

STD.: \_\_\_\_\_ DIV./SEC.: \_\_\_\_\_ SUBJECT: \_\_\_\_\_

1

$$2 \times 10 = 20$$

$$10 \times 3 = 30$$

$$\hline 50$$

→ 1 scenario based → Abstract 3 & 4

lines summary

and another 10m qn is related  
to the abstract given &  
relate with concept & answer.

Management is about.

Planning

Organising

Directing

Controlling

It involves setting objectives, developing strategies, coordinating activities and monitor performance to ensure that the organisation goals are met.

Studying management is essential for engineers.

Project management

Leadership & Team work

Inter-disciplinary communication

Strategic planning

Resource optimisation

Unit 1 - Management books, Unit 2 - Organizational design & structure books  
Unit 3 & 4 - Organizational Behaviour books

## Unit 1 - Management Theories

Concept & foundations of management,  
Evolution of management, Contribution of management  
thinkers: Taylor, Fayol, Elton Mayo, etc., key  
management role, Functions of management: Planning,  
Organising, Staffing, Directing, Controlling, Process  
and tool - Decision making and problems is  
decision making, ethics, corporate social responsibility,  
Overview of corporate governance

## Unit - 2 - Organizational Design and Structure

Dimensions of organization Design:

Classical - Neo classical and contingency approaches  
to organizational design. Organizational structure:  
Simple structure Functional structure - Divisional  
Structure - Matrix structure - Virtual Network  
Structure - Hybrid structure - Organizational Life cycle



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Planning, organizing, staffing, Directing, Controlling,  
Reporting, Budgeting

Functional aspects of management:

HR, marketing, finance, operations, etc.

Organizational resources - Man, Machine (Method),  
(factors of productions) Money, Materials

$\text{Cost} + \text{Profit} = \text{Price}$

Environment  $\left\{ \begin{array}{l} \text{Internal (within corporate)} \\ \text{External (outside corporate)} \end{array} \right.$

Management - Art of getting things done  
through and with people.

Father of modern management - Peter  
Ducker

MBO  
(management by Objectives)

Nature of management.

## Difference between management and administration

Basis of difference	Management	Administration
Definition	Getting your work done through and with others while by leading and motivating others	Concerned in the formulation of objective, plans and policies
Top Level in organization	Middle or lower level in org	Top level in org
Major focus	Policy executive for the objective achievement	Policy formulation and objective determination
Nature of function	Executive	Determinative
Designation in organization	General managers, managing directors, branch manager & controller	Minister, Vice Chancellor Registrar.

## Historical management background.

Ancient management - Egypt & Great Wall of China

Venetians

Adam Smith - Published wealth of nations in 1776.

## Industrial revolution

Substituted machine power for human labour  
They created large organizations in need of management

Robert Owen - Father of personnel management

## Qualities of a manager :

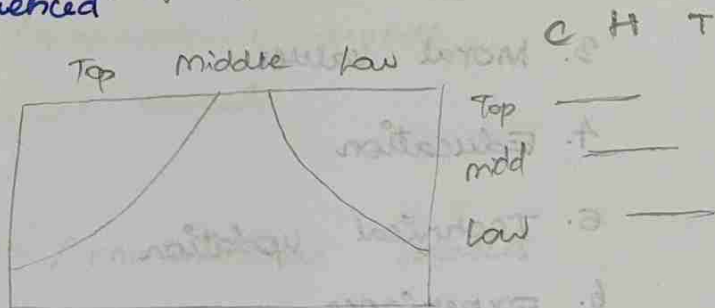
### Leadership

Physical, mental, moral, education,  
(health, vigor) (ability to understand & learn, judgement)  
technical, experienced

Conceptual Skills

Human Skills

Technical Skills



Historical :

2m  
what is

Scientific management period (1915-1930)

FW. Taylor - Father of scientific management.

Elements tools of sci. man. :

separation of planning and doing, job

analysis, functional foremanship (time, motion, method study), scientific selection and training, financial incentives, mental revolution (to reduce monotony)



## Principles of scientific management :

Replace rule of thumb with science

Harmony in group

General corporation

Max output and not restricted output

Development of

\* <sup>part C</sup> Henry Fayol (1900-1925)

(Principles of management)

## Qualities of management .

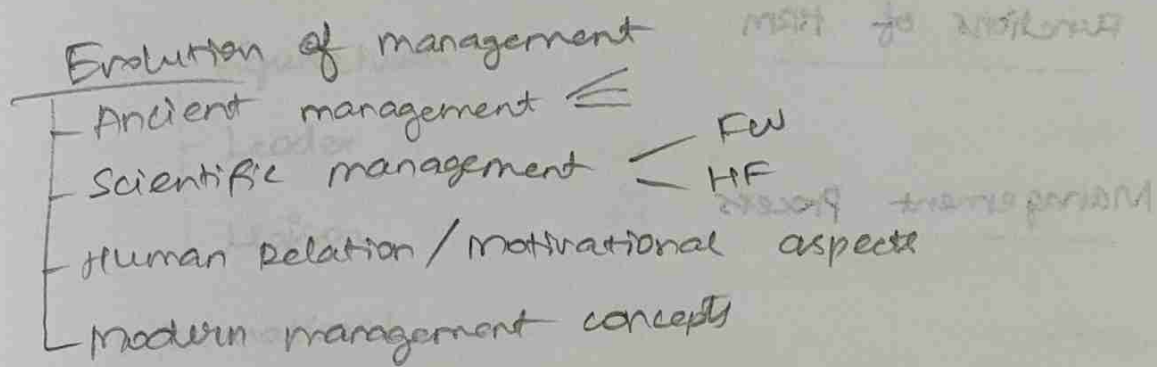
1. Physical health
2. Mental
3. Moral values
4. Education
5. Technical updation
6. Experience

## Principles .

1. Division of work (specialisation)
2. Authority
3. Discipline
4. Unity of command (getting orders from 1 person)
5. Unity of direction (single plan of action)
6. Subordination of individual interest to general interest



7. Remuneration (Compensation or reward) - fair wages
8. Centralisation (level to which subordinates are involved in decision making)  
(Decentralisation)
9. Scalar chain (chain of authority from top management line to lower level)
10. Order (people or material in right place and right time)
11. Equity (Fairness in decision)
12. Stability of tenure of personnel (proper man power planning)
13. Initiative (high level of effort of employees)
14. Esprit de Corps (Unity & strength)



### 3. Human Relation / motivational aspects

Hawthorne experiment (Elton Mayo)

Maslow's need theory (physiological, security, social, Esteem, self-actualization)

Herzberg theory (2-factor theory) - (hygiene, motivation)

Douglas McGregor (Theory X, Theory Y) (Leadership & motivation)

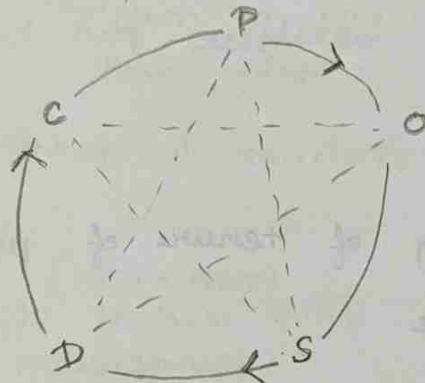
# Universal Need for management

(Discuss management as art, science & profession)

## 5 Functions of management (part C)

1. what is right
2. bring with 4-5 points

1. Planning
2. organizing
3. Staffing
4. Directing
5. Controlling

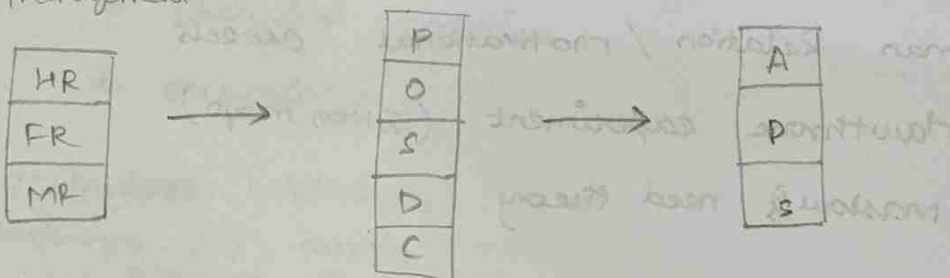


Luther Gulick &  
Lyndall Urwick  
POSDCORB

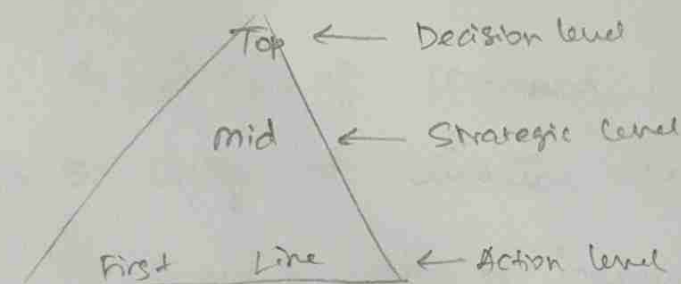
## Functions of HRM

## Management Process

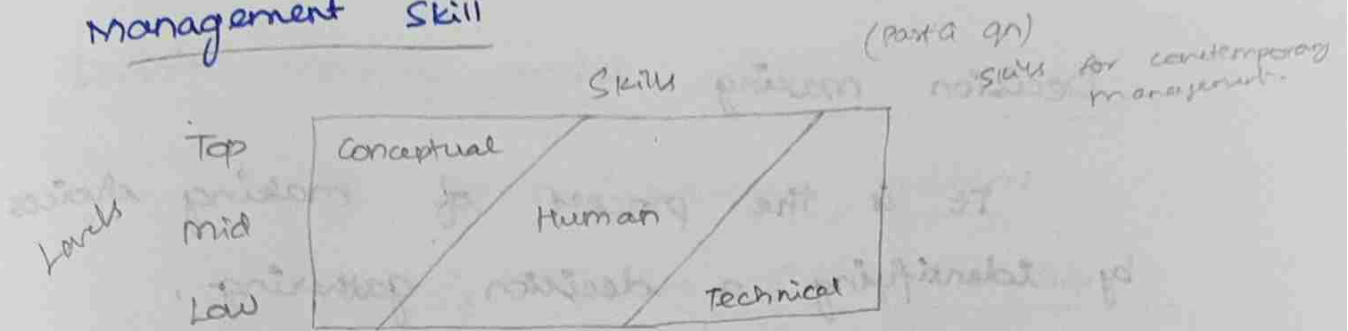
Functional  
aspects of  
management



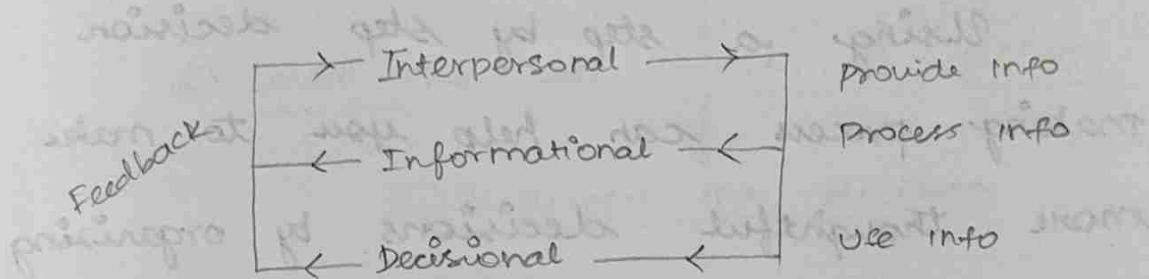
## Levels of management



## Management Skill



## The managerial Roles (Henry Mintzberg)



### Interpersonal

- Figure head
- Leader
- Liaison

### Informational

- Monitor
- Communication (Disseminator)
- Spokesperson

### Decisional

- Entrepreneur
- Disturbance Handler
- Resource Allocator
- Negotiator

## Decision making

It is the process of making choices by identifying a decision, gathering, information and accessing alternative resolutions.

Using a step by step decision making process can help you to make more thoughtful decisions by organizing relevant information and definite alternatives.

When it comes to decision making there are programmed and non-programmed decisions.

In programmed decision making, it is a simple and routine matter in which the manager has an established decision rule.

In non-programmed decision making, a new complex decisions that require creative solutions.



## Decision Making process :

- ① Identify / Recognise problem  
↓
- ② Identify objective of the decision  
↓
- ③ Gather & evaluate the data  
↓
- ④ Evaluate the alternatives  
↓
- ⑤ Select the best course of action  
↓
- ⑥ Implement the decision  
↓
- ⑦ Gather the feedback  
↓
- ⑧ Follow up

## Models of decision making:

1. Rational model - completely rational, best alternatives, aware of all the alternatives, probability of success of alternatives
2. Bounded rationality model - Satisfactory alternatives, comfortable for making decisions focused on heuristics or rule of thumb
3. Garbage can model - Random and unsystematic  
for problems, participants, solutions, choices, etc.

## Effectiveness of Decision Making :

depends on,

- Quality
- Timeliness
- Acceptance rate
- Ethical appropriateness

Based on the above, we classify decision making styles as 4 types.

1. Analytical - Who use left brain

Left brain thinkers who analyse alternatives

2. Conceptual - Who use right brain

Socially / People oriented

3. Directive - Left brain

Result oriented

4. Behavioural - Right brain

Who need affiliation

## Evaluation criteria

- |                 |                  |                    |
|-----------------|------------------|--------------------|
| 1. Relevance    | 3. challenges    | 5. Scheduleability |
| 2. Practicality | 4. Measurability | 6. Balance         |

7. Flexibility
8. Timeliness
9. Growth
10. Technology boundaries
11. Scale up
12. Cost friendliness
13. Accountability

### Gathering Ideas : (Group decision making techniques)

1. Brain-storming
2. Nominal group techniques (NGT)
3. Affinity diagram
4. Delphi technique (Delphi - Expert)

- with experts problem is stated independently analysed and compile the results again distributed new round of decisions

Adv : Wise decisions      Dis-Adv : Time consuming

### 5. Electronic meetings

- addition to Group decision making techniques
6. Quality circles
  7. Devil's Advocacy

(Ethics & CSR)

(Amazon fast delivery process)  
+ Human cost

## Ethics & CSR (Appropriateness of decisions)

Maintaining longterm relations / satisfaction  
and service to society.

This business ethics can be of ① meta  
ethics - moral proposition and theoretical  
aspects

② Normative ethics - Practical means with  
moral <sup>course</sup> purpose of action

③ Applied ethics - Specific situations

Moral psychology & Descriptive ethics

Adulteration

Safety

Logistics irresponsibility

Surrogate advertisement (false info)

Finishing

Environmental issues

Ethical issues - relationships - employee

- employer - company - government -

shareholder - public



Repetition of 1000 years may be determined by the conduct of 1 hour.

### Ethic challenges:

1. Conflict of interest.
2. Whistle blowing
3. Honesty & Integrity
4. Loyalty & Truth

### CSR:

1. Economical
2. Legal
3. Ethical
4. Philanthropical

Corporate governance -  
related to guidelines

### Areas of responsibility to be considered -

1. To the general public
2. To the customers
3. To the investors
4. To the employers

Quality of Worklife (QWL) +  
Quality of Life (QOL)

## Unit - 2 :

### Organizational Design and Structure

Organization - Entity - Goal oriented - Structural relationship - Connected to external environment

As an ops

Organization as an open system :

Input - transformation process - Output

Challenges -

Globalization - Intense competition - Ethics & CSR concerns - Green movement - Changes in society and culture - Dynamic - Data, big data and social business

Dimensions of organizational design -

Structural Dimensions	Contingency Factors
Formulation	Size of the organization
Specialization	Organization technology
Hierarchy	Environment
Complexity	Cultural
Centralization	Goals and strategy

Ex:

Walmark - Less Cost

ICICI - High tech

## Difference between efficiency & effectiveness

Efficiency - Related to resources input output relationship. Less i/p more o/p

Effectiveness - Degree which the org. achieve its goals.

Major stakeholders - expectations

Stakeholders - Employees, customers, government, society, community, union (association of employees), creditors, suppliers, vendors, ...

New Structure	Old Structure
Network org	Line org
Virtual	Line & staff org
Boundaryless	
Project based / Team based	
Dynamic & learning (upskilling & reskilling)	
Information is rich	Information is scarce
Global (Global, Transnational companies)	Local
Product & customer oriented (HR, Finance, ...)	Functional oriented
Skill oriented	Job oriented
Network based	Hierarchical based



## Dimensions of Organization Design

Organic	Mechanistic
<ul style="list-style-type: none"><li>→ Cross functional teams</li><li>→ Cross Hierarchical teams</li><li>→ Free flow of Information (decentralization)</li><li>→ Wide span of Control (no. people effectively I can manage)</li><li>→ Decentralization</li><li>→ Low formalisation</li></ul>	<ul style="list-style-type: none"><li>→ High specialization</li><li>→ Rigid departmentalization</li><li>→ Centralization</li><li>→ Narrow span of control</li><li>→ High formalisation</li><li>→ Clear chain of command</li></ul>
<u>Mechanistic</u>	<u>Organic</u>

## Organization Types (Henry Mintzberg)

(Mintzberg types of org)

### 1. Entrepreneurial organization

Flat structure

Informal

Flexible



2. Bureaucratic / Machine org

Inflexible

3. Professional org

Specialization

Decentralization

4. Diversified / Divisional org (conglomerate)

5. Innovative org

### Organizational Theory

This comprises structure, functioning, performance, behaviour of groups and about study of individual in the organization.

### Different org. theories

- Classical org. theory
- Neo-classical org. theory
- Modern theory

### Objectives of org. theory

To provide scientific basis for management actions

Understanding the behavioural pattern in the organization. (diff. generations)

- (1901 - 1927      Greatest generations)
- (1927 - 1945      Silent generations)
- (1947 - 1960      Baby boomers)

(1960 - 1980	Generation X)
(1980 - 2000	Millennial or Generation Y
(2000 - 2008	Generation Z)
(2008 -	Alpha)

Explore Analyse in a proactive manner in happenings of the organization

Pillars / Key factors of org. theory :

1. Division of labour (Task & Sub-task)
2. Scalar and functional process  
(vertical & horizontal)
3. Structure (formal relationships)
4. Span of control (No. of sub-ordinates we control effectively & efficiently)

① Classical Theory : (contributions)

Scientific management by FW Taylor.

Frank Gilbreth

Henry Gantt - Efficiency of workers

Administrative management (Henry Fayol)

Bureaucratic management - Max Weber

## ② Neo-Classical Theory: (1930 - 1960)

1. Hawthorne experiment (Elton Mayo)  
and Human relation approach

2. Organization Behaviour

### Difference b/w Classical & Neo-Classical

Basis	Classical	Neo-Classical
Structure	Mechanical & impersonal	Organization is a social system
Focus	Work & economic need	Small groups, emotion, human qualities of managers, etc
Behaviour	OB is product of rules & regulations	OB is product of emotions, sentiments & attitudes
Practices	Authoritarian practices	Democratic & Participative practices
Results	Work alienation & dissatisfaction	Happy & satisfied employees.

### Dimensions of organization structure

organic

Mechanic



### ③ Modern Organization Theory (1970 - )

Organization as a system - as a totality with complex system of human relationship.

Organization as a social system comprises of various parts such as individuals, formal organization, informal organization

Status & roles physical setting of environment

The nature of dependency & interdependency creates lots of linkages (vertical & horizontal) - outcome in decisions and communications.

Organization as a open system which has a dynamic process of input output then throughput feedback & environment

The system follows multi dimensional / multi disciplinary / integrated approaches in changing scenario.



## Organization structure - Fundamentals & Types

consist of formal reporting relationship

Levels and hierarchy (Top middle low)

Span of control

Grouping of individuals into departments

Grouping & structural relationship for effective communication, coordination, integration and to create a pattern of interaction.

Information processing may be done

- through vertical linkages - effective control, efficiency, specialized tasks, rule based organization, vertical information system, centralized decision making.
- through horizontal linkages - (coordination & collaborative) - relaxed / less hierarchy, many teams & task forces, decentralized decision making, learning & empowerment.

Organization Design Alternatives maybe,

- Departmental grouping - can be functional grouping
- can be divisional grouping
- can be multifocused grouping
- can be horizontal grouping
- can be vertical network grouping

## Some of Contemporary org. structure.

1. Boundaryless org. str. - too flexible & unstructured

Ex. Virtual org.

Network org. (core services - permanent staff  
other - outsource)

Modular org.

2. Matrix org str. product, location, services  
(primary)  
2 or more reporting relationship (secondary)

- 3 Project org. str.  
(based)

4. Team based org. str.

## Organization Structure

1. Tall organization structure (military org)
2. Flat organization structure (project, geo location)
3. Virtual organization structure
4. Boundary less organization structure

## Importance of org. struct.

### Org Design Decisions

Mechanistic      Organic