

UNIT - 1 IN 5 MINUTES

FUNCTIONS OF MANAGEMENT	STYLES OF LEADERSHIP	TYPES OF MANAGER	LEVELS OF MANAGEMENT
<p>1. Planning involves selection of goals and deciding the best method to achieve them. Planning process looks into the future and decides the future course of action.</p> <p>2. Organizing is the process of arranging and allocating work, authority and resources.</p> <p>3. Staffing is concerned with proper recruitment and training of the employees. Employee is the key factor in any organization.</p> <p>4. Leading in organization means movement towards objectives. Leading involves directing, influencing and motivating employees to perform essential task.</p> <p>5. Controlling is based on comparison of actual performance with planned objectives.</p>	<p>1. An Autocratic style means that the manager makes decisions unilaterally and without much regards for subordinates. Subordinates may become overly dependent upon the leader</p> <p>2. In Paternalistic Style, decisions will be taken into account the best interests of the employees</p> <p>3. In a Democratic style, the manager allows the employees to take part in decision-making</p> <p>4. In a Laissez-faire style, the leader's role is peripheral and staff manages their own areas of business.</p> <p>5. Managing by Walking Around (MBWA) is a classical technique in which managers listens carefully to employees' suggestion, managers gets real-time information</p>	<p>1. Functional Managers is manager who supervises specialized activities such accounting, marketing etc.</p> <p>2. General Managers supervises the work of several different groups that perform a variety of functions.</p> <p>3. An Administrator is typically a manager who works in government or nonprofit organization.</p> <p>4. An Entrepreneur is a person who founds and operates an innovative business.</p> <p>5. Small-business owners typically invest considerable emotional and physical energy into their firms.</p> <p>6. A Team Leader coordinates the work of a small group of people, while acting as facilitator or catalyst.</p>	<p>1. Top Level Management comprises board of directors, chief executives or managing directors. CEO, President, Vice President, Chairman fall into the category of Top Level Management. The top management is the ultimate authority.</p> <p>2. Middle Level Management is a link between Top Level and First Level Management. Middle level incorporates branch managers and departmental managers.</p> <p>3. First Level Management is also known as supervisory / operative level of management. It consists of supervisor, foreman, section officer, superintendent, workers and jobbers. Lower level managers are mediators between workers and higher level management.</p>
MINTZBERG'S MANAGER ROLES	PRINCIPLES OF MANAGEMENT	MANAGEMENT SKILLS	GUIDELINES FOR MANAGER
<p>Interpersonal Roles</p> <ol style="list-style-type: none"> 1) Figurehead 2) Leader 3) Liaison <p>Informational Roles</p> <ol style="list-style-type: none"> 4) Monitor 5) Disseminator 6) Spokesman <p>Decisional Roles</p> <ol style="list-style-type: none"> 7) Entrepreneur 8) Disturbance Handler 9) Resource Allocator 10) Negotiator 	<ol style="list-style-type: none"> (1) DIVISION OF WORK (2) AUTHORITY (3) DISCIPLINE (4) UNITY OF COMMAND (5) UNITY OF DIRECTION (6) SUBORDINATION OF INDIVIDUAL INTERESTS TO THE GENERAL INTERESTS (7) REMUNERATION (8) CENTRALIZATION (9) SCALAR CHAIN (10) ORDER (11) EQUITY (12) STABILITY OF TENURE OF PERSONNEL (13) INITIATIVE (14) ESPIRIT DE CORPS 	<ol style="list-style-type: none"> 1. Technical skills reflect the proficiency and understanding of a specialized job. Technical skills are associated with First or Supervisory Level Management. 2. Human Skills is also called as interpersonal skills. A manager with effective human skills can communicate properly and motivate them to perform well. 3. Conceptual Skills refers to the ability of man to think and to conceptualize abstract situations. 4. Time Skills is an art of scheduling, budgeting, arranging in organization for effective result. 	<ol style="list-style-type: none"> 1. "Create constancy of purpose towards improvement 2. "Adopt the new philosophy" 3. "Cease dependence on inspection". 4. "Move towards a single supplier for any one item 5. "Improve constantly and forever". 6. "Institute training on the job 7. "Institute leadership." 8. "Drive out fear" 9. "Break down barriers between departments". 10. "Eliminate slogans 11. "Eliminate management by objectives" 12. "Remove barriers to pride of workmanship 13. "Institute education and self-improvement" 14. "The transformation is everyone's job". <p>MANAGEMENT AS PROFESSION</p> <p>It is backed by a systematic body of knowledge. A number of management principles have been developed which need proper learning and education. Management is more creative rather than adaptive. It also deals with ethical and social responsibilities towards the society. Professional attributes are very much present in the concept of management.</p>
MANAGEMENT AS "ART"	MANAGEMENT AS "SCIENCE"	MANAGEMENT AS "PROCESS"	
<p>- Art is practical implementation of personal skills and knowledge to achieve outcome. Just like an Artist, a manager applies his knowledge and skills to coordinate the efforts of the people.</p> <p>- Art is a personalized process and every artist or a human being has his own style. Management is also a personalized process.</p> <p>- Art is essentially creative and the success of an artist is measured by the result he achieves. Management is creative like any other art.</p>	<p>Science refers to a systematic body of knowledge acquired through observation, experimentation and intelligent speculation. Management deals with the systematic knowledge of acquiring the skill of getting things done through others. Management is an accepted science as a way of solving problems and taking decisions. A scientific attitude is absolutely essential for a manager in problem solving and decision making.</p>	<p>George R. Terry is of the opinion that management is a distinct process consisting of planning, organizing, directing and controlling, which are performed to determine and accomplish objectives by the use of people and resources. Management is a process in the sense that it is concerned with planning, executing and controlling the activities of an enterprise. It is basically concerned with the interrelationship of people at work, mainly with directing the performance rather than with quantum of work done.</p>	
CLOSE SYSTEM VIEW OF ORG.	OPEN SYSTEM VIEW OF ORG.	FORMAL AND INFORMAL ORG.	CHARACTERISTICS OF MANAGEMENT
<p>Closed systems are sets of interacting elements operating without any exchange with the environment in which they exist.</p> <p>The two basic characteristics of a closed system are :</p> <ol style="list-style-type: none"> (1) It is perfectly deterministic and predictable (2) There is no exchange between the system and the external environment. 	<p>A set of elements that interact with each other and the environment, and whose structure originates as a result of interaction</p> <p>The open system concept is based on the assumption that no system is totally deterministic or predictable because of the uncertainties in the external environment.</p>	<p>A Formal Organization is a group of people working together cooperatively under authority. This Organization depends on authority, responsibility and accountability</p> <p>An informal organization is "a network of personal and social relation not established or required by the formal organization.</p>	<ol style="list-style-type: none"> (1) Management is Goal Oriented : (2) Management is Continuous (3) Management is Time Oriented (4) Management is a Group Activity : (5) Management integrates Human, Physical and Financial Resources <p>Management is a specialty in dealing with matters of time and human relationship.</p>

Unit – 1 : Introduction to Management and Organizations

Que : Define 'Management.' State the functions of management. Explain

Management is one of the most imperative and interesting disciplines of business. Management is a wide term and has different meaning at different time and under different situation. Management is an art of getting work done by different people working in different departments. Management can be defined as the process of designing and maintaining an environment in which individuals worked together as a group to accomplish any objectives. Management is the proper utilization of resources and people.

D.J.Clough says, "Management is the art and science of decision making and leadership." George R. Terry defines, "Management is a process consisting of planning, organizing, actuating and controlling."

Management can also be explained in the word itself Manage Men Tactfully.

There are basic five functions of Management :

(1) **Planning** : Planning is the management function that involves setting of goals and deciding the best method to achieve them. The first step in planning is the selection of goals for the organization. Goals are then established for the subunits of the organizations - its divisions, departments and so on. Programs are established to achieve these goals. The plan must be flexible so that it can be modified due to change in working environment and new information. Planning is a rational and intellectual process prior to the actual operations. The Planning process looks into the future and decides the future course of action. Planning is the function that determines in advances what should be done. It consists of selecting the enterprise objectives, policies, programs, procedures and other means of achieving the objectives. Plans made by top level management may cover periods as long as five or ten years. Planning at the lower level covers much shorter periods.

(2) **Organizing** : When two or more persons work together towards a common goals, authority and responsibility should be given to them. This is the task of organizing. Organizing is the process of arranging and allocating work, authority and resources among an organization's members so they can achieve the organization goals. Different goals require different structure. A list of activities is to be prepared and activities should be distributed among different department. Organizing is also concerned with building, developing and maintaining of working relationships.

The task of organizing is also known as design of an organizational structure. Organizing is the process of establishing the orderly use of assigning and coordinating tasks. Some important steps of organizing are as below :

- (a) Review Plans and Objectives
- (b) Determine the work activities necessary to accomplish objectives
- (c) Classify and group the necessary work activities into manageable units
- (d) Assign activities and delegate authority
- (e) Design a hierarchy of relationship

(3) **Staffing** : Employee is the key factor in any organization. No business enterprise can exist without employees. Staffing is concerned with the proper recruitment and training of the employees. Manager has to work with the human resources department to execute this function. Staffing or Human Resource Management (HRM) is the management function devoted for acquiring, training, apprising and compensating employees. Attracting, developing, rewarding and retaining the people needed to reach organizational goals are the activities that build up the staffing function.

(4) **Leading** : Leading is also known as "directing" and "motivating". Leading in organization means movement towards objectives. Leading involves directing, influencing and motivating employees to perform essential task. A manager has to be a leader as he directs the whole team towards the completion of the organization goal. Planning and organizing deal with the more abstract aspects of the management process, the activity of leading is very concrete; it involves working directly with people.

(5) **Controlling** : Controlling is based on comparison of actual post-operative data with planned data. Controlling is aimed at regulating organizational activities so that actual performance meets the expected or predetermined objectives and standards of company. Relationships and time are central to controlling activities. For best controlling, compare the result with standards and take the necessary corrective action. Planning and controlling are so correlated that many a times, they are performed concurrently. Harold Kontz said, "Planning and controlling are non-separable twins." Thus Controlling is carried out only after the operations are over. Suppose planned target production is 100 units per day, the actual day ends production is compared with the pre-planned production of 100 units. The day end actual production could be 95 units indicating inefficiency in the form of short fall of 5 units.

Unit – 1 : Introduction to Management and Organizations

Que : Explain Mintzberg’s 10 managerial roles. (Roles of Manager)

Henry Mintzberg in his book, “The Nature of Managerial Work” published in 1973, highlighted the roles of managers in an organization. He conducted a study of five executives, the way they spend their time in the organization. He conducted a study of five executives, the way they spend their time in the organization for serving the organization. He classified three major managerial roles each with sub-classification of ten roles. He classified such roles as under :

Interpersonal Roles	Figurehead	Performs ceremonial and symbolic duties such as greeting visitors , signing legal documents. (An executive is considered as a first person of the section, division, branch or a company. He performs all above duties)
	Leader	Direct and motivate subordinate, training counseling and communicating with subordinates. (As a leader, he leads his division through motivating and encouraging the employees under his span of control)
	Liasion	Maintain information links both inside and outside organization; use mail , phone calls , meetings. (As a Liasion, he collects the information of his section and co-ordinates it with other sections of the company.
Informational Roles	Monitor	Seek and receive information, scan periodicals and reports ,maintain personal contacts. (He collects and monitors the information is formal and informal through personal contacts)
	Disseminator	Forward information to other organization members; send memos and reports, make phone calls. (He is authorized to disseminate the information)
	Spokesman	Transmit information to outsiders through speeches, reports and memos. (A Manager is an authorized person to speak to either insiders or outsiders as far as his official jurisdiction is concerned.)
Decisional Roles	Entrepreneur	Initiate improvement projects, identify new ideas. (He has creative ideas)
	Disturbance Handler	Take corrective action during disputes or crises; resolve conflicts among subordinates. (As a head, he can handle disputes within his section or between the sections)
	Resource Allocator	Decide who gets resources , scheduling, budgeting , setting priorities (The corporate team allocates the resources among various divisions of the company)
	Negotiator	Represent department during negotiation of union contract, sales purchases, budgets ; represent departmental interests. (The Manager on behalf of the company negotiates various terms binding as well as benefiting the company.)

Trick : F L L M D S E D R N

Unit – 1 : Introduction to Management and Organizations

Que : Explain types of Managers.

The functions performed by managers can also be understood by describing different types of management jobs.

(1) **Functional Managers** : Functional managers supervise the work of employees engaged in specialized activities such as accounting, engineering, information systems, food preparation, marketing, and sales. A functional manager is a manager of specialists and of their support team, such as office assistants.

(2) **General Managers** : General managers are responsible for the work of several different groups that perform a variety of functions. The job title “Plant General Manager” offers insight into the meaning of general management. Reporting to the plant general manager are various departments engaged in both specialized and generalized work such as manufacturing, engineering, labor relations, quality control, safety, and information systems. Company presidents are general managers. Branch Managers also are general manager if employees from different disciplines report to them.

(3) **Administrator** : An administrator is typically a manager who works in a public (government) or nonprofit organization, including educational institutions, rather than in a business firm. Managers in all types of educational institutions are referred to as administrators. An employee is not an administrator in the managerial sense unless he or she supervises others.

(4) **Entrepreneurs** : An entrepreneur is a person who founds and operates an innovative business. Michael H. Morris defines entrepreneurship along three dimensions : innovativeness, risk taking and proactiveness. After the entrepreneur develops the business into something bigger than he or she can handle alone or with the help of only a few people, that person becomes a general manager. Michael Dell started Dell Computers from his dormitory room and He becomes wealthiest man and an entrepreneur in short time.

(5) **Small Business Owner** : Small-business owners typically invest considerable emotional and physical energy into their firms. Note that entrepreneurs are (or start as) small-business owners, but that the reverse is not necessarily true. You need an innovative idea to fit the strict definition of an entrepreneur. Simply running a franchise that sells sub sandwiches does not make a person an entrepreneur.

(7) **Team Leaders** : A major development in types of managerial positions during the last 20 years is the emergence of the team leader. A manager in such a position coordinates the work of a small group of people, while acting as facilitator or catalyst. Team leaders are found at several organizational levels, and are sometimes referred to as project managers, program managers, process managers, and task force leader. (**Note : The real answer ends here**)

Extra Points for this answer. You can add this point if you want to add.

When we are talking about types of managers, it is necessary to highlight “**Types of Leadership**” and “**Levels of Management**.”

(1) **Autocratic** : An Autocratic style means that the manager makes decisions unilaterally and without much regards for subordinates.

(2) **Paternalistic** : It is just like autocratic and is also essentially dictatorial ; however decisions take into account the best interests of the employees as well as the business.

(3) **Democratic** : In a Democratic style, the manager allows the employees to take part in decision-making : therefore everything is agreed by the majority.

(4) **Laissez-Faire** : In Laissez-faire , the leader’s role is peripheral and staff manage their own areas of business. The communication is horizontal. This style can be resulted in poor management.

(5) **MBWA** : Managing by Walking Around (MBWA) is a classical technique by good managers who are proactive listeners. Listening carefully to employee’s suggestions, managers gets real-time information processes and policies that is often left out in formal communication. The manager must maintain his role as coach or counselor not director.

There are three levels of management

- (1) Top Level Management consists of president, chairman, vice chairman etc.
- (2) Middle Level Management consists of head of all departments.
- (3) First Level / Lower Level Management consists of workers and supervisors.

Que : Explain the different styles/types/methods of leadership.

Types of managers are distinguished by the way they manage the activities within company. Management styles are the characteristics ways of making decisions. Different management styles can be employed dependent on the culture of the business, the nature of the task, the nature of the workforce and the personality and skills of the leaders. Robert Tannenbaum and Warren H. Schmidt argued that the style of leadership is dependent upon the prevailing circumstances.

(1) **Autocratic Leadership** : Autocratic leadership refers to the centralized authority in a top person usually the head of the organization. An Autocratic style means that the manager makes decisions unilaterally and without much regards for subordinates. His decision will reflect the opinions and personality of the manager. Subordinates may become overly dependent upon the leader and more supervision may be needed. In this style, the leader or the head of the organization retains all authorities in his hand.

There are two types of autocratic leaders :

- (a) The Directive Autocratic makes decisions unilaterally and closely supervises subordinates.
- (b) The Permissive style makes decisions unilaterally but gives subordinates latitude in carrying out their work.

Advantages : Quick decision-making is possible. Secrecy can be maintained. It ensured effective coordination and discipline.

Disadvantages : It kills creativity of subordinates. In case of weak leader flattery develops. It demoralizes talented people. Sometimes the decisions could immature and whimsical which may affect the organization.

(2) **Paternalistic Leadership** : It is just like autocratic and is also essentially dictatorial ; however decisions take into account the best interests of the employees as well as the business.

Advantages : The leader explains most decisions to the employees and ensures that their social and leisure needs are always taken care of. Communication is again generally downward but feedback to the management is encouraged to maintain morale.

Disadvantages : Employees once again become dependent on the leader.

(3) **Democratic Leadership** : In a Democratic style, the manager allows the employees to take part in decision-making : therefore everything is agreed by the majority. Communication gets both directions: Upward and Downward. From business's point of view, job satisfaction and quality of work will improve.

Advantages : It satisfies the ego of the employees and thus boosts up the moral. It develops relations between superior and subordinates. It develops creativity in the subordinates. It eliminates the conflicts between the superior and subordinates.

Disadvantages : This type assumes that subordinates are capable of decision making but sometimes incapable subordinates pretend to participate. It delay the decision making process. It is difficult to maintain the secrecy of the decisions.

(4) **Laissez-Faire Leadership** : In a Laissez-faire leadership style, the leader's role is peripheral and staff manage their own areas of business. The communication is horizontal. This style can be resulted in poor management. Here, the leader detaches him from the duties of management and because of this, coordination gets disturbed. This style can create highly professional and creative groups

Advantages : The subordinates use their creativity and innovative way of handling a situation. It boosts up the morale of the subordinates.

Disadvantages : This style of leadership assumes that the subordinates are competent to decide in the best interest of the company which may not always be true. As there is no linear relationship in the organization, it breaks effective communication.

(5) **MBWA Leadership** : Managing by Walking Around (MBWA) is a classical technique by good managers who are proactive listeners. Listening carefully to employees' suggestion, managers gets real-time information processes and policies that is often left out in formal communication channel .The manager must maintain his role as coach or counselor not director. By leaving decision –making responsibilities with the employees, managers can be assured of the fastest possible response time. By walking around, management gets an idea of the level of morale in the organization and can offer help if there is trouble.

Unit – 1 : Introduction to Management and Organizations

Que – What, according to you, are the skills a modern manager will require to run an organization. (Explain management skills)

Three different types of skills are identified :

- (1) Technical Skills
- (2) Human Skills
- (3) Conceptual Skills
- (4) Time Skills

(1) **Technical Skills** : Technical Skills refers to the ability of man to carry out any activity in organization. Technical skills reflect the proficiency and understanding of a specialized job. Technical skills are associated with First or Supervisory Level Management. Managers often develop their technical skills through education or training. The technical skill development is continuous process.

(2) **Human Skills** : Human Skills is also called as interpersonal skills. Human skills is work with others as a team member and as a leader. A manager with effective human skills can communicate properly and motivate them to perform well. Every executive deals with human skills. Every manager should follow the employee centered rather than production centered management. Every manager should recognize and appreciate the feelings and expectations of the people and should strive to meet them in possible manner.

(3) **Conceptual Skills** : Conceptual Skills refers to the ability of man to think and to conceptualize abstract situations. Conceptual skills is very useful for finding problem. In organization, every problem must be solved with conceptual skills. Conceptual Skills is associated with top level management. Conceptual skills also include the ability to analyze a situation, determine the root-cause of any problem and devise an appropriate plan. A manager is supposed to be a strategist rather than a person with a short sighted and selfish consideration.

(4) **Time Skills** : Time Skills is an art of scheduling, budgeting, arranging in organization for effective result. Time management has become crucial in recent years. Time management is perhaps most essential for the person who owns his or her own business or who runs a business out of the home. An important aspects of time management is planning ahead.

In short, First Level Managers require more technical skills and human skills . However conceptual skills are not very essential for the managers at the supervisory level.

Que – Explain the principles of management as suggested by Henry Fayol.

(Trick : DAD UUS RCSO ESIS)

(1) **DIVISION OF WORK** : Work should be divided among individuals and groups to ensure that effort and attention are focused on special portions of the task.

(2) **AUTHORITY** : The concepts of Authority and responsibility are closely related. Authority was defined by Fayol as the right to give orders and the power to exact obedience. Responsibility involves being accountable, and is therefore naturally associated with authority.

(3) **DISCIPLINE** : A successful organization requires the common effort of workers. Penalties should be applied judiciously to encourage this common effort.

(4) **UNITY OF COMMAND** : Workers should receive orders from only one manager.

(5) **UNITY OF DIRECTION** : The entire organization should be moving towards a common objective in a common direction.

(6) **SUBORDINATION OF INDIVIDUAL INTERESTS TO THE GENERAL INTERESTS** : The interests of one person should not take priority over the interests of the organization as a whole.

(7) **REMUNERATION** : Many variables, such as cost of living, supply of qualified personnel, general business conditions, and success of the business, should be considered in determining a worker's rate of pay.

(8) **CENTRALIZATION** : Fayol defined centralization as lowering the importance of the subordinate role. Decentralization is increasing the importance. The degree to which centralization or decentralization should be adopted depends on the specific organization in which the manager is working.

(9) **SCALAR CHAIN** : Managers in hierarchies are part of a chain like authority scale. Each manager, from the first line supervisor to the president, possess certain amounts of authority. The President possesses the most authority; the first line supervisor the least. Lower level managers should always keep upper level managers informed of their work activities.

(10) **ORDER** : For the sake of efficiency and coordination, all materials and people related to a specific kind of work should be treated as equally as possible.

(11) **EQUITY** : All employees should be treated as equally as possible.

(12) **STABILITY OF TENURE OF PERSONNEL** : Retaining productive employees should always be a high priority of management. Recruitment and Selection Costs, as well as increased product-reject rates are usually associated with hiring new workers.

(13) **INITIATIVE** : Management should take steps to encourage worker initiative, which is defined as new or additional work activity undertaken through self direction.

(14) **ESPIRIT DE CORPS** : Management should encourage harmony and general good feelings among employees.

Unit – 1 : Introduction to Management and Organizations

Que : Explain Levels of Management.

In many small business enterprises, the owner is the only member of the management team. But as the size of an organization increases, a more sophisticated organizational structure is required. Every organization or company has a particular hierarchy. There are different levels in an organization. Basically there are three levels :

- (1) Top Level Management
- (2) Middle Level Management
- (3) First / Supervisory Level Management

(1) Top Level Management : Top Level Management comprises board of directors, chief executives or managing directors. CEO, President, Vice President, Chairman fall into the category of Top Level Management. The top management is the ultimate authority. They will decide goals and policies for an enterprise. They focus on planning and coordinating functions. Overall activities of company depend on top level management. They are also responsible towards the shareholders for the performance of the enterprise.

Top Level Managers are responsible for taking major decisions for the organization. Functions of top level management are as below :

- Develops and reviews long-range plans and strategies
- Evaluates overall performance
- Involved in selection of key personnel
- Consult subordinate managers for problems

(2) Middle Level Management : Middle Level Management is a link between Top Level and First Level Management. Middle level incorporates branch managers and departmental managers. They are accountable for the functioning of their department. They will do organization and directional function. There are chances for promotion for this level and goes to top level. Middle level managers execute the plans of the organization accordance with the goals and policies of the top management. Middle level management is a training opportunity for the higher positions. Functions of Middle Level Management are as below :

- Makes plans of intermediate range
- Analyze managerial performance to determine capability
- Establishes departmental policies
- Reviews daily and weekly reports on production or sales.
- Prepare long-range plans for review by top management

(3) First Level Management : It is also known as supervisory / operative level of management. It consist of supervisor, foreman, section officer, superintendent, workers and jobbers. People working in lower level management are responsible for direction and controlling functions of management. They are responsible for the quality as well as quantity of production. Lower level managers are mediators between workers and higher level management. This level is sometimes sub divided into two levels: a job level consisting of jobbers who are in charge of gang of workers, which is the lowest level and supervisory level of foreman and supervisors who are at upper lower level. Lower level management represents actually operating level management.

From the view point of function of management, planning is least at this level. The supervisors take part in planning of his department. Their main task is to implement the plans prepared by the top management. There is more staffing or personnel management at this level. The lower level is wide-ranging. The directing function is most important at this level, because it has direct control over employees who are actually engaged in production.

Here are the functions of first level management :

- Makes detailed, short-range operational plans
- Reviews performance of subordinates
- Supervises day-to-day operations.
- Make specific task assignments
- Maintains close contact with employees involved in operations.

Conclusion :

The policies and goals of the company are to be place before the workers. A supervisor is a link between the management and workers. He has to represent to top management the problems of workers.

The functions related to production are equally important at the lower level of management. The directives of the upper management concerning production are to be carried out at the lower level only. To achieve the targets of production, the lower level has to ensure that schedule of production fixed, production process is continued uninterruptedly and quality in controlled.

Unit – 1 : Introduction to Management and Organizations

Que : List 14 points guideline for manager of Deming.

W. Edwards Deming proposed 14 points as a guideline for top managers. Following are the points suggested by Deming :

1. "Create constancy of purpose towards improvement". Replace short-term reaction with long-term planning.
2. "Adopt the new philosophy". The implication is that management should actually adopt his philosophy, rather than merely expect the workforce to do so.
3. "Cease dependence on inspection". If variation is reduced, there is no need to inspect manufactured items for defects, because there won't be any.
4. "Move towards a single supplier for any one item". Multiple suppliers mean variation between feedstocks.
5. "Improve constantly and forever". Constantly strive to reduce variation.
6. "Institute training on the job". If people are inadequately trained, they will not all work the same way, and this will introduce variation.
7. "Institute leadership". Deming makes a distinction between leadership and mere supervision. The latter is quota- and target-based.
8. "Drive out fear". Deming sees management by fear as counter- productive in the long term, because it prevents workers from acting in the organization's best interests.
9. "Break down barriers between departments".
10. "Eliminate slogans". Another central TQM idea is that it's not people who make most mistakes - it's the process they are working within.
11. "Eliminate management by objectives". Deming saw production targets as encouraging the delivery of poor-quality goods.
12. "Remove barriers to pride of workmanship". Many of the other problems outlined reduce worker satisfaction.
13. "Institute education and self-improvement".
14. "The transformation is everyone's job".

Que : "Management is a Science as well as an Art" - Explain

Management as Process : George R. Terry is of the opinion that management is a distinct process consisting of planning, organizing, directing and controlling, which are performed to determine and accomplish objectives by the use of people and resources. Management is a process in the sense that it is concerned with planning, executing and controlling the activities of an enterprise. It is basically concerned with the interrelationship of people at work, mainly with directing the performance rather than with quantum of work done.

Management as Art :

- Personal Skills and Knowledge : Art is practical implementation of personal skills and knowledge to achieve outcome. Just like an Artist, a manager applies his knowledge and skills to coordinate the efforts of the people.
- Personalized Process : Art is a personalized process and every artist or a human being has his own style. Management is also a personalized process. Every manager has his own perception about the problem and accordingly he decides the solution for problem.
- Creativity : Art is essentially creative and the success of an artist is measured by the result he achieves. Management is creative like any other art. In case any new situations arise, it converts available resources into output and works towards the goal achievement earn.
- Practical Experience : As we know art is practice based. For perfection, it has to be practiced continuously e.g. Music, Dancing, and Painting are also arts. Management needs sufficiently long period of experience in managing.

Management as Science : Science refers to a systematic body of knowledge acquired through observation, experimentation and intelligent speculation. Management deals with the systematic knowledge of acquiring the skill of getting things done through others. Management is an accepted science as a way of solving problems and taking decisions. A scientific attitude is absolutely essential for a manager in problem solving and decision making. Management is neither a science nor an art but is combination of both.

Unit – 1 : Introduction to Management and Organizations

Que : Explain Closed and Open System View of Organization.

Closed System View of Organizations : According to Louis E. Boone and David L Kurtz, “Closed system are sets of interacting elements operating without any exchange with the environment in which they exist. This definition implies that closed system require no inputs – human , financial etc. – from the external environment in which they exist. But no organization can be totally closed system. For example, a closed system like a wind up alarm clock requires outside intervention when it slows down or goes out of order. Thus a totally closed system is only a theoretical concept.

The two basic characteristics of a closed system are :

- (1) It is perfectly deterministic and predictable
- (2) There is no exchange between the system and the external environment.

If one college campus converts into deemed university, then it becomes closed system. To some extent, you can predict styles of exam, schemes, and syllabus as there is no exchange with any affiliated university. So rules and norms somehow remain predictable.

Open System View of Organizations : Traditional closed system views ignored the influence of the external environment. This sometimes led to the failure of plans and inefficient handling of resources. Boone and Kurtz define an open system as “A set of elements that interact with each other and the environment, and whose structure originates as a result of interaction.”

The open system concept is based on the assumption that no system is totally deterministic or predictable because of the uncertainties in the external environment.

For example, If one college is affiliated with some university, then it is an open system because there is exchange with external environment. You cannot predicts rules and norms for upcoming semester as university can change rules. Thus, system remains unpredictable because of uncertainties in external environment.

Tihar jail is a closed system while an advertising agency is an example of open system.

An Organization is a system consisting of several subsystem which interact with another. The Organization is a subsystem of a larger system.

Que : Explain Formal and Informal Organization.

A Formal Organization is a group of people working together cooperatively under authority. This Organization depends on authority, responsibility and accountability.

An informal organization is “a network of personal and social relation not established or required by the formal organization.

An informal organization focuses on people and their relationships whereas a formal organization focuses on official positions in terms of authority, responsibility and accountability.

In an informal organization, ‘power’ is associated with a person but in a formal organization, ‘power’ is associated with a position. In other words, in informal organizations, power is purely personal in origin, while in formal organizations , power is institutional in origin. The informal organization may or may not support the goals and objectives established by the formal organizations.

Informal relationships develop spontaneously, supplementing or modifying the formal relationship established by the management. For example, an informal relationship may be established among people who may have lunch together. Informal relationship can help a company attain organizational goals as people may find it easier to seek help from someone they know informally.

The emergence of informal organizations within a formal framework is a natural process. Informal groups are formed to share their common attitudes, beliefs etc.

Formal Organization :

- Official
- Authority and Responsibility
- Position
- Delegated by Management
- Rules
- Reward and Penalties

Informal Organization :

- Unofficial
- Power and Politics
- Person
- Given by group
- Norms
- Sanctions

Unit – 1 : Introduction to Management and Organizations

Que : Explain Characteristics / Features of Management.

(1) Management is Goal Oriented : Management is highly goal oriented activity. The success of management can be measured in terms of the achievement of predetermined goals or objectives of an organization.

(2) Management is Continuous : Management involves continuous handling of problems and issues. It is an ongoing process. It includes the problem identification and finding out the solution by taking appropriate steps.

(3) Management is Time Oriented : Management is nothing but a race against time. In today's world everyone wants to impress customers. Customer is most impressed if he receives service in time. Management ensures that the production schedules are met and the targets are achieved.

(4) Management is a Group Activity : Management is more concerned with the group activity rather than individual's performance. The efforts measured are in terms of groups to achieve predetermined goals or objectives.

(5) Management integrates Human, Physical and Financial Resources : In any organization, the different resources used are humans, machines, materials, financial assets, building etc. Humans have to work with non-human resources to perform their jobs. The management plays very important role here. It integrates human efforts to those non-human resources. It brings harmony among available resources.

Management is concerned with guidelines to the human as well as the resources of the organization to achieve the organizational goal. Management is linked with other fields of study Anthropology, Economics, Philosophy and Political Science.

Management is basically a human process which deals with interpersonal relationship in any organization in the form of formal relationships of superior subordinates and peers. Management basically deals with the living human resources compared to the other non-human resources like machines, material, money etc. Management is a specialty in dealing with matters of time and human relationship.

Que : “Management is a specialty in dealing with matters of time and human relationship.” – Justify (Same Answer)

Que : Innovative Management for Turbulent Times

We are living in turbulent times. Turbulent times is a climate in which there is no stability for the business entities and there is change for all angles you never know what to expect. We have now entered the period of problem which contains climate change, financial instability, high unemployment and the financial consequences of an aging society.

There are problems of recession. Technology is changing continuously and businesses don't know how it will affect them. The million dollar question is how one is supposed to manage his business in such turbulent times. The second question that comes to one's mind is what happen to innovation. Innovations are rising like anything. But companies have faced this challenge and have planned to fight with this problem. Many thinkers believes that the innovation process should not stop but more innovation does not necessary mean smart innovation. These innovations should also responsible for the revival of business. Smart innovation is built on effective competence for renewal and superior management capabilities. Innovation gives growth and competitive advantaged to the company. The major challenge for the management is to reduce the risk element and the chances of failure in the innovation. The method to achieving this result is incremental innovation with cumulative impact.

Que : Explain Management as Profession.

A field or a concept is characterized as profession when the following special features are incorporated :

1. Systematic body of knowledge of a profession
2. Importance of its learning and proper organization of the science
3. Entry restricted on the basis of examination or education or training
4. Dominance of service motive

Management qualifies all test of a profession. It is backed by a systematic body of knowledge. A number of management principles have been developed which need proper learning and education. Management is more creative rather than adaptive. It also deals with ethical and social responsibilities towards the society.

Another important development in the field of management has been that the professional management consultants are growing both in number and quality. Professional attributes are very much present in the concept of management.