d) Directing  
(b) Equity gives dignity  
(d) Equity gives good work culture  
(b) It is principle of management  
(d) It is name of company  
.(a) Planning  
(c) Discipline  
42. Out of following which is not the function of management?  
(b) Remuneration  
(a) Decision making  
(d) Staffing  
(c) Organizing  
43. Deciding in advance what to do, how to do and when to do is  
(b) Organizing  
(a) Planning  
(d) Motivating  
(c) Decision-making  
44. Which is not the correct type of plan?  
(a) Corporate plan  
(c) Operational plan  
45. Why plan fails?  
(a) Lack of knowledge  
(c) Over confidence  
46. Which statement is wrong?  
Plan fails due to\_\_\_\_  
(a) No feedback system  
(©) Conspiracy from enemy and bad luck  
(b) Action plan  
(d) Management plan  
(b) Insufficient data  
(d) All are correct  
(b) Less devotion to work  
(d) Incorrect person to do plan

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ts al  
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4.44 \_ Introduction to Mani  
Management | .  
productivity  
: chi oct od plan?  
47, Out of following which is not the objective of go’ 6) To increase  
(a) To reduce uncertainty  
(c) To avoid heavy mental pressures  
48, Which statement is wrong?  
(a) Planning affects performance  
(c) Planning puts focus on objectives  
49. Which statement is wrong?  
(a) Proper planning helps in motivating  
(c) Planning is thinking after failures  
50. First step in planning is:  
\* (a) Establish goals  
(c) Prioritize goals  
51. Which is the next function after planning?  
(a) Scheduling  
(c) Staffing  
(d) To get money  
ial  
« nes essentia  
ing is sometim ri  
a reaaa necessary tO facili  
(d) Plann  
(b) Planning reduces ie aie  
(d) Planning improves t  
(b) Identify resources  
(d) Establish tasks  
(b) Organizing  
(d) Decision-making  
ed : ary to supervise it’, is calleq  
52. 'The assignment of each grouping to a manager with the authority necessary  
as  
(a) Planning  
(c) Staffing  
   
(b) Organizing  
(d) Controlling  
53. Out of following, which is the first activity in organizing?  
(a) Assigning the activities to managers  
(c) Delegation of authority to managers  
54. Providing correct way of working is  
(a) Planning  
(c) Directing  
55. Which statement is wrong?  
(a) Directing is one time activity  
(b) Directing should not be autocratic  
(c) Directing needs good vision in leadership  
(b) Grouping the activities  
(d) Identifying the activities  
(b) Organizing  
(d) Controlling  
(d) Directing needs communication and motivation as supportive functions  
is like a brake system in automobiles  
(a) Directing  
(c) Controlling  
56.  
   
‘(b) Planning  
(d). Management  
57. Work on correct track with correct speed is possible by  
(a) Planning  
(c) Directing.  
(b) Organizing  
(d) Controlling  
58. Out of following which is not the characteristic of controlling?  
(a) Itis a starting function  
(c) It is flexible  
59. Techniques not used for control function are  
(a) CPM  
(c) Audit  
(b) It needs at any time  
(d) Itis dynamic in nature  
(b) PERT  
(d) Budget

Management  
ie 1.45 Introduction to Management Concepts and Managerial Skills  
60. Control system having feedback is  
   
   
Oo one i, nia (b) Feedback control .  
61. First step in deci ing i ® Croseatoop system  
n-making is  
(a) Recognize the problem (b) Evaluation  
62. Whi a follzwingd (d) Finding out alternatives  
owing is the advantage of effective decision-making?  
(a) No delays (b) Quick actions  
(2) No confusion (d). All are correct  
63. Which is not the technique for effective decision-making in core company?  
(a) Linear programming (b) Simulation  
(c) Outsourcing . (ad) Dynamic programming  
64. Employees get energized dueto\_\_  
(a) Controlling (b) Planning  
(c) Motivation (d)- Decision-making  
65. Scientific management theory started from \_\_-  
(a) 1900 : (b) 1920  
(c) 1870 (d) 1890  
66. Motion study is associated with  
(a) Adam Smith (b) Frank  
(c). Gilberth (d) Maslow  
. 67. Behavioural Management Theory is put up’ by  
(a) Maslow (b) Mary Parker  
(c) Max Weber (c) Gilberth  
68. Extra pressure of work on ‘very few’ is avoided in  
(a) Authority ‘ (b) Centralization  
(c) Division of work \* (d). None  
69. \_\_\_\_ anticipates problems and uncertainties.  
(a) Planning (b) Controlling  
(c) Motivation (d) Directing  
70. Directing needs good in  
   
   
(a) Coordination, Control (b) Vision, Leadership  
(c) Control, Vision (d) None  
71. Control is in nature and it needs at\_\_\_ time.  
(a) Static, any (b) Static, starting  
(c) Dynamic, any (d) Dynamic, starting  
72. What is the next step after finding the alternatives?  
(a) Critically evaluation of the alternatives (b) Analysis  
(d) Implementing the alternative  
   
(c) Recognizing the problem  
73. Which is the important factor in deciding structure of organization?  
(b) Specialization  
(a) Type of product  
(d) All  
(c) Functions

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duction t2  
Mana it 1.46\_\_Intro  
74. Vertical dimension of organization structure defines  
   
(a) Departmentation  
(b) Hierarchy  
(c) Both hierarchy and departmentation  
(d) None of the above  
75. Scalar organization is also known as  
(a) Line organization  
(c) Staff organization  
76, Line organization is of  
(a) Horizontal  
(c) Both  
77. Decisions are very quick in\_\_\_\_\_  
(a) Line organization  
(c) Line and staff organization  
type.  
(b) Project organization  
ation  
(d) Functional organizatio  
(b) Vertical  
(d) None  
(b) Functional organization  
(d) Project organization  
78, Which is not the correct advantage of ‘Line organization’ 2  
(b) Confusion is less  
(a) It is simple  
(c) Specialised  
79. The structure of organization depends on  
(a) Scope of functions  
(c) Number of employees  
80. The structure of organization is not dependent on  
(a) Span of control  
(©) Profit margin  
81. Which are the essentials of organization?  
(a) Organizational chart  
(c) Integration  
   
(d) Easy to understand  
(b) Span of control  
(d) All the above  
(b) Communication  
(d) Resources available  
(b) Delegation  
(d) all  
82. Which is unimportant word in the definition of organization?  
(a) Group of persons  
(c)) Common aim  
83. Following group is not an organization.  
(a) Group of 15 people on bus stop  
(c<) Meeting members in a company  
84, Which are the aims of forming organization?  
(a) Teamwork  
(c) Responsibility on all  
85. Which statement is wrong?  
(a) Organization is a group of working people  
(c) Organization has no boundaries  
86. Military type organizationisseenin\_\_\_  
(a) Line :  
(c) Line and Staff  
(b). Profit  
(d) United together  
(b) Employees doing discussions in work area  
(d) Labour working on a site  
(b) Combined efforts  
(d) All are correct  
(b) It has aims and objectives  
(d) Organization is a system  
(b) Staff  
(d) Project

Management  
ne NtFOUCHION to Management Concepts and Managerial Skills.  
1.47 \_\_\_ Introduction to Management Concepts and Managerial Skills  
87. Which is the first step in organization forming?  
88.  
89.  
90.  
(a) Assignment of duties  
(c) Identifying activities  
Structure of organization is represented by  
(a) Organization chart  
(c) Organization draft  
(b) Aims are determined  
(d) Formulating plans  
(b) Organization brochure  
(d) None of the above  
Project organization has few forms. Which is correct one?  
(a) Balanced matrix  
(c) Functional matrix  
(b) Project matrix  
(d) All  
Which is the correct limitation of project organization? :  
(a) Heavy pressures of work  
(b) Complication of functions  
(c) Differences of opinions (d) All  
91. Where line organization is applicable?  
(a) Workshops  
(c) Small process industries with automation  
92. Functional organization is also called as  
(a) Line organization  
(c) Project organization  
93. Functional organization is  
(a) Horizontal (b) Vertical  
(c) Both (a) and (b) (d) None  
94, Which is the correct.advantage of staff organization?  
(a) Performance better than line (b) Standardization in process  
(c) More productivity than line (d) All  
95. Which is not the correct disadvantage of staff organization?  
(a) Discipline is lacking (b) Lack of specializations  
(c) Ego of specialty (d) Difficult to handle experts  
96. Line and Staff organization is  
(b) Small firms  
(d) All  
   
(b) Staff organization  
(d) None of the above  
   
   
(a) Horizontal (b) Vertical  
(c) Both Horizontal and Vertical (d) None  
97. Which organization is temporary in nature?  
(b) Staff  
(a) Line  
(c) Line and Staff  
98. Which is not the correct disadvantage of "Line organization"?  
(b) Lack of specialization  
(d) Nobody is overloaded  
(d) Project  
(a) Poor performance  
(c) Overlapping of activities  
99. At which place line organization is not possible?  
(a) Small workshops (b) Tiny firms  
(c) Military department (d) Government company  
100. is a process of dividing large organization into small and flexible administrative units  
(a) Departmentation (b) Defragmentation  
(c) Divisions formation (d) None  
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nagement concept ly  
Management 4.48\_\_ Introduction t° =  
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nction  
101. 'Car division’ in Tata Motors is example of \_\_\_\_\_  
(a) Departmentation by product  
(c) Departmentation by process  
102. Which statement is wrong?  
103. ‘Sales Department’ in Nokia is the example of  
104. ‘Heat treatment! shop in Kirloskar,  
105.  
106.  
107.  
108.  
109.  
110.  
111.  
112.  
113.  
In product type departmentation:  
(a) Attention is given to the product  
(b) Product may become brand name  
i fu  
(b) Departmentation by  
(d) None  
(c) People become. expert in the work allotted to them  
(d) No duplication of work  
(a) Departmentation by product  
(c) Departmentation by function  
(a) Departmentation by product  
(c) Departmentation by function  
Which is the principle of organization? -  
(a) Authority and responsibility  
(c) Delegation  
‘Number of subordinates handled by one manager effectively’ is called as  
(a) Delegation  
(c) Span of control  
check the result,  
(a) Authority, responsibility  
(c) Authority, Authority  
Which is not the advantage of delegation?  
(a) Work load is reduced  
(c) Work can be finished in time  
Ability to adjust, change, bend i is\_  
(a) Flexibility  
(c) Stability  
   
   
Following is not the type of communication.  
(a) Oral  
(c) Horizontal  
‘Instructions’ is the  
(a) Upward  
(c) Informal  
‘Meeting’ is the  
(a) Formal  
(c) Written  
‘Request’ is the  
(a) Upward  
(c) Both (a) and (b)  
   
communication.  
   
communication,  
   
is the example of  
communication,  
   
(b) Departmentation by process  
(d) None  
   
(b) Departmentation by process  
(d) None  
(b) Span of control  
(d) all  
   
(b) Responsibility  
(d) None  
shows the result  
(b) Responsibility, Authority  
(d) Responsibility, Responsibility  
(b) Stress level on manager reduces  
(d) Controls from centre increases  
(b) Balance  
(d) Ability  
(b) Written  
(d) Clear  
(b) Downward  
(d) Horizontal  
(b) Non- -verbal  
(d) both (b) and  
(b) Downing  
(d) None

Management .  
1.49 \_ Introduction to Management Concepts and Managerial Skills  
114. Which is barrier in communication?  
115.  
116.  
117.  
118.  
119.  
120.  
121.  
122.  
123.  
124,  
125.  
126.  
127.  
128.  
   
   
   
(a) Language problem 5 (b) Poor knowledge  
(c) Confused information (d) all  
People, structure, departments, functions form into :  
(a) Management | (b) Organization  
(c) Team (d) None  
While assigning duties following | must be avoided.  
(a) Overlapping (b) Under utilization  
(¢) Overloading - (d) All  
Organization will never work without clear cut identification of \_\_\_\_\_ and :  
(a) Payment, bonus (b) Authority, Responsibility  
(c) Duty, Responsibility (d) Authority, Order  
Network of formal relationships is  
(a) Organizational structure : (b) Essentials for organization  
(c) Organizational chart (d) None .  
Each one is accountable to.immediate senior authority in organization.  
(a) Line (b) Staff  
(c) Project (d) None  
"Everybody is smart; difficult to handle experts" is observed in organization.  
(a) Line : (b) Line and Staff  
(c) Staff (d) None  
A person is assigned to oversee the project and interacts on an equal basis with functional managers  
in  
   
   
   
   
   
(a) Functional matrix (b) Balanced matrix  
(c) Project matrix (d) None  
Due to departmentation  
(a) People become specialised (d) Accountability of work is not easier  
(c) More overlapping of work (d) Control in work is difficult  
gives weightage to information.  
-(a) Departmentation ; (b) Authority  
(c) Responsibility (d) Delegation  
Authority enjoys and . :  
(a) Duty, responsibility (b) Designation, responsibility  
(c) Status, dignity (d) None  
Referent Authority has ,  
(a) Use of punishment (b) Use of award  
(C)\_Use of skill (d)\_ Use of influence  
Some of my repetitive and easier work is allotted to-my junior and now I am busy in some important °  
work. What is this?  
   
(a) Division of work ‘ (b) Delegation  
(c) Use of power 7 (d) Exploitation  
"What's App” is communication.  
(a) Formal . (b) Informal  
(c) Oral (d) All  
Staff includes \_\_\_  
(a) Selection (b) Training  
(c) Promotions (d) All the above

gerlal Skitis  
| 5 en! cepts and Mana:  
‘0 ement Con!  
1 Introduction to Manag!  
jement |  
129. Staffing deals with uO  
(a) Manpower (b) Materials Planning  
(©) Travelling arrangement (d) Production  
130. Staffing is associated with  
(a) Marketing : (b) OR  
(c) HR (d) Finance  
131. Training activity is more concerned with  
(a) Process planning (b) Finance  
(c) Staffing (d) None of Oe mae vacancy created, (5) Offer  
132. Specify the correct flow: (1) Selection, (2) Interview, (3) Advertisemen’  
letter, (6) Training, (7) Joining  
(a) 1-2-3-4-5-6-7 (b) 2-4-3-1-5-7-6  
(d) 4-2-3-1-5-6-7  
(c) 4-3-2-1-5-7-6  
133. Following is not the characteristic of management.  
(a) Catalyst (b) Goal oriented  
() Authority (d) Acceptance  
134. Managementis\_—\_\_  
1. continuous process  
2. goal oriented  
(a) only 1 correct (b) only 2 correct  
(c) both correct (d) both incorrect  
135. Management ,  
1. Works like unifying force  
2. Shows harmony effect  
(b) only 2 correct  
(a) only 1 correct  
(c) both correct (d) both incorrect  
136. Management is  
(a) Multidisciplinary oe (b) Disciplinary .  
(c) Converging (d) None of the.above  
137. Following subject is part of the management. .  
(a) Sociology (b) Public administration  
(c) Psychology (d) All  
138. Following is the conceptual managerial skill.  
(a) Decision-making (b) Motivating  
(c) Communication (d) Leadership  
139. Following is not the human relations managerial skill.  
(b) Leadership  
(a) Communicating  
(c) Organizational (d) Motivating  
140. Skill of motivation comes under  
(a) Technical  
(c) Human Relation  
141. Decision-making skill comes under  
(a) Technical skills  
(c) Human Relations skills  
142. Organization skill comes under\_  
(a) Technical  
(c) Human Relations  
   
subject.  
   
(b) Conceptual  
(d) None of the above  
(b) Conceptual skills  
(d) None of the above  
(b) Conceptual  
(d) None

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143. Leadership skill comes under  
(a) Technical (b) Conceptual  
   
(c) Human Relations (d) None  
144. Strategic planning decides goals.  
(a) Major (b) Minor  
(c) All (d) All incorrect  
145. Tactical planning decides the  
(a) Summarized, Few  
(c) Detailed, Main  
Strategic planningis\_\_.  
1. done at higher level of management  
2. more uncertain  
use of resource for achieving  
(b) Detailed, Each  
(d) Summarized, Each  
   
   
146.  
(a) 1 correct (b) 2 correct  
(c) Both correct (d) Both wrong  
147. Strategic planning is\_\_\_.  
1. Short term  
2. More uncertain  
(a) Only 1 correct (b) Only 2 correct  
(c) Both correct (d) Both wrong  
148. Strategic planning is\_\_\_.  
1. More detailed  
2. Less uncertain  
(a) Only 1 correct (b) Only 2 correct  
goals.  
: (c) Both correct (d) Both wrong  
149. Tactical planning is\_\_.\_\_  
1. Long term  
2. More detailed  
(a) Only 1 correct (b) Only 2 correct  
(c) Both correct (d) Both wrong  
150. Production management is also known as  
(a) Operations management ‘ (b) Finance management  
(c) HR management (d) None of the above  
151. Objectives of production management are  
(a) Right Quality and Quantity (b) Predetermined Tim  
(c) Pre-established Cost (d) All the above  
While ascertaining profitability, the following aspects must be considered  
1. Cost of control 2. Pricing  
152.  
3. Forecasting of future profits  
(a) All the above (b) 1&2  
() 3&4 (d) 1&3  
153. Effective utilization of human resource is object of ‘  
(a) Finance (b) HRM  
(c) Operations (d) Marketing  
154. Marketing is exchange of values between the andthe \_\_\_  
   
(b) Seller & Buyer  
(d) None of the above  
(a) Production & Purchasing  
(c) Input & Output  
155. Customer orientation, integrated effort, viability are the basic elements of  
(a) Production management (b) Finance  
(c) Marketing management (d) HRM  
   
e  
4. Measuring the cost of capital

ement Concerts  
and Managerial Skin,  
manag!  
Management 14.52 \_ Introduction ic  
156. Sales cannot be promoted by  
   
personal Selling  
(a) Advertisement : (b) ion  
(c) Design 7 (d) Sales promon  
157. Marketing mix is not the combination of «ing Mix  
(a) Product Mix (b) Pricing ent  
(c) Promotion Mix (d) Advertise™  
158. Reputation build is concerned with jentation  
(a) Profitability (b) Customer Oe  
(©) Viability (d) None of the a  
Eeres a  
[tot2ze[3@[s@[sa[soa]2@  
   
11.(b) 12.(b) 13.(c) 14.(d) 15.(d) 16.(a) 17.(0)  
| 34) | 35.(6)  
34.(d) 36.(e)\_| 370 | =  
ae [ana | 480) :  
46.)  
68.0  
   
73.(d) 74. (b) 75. (a) 76.(b)  
81.(d) 82.(b)\_| - 83.(a) 84. (d) 85.(c) 86.(a) 87.(b)  
96.()\_| 97.)  
103.9 | 104.(b) | 105.) | 106.(c)  
112.(a) | 113.¢a) | 114.4) | 115.6) | 116.(a) | 117.(b)  
   
[28.0  
38.(d)\_—  
78.(c) .  
88. (a)  
98. (d)  
108. (d) 109. (a)  
19.(c)  
39. (a)  
49.(c)  
| 59.@)\_|  
69. (a)  
99. (d)  
   
118.(c)\_| 119.(a)  
127.(b)\_|\_128.(d)  
134.(.. | 135. | 136(a) | 137.) | 138.(a) | 139.(0)  
143.9 | 144.(a) | 145.6) | 146(¢ | 147.6) | 148.(d) | 149.(b)  
   
156.) | 157.(d) | 158.(c)  
   
   
   
10.(d)  
20.(d)  
30.(c)  
40. (b)  
50.(a)  
60.(d)  
70.(b)  
80.(c)  
90.(d)  
100.(a)  
110.(d)  
120.(c)  
130. (c)  
140. (c)  
150. (a)