

Assignment-1

Q.1 Give Emerging challenges for management.

- Ans. i) Globalization of Business : Our major challenge faced by all managers today is globalization. No longer can any organization regardless of size or type ignore the globalization of business. Globalization implies free trade in products and services, offering a wide choice to customer across a borderless world.
- ii) Information Technology: Technological environment consists of innovation, technique and the organized knowledge or the ways of doing things. The managers must grasp a proper understanding of these aspects of technological context. It has now emerged as an important and crucial management activity in modern business firms to match the competitive market.
- iii) Empowerment:- The role of difference between the manager & the worker have narrowed down considerably. Decision making is being pushed down to the operating level. Workers are now being given the freedom to make choices and solving work-related problem. Thus the managers are ~~into~~ engaged in empowering employees.

iv.) **workforce diversity** :- It means that organizations are becoming more heterogeneous in terms of gender, ethnicity, race and other background. Therefore management needs to deal with diversified workforce consisting of knowledge workers, bimodal workforce, virtual teams and contingent employees.

v.) **Quality and Productivity** : Management need to cope with continuous improvement in product quality. The importance of quality and standards for acceptable quality has increased dramatically in recent years. There is inter-relationship between quality and productivity. Productivity has also become a major issue for organization during recent years. Increase in productivity requires developing and applying techniques and strategies.

Q.2 Write Overview of Planning, Its importance, limitations and types.

Ans. Planning is deciding in advance what to do and how to do it. It is one of the basic managerial function.

Importance

1. **Planning Provides Direction** :- By stating in advance how work is to be done, planning

Provides direction to action. It ensures that objectives are clearly stated so that they act as a guide for deciding what action should be taken in which direction.

2. Planning reduces the risks of uncertainty:- Planning enables a manager to look ahead and anticipate changes. By deciding in advance the tasks to be performed, planning shows the way to deal with changes and uncertain events.
3. Planning facilitates decision-making:- Planning helps the manager to look into the future and make a choice from amongst various alternative courses of action. Planning involves setting targets and predicting future conditions, thus helping in taking rational decisions.
4. Planning reduces overlapping and wasteful activities :- It serves as the basis of ~~co~~ coordinating the activities and efforts of different divisions, department and individuals. It helps in avoiding confusion and mis-understanding.
5. Planning promotes innovative ideas:- Planning is thinking in advance what to do and how to do it. Therefore, new ideas can take the shape of

concrete plans. Thus, planning is closely connected with creativity and innovation.

Limitations of Planning

- i.) Planning leads to rigidity: A plan is drawn with specific goals to be achieved within a specific time period. Once a well-defined plan is drawn, managers may not be able to change it. They do not have flexibility to be able to cope with the changed circumstances.
- ii.) Planning reduces creativity: Planning is ~~top~~ done by top management. Middle and lower management are neither allowed to deviate from plans nor are they permitted to act on their own. They only carry out orders. Thus, much of the initiative or creativity inherent in them gets lost or reduced.
- iii.) Planning is a time consuming process: Sometimes plans to be drawn up take so much of time that there is not much time left for their implementation.
- iv.) Planning involves huge cost ~~is~~, In terms of time and money. For example, checking accuracy of facts may involve lot of time. Cost are incurred on boardroom meeting, discussing discussion with professional expert etc.

Sometimes, cost incurred may not justify the benefits derived from the plans.

- v) Planning does not guarantee success: The success of an enterprise is possible only when plans are properly drawn up and implemented. Planning is meaningless unless it is translated into action. While planning, many unknown factors have to be considered. The false security created by planning may actually lead to failure instead of success.

Types of Plans

1. Single-use plans: It is developed for a one-time event or project.
 - Such a course of action is not likely to be repeated in future.
 - Duration may be a week, a month or a year.
 - It is discarded when the project or event is over.
 - It includes budgets, programmes and projects.
2. Standing Plans: It is used for activities that occur regularly over a period of time.
 - It is designed to ensure that internal operations of an organisation run smoothly.
 - Such a plan enhances efficiency in routine decision-making.
 - Standing Plans include policies, procedure, method & rules.

Q.3 Explain Scientific Management School.

Ans.

Scientific management means knowing exactly what you want men to do and seeing that they do it in the best and cheapest way.

It is given by F.W Taylor.

Principles :-

1. Science, not rule of thumb :- Taylor believed that there was only one best method to maximise efficiency. This method can be developed through scientific study and analysis of each element of a job.
2. Harmony, not discord : Taylor emphasised that there should be complete harmony between the management and workers. Both should realise that each one is important.
3. Cooperation, not individualism :- According to this principle, There should be complete cooperation between employees and management. Management should reward their suggestions & should help, encourage and smooth the way for employees.
4. Development of each and every person to his/her greatest efficiency and prosperity : To increase efficiency each person should be scientifically selected. He/she should be given the required training to learn the 'best method' to do a job.

Techniques of Scientific Management :-

1. **Functional Foremanship :** It is a technique which aims to improve the quality of supervision at shop floor level of a factory by putting a worker under eight specialist foremen.
2. **Standardisation and Simplification of work :**
It means setting standards for every business activity to maximise output. It aims at eliminating unnecessary diversity of products.
3. **Work Study :**
 - a) **Fatigue Study :** It seeks to determine the amount and frequency of rest intervals in completing a task.
 - b) **Method Study :** Objective of this study is to find out one best way of doing the job.
 - c) **Time Study :** It determines standard time taken to perform a well-defined job.
 - d) **Motion Study :** It refers to the study of movements so that unproductive movement may be eliminated.
4. **Differential Piece Wage System :-** It differentiates between efficient and less efficient workers. It rewards the efficient workers and motivates the less efficient ones to perform better.