

Principles of Management:

--- Important 20 questions:---

Question: 1

Define the term 'Management'. Also
Discuss feature, nature and
scope of management.

OR,

Define the concept of Management

OR,

Define the Characteristics of the
management.

Management

Why Study Management?

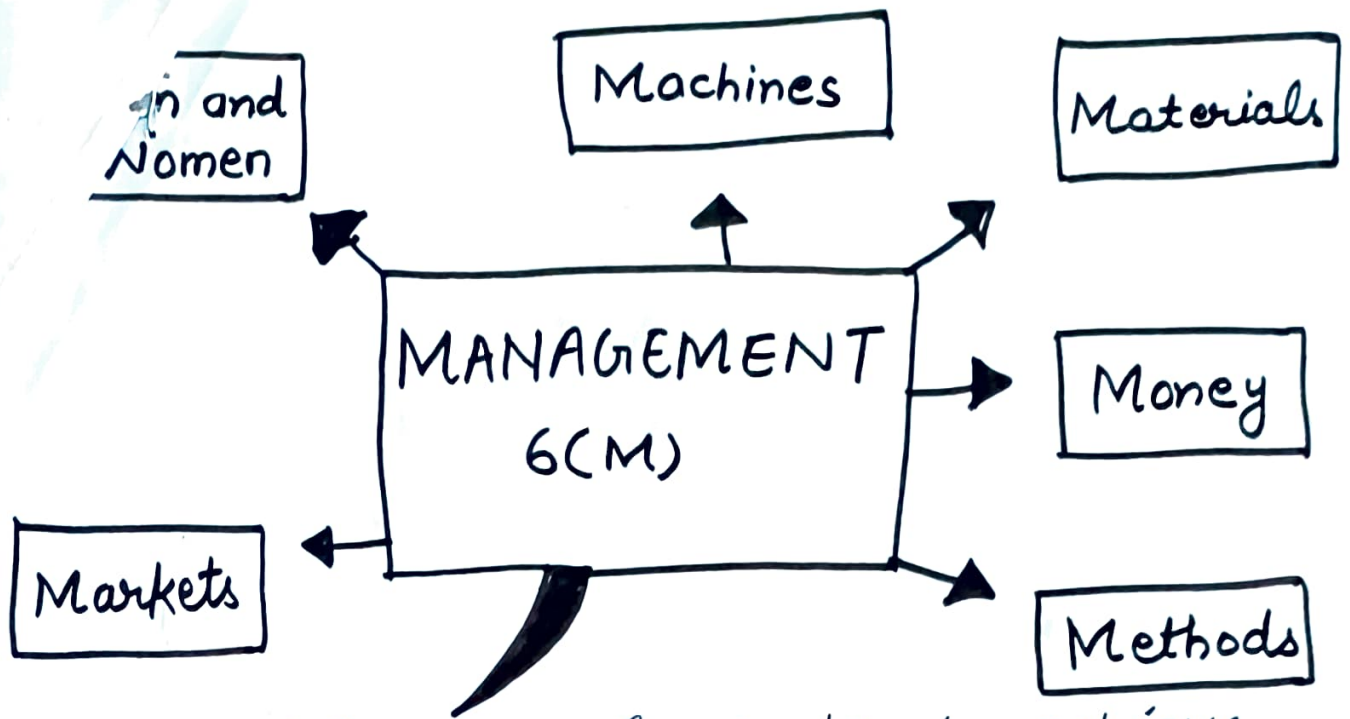
The better you can work with people, the more successful you will be in both your personal and your professional lives.

- Employers want to hire employees who can participate in managing the firm.
- Even nonmanagers are being trained to perform management functions.

FATHER OF MANAGEMENT - HENRY FAYOL

* What is Management?

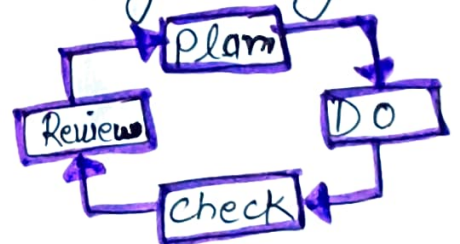
An effort to manage all the devices of the organization to achieve desired goals.



Harmonizing them in order to achieve desired goals and objectives

Meaning of Management

The word 'management' has been derived from the Latin word 'manuagere'. It means 'to lead by the hand'. Thus management is the process of leading and directing whole or part of an organization by using resources.



According to F.W. Taylor, "Management is an art of knowing what to do, when to do and see that it is done in the best and cheapest way."

Characteristics of Management

- * Management is getting things done through people.
- * Management is goal oriented process.
- * Management is pervasive. (आपक, प्रत्येक स्तर पर)
- * Management is multidimensional (3M's).
- * Management is a continuous process.
- * Management is a group activity.
- * Management is a dynamic function.
- * Management is a intangible.

Question: 2

Define the 'Management' & the process of management & what are the 6 'M' in the management explain in briefly.

OR,

'Management converts disorganized resources of Men, Machine, Money etc. into useful enterprise.' Discuss.

Meaning of Management

Management consists of a series of inter-related functions that are performed by managers. Management is important for all types of organisation.

Management is a process of getting things done with the aim of achieving goals effectively and efficiently.
प्रभाकराणी

Definition of Management.

According to Murphy and Douglas, "Management is the process by which a cooperative group of actions of others towards common goals."
कर्म

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प्रभावशाली कुशलतापूर्वक

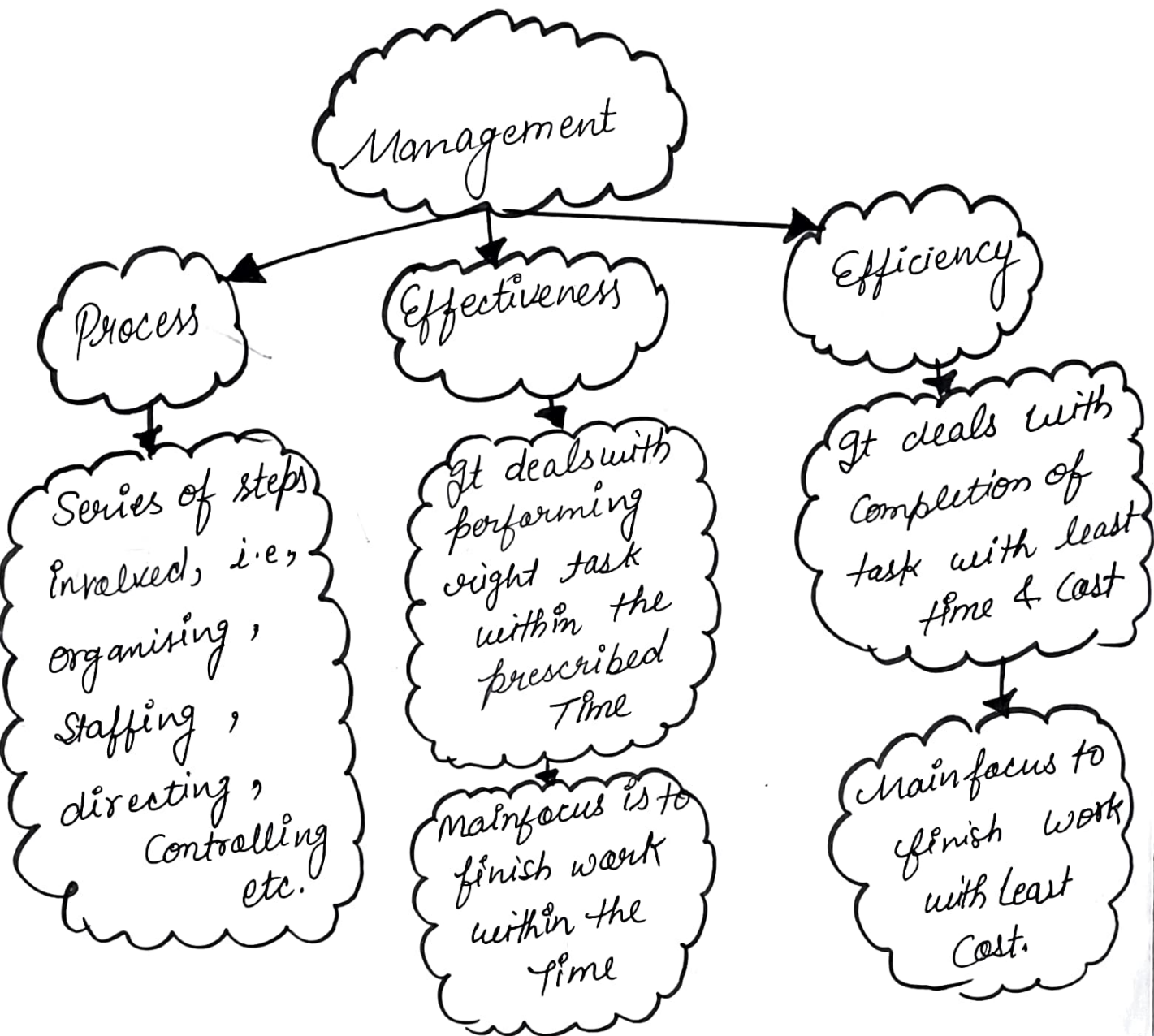
Definition of Management.

According to Marrie and Dauglas, "Management is the process by which a cooperative group directs actions of others towards common goals."

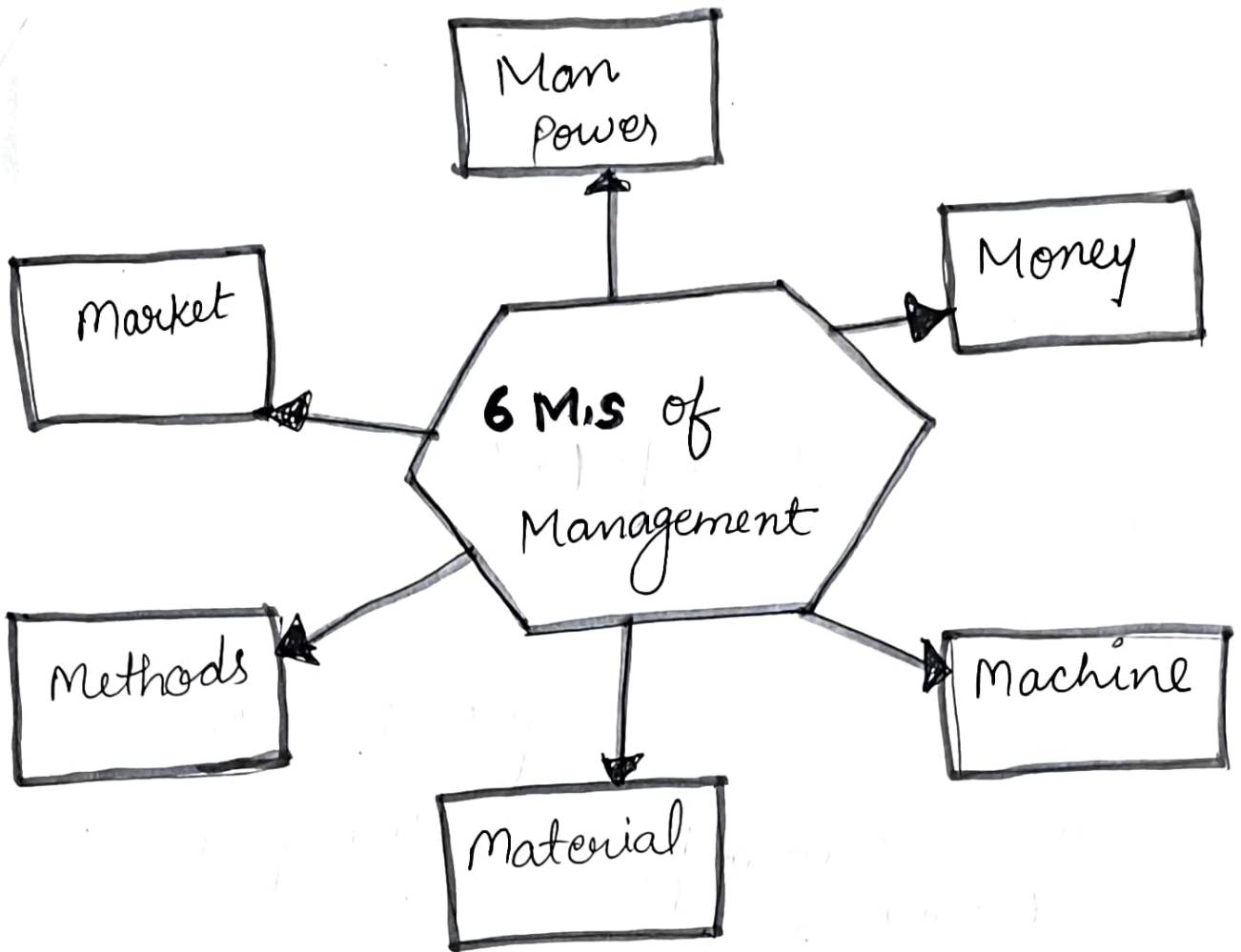
कार्य मिलकर लक्ष्य

Notes of PGM

The concept of 'Management' focuses on three main things, i.e., process, effectiveness and efficiency.



6 M's of Management



6 M refers to components that need to be managed for any function or operation.

Manpower, money, machinery, material, market and method.

1.) Man Power

Man in management is referred to as a human resource. It is the recruitment, selection, training, promotion and grievances handling of personnel.

2.) Money

The foundation of the business management process starts with money. The basic need of any business is capital, without which the functioning of a business becomes difficult. A company needs money to produce goods or offer service.

3.) Material

Another basic need of any business is the raw materials that are used to produce the

inal goods. The materials needed to create the ultimate product that the company sells can be raw or even semi semi-finished goods.

4. Machines

Raw material are transformed into finished products by means of machines. Depending on the goods the company is selling, a variety of machines may be used in the production process.

5. Methods

Methods are the usual and recommended ways of carrying out certain operations in accordance with established system and business management procedures.

6. Market

Market means a social system through which the sellers and purchasers of a commodity or

a service (or a group of commodities and services) can interact with each other.

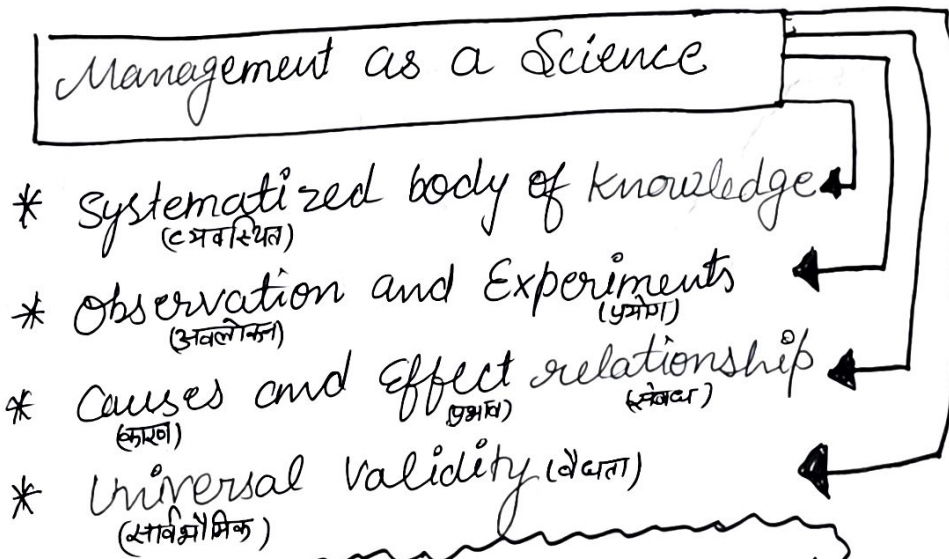
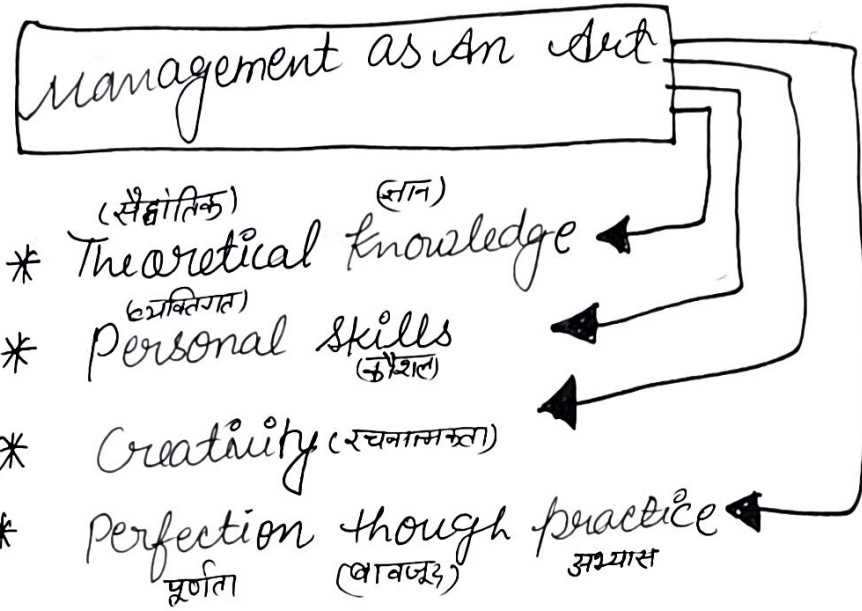
Question : 3.

Discuss Management both Science as well as An Art.

OR,

Briefly discuss "Is management a science or an Art or both?"

Management is An Art or Science



Management as an Art

Now we know that arts means the practical application of knowledge and skills to achieve the desired results. It is personal application of knowledge to achieve results. It is attained through study observation and experience.

The essential features of arts as:

* Theoretical knowledge:

Art comprises the application of theoretical knowledge. A particular art has its basic principles and theory.

* Personal skills:

Every artist has his way of working. The use of basic knowledge varies from individual to individual. Applying the basic knowledge with practice, creativity, imagination, initiative and innovation is a personal skill.

* Creativity:

Art consists of lots of creativity. The theoretical knowledge should be practised and applied differently to become more creative and achieve the ultimate goals.

* Perfection through Practice:

As arts require nonstop practice to gain mastery. By performing the task again and again, the artists gain perfection through practices.

For example, a dancer who practices for hours daily will get smooth and perfect with his step through practice.

Management as a Science

To understand this topic we should know the means of science, it means a systematized body of knowledge that can be acquired through observation and experimentation.

The essential features of science are:

* Systematized body of knowledge:

Science is a systematic body of knowledge. Its principles are based on cause-and-effect relationship.

* Observation and Experiments:

All scientific principles are first developed through observation and then tested through repeated experimentation under controlled conditions.

* Causes and Effect Relationship:

Science is based on cause and their effects. For example, if a person eats lots of fast food without any physical activity, he will put on extra weight.

* Universal validity:

Scientific principles have universal validity and can be applied in all situations and time.

Difference between Management and Administration:

Basis for comparison	Management	Administration
1. Meaning	An organized way of managing people and things of a business organization is called the management.	The process of Administering an organization by a group of people is known as the Administration.
2. Authority	Middle and Lower level.	Top level.
3. Role	Executive	Decisive
4. Concerned with	Policy implementation	Policy Formulation
5. Area of operation	It works under administration.	It has full control over the activities of the org ⁿ
6. Applicable to	Profit making organizations i.e business org ⁿ	Government offices, Military clubs, business enterprises, Hospitals, religious and educational organizations.
7. Decides	Who will do the work? And How will it be done?	What should be done? And when it should be done?
8. Key person	Managers.	Administrator.
9. Function	Executive and Governing.	Legislative and Determinative.

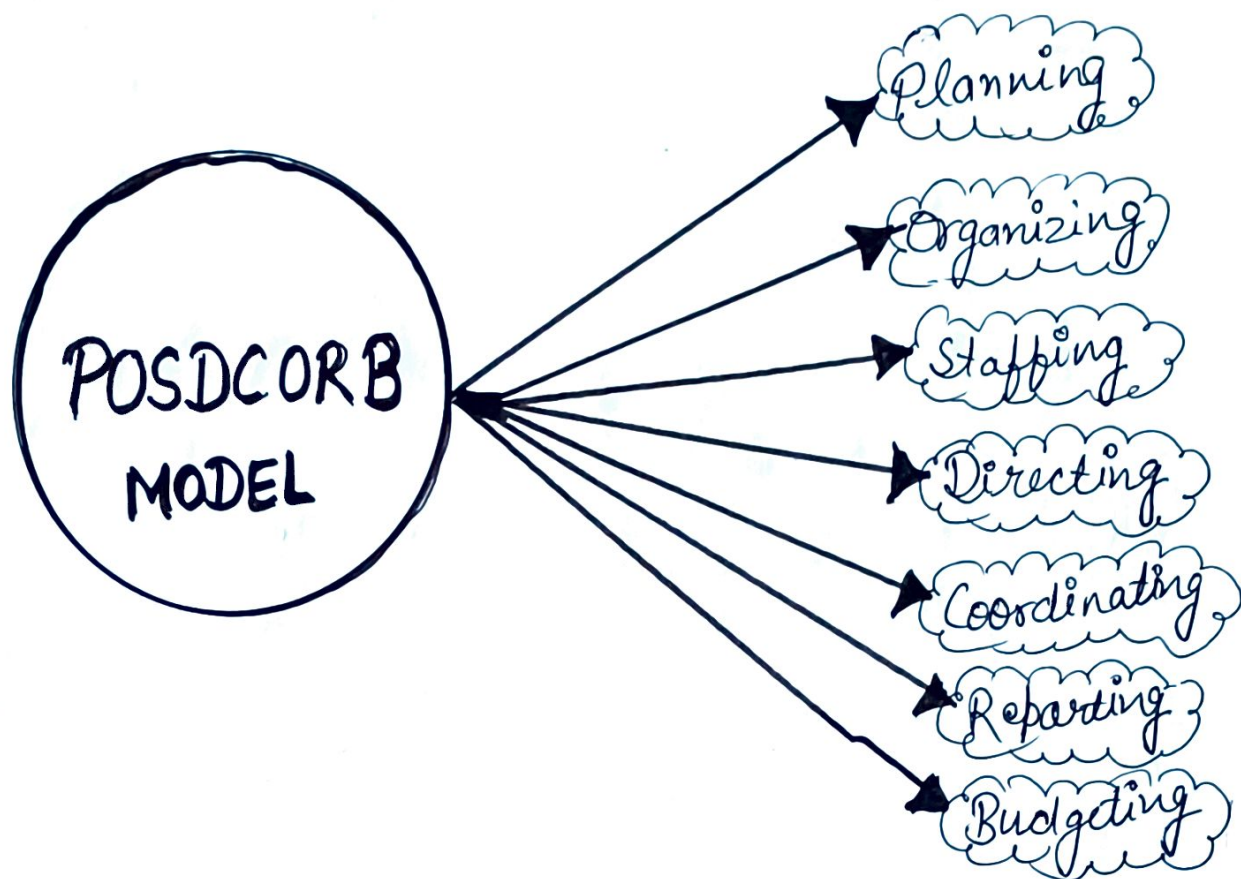
Question: 4

What are the functions of the Management explain in briefly?

OR

Explain the 'POSDCORB' in the Management.

Function Of Management



POSDCORB is an administrative acronym that stands for Planning ^(योजना), Organizing ^(आयोजन), Staffing ^{कर्मचारी संग्रह}, Directing ^(निर्देशन), Coordinating ^(समन्वय), Reporting ^(प्रतिवेदन) and Budgeting ^{बजट}. It was coined and developed by co-work of Luther Gulick and Lyndall Urwick in the Administrative Management Theory it is a management framework that is used to help organizations accomplish their goals ^(लक्ष्यों).

1)

'P' Planning

- The first of these letter 'P', stands for planning.
- Planning means working out in broad outline the things to be done and the methods to be adopted to accomplish the purpose.
- (समीक्षा) (उद्देश्य)
- * 'Planning is selecting information and making assumptions regarding the future to formulate activities necessary to achieve organizational objective & goals.'

2)

'O' - Organizing

- * In Organizing the managerial staffs are instructed to organize for all the essential resources that is raw material, financial resources, human resources, and equipment.
- * It refers to all sort of needful things to achieve the desired result.

3)

'S'- Staffing

- ∴ Staffing includes having right person in the right place at the right time.
- * It basically refers to the personnel and human resources.
 - * Staffing incorporates all the activities of recruitment, selection, training and capacity building of the human resources.

4)

'D'- Directing

- * Directing means giving direction.
Directing is basically the role of a manager/^{top} level officials.
- * It includes giving direction and showing ways to the team members/staff to achieve the goals.
- * It also involves motivating the staff and team members and showing them the possible ways to achieve the desired results.

5.)

'Co' - Co-ordinating

Coordination involves synchronized efforts between the team members.

It comprises of coordination in managing (managing) the employees and complete the tasks.

Coordination also involves interlinking various components of the work.

6.)

'R' - Reporting

Reporting means communicating about the actions/ events to the supervisor/manager or concerned authorities.

Reporting can be verbal, written or in any other form that is suitable for the both the parties.

Reporting is also a way to gather / collect evidences.



'B' - Budgeting

Budgeting / finance is the essence of an organization.

- * It involves the activities of ^(विशेष) fiscal planning and controlling, accounting and auditing.

Budget and its use must be transparent to all the concerned team members

- * It is very important for every organization/individual to plan, execute and record all the budget and financial activities properly.

Question: 5

Briefly explain the levels of Management.
OR,

Write short note on level of
Management

OR,

Explain different levels of Management existing in organization.

Levels of Management

Position

Board of Directors
and Chief Executives

Functions

Defining the objectives and
formulating the policies

Top Level

Department heads
and managers

Identifying the depart-
mental objective and
guiding the lower
level towards the
achievement of
these objectives.

Middle
Level

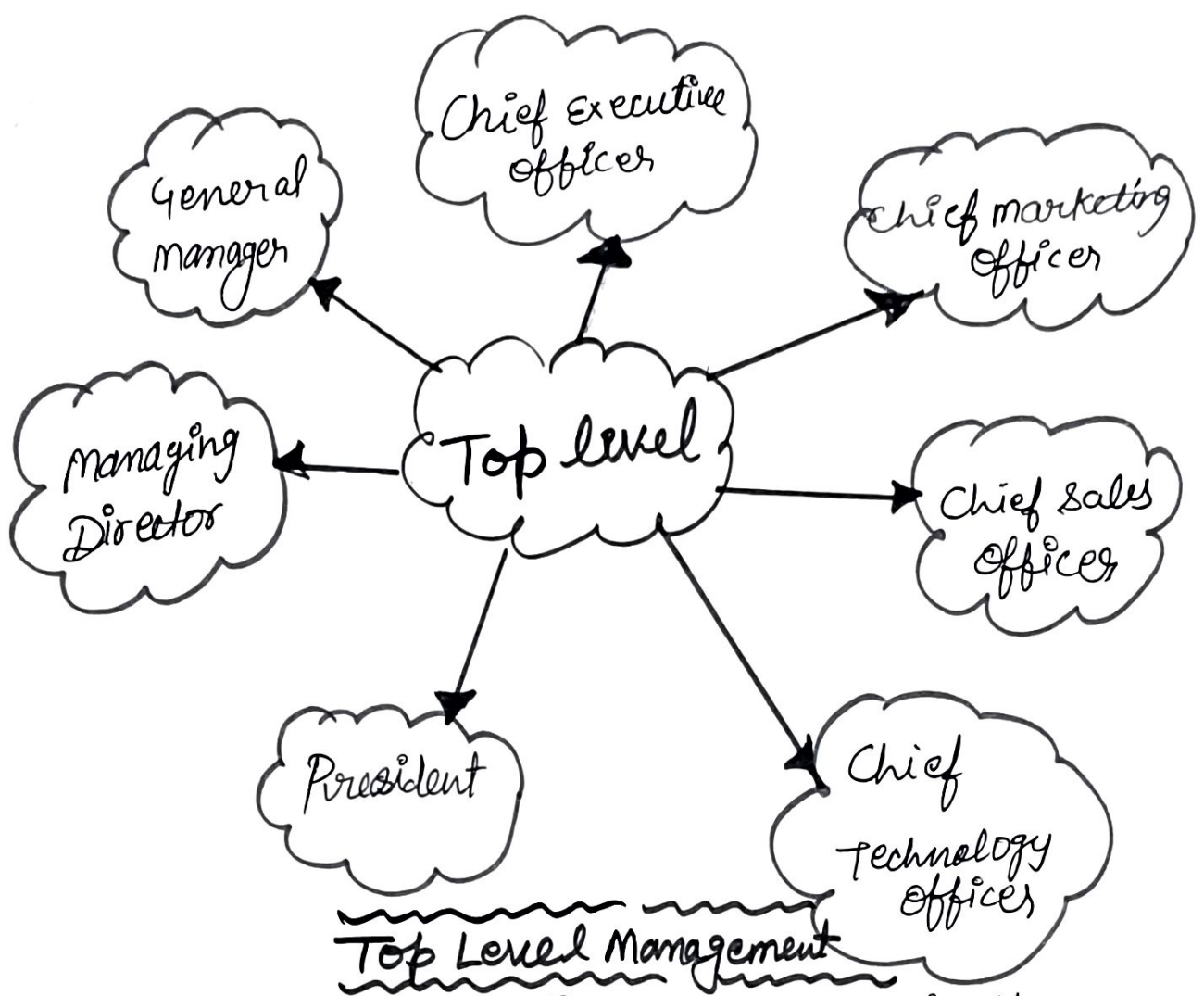
Supervisors and
foremen

Lower
Level

Carrying out
the operations
and their
supervisions

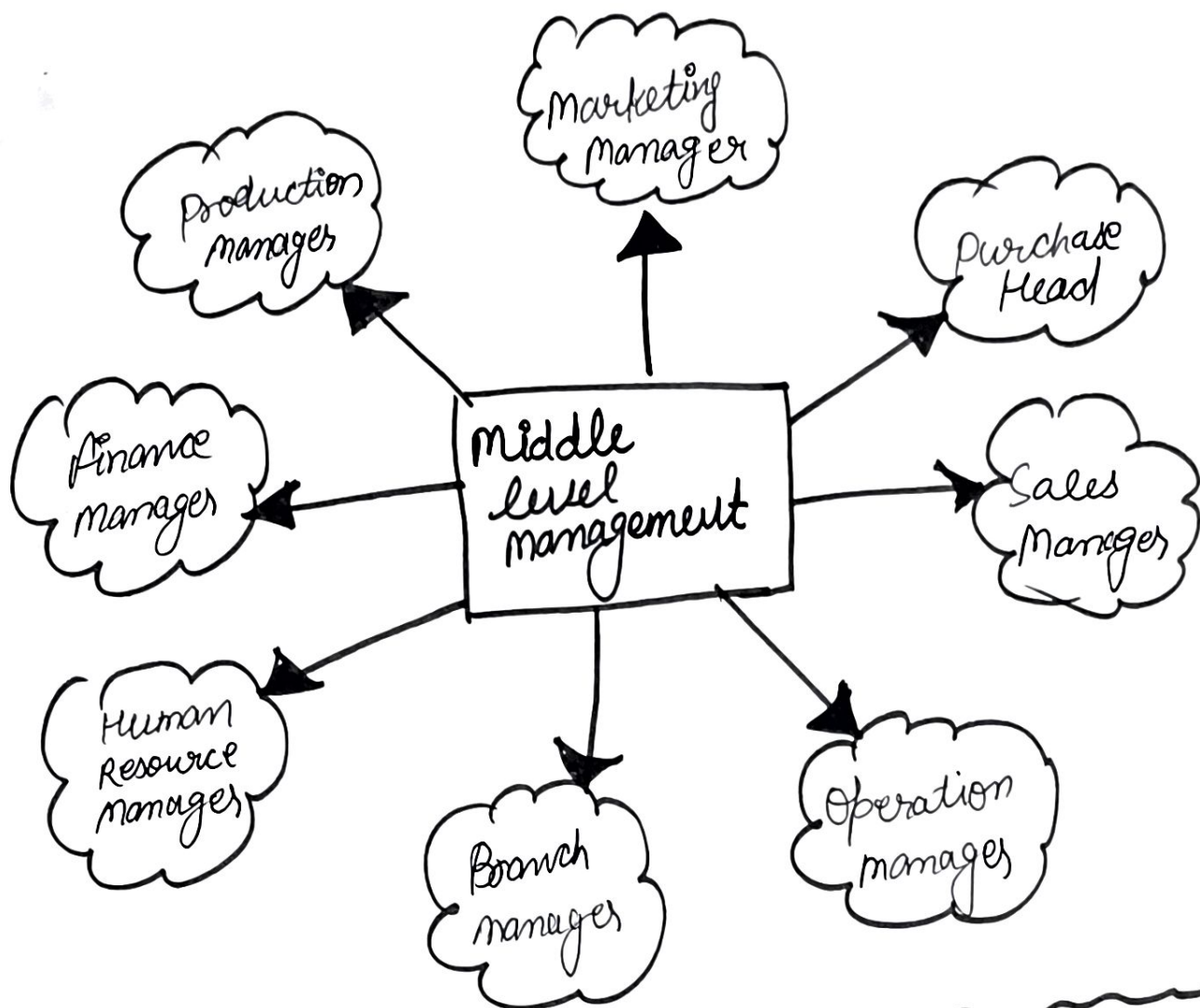
The chain of superior-subordinate relationship
is known as the levels of management.

The three levels of management are Top level
management, middle-level management and
operational level management.



The senior most executives of the organization are found at the top level of management. It devotes more time on planning and coordinating functions. The role of the top management can be summarised follows: -

- * Top management lays down the objectives and board policies of the enterprise.
- (a) It issues necessary instructions for preparation of department budgets, procedures, schedules etc.
- (b) It prepare strategic plan & policies for the enterprise.
- (c) It appoints the executive for middle level i.e departmental managers.
- (d) It controls & coordinates the activities of all the department.



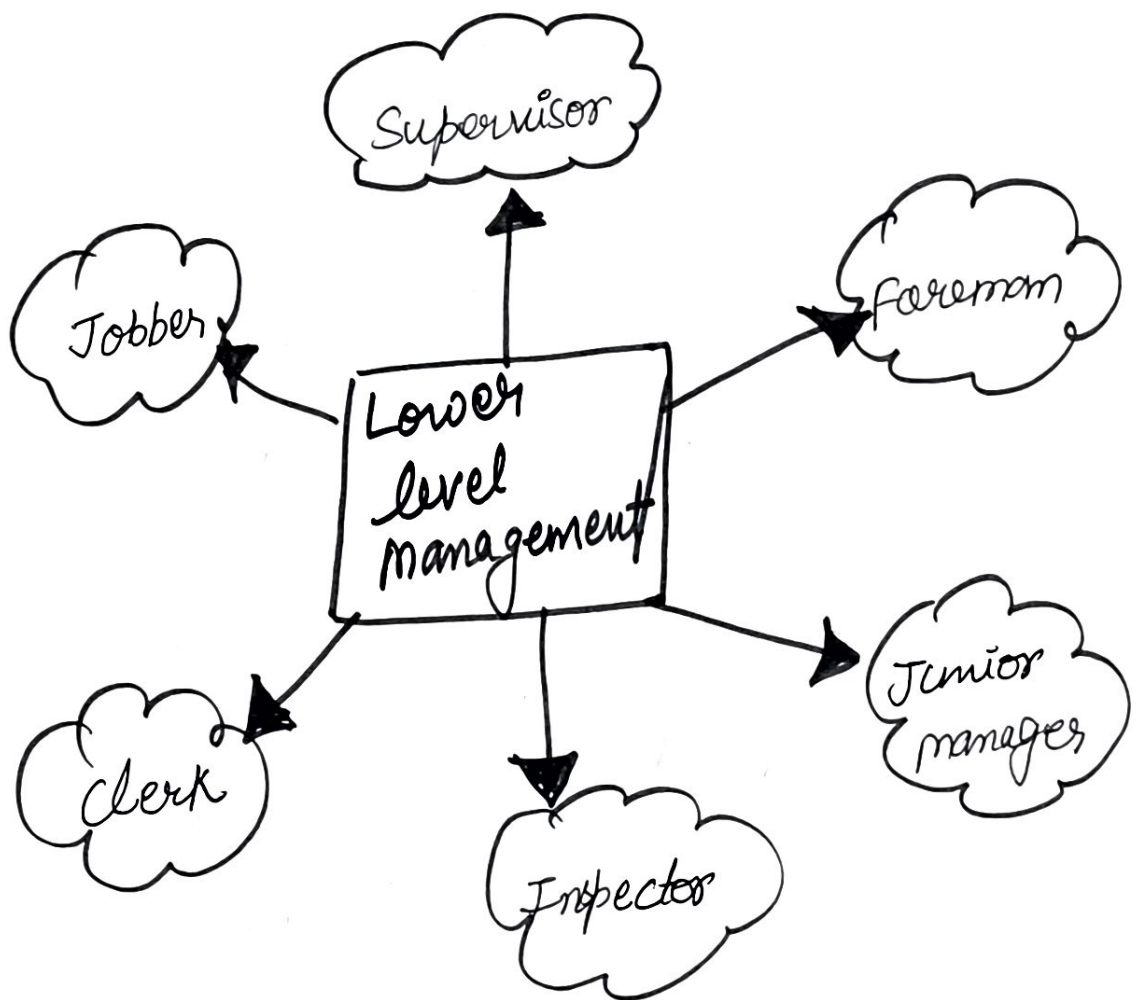
Middle level Management

Middle levels are responsible to the top management for the functioning of their department. They devote more time to organizational and directional functions.

* Their role can be emphasized as :

- (a) They execute the plans of the organization in accordance with the policies and directives of the top management.

- (b) They make plans for the sub-units of the organizations.
- (c) They participate in employment & training of lower level management.
- (d) They evaluate performance of junior managers.
- (e) They are also responsible for inspiring lower level managers towards better performance.



Lower level management

Lower level of management is also known as supervisory/operative level of management. It consists of supervisors, foreman, section officers, superintendent etc.

* Their activities include :-

- (a) Assigning of jobs and tasks to various workers.
- (b) They guide and instruct workers for day to day activities.
- (c) They are responsible for the quality as well as quantity of production.
- (d) They supervise & guide the sub-ordinates.
- (e) They are responsible for providing training to the workers.
- (f) They arrange necessary material machines, tools etc. for getting the things done.
- (g) They motivate workers.
- (h) They ensure discipline in the enterprise.

Question: 6

Describe the Contribution of Henry Fayol to the management thought. Do you think that his contribution are still relevant today?

OR,

Briefly explain Fayol's 14 universal principles of management.

OR,

Describe the General principles of management listed by Henry Fayol. What the findings of Hawthorne experiment?

14 Principles of Management

as Designed by

Henry Fayol.....

{ DAD - USERS - CEO - US - I } in short.
learning

1. Division of work

* 2. Authority and Responsibility

* 3. Discipline

* 4. Unity of Command

* 5. Unity of Direction

* 6. Subordination of individual interest
to General Interest

* 7. Remuneration of Personnel

* 8. Centralization

* 9. Scalar Chain

* 10. Order

* 10. Equity

* 12. Stability of
Tenure of
Personnel

* 13. Initiative

* 14. Esprit
de Corps

ha maram
The 14 Management Principles from Henry Fayol (1841-1925) are:

1.

Division of work:

Specialization allows the individual to build up experience, and to continuously improve his skill. Thereby he can be more productive.

2.

Authority:

The right to issue commands, along with which must go the balanced responsibility for its function.

3.

Discipline:

Employee must obey, but this is two sided: employees will only obey orders if management play their part by providing good leadership.

4.

Unity of command:

Each worker should have only one boss with no other conflicting lines of command.

5.

Unity of Direction:

people engaged in the same kind of activities must have the same objectives in a single plan. This is essential to ensure unity and coordination.

In the enterprise, unity of command does not exist without unity of direction but does not necessarily flow from it.

6. Subordination of Individual Interest

Management must see that the goals of the firm are always paramount.

7. Remuneration :

Payment is an important motivator although by analyzing a number of possibilities, Fayol points out that there is no such thing as a perfect system.

8. Centralization or Decentralization:

This is a matter of degree depending on the condition of the business and the quality of its personnel.

9. Scalar chain (Line of Authority) :

A hierarchy is necessary for unity of direction. But lateral communication is also fundamental as long as superiors know that such communication is taking place.

Scalar chain refers to the number of levels in the hierarchy from the ultimate authority to the lowest level in the organization.

10.

Order :

Both material order and serial order are necessary. The former minimizes lost time and useless handling of materials. The latter is achieved through organization and selection.

11.

Equity :

In running a business a 'combination of kindness and justice' is needed. Treating employees well is important to achieve equity.

12.

Stability of Tenure of personnel :

Employees work better if job security and career progress are assured to them. An insecure tenure and a high rate of employee turnover will affect the organization adversely.

13.

Initiative :

Allowing all personnel to show their initiative in some way is a source of strength for the organization. Even though it may well involve a sacrifice of 'personal vanity' on the part of many managers.

14.

Esprit de Corps :

Management must foster the morale of its employees. He further suggests that, "Real talent is needed to coordinate effort, encourage keenness, use each person's

Abilities and reward each one's merit without
arousing possible jealousies and disturbing
harmonious relation!"

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Question: 7

Ques 7. Differentiate between management and Administration.

Ans. The terms management and Administration has given list to three viewpoints:

- (1) Administration is higher level function concerned with the determination of policies whereas management with the implementation of policies.
- (2) Management is a generic term and involved administration.
- (3) There is no distribution between management administration and both the terms are used interchangeably.

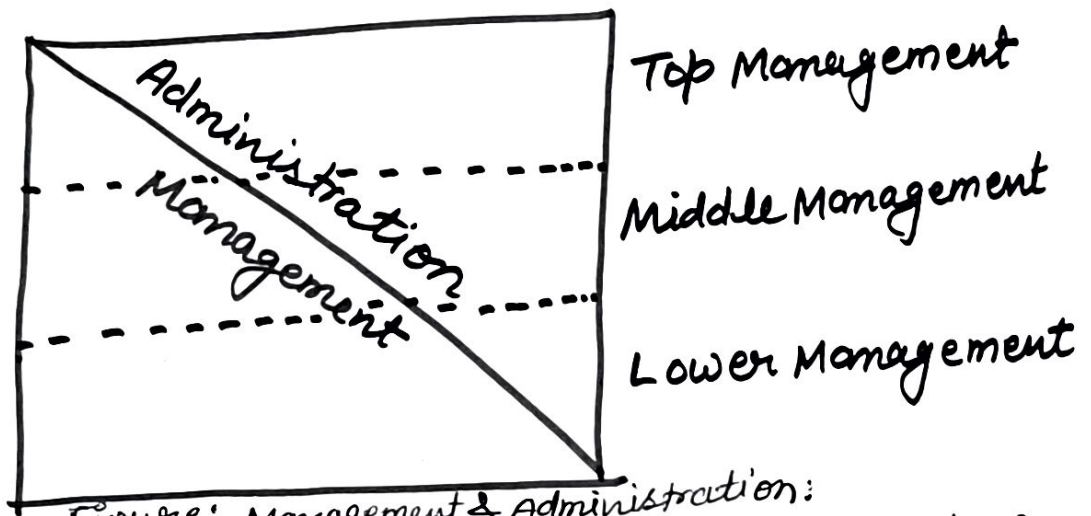


Figure: Management & Administration:

Figure shows that every manager spends a part of time in performing administrative management function and the remaining time on operative management functions.

Different between Management and Administration:

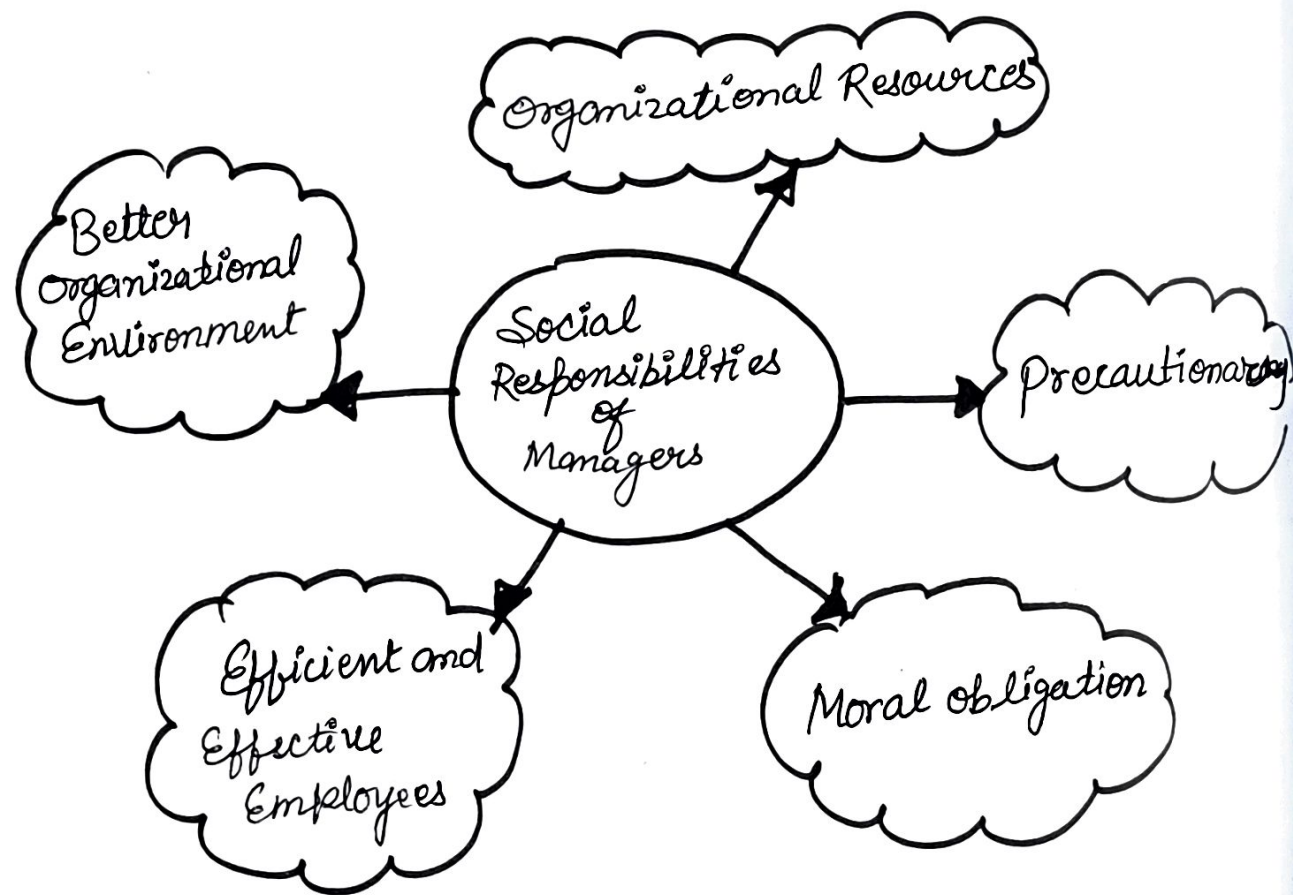
Basis	Management	Administration
1. Meaning	Management means getting the work done through and with others.	Administration is concerned with the formulation of objectives, plans and policies of the organization.
2. Nature of work	Management refers to execution of decisions. it is a doing function.	Administration relates to decision making. It is a thinking function.
3. Decision making	Management decides who shall implement the administrative decisions.	Administration determines what is to be done and when it is to be done.
4. Status	Management is relevant at lower levels of management.	Administration refers to higher levels of management.
5. Usage of term	The term 'management' is widely used in business organizations in the private sector.	The term 'Administration' is often associated with government office, public sector and non business organization.
6. Knowledge	Requires technical ability more than administrative ability.	Requires administrative ability more than technical ability.

Ques 8. Write the note on the Social Responsibilities of Managers.

Ans. Social Responsibilities of Managers:

Social responsibilities is defined as the obligation and improving society's welfare along with protecting their own interest.

The managers must have social responsibility because of the following reasons:



1. Organizational Resources

An organization has a diverse pool of resources in form of men, money, competencies and functional expertise. When an organization has these resources

In hand it is in better position to work for social goals.

2. Precautionary Measure

If an organization lingers on dealing with the social issues now, it would land up putting out social fires so that no time is left for realizing its goal of producing goods and services.

3. Moral Obligation

The acceptance of manager's social responsibility has been identified as a morally appropriate position. It is the moral responsibility of the organization to assist solving or removing the social problems.

4. Efficient and Effective Employees

Recruiting employees becomes easier for formation socially responsible organization. Employees are attracted to contribute for more socially responsible organizations.

5. Better organizational Environment

The organization that is most responsive to the betterment of social quality of life will consequently have a better society in which it can perform its business operations.

Ques 1. Describe in brief the contribution of F.W. Taylor to management Science.

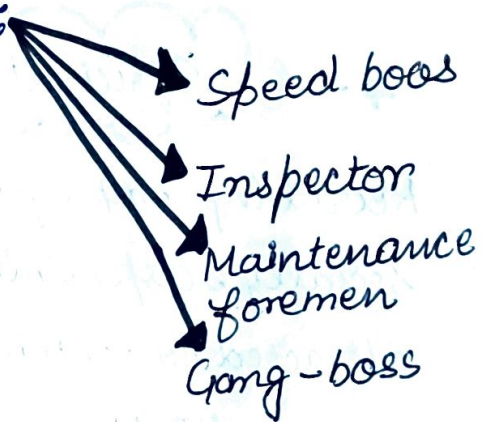
Ans.

A scientific management includes knowledge i.e. what we want to do or what are our expectations to the men and also to find it in best and easiest way.

Scientific management for management thoughts is first given by 'Winslow Taylor'. He defined scientific tools and principles.

Here are following points that are considered in development of management thought via scientific management:

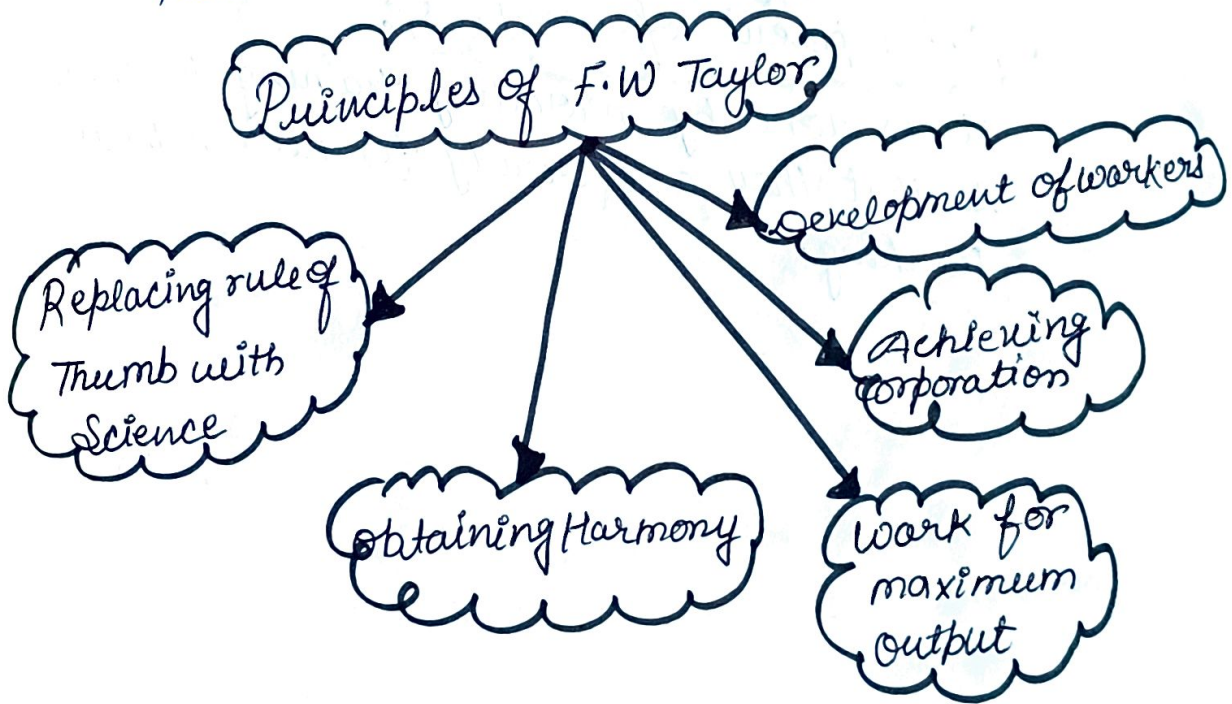
- 1) In scientific management first step taken is planning workers or subordinates plans about their work before doing it.
- 2) A number of person are involved to doing aspects of the work these are:



Each of above suggests to workers for their jobs.

- (a) Analysis of job is another step of scientific Management job is another step of scientific management jobs are analyzed by time study which is analysis time of a movement.

- (b) standards are maintained about tools, work time, instruments, production cost, working conditions etc. These are fixed on basis of above process.
- (c) workers are trained according their education, aptitude, attitude, work experience, strength etc.
- (d) Incentives are given to worker to motivate them. They earn higher wages by putting extra effort.
- (e) To earn economy and profit cost estimation techniques are taken.
- (f) Cooperation between worker and management should be taken place because it reduce conflicts among them.



- 1) **(Replacing rule of Thumb with Science):**
An organized knowledge should be applied to determine any aspect of work.

2) **Obtaining Harmony**:

Harmony is obtained in group action rather than discord.

3) **Achieving Corporation**:

A corporation between management and workers provide a mutual understanding between them. It reduces conflicts gives better relationship between them.

4) **Work for maximum output**:

To make attention towards increasing the size of organization so that output can be found maximum.

5) **Development of workers**:

It is done by providing training to the workers so that they are ready for new methods of working.

Ques 10. Difference Between Manager and Leader.

Ans.	Managers	Leaders
1)	A manager is more than leader. Hence management is wider term.	A leader need not be a manager. Leadership is a narrow term.
2)	A manager fits well in an organized structure.	A leader may also be in an informal group.
3)	The Authority of a manager stems from his/her positional role, that is it is delegated from the top management.	A leader earns his/her authority by virtue of his/her skills, knowledge and abilities.
4)	To be successful as a manager one has to be a good leader.	Leaders need not be managers.
5)	They focus on resources.	They focus on employees.
6)	Managers encourage the leaders to motivate the employee.	Leaders can influence employees to give the best outcome.
7)	A manager interacts with the leader.	A leader interacts with the employees.
8)	Managers invent the idea.	Leaders implement the ideas of the managers.

Ques. 11. Difference between Profession and occupation.

Ans. .

Basis for Comparison	occupation	Profession
1. Meaning	Occupation refers to the Regular activity performed by a person to earn his bread and butter.	A profession is occupation or vocation which requires a high degree of knowledge and experience in the specific field.
2. Code of Conduct	No	Yes
3. Training	Not necessary	Compulsory.
4. Regulated by statute	No	Yes
5. Basis of pay	Produce	Skill and knowledge
6. Higher Education	No	Yes
7. Degree of Independence	There is no independence	A professional is completely independent.
8. Responsibilities	No	Yes
9. Respect and status	Low	very high

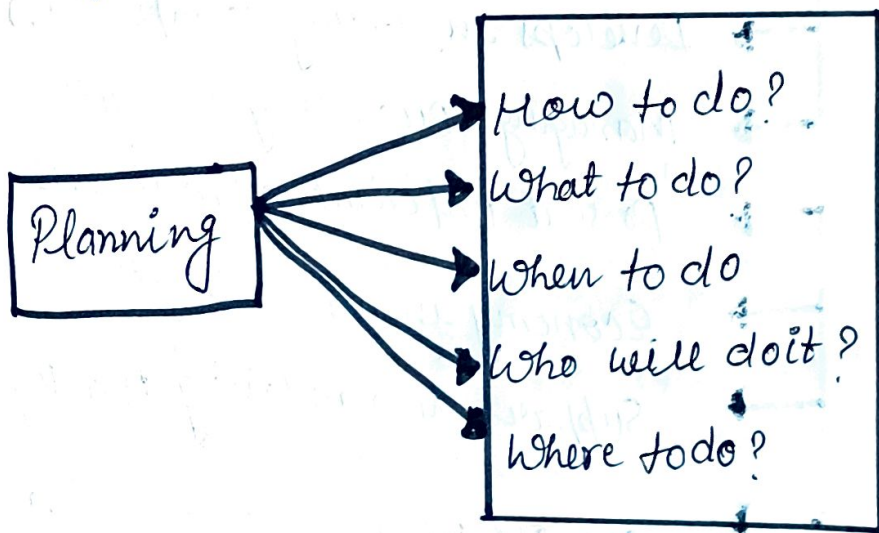
Ques. 12. Define the term planning. Also discuss various steps of process of planning.

OR,

Explain concept of planning. Elaborate nature and limitations of planning.

Planning: Planning is the process of deciding in advance what is to be done, who is to do it, How is it to be done and when it is to be done. It is the determination of a course of action to achieve the desired results.

It bridges the gap from where we are to where we want to go. Planning is a mental process requiring the use of intellectual faculties, imagination, foresight and sound judgment.

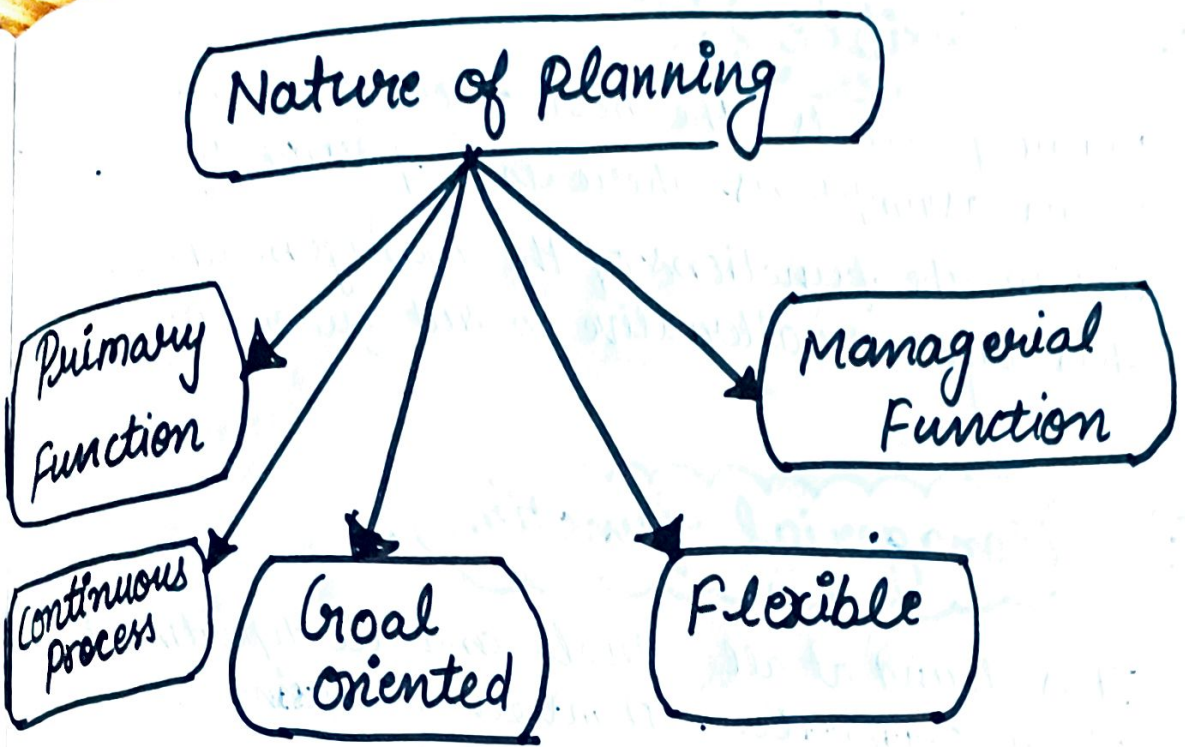


Definition of Planning

- 1) According to Koontz and O'Donnell, "Planning is deciding in advance what is to be done. When a manager plans, he projects a course of action and basing of decisions on purpose knowledge and considered estimates."
- 2) According to Theo Haimann, "Planning is deciding in advance what is to be done."

Objective of planning

- Forecast's the course
- Forward Bearing
- Assured Activities
- Forecast's the risk
- Helps in establishing co-ordination
- Develops in facing competition
- Managing Budgetary Targets
- Present important informations
- Economy in management
- Support in maintaining healthy competition
- overall view of coordination
- Development of managers.



1) Primary Function :-

Function of management largely depends upon planning. It provides the basic foundation from which all future management function arise.

2) Goal oriented !

Plans arise from objectives. Objectives provide guideline for planning.

3) Continuous process :

It is an on-going process of adapting the organisation with the changes in business.

4.)

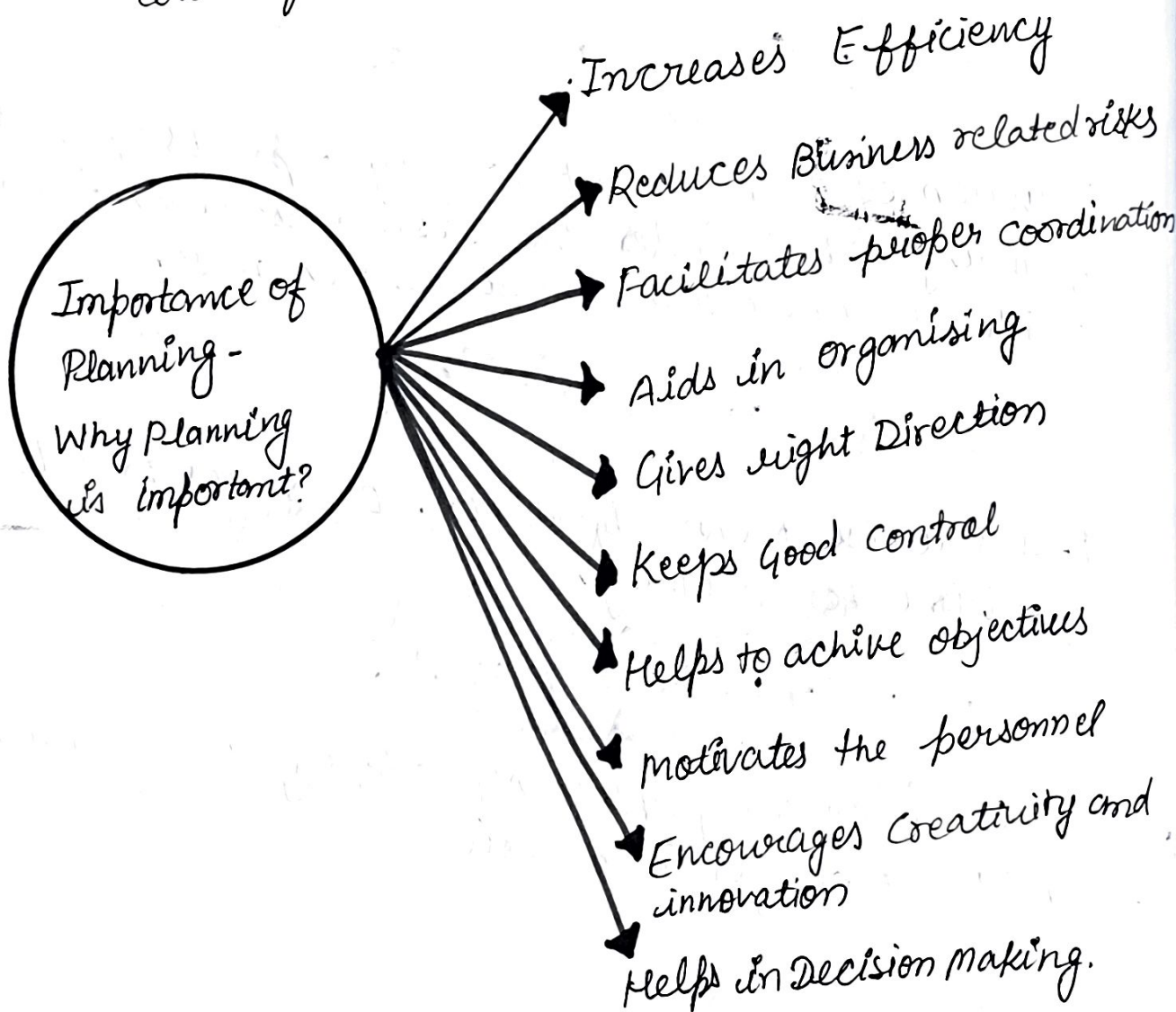
Flexible:

Planning selects the best alternatives based on certain assumptions. There is a possibility of dead log in the functions of the management. It has one more alternative to suit future situation.

5.)

Managerial functions:

It is found at all levels and all departments of an organization. It involves choosing the future course of action from among alternatives.



Planning involves defining the organizations' goals, establishing strategies for achieving these goals and developing plans to integrate and coordinate work activities.

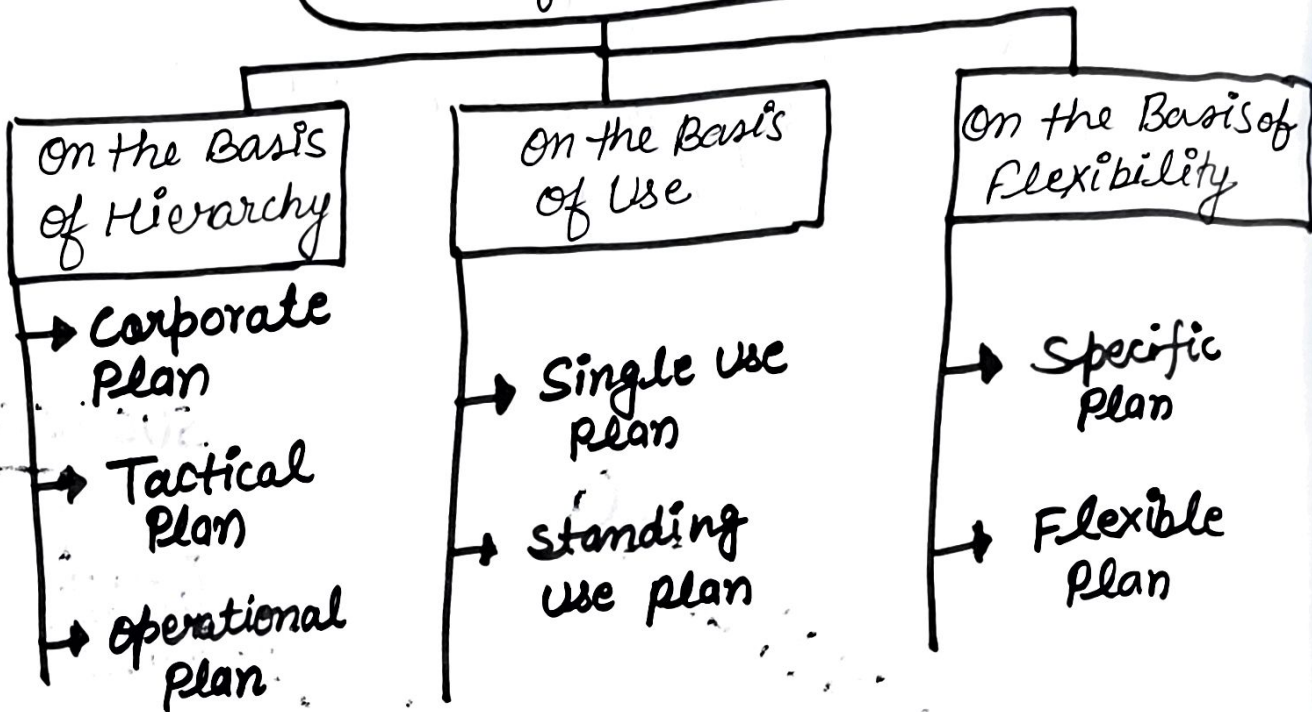


Planning is the process of determining how the organization can get where it wants to go, and what it will do to accomplish its objectives.

Ques 13 what are types of plan's in the Planning explain in briefly?

Ans

Types of planning



Planning is a formal process and a schedule to complete work. Every organization has to prepare a plan to achieve a predetermined objective in time.

Plans may be prepared either for a short period or a long period and may be prepared by top-level management, or subordinate-level management. Generally, there are seven types of plan or planning in management.

- Corporate Plan
- Tactical Plan
- Operational Plan
- Single-use-plan
- Standing use plan
- Specific plan
- Flexible plan

Corporate Plan

A corporate plan is a long-term plan prepared by the top-level management. It gives the reason for the existence of the organization. It clearly defines the objectives of the organization and the strategy to achieve defined objectives.

Tactical Plan

The tactical plan is prepared by middle-level management. It is consistent with the corporate plan. It is the sub-division of the corporate plan to be implemented in the practical field. It is prepared to perform divisional or departmental activities like production, finance, marketing, personnel etc.

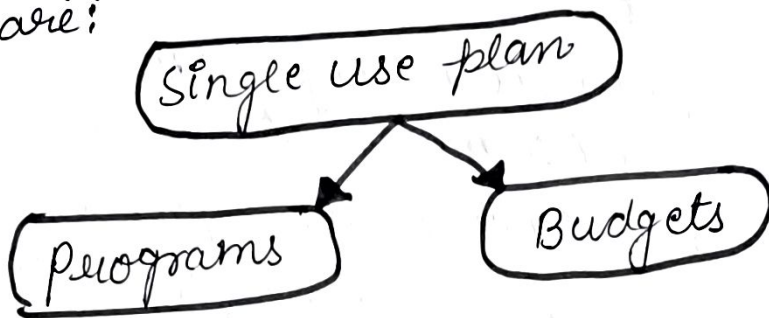
Operational Plan

The lower-level management prepares this operation plan. It is consistent with the tactical plan.

It is a specific action plan for each and every activity of the unit. It concentrates on the best use of available resources.

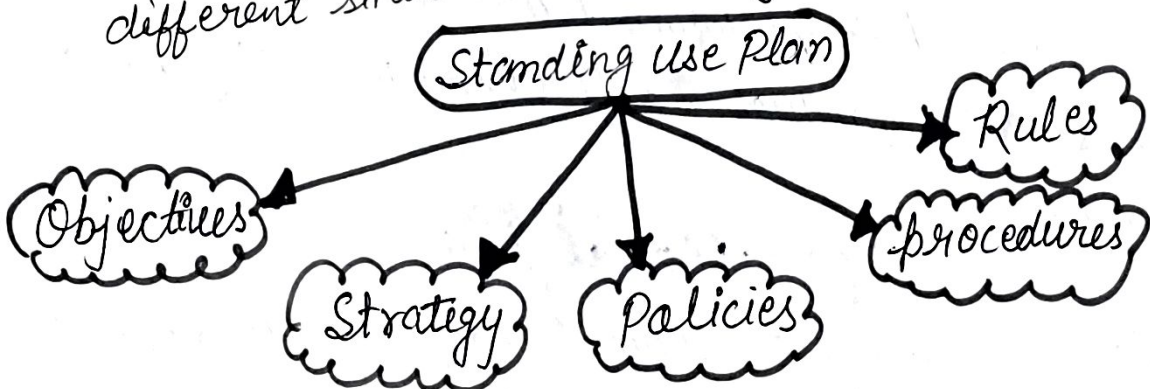
Single Use Plan

A single-use plan is prepared for a specific purpose in a non-programmed situation. It is prepared for non-repetitive activities or as its name suggests for single use only. single use plan types are:



Standing Use Plan

A standing use plan is prepared for programmed decision-making situations in an organization. This plan gives broad guidelines for repetitive activities. Such a plan once developed will be implemented in the organization to achieve organizational objectives in different situations. Standing use plan types are:



Specific Plan

A specific plan is developed for a particular department or unit about the activities to be performed. Members of an organization are clear about the task to be performed and resources to be used.

Flexible Plan

A flexible plan is changeable on the basis of time and situation. It is not specific in terms of procedures and allocation of resources. Such a plan only provides guidelines to be the members. The members can modify such plans on the basis of their facility and requirement.

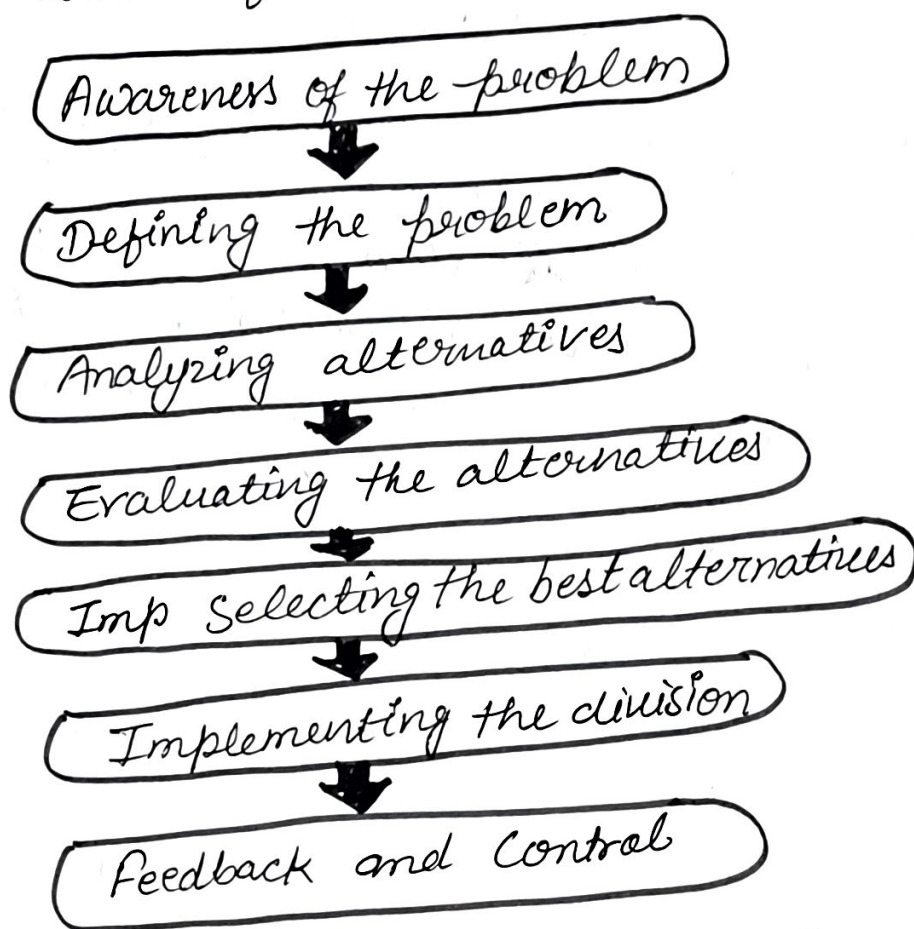
Ques. 14. Describe the steps involved in decision making.

OR,

Discuss the preconditions and process of decision making.

Ans.

Decision-making is systematic process. It is a mental exercise. This process of decision-making consists of certain steps.



Process of Decision-Making

1> Awareness of the problem:

Awareness of the problems act as a seed for making decisions. However, if there is no problem, the question of making decisions does not arise and hence there is no need of a manager. A complete awareness of the of the problems calls for observation, knowledge, realization and recognition. observation provides knowledge, knowledge leads to realization, which in turn leads to recognition of problems.

2> Defining the problems:

This is the step where the process of decision making begins. A problem is a deviation from some standard or desired level of dimension important enough to be solved and to which a person is committed to find a solution.

3> Analysing the problem:

This step calls for a thorough analysis. It consists of two important tasks:

- (a) Classification of problems
- (b) Collection of facts

According to Peter Drucker, the problem may be classified on the basis of "Futurity of decision", the impact of decisions on other area and function."

"Number of qualitative considerations that enter into it" and "Uniqueness or periodicity decisions."

Further a manager needs to know, "what is known" and "what is unknown", "what is tangible and "what intangible"

4) Developing Alternatives:

Though developing alternatives as a time consuming and costly affair, brings home several benefits. It paves the way to better choice making. Alternative solution are our tool to mobilize and to train the imagination. They are the heart of what is meant by "Scientific method"

5) Evaluating the Alternatives:

The next step is to evaluate the alternative searched out and developed. These alternatives have their own strengths and weakness their own opportunities and threats and their own potentialities.

6) Selecting the best Alternative:

The next step is to select the alternative best suited to the enterprise. In the process of selecting the best alternatives, the knowledge and power of judgement of a manager, the knowledge and power of judgement of a manager are very significant.

The manager may use different approaches to select the best alternatives. They are:

- (a) Past experience
- (b) Hunch and intuition
- (c) Opinions
- (d) Experimentation
- (e) Research and Analysis

7) Implementing the Decisions:

This is virtually the final stage in decision making process. In reality if the decision is made it would be meaningful only when it is put into action.

At this stage managers need to take several decisions.

They are:

- (a) Time of implementing the decision.
- (b) Fixing responsibility on people involved in implementation of decision.
- (c) Communication the decision.
- (d) Gaining acceptance.
- (e) Motivating the people to accept and act.
- (f) Mobilizing resources.

8) Feedback and Control:

It may be possible that the decision has been implemented with utmost care and full sincerity, but there may be the chance of mistakes and missing and at time, decisions taken are not appropriately implemented. This calls for setting up a system of information gathering and its evaluation in the light of expected results.

Ques. 15

Write short note on Principles of Direction.

Ans.

Principles of Direction

- Harmony of objectives
- Unity of Direction
- Direct supervision
- Appropriate leadership style
- Appropriate Direction Techniques
- Use of informal organization
- Use of Motivation Techniques

1) Harmony of Objectives

Harmonizing the individual's objectives with the group objectives is the first principle of directing. Persons join the concern for getting their physiological and psychological needs satisfied.

2) Unity of Direction

Another important principle of direction is that the orders should be received by the subordinates from only one superior. In other words, there should not be dual subordination.

3) Direct Supervision

It is essential for the managers to have a direct and personal contact with their subordinates because direction involves motivating the subordinates toward work.

4) Appropriate Leadership Style

Leadership is a process of influence exercised on group members by the leader in the work environment. There is no one universally acceptable leadership style. No single style is suitable to all situations.

5.) Appropriate Direction Techniques

Direction techniques that are used by the managers should be appropriate i.e, it should be suitable to superiors, subordinates and the situation so as to ensure efficiency of direction.

6.) Use of Informal Organization

Managers should make use of informal groups so that the formal groups can be strengthened.

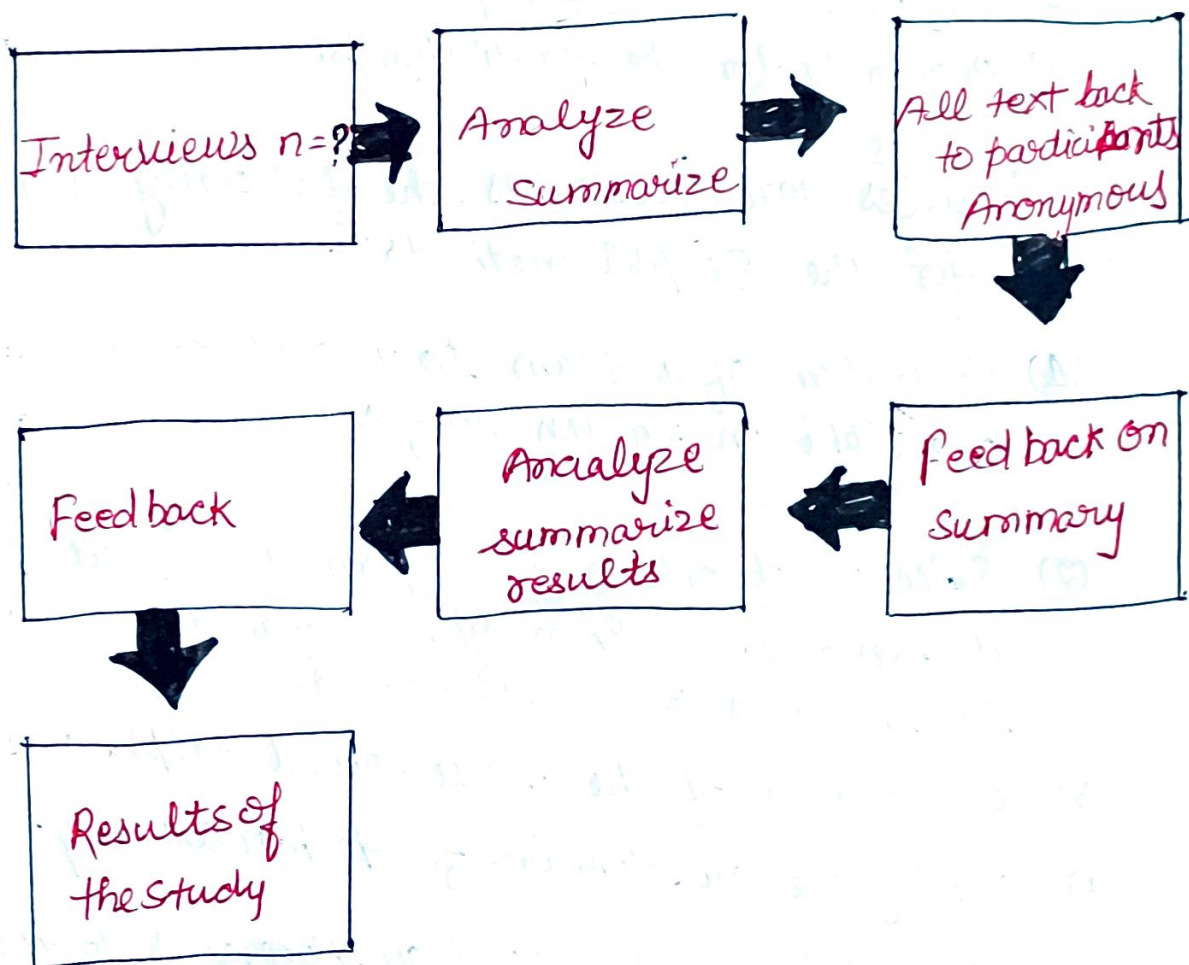
7.) Use of Motivation Techniques

Managers should develop selective motivation techniques such as money, pay, status, promotion etc. so that the productivity and the quality of the products can be increased. Motivation ensures higher job satisfaction.

Ques 16. Briefly explain Delphi methods of forecasting.

Ans. The Delphi method is a structured communication technique, originally developed as a systematic interactive forecasting method which relies on a panel of experts.

The Delphi method is an exercise in group communication among a panel of geographically dispersed experts (Alder and Ziglio 1996).



← Delphi Method →

According to Foulles (1978) anonymity (गुमनामी), controlled feedback and statistical response characterize delphi.

The group interaction in Delphi is anonymous, in the sense that comments, forecasts, and the like are not identified as to their originator but are presented to the group in such a way as to suppress any identification.

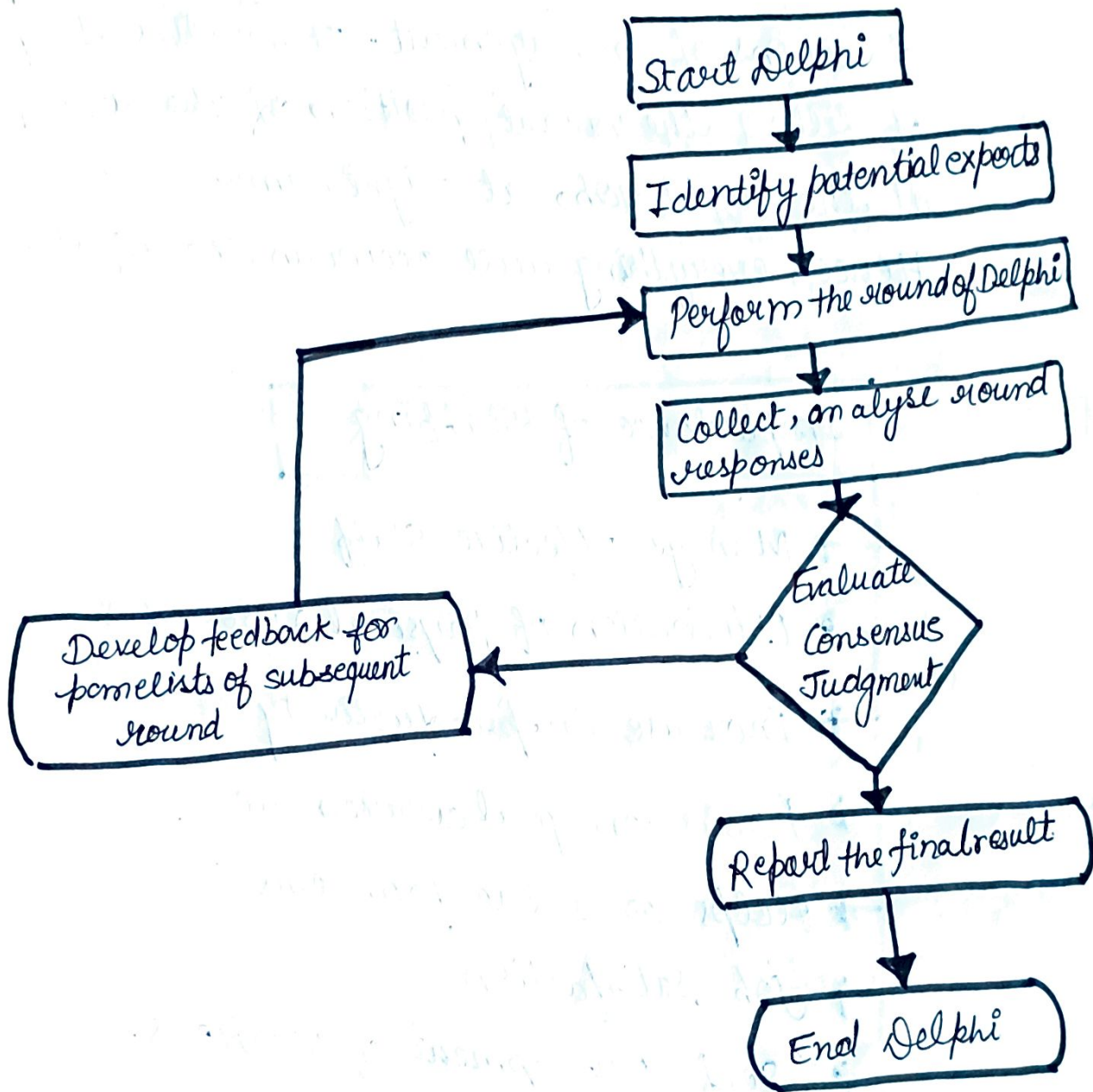
In the original Delphi process, the key elements were:-

- (1) Structuring of information flow
- (2) Feedback to the participants
- (3) Anonymity for the participants.

Foulles (1978) describes the following ten steps for the Delphi methods:-

- (1) Formation of a team to undertake and monitor a Delphi on a given subject.
- (2) Selection of one or more panels to participate in the exercise. Customarily, the panelists are experts in the area to be investigated.
- (3) Development of the first round delphi questionnaire.
- (4) Testing the questionnaire for proper wording.
- (5) Transmission of the first questionnaires to the panelists.
- (6) Analysis of the first round responses.

- (7) Preparation of the second round questionnaires.
- (8) Transmission of the second round questionnaires to the panelists.
- (9) Analysis of the second round responses.
- (10) Preparation of a report by the analysis team to present the conclusions of the exercise.



← Delphi Technique flow chart →

Ques 17 Define Staffing. What is the importance of staffing as a function of management?

Ans. Staffing is an operation of recruiting the employees by evaluating their skills and knowledge before offering them specific job roles accordingly. Staffing can be defined as one of the most important functions of management. It involves the process of filling the vacant position of the right personnel at the right job, at right time. Hence, everything will occur in the right manner.

Importance of Staffing

- Manage effective staff
- Utilization of physical resources
- Increase in productivity
- Focus on goal achievement
- Helps to solve problems
- Job satisfaction
- Self Development of workers.

1.) Manage Effective Staff

Staff involves workforce planning, recruitment, selection, appointment and placement of the right person for the right job.

2.) Utilization of Physical Resources

It helps in the effective utilization of all other physical resources including money, materials, machines etc.

3.) Increase in productivity

It focuses on the maximum utilization of human resources and other physical resources. The proper use of efficient and dedicated staff members contributes to maximizing productivity.

4.) Focus on goal achievement

It involves the appointment of the right person at the right job at the right time. The function of all staff members concentrate on goals.

5.) Helps to solve problems

It helps to solve the human resources problems of the organization. It is a psychological phenomenon and sometimes creates complexity for

the management.

5) Job satisfaction

When a person is at his right job. It encourages a better working environment in the organization.

6) Self Development of workers

Staffing provides opportunities and facilities to the employees for their personal development on the job.

It involves training, seminar, further education and other efficiency development programs for employees.

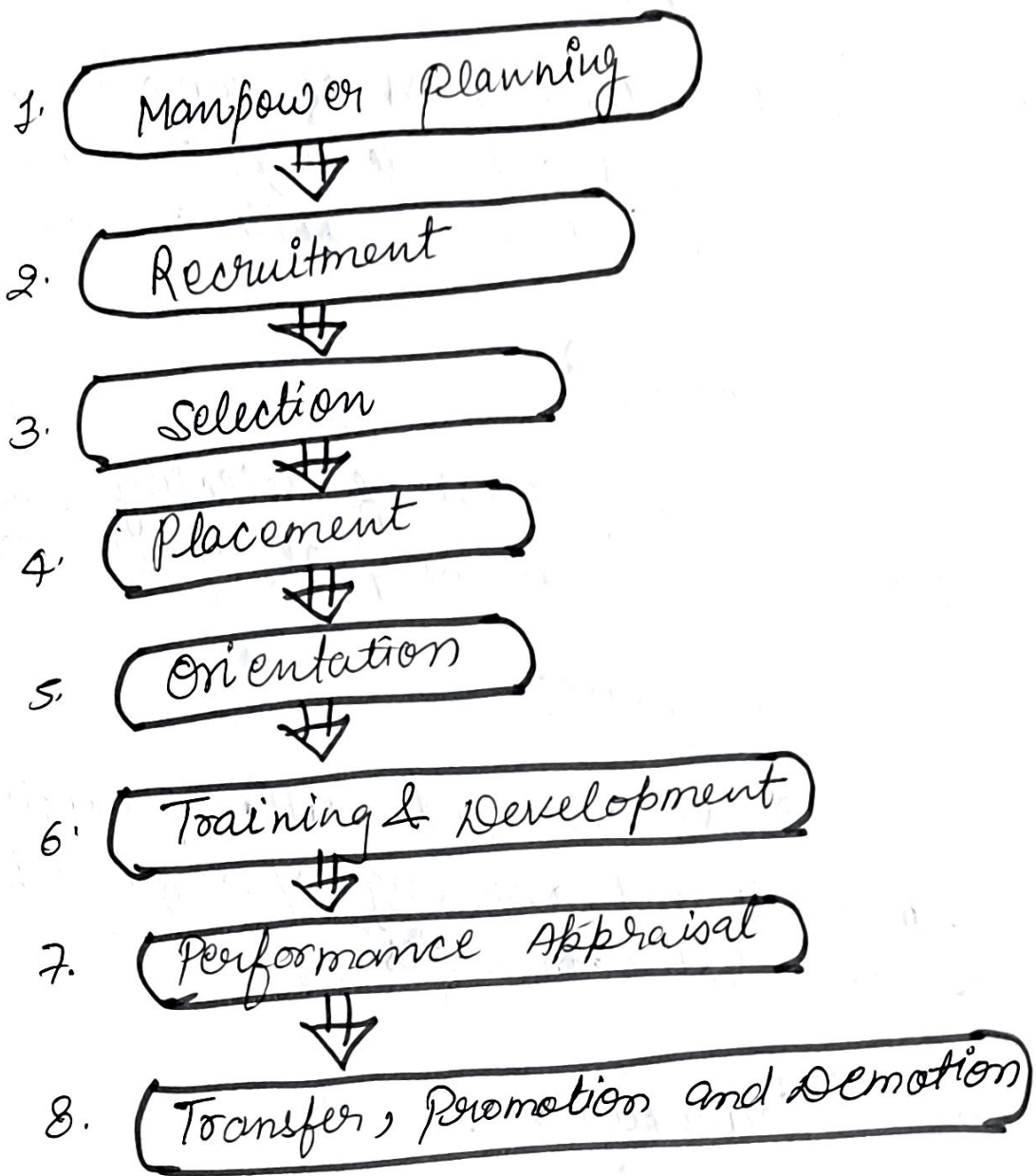
Ques 18 What are the process of the staffing in management?

Or.

Components of the staffing explain in briefly.

Ans.

Process of Staffing & components of Staffing.



for effectively placing and retaining the employees in the organization a manager has to follow a series of staffing processes. Let's take a brief look into it:

1.) Manpower planning

manpower planning is the process of identifying the current human resources in the organization

and estimating their needs.

2.) Recruitment

Recruitment is the process of searching for potential employees and collecting their application as far as possible to select eligible candidates.

3.) Selection

Selection is the process of selecting the best candidate from the pool of application.

4.) Placement

Placement is concerned with providing appointments and assigning specific jobs to the selected candidates.

5.) Orientation

In orientation, new employees are introduced to the organization and its procedures, rules and regulations.

6.) Performance Appraisal

Performance appraisal is the assessment process of employees' performance against the standards of performance.

7) (Transfer, Promotion and Demotion)

It is the final step in the staffing process
transfer means shifting an employee from one to another job.

Promotion means reward after a good performance.

Demotion means downgrading the job level of employees.

Ques 19 What do you understand by leadership?
Describe main styles of leadership which leadership style is suitable for Indian organisations?

or
Briefly explain Autocratic & Fee-rein style of leadership.

Ans: Leadership

Leadership is the process of influencing others for the purpose of achieving shared goals.

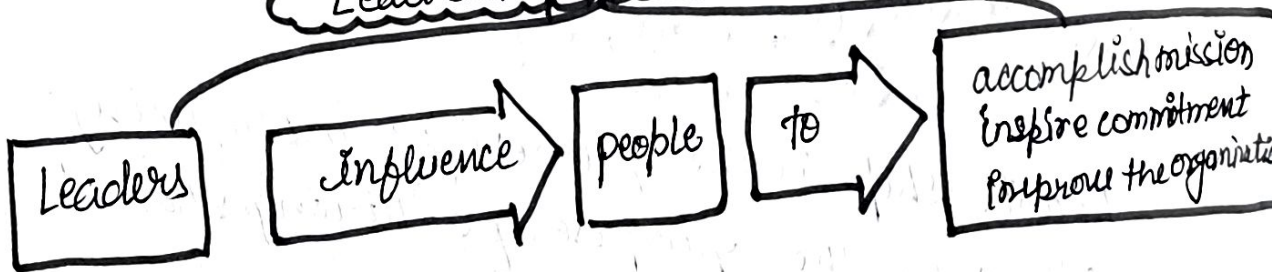
Leadership is the ability to guide and inspire other towards a common goals.

A Leader set a vision, motivates their team, and makes decisions that benefit the group as a whole.

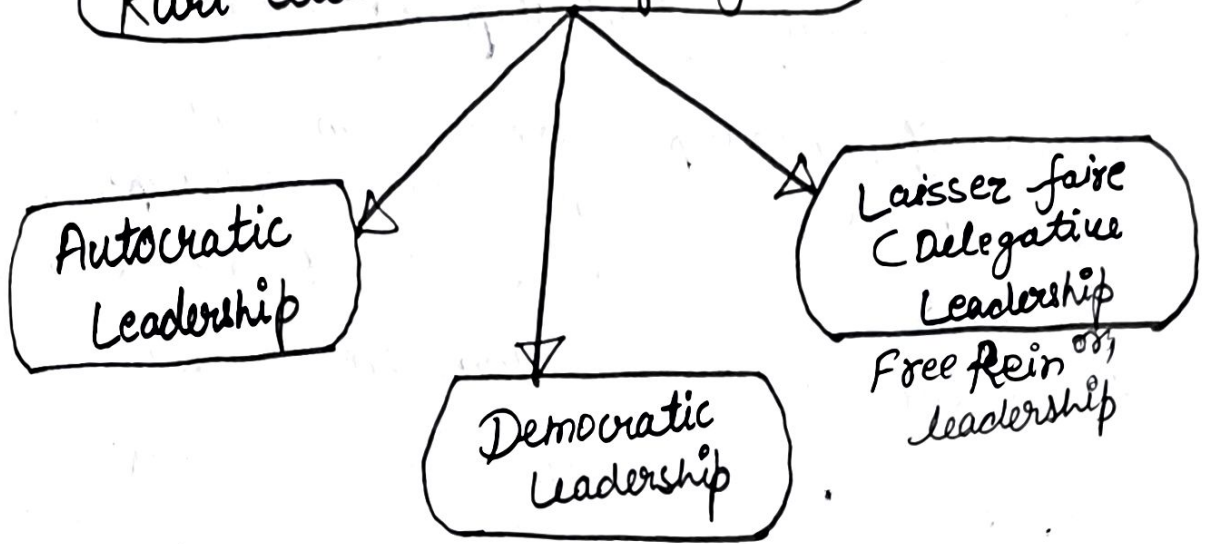
Definition of Leadership

- ① "Leadership is the ability to get a person to do what you want him to do, when you want it done, in a way you want it done because he wants to do it." (Dwight D. Eisenhower)
- ② "Leadership is ultimately about creating a way for people to contribute to making something extraordinary happen." (Alan Keith)
- ③ "Leadership is the 'process of social influence in which one person can enlist the aid and support of others in the accomplishment of a common task.' (M. Chermers.)

"Leadership" is all of this..

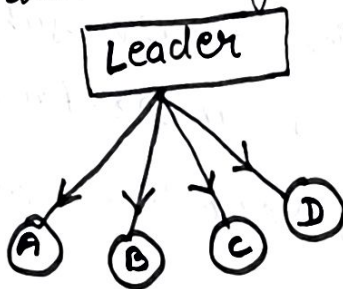


Kurt Lewin Leadership Styles



1) Autocratic Leadership

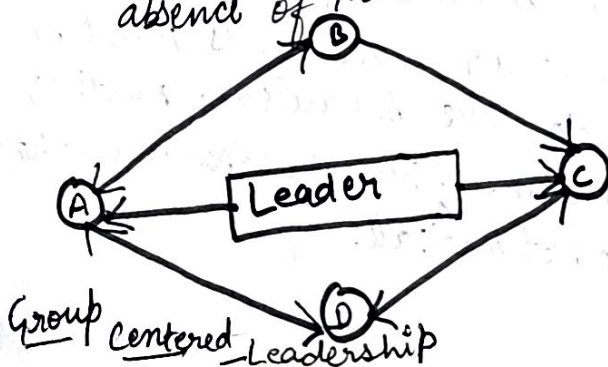
The leader makes all the decisions. Increase productivity short-term, but is detrimental to long term engagement, motivation and creativity.



Example: If Sam assigns work and gives orders to complete the work as per his discretion without consulting his subordinates then Sam is an Autocratic leader.

2) Democratic Leadership

The leader involves the entire team in decision-making leads to strong engagement, creativity and sustainable productivity even sustainable productivity even in the absence of the leader. Can be time-consuming.

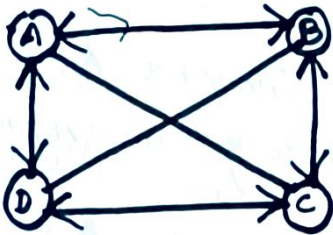


Example:- If system is discussing the work and taking suggestions to complete the work, then he is a participative or Democratic Leader.

3.) Laissez-faire leadership Or, Free rein Leadership

Hands-off leadership where the team members make all the decisions, also known as "zero leadership". This can work well in highly skilled and self motivated teams but is most often detrimental for productivity.

Leader

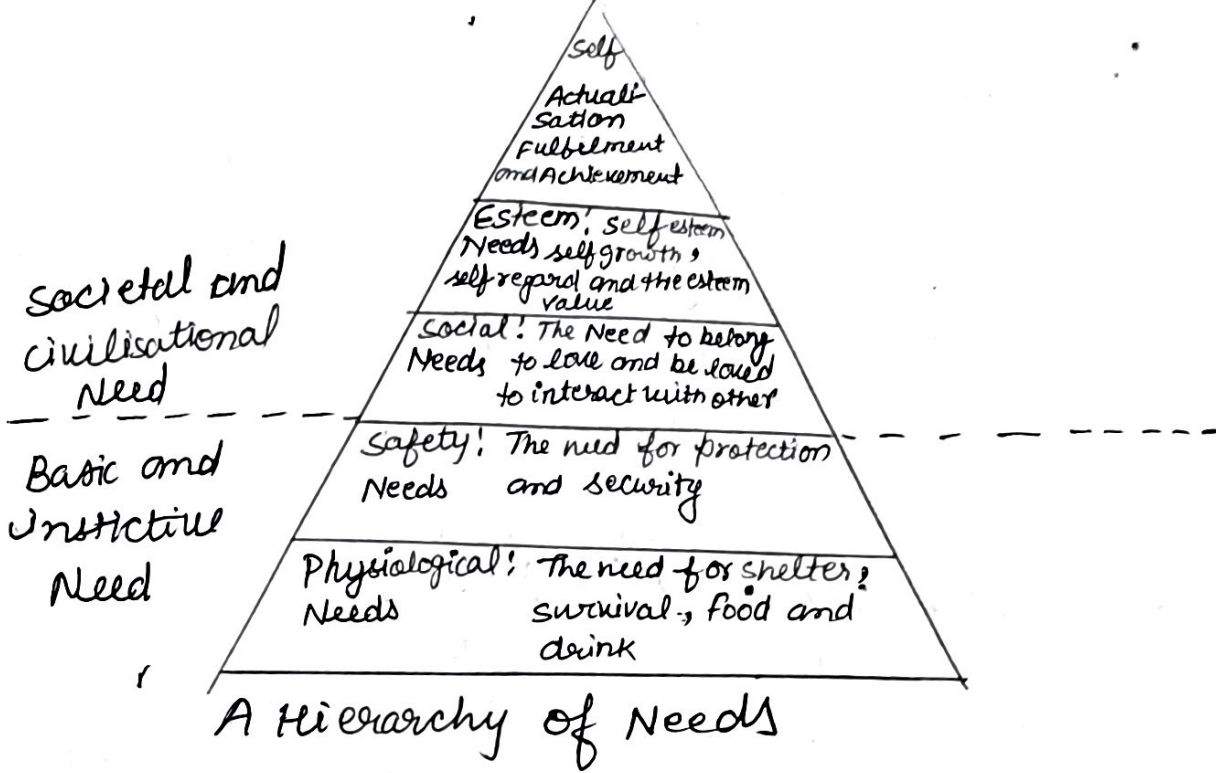


example:- Sitaraman gives the responsibility of setting goals and devising plans to the subordinates then, here Sitaraman is practising free-rein leadership.

The leadership style under which a leader gives complete freedom to the subordinates is known as Free rein or Laissez faire.

Ques 20 Discuss Maslow's Need Hierarchy Theory with suitable examples.
Or,
Briefly discuss Maslow's need hierarchy Theory of Motivation.

Ans. According to Maslow (1943, 1954) Human needs were arranged in a hierarchy with physiological needs at the bottom, and the more creative and intellectually oriented 'self actualization' needs at the top. According to Maslow, lower level needs must be satisfied sufficiently to derive behaviour. Further only unsatisfied needs can influence behaviour, those that are satisfied do not motivate.



1) Physiological Needs:

- Air
- Food
- Drink
- Clothing

The first of the id-driven lower needs on Maslow's hierarchy are physiological needs. Maslow states that these basic physiological needs must be addressed before humans move on to the next level of fulfillment.

2) Safety Needs:

Next among the lower level needs is safety. Safety needs include protection from violence and theft, emotional stability and well-being, health security and financial security.

3) Social Needs:

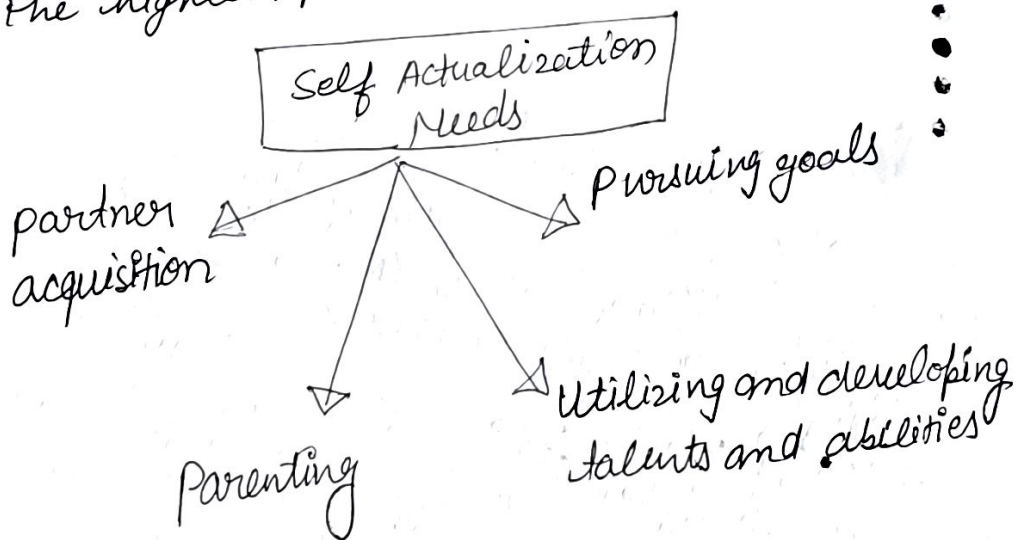
The social needs on the third level of Maslow's hierarchy relate to human interaction and are the last of the so-called lower needs.

7. Esteem Needs:

The higher needs, beginning with esteem, are ego-driven needs. The primary elements of esteem are self respect (The belief that you are valuable and deserving of dignity).

5. Self Actualization Needs:

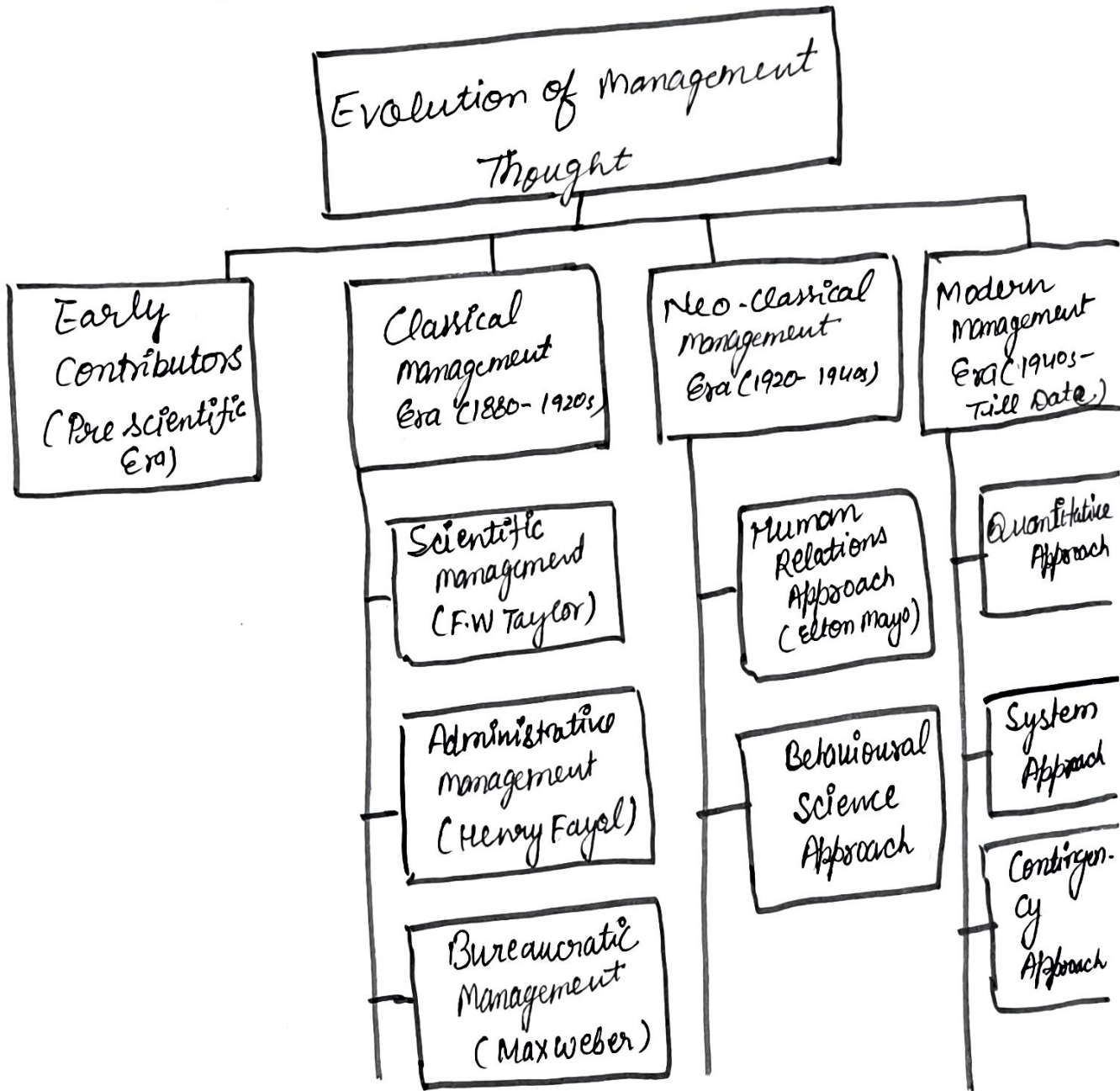
Self Actualization describes the fulfillment of your full potential as a person. Sometimes called self fulfillment needs, self actualization needs occupy the highest spot on Maslow's pyramid.



Evolution of Management Thought

Unit II (POM)

- ⇒ Management is as old as human civilisation.
- ⇒ Management has evolved over the years.



Scientific Management Theory (Frederick Winslow Taylor)

He is known as 'father of scientific management'.
His ideas about management grew out of his wide ranging experience in three companies: Midvale steel works, Simonds Rolling Mills and Bethlehem steel company.

Taylor concluded that scientific management involves a complete mental revolution on the part of both workers and management, without this mental revolution scientific management does not exist.

This theory was pioneered by Frederick Winslow Taylor and it sought to scientifically determine the best methods of performing and task, and for selecting, training and motivating workers. He believed in the scientific determination of the best man-machine combination.

Taylor also believed in the differential rate system of compensation whereby higher wages were paid to more efficient workers. Workers are urged to surpass their previous performance standards for them to earn more ~~and~~ salaries.

Principles of Scientific Management

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graph TD; A((Principles of Scientific Management)) --> B((Science, Not rule of Thumb)); A --> C((Harmony, Not Discord)); A --> D((Mental Revolution)); A --> E((Development of each and every person to his or her greatest efficiency and prosperity)); A --> F((Cooperation, Not Individualism));
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Science, Not
rule of Thumb

Harmony, Not
Discord

Mental
Revolution

Development of each and
every person to his or
her greatest efficiency
and prosperity

Cooperation, Not
Individualism