



MANAGEMENT SKILLS

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UNIT-1

INTRODUCTION TO

MANAGEMENT

Manager - A manager is one who contributes to the Organizational core . Indirectly directing The effort of others not by performing the task himself .

Definition of MANAGEMENT:-

- i.** The word ' MANAGEMENT ' was used mostly in relation to circuses and hotel .
- ii.** It is difficult to define Management , Infact , No definition of management has been universally accepted.
- iii.** One popular definition is given by “ Marry Parker Follet ” of Management , She says “ The art of getting thing done ~~through the people~~ ”.
- iv.** Two weakness of Marry Parker Follet definition is :-
It uses the word 'ART' in defining Management. To say that Management is nearly and ART is to stay a half truth .ART deals with the application of knowledge. Management is not merely application of knowledge . It invokes the acquisition of knowledge . That is Science (Management is based on rules of thumbs).
- v.** This definition does not through light on the various functions of a Management.

Management is a process consisting of planning , organizing ,directing and controlling perform to determine an achieve the organizational goals by the human and resources. According to this definition “ Management is a process, a systematic way of doing thing ” .

According to “ **GEORGE R TERRY** ”definition of Management activities including and this process are taken in advance . To determine and prepare and archieve organizational goals/objectives.

1. **Planning** It means that **Manager think of their** action in advance.
2. **Organizing** It means that **Manager co-ordinates the** human and material of the organization.
3. **Actuating** It means that **Manager motivate and** direct sub-ordinates.
4. **Controlling** It means that **Manager attempts to ensure** that there is no deviation from the plan.

Importance of Management

There are three main points of management:-

- ❖ Management is a critical element in a economic growth of a country.
- ❖ Management is essential in all organized effort be it in a business activity or any other activity.
- ❖ Management is a dynamic life giving element in any organization.



But “ Newman and Summer ” recognize only four functional mainly.

- Planning
- Organizing
- Leading
- Controlling

we shall decided the following four functions :-

- **Planning** It is a function that determine in advance what should be done. It is looking ahead and property for the future. It is a process for directing for deciding the business objective and charting out the methods of attaching these objectives.
- **Organizing** To organize a business is to provide if , with everything useful to its functioning – raw materials, wheels and equipments is much necessary .
- **Directing** After Planning , it has been made the organizing and then establish it and staffing .The next step is to move towards its define objective . This functions can be called by various names – leading , directing , motivating , actuating and so on .

Directing , thus invokes three sub-functions.

- ❑ **Communication**
- ❑ **Leadership**
- ❑ **Motivation**

Define:-

- ❖ **Communication** It is a process passing information and understanding from one person to another.
- ❖ **Leadership** It is the process by which a manager guides how to work.
- ❖ **Motivation** It means a rushing the desire in the minds of workers to give their best to organization.

- **Controlling** The manager must sure that everything occurs in conformity to the plan adopted. The instruction issue and provides establishing this is the controlling function of management and invokes these elements.
 - i. Establishing standard of performing.
 - ii. Measuring current performance and comparing, it against the established standard.
 - iii. Taking action to correct performance that doesn't meant these plans. Although, all managers perform the same function of planning, organizing, directing and controlling, there are levels

SKILL MIXED WITH AT DIFFERENT MANAGEMENT

- 1) Conceptual skill** It refers to ability of a manager to take a broad and far-sighted view of the organization and its future, its ability to think in abstract, its ability to analyze the forces working in a situation is creative and innovative ability to taking place in its environment and changes.
- 2. Technical skill** It is the manager understanding of the nature of jobs that people under him have to perform. It refers to persons, knowledge and efficiency in any type of technique or process.
- 3. Human relation** It is the ability to interact effectively with people at all levels. This skill develops in the manager sufficient ability :-
To recognize the feeling and sentiments of others. To guide the possible reaction and outcomes of various courses of action. To examine his concepts and value which may enable to develop more useful attitudes adopted.

ADMINISTRATION AND MANAGEMENT

Lack of unanimity among write over the meaning of administration and management

1. According to one group of write 'SHELEDOM, SPRIGEAL & MILWARD' administration involving thinking ; it is a top level function which centered around . The determination of plans , policies and objectives of a business enterprise.
2. According to second view expressed board E.F.L.Brech and other management is a comprehensive genetic thought which include administration E.F.L. Regards management as a comprensive genetic function expressing entire process of planning, directing , organizing and controlling .
3. According to another view expressed by 'PETER DRUCKER', the basic difference between them management and administration likes , the use of them words in different fields . "The governance of a non business acquisition (such as government, armies, churches) is generally called Administration ", while the governance of non business enterprises are called management.



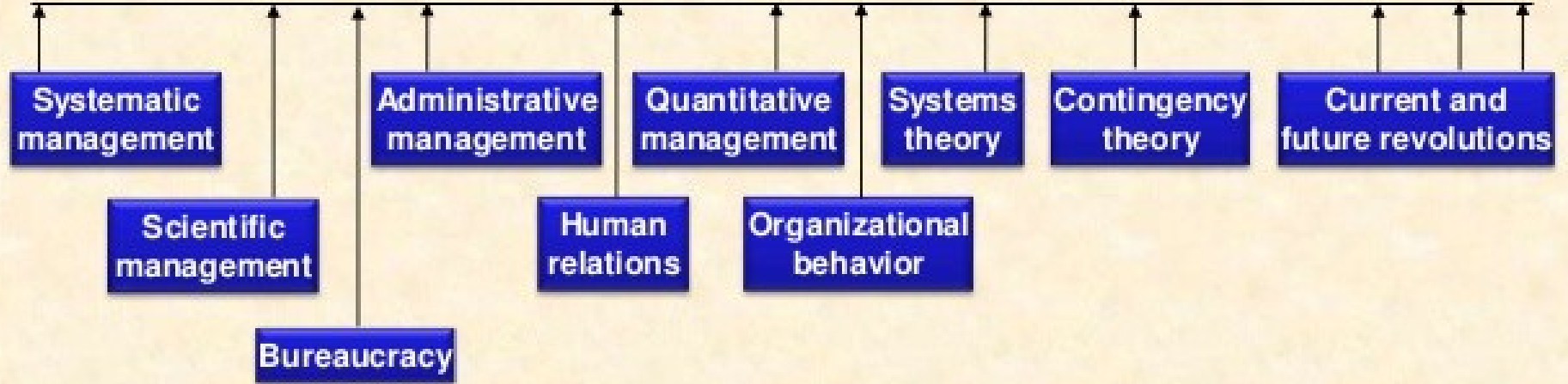
Evolution Of Management Thought

UNIT- 2

Classical Approaches

Contemporary Approaches

1890 1900 1910 1920 1930 1940 1950 1960 1970 1980 1990 2000



CONTRIBUTION OF FREDERIC WINSLOW TAYLOR (1856-1915)

- 1) F . W . Taylor (1856-1915) is considered to be father of scientific management .
- 2) He has great influence on the development of management to the experiment and writing.
- 3) During his career spanning a period 26 year, he conducted a series of experiment in three companies :-
“MIDVALE STEEL, ROLLING MACHINE & BATHELEHEM STEEL”.

Taylor made several contribution which are classified under scientific management.

a) **Time and Motion study** Since Taylor had been a mechanized himself he knew how piece work employee used to hold back production, employees fear that their employee would cut their piece rate as soon as there was a rise in production. The real trouble so therefore started Time and Motion study under which, each motion of job was to be timed with the help of stopwatch.

b) **Differential Payment** Taylor introduced a new payment plan can the differential piece work in which a linked intensive with production.

Under this plan a work receive low piece if we produce number of piece and high rate if he suppressed the standard piece rate would motivate worker to increase production.

c) Drastic Re-organization of Supervision Taylor:- suggested two new concepts :-

i. Separation of Planning

ii. Functional Foreman

On those days worker himself use to select his tools and decide the order in which the operation were to be performed. Simply, told the worker what the job to perform, now how to do them. Taylor suggested that work should be planned by a foreman, not by worker.

d) Scientific Requirement & Training:- Taylor the need for scientific and development of the worker. He said, “The Management should Develop and Trained Worker for Best Faculties”.

e) Intimate Friendly Co-operation Between Manager and Worker :- Limitation of Management : (Regarding scientific management by F . W. Taylor)

LIMITATION OF SCIENTIFIC MANAGER
CONTRIBUTION OF
'HENRI FAYOL' IN ADMINISTRATIVE
MANAGEMENT

- 1)** Man has not only economic need but also many other need , social need, secondary need and motivate need for potentially, that is described for money, so he couldn't contributed about the other needs.
- 2)** Taylor's, time and motion study is not accepted and entirely scientific because time study done by separate Individual many time the same job entirely differently.
- 3)** Separation of planning and doing the greater specialization inherent in the system ten to reduce the need for skill and produce greater monotony of work, having a man take order from 7-8 different bosses resulted in confusion decided increasing the over cost.

CONTRIBUTION OF HENRI FAYOL(1845-1925)

- 1) Father of administrative management.
- 2) Mini engine is turned industrial and successful manager.
- 3) In 1916 – write a monograph name1, general and industrial administration in language French in 1925 translated into English language.
- 4) Planning.
- 5) Organizing.
- 6) Controlling.
- 7) Co-ordinates.
- 8) Commanding.

Administrative Management Theorists

- Henri Fayol (1845–1925)
– Identified the specific management functions of planning, organizing, leading, and controlling.
- Max Weber (1864–1920)
– His theory of bureaucracy is based on a rational set of guidelines for structuring organizations.

DEFINE :-

- 1) Division of Work :-** The Management process produce more and greater work with the same effort. Various functions of Management like Planning ,Organizing , Direction and Controlling can not be perform by a single properties by a group of direction . They must be specialist to that related fields.
- 2) Authority and Responsibility :-**As the Management consists of getting the work done through other . It implies that the manager should have the right to give order and power to eject obedience .
- 3) Discipline :-** Discipline is absolutely for smart running business. By Discipline we mean obedience to authority , observation of rules of services and norm of performance , respect for superior , respect for agreement .
- 4) Unity of Command :-** The Principle required that each employee should receive instruction about a particular work from one superior only .
- 5) Unity of Direction :-** It means that there should be complete identify between individual and organizational goals on the hand between departmental goal.

LIMITATION OF ADMINISTRATIVE APPROACH

- These principles are based on a few studies and not have any experiment.
- These principles are often stated as unconditional statements of what to be done in all circumstances.
- These principles result in the formation of mechanistic organizational structures which are insensitive to social and psychological needs.

CONTRIBUTION OF PETER F. DRUCKER IN THE EVOLUTION OF MANAGEMENT

The management thinker has varied experience and background of psychology, sociology, law and journalism. He has written a number of books on management. The important among them are: *The Practice of Management* (1954), *Managing by Results* (1964), *The Effective Executive* (1967), *The Age of Discontinuity* (1969), and *Management: Tasks, Responsibility and Practices* (1974).

We have seen that management is partly an art and partly a science. The One

Question Ask “Is Management Is Profession?”

(Existence of an organized and systematic knowledge) some body says NO but some body says YES. In the light of analysis we

can conclude that the management can't be a profession.

Now, Peter Drucker is however of the view of that holding of an academic degree not a condition to get and entry is to the

management profession. He says that no greater damage could be done to our economy to our society than attempt to professionalizes management by licensing manager, for instance by limiting access to management to people with a special academic degree. Following are this contribution in support of this view.

1. A degree in management doesn't by itself may be individual a professional manager. Any more than does a degree in philosophy make an individual philosopher the essence of professional and management is achievement not knowledge, not logic. It will eliminate those individual who through highly skilled to not have the required degree.

2. People one satisfied as professional on the basis of academic degree would always remains professional despite thus knowledge becomes absolute a later year.

UNIT- 3

planning
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planning

- ☺ Planning is an Intellectual process.
- ☺ Planning is a continuous process.
 - ☺ Planning is the most flexible.
 - ☺ Planning is an all pervasive process.

Planning is the primary function of management. Planning as a process involves the conscious determination of future course of action into achieve the desired results.

The term “Planning” has been defined by various management thinkers emphasizing on its different aspects. Some of the definition are given below:-

ACCORDING TO GEORGE R.TERRY:-

Planning is the selecting and relating of facts and the making and using of assumptions, regarding the future in visualization and formulation of purpose activities, believed necessary to achieve the desired result.

ACCORDING TO THEO HAIMANN:-

“Planning is deciding in advance what is to be when a manager plans the project”. A course of action for the future attempting to achieve a consistent. Co-ordinate structure of operations aimed at the desired result”.

ACCORDING TO KOONTZ AND O'DONNELL:-

“Planning is an intellectually demanding process; it requires conscious determination of course of action and basing of decision on purpose, knowledge and considered estimates.

ACCORDING TO MARRY CASHING NILES:-

“Planning is the conscious of selecting and developing the best course of action to accomplish an objective. It is on the basis from which future management action spring”.

Planning, thus, is an intellectual exercise of looking into future i.e. to decide in advance the activities to be undertaken in future and also to visualize the best course of action to achieve the desired goal . Planning leads to decision making controlling.

PLANNING IS ALSO DEFINE IN POINT TO POINT

1. Planning is the beginning of the process of management.
2. Planning is the function that determines in advance what should be done.
3. It is looking ahead and preparing for the future.
4. It is a processing to deciding the business objectives and charting but the method of attaining these objectives.
5. A manager must plan before he can possibly organize, staff, direct and control.
6. Without planning other function becomes just like producing but chaw.

NATURE AND SCOPE

- **Planning is an Intellectual Process:-** Which requires a manager to think before acting. It is thinking in advance. It is by planning that manager of organization deciding that what is to be done, how is to be done, who is to be done. Decision making is the part of planning.
- **Planning is a Continuous Process:-** Which a manager should continuously watch the process of his plans. He must continuously, monitor the consideration both within and outside the organization to determine its changes are required in its plan.

Planning is most Flexible :- A plan must be flexible, by flexibility of a plan, it means that it is ability to change direction to adopt changing situation without under cost because circumstances changes it simply common sense that a plan must change.

Planning is an all pervasive process :-

Planning is

an important to all managers regardless of their level in their organization. There are however some difference in the period of planning by managers at different levels.

IMPORTANCE OF PLANNING :-

Planning is the important part of any management process without planning business direction would become random adobe choices.

There are some importances of planning function are as follows:-

- ♥ **Minimize Risk and Uncertainties.**
- ♥ **Leads to Success.**
- ♥ **Focuses Attention on the Goal.**
- ♥ **Facilitate Control.**

Define:-

♥ **Minimize Risk and Uncertainties :- Institution** along can no longer he realize upon as a means of making decision, this one reason. Why planning-

♥ **Leads to Success** :- Planning doesn't guarantee of success, but study have been equal, companies which plans not only out perform the non-plans but also out program their own passed result.

♥ **Focuses Attention on the Goal** :- Planning help the manager to focus attention on the organization goals and activities. This makes its easier to apply and coordinate the resources of organization more efficiently.

♥ **Facilitate Control** :- Planning the manager said goals and develops plans to accomplish (achieve) these goals. Their goals and plans then become standard or bench marks against which performance com-measured.

LIMITATION:-

A Manager plans are directed at achieving goals but a planning effort encounter the following limitation are as follows:-

1) Planning is an expansive and time consuming process. It involves significant amount of money, energy and also risk, without and advance of the fullfillment of the organizational objectives.

- 3) The scope of Planning is to be said to limited in the case organization with rapidly changing situation.
- 4) Flexibility of Planning can't be maintained when there are unforced maintained. Such as a business decision change in government policies, crop failure, etc. There such events take less than original plan is failure and need to draw up a fresh plan.
- 5) Another Limiting factor is Planning is the not same as the organization want there are differences in planning and performance.

PROCEDURE OF PLANNING:-

The steps involved in planning are as follows:-

- ♪ ***Establishing Variable Goals.***
- ♪ ***Establishment of Planning Premises.***
- ♪ ***Selection for Operating Plans from Alternatives.***
- ♪ ***Preparation for Derivate Plan.***
- ♪ ***Time and Sequence Operation.***
- ♪ ***Security Participation.***
- ♪ ***Use of Strategy.***

Define

♪ **Establishing Variable Goals:-** *The first of* Planning is to determine the enterprise objectives. These are mostly done by upper level or top managers. There are many types of objectives manager may be selects.

- a) *A desired sales volume.*
- b) *The develop of new product or service.*
- c) *Growth of rate.*
- d) *The type of goals selected will be depend upon a number of factor such as the basic mission of the organization, value its manager hold and abilities of the organization.*

♪ **Establishment of Planning Premises :-** *The* assumption for future provides a frame work for the planning process. Their vary basis for action by nature business environment are uncertainties. Planning premises is very useful in any business environment.

♪ **Selection for Operating Plans from Alternatives:-** There is a numbered alternative are open for achieving. All the achieving is find out studied and evaluated. After careful consideration of all points.

MISSION AND OBJECTIVES:-

Objectives are goal or aims which the management wishes the organization to achieve. There are main points which business activities like organizing,

staffing, directing and controlling are deducted.

Objective should be distinguished from two others works purpose and mission. The purpose of an organization is its primary role define by its society in which its operates.

E g:- The purpose of every university is to the part of education. Mission that means a unique name that set the organization a part from other its types. Mission that means single and unique goals.

Objectives are special target to be reach by an organization. They are translation of an organization.

Mission into single and unique situation which result can be measure. A university may decide to admit a certain number of students.

TYPES OF PLANNING

Plans are arranged in hierarchy which the organization at the top of this hierarchy stand objectives are board in the organization which are achieved by means of strategy. Strategies in there are arranged out by means of the two measure group of types of plan.

☀ **Single User Plan** :- *As their name suggest are* develop to achieve and specific end, window -----
----- in his reached, the plan is dishonoured the many types of single user plan are program and suggest.

☀ **Standing Plan** :- *Standing Plan are defined for* situation then require often enough to justify a standardize approach. The measure types of standing plan are policy procedure or plans or rules.

STRATEGY:-

In a competitive situation it is enough to build plans, logically from goals. Unless the plan takes into account . The environmental opportunities and thread and the organizational strength and weakness.

IMPORTANCE OF POLICY:-

♥ Policies ensured infirmity of action in respect of various matter at the various organization point. This makes as action are predictable. ♥

Policy speeds up of decision at lower lines because sub-ordinates should not consult their superior frequently.

♥ Policy makes easier for the superior to delegate and more authority to his sub-ordinates without any fearing.

♥ Policy gives a practical shape to the objective.

PROCEDURE :- (It is a standing plan) Policies are carried out means the more detail guide line called procedure.

A procedure provide a detail set of instruction for a performing sequence of action involved in doing a certain piece of work.

For e g: - Procedure for requirement of personal may be:-

- ♫ ***Inviting application through advertisement.***
- ♫ ***Screening application.***
- ♫ ***Conducting written test.***
- ♫ ***Conducting interview for those who passed the written test.***
- ♫ ***Medical examination of those who are selected for the post.***

TYPES OF PLANNING:-

STRATEGY

- 1) It decides the major goals and the detail use of resource for each goal. policy of application.
- 2) It is done at higher level of management.
- 3) It is long term.
- 4) It is more uncertain due to long term planning.
- 5) It is less details because it's not involves with the day to day operation of organization.

TACTICAL

- 1) It decides achieving
- 2) It is done at lower management
- 3) It is short term.
- 4) It is less uncertain
- 5) It is more detail day to day operation of

UNIT-4

Organising

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Organising :-

_____ 😊 To organize a business, is to provide, it with everything useful to its functioning personnel (human being), raw material, tools, capital. All this may be divided into main sections.

1. Human Organization

2. Material Organization

😊 Firstly manager an established objectives and developed plan to achieve them, they must design and develop a human organization for achieving the plan and material organization, human achieving the plan. This process is known as organizing, with the help of human and material.

😊 It is the second function of management.

😊 The process of organizing is called organization.

PROCEDURE OF ORGANIZATION

- ♥ Consideration of Objectives.
- ♥ Grouping of activities into department.
- ♥ Deciding which department will be a key department.

Define:-

- ♥ Consideration of Objectives:- In any process, start there is a role of objectives. In case of organizing, the 1st step is to know the objectives of the enterprise.
- ♥ Grouping of Activities into Department:- After the consideration of objective the next step is to identify the activities necessary to achieve them and to group closely related and similar activities into division and departments
- ♥ Determining level of which various types of Decision takes place :- After deciding the relating importance of various departments, the level at which various major and minor decision are to be made must be determine.
- ♥ Determining the Span of Control :- Span of Management is also referred as span of control , span of supervision, span of authority and span of responsibility.
- ♥ Setting up a Co-ordination Mechanism :- Emphasizing the importance of co-ordinate in an organization.

E g: - In a university various school or department may begin to complete for limited fund.

PRINCIPLE OF ORGANIZING:-

For efficient organization structure there is need to follow certain principles. These principles are as follows:-

1. Objective
- 2.

Specialization

3. Span of Control
4. Exception
5. Scalar Principle
6. Unity of Command
7. Delegation
8. Responsibility
9. Authority
10. Efficiency
11. Simplicity
12. Flexibility
13. Balance
14. Unity of Direction
15. Personal Ability

There is need to follow the certain principles. In the E .F .L . Brech thought, if there is a systematic approach to the formulation of organization structure, their thought to be body of excepted principles.

- 1. Objectives :- Objectives of the enterprise** influence the organization structure and hence the objects of the enterprise should firstly be clearly defined. Then energy part of the organization should be hearing to the achievement of these objectives.
- 2. Specialization:- Effective organization** must promote specialization; the activities of the enterprise should be divided according to function and design to person according to their specialization.
- 3. Span of Control :- As there is a limit to the** number of persons that can be supervised effectively by one boss.
- 4. Exception:- As the executive at the higher** level have limited time exceptionally complex problems should be referred to them and routine matter should be deal by the sub-ordinates at lower level; that means important and crucial work is done by higher .
- 5. Scalar Principle:- Scalar Principle is** sometimes known as 'a char of command'. The line of authority from the chief executive at the top of first line supervisor at the bottom is clearly defined.
- 6. Unity of Command:- Each sub-ordinate** should have once superior whose command he has to obey sub-ordinates must be full fill the order of superior.

- 7. Delegation :- Proper authority should** delegate at the lower level of organization also. The authority delegated should be equal to responsibility.
- 8. Responsibility :- The superior should be** responsible for the acts of his sub-ordinate no superior should be allowed avoiding responsibility by delegating authority to his sub-ordinates.
- 9. Authority :- The authority is the tool by** which a manager is able to accomplish the desired objective. Hence the authority of each manager must be clearly defined. Further Authority = Responsibility
- 10. Efficiency:- The organization structure** should enable the enterprise to function efficiently and accomplish its objective with lowest possible cost.
- 11. Simplicity:- The organization structure** should be as simple as possible and the organization as far as minimum. A large number of levels of organization mean difficulty of effective communication and co-ordination.
- 12. Flexibility:- The organization should be** flexible, should be adaptable to changing and replacement without these location and description of the basic design.

13. Balance:- There should be reasonable

balance in the size of various department between centralization and decentralization between principle of span of control and chain of command, among all types of factor such as human, technical and financier balance.

14. Unity of Direction:- There should be one only one objective and one plan for a group of activities , having the same objectives, unity of direction, facilitates , unification and co-ordination of activities at various level.

15. Personal Ability:- As people constitute an organization there is need for proper selection¹ placement and training of staff. Further organization structure must ensure optimum use of human resources and encourage management development program.

***SPAN OF CONTROL:-** The term Span of control is also referred to as span of management, Span of Supervision, Span of Authority and Span of Responsibility. It indicates numbers of sub-ordinates who report directly to manager. Determination of an appropriate because span of management is important for two reasons:-

1. Span of Management effects the efficient utilization of manager and effective performance of their sub-ordinates.
2. There is a relationship between span of management and organization structure.

A narrow span of control or management results in a tall organization with many levels of supervision. On the other hand wider span for same number of employee, a flat organization with fewer levels between top to bottom management communication line is less comparison narrow span of manager. E g: - Suppose sales manager have 16 sales man have reporting, he has to direct them. His span of management is 16. Let's up assume he feels that he is not able work closely enough with each sales man. Then he decide to reduce his span by adding four assistance sales manager is to supervise four sales man, his span of management is now four and easily communicate them.

***CONCEPTS OF AUTHORITY & RESPONSIBILITY**

AUTHORITY: - It is essential to able to discharge various managerial functions.

It is the formal right of the superior to command and compile

his sub-ordinates to perform a certain act. Henri Fayol defines authority as right to give order power to adjacent obedient. There are two major views on the origin or some source of authority in organization.

1. Classified View:- According to this view authority originates at the top in the structure of an organization and then follows downward

For e g: - An assistance foreman receives authority from the assistance production manager from the production manager from the general manager, general manager, from the border of direction human relationship view.

2. Human Relation View :- According to this view the authority of superior depend on the willingness of his sub-ordinates to accept it; that means the sub-ordinates don't accept authorities; it is not real or doesn't exist.

For e.g.: - If a superior starts an assembly line shooting at everyone to work hand the sub-ordinates may not question the superior right to do so, but they may choose not with the order will then we robbed by its authority.

RESPONSIBILITY:- It is just as authority is right of a superior to issue, commands, responsibility to perform it. Responsibility has two dimensions:-

1. One dimension may be expressed as responsibility for the other responsibility too.
2. Responsibility is the organization of the person; perform certain duties written in his description or other by accepted by him.

DELEGATION & DECENTRALIZATION

DELEGATION:- A manager is an enterprise can't himself do all the takes necessary for the accomplishment of group goals clearly his capacity to do work and to take decision Is limited. He therefore, assigns some parts of his work to their sub-ordinates and also gives the necessary authority to make decision within the area of their assign duties.

DECENTRALIZATION:- Centralization refers to the reservation of authority of decision making. Only the top level is authorized to take decision. The subordinates job is to carry-out; decision making what ever is given to him. He has to chew and digest however decentralization is opposite of centralization of authority. The Delegation of an authority by an individual manager is closely related to an organization decentralization of authority. Every organization has to decide too much decision making authority should be centralized in hand by the chief executive and how much should be distribute authority among the manager of lower levels.

STAFF AND FUNCTIONAL AUTHORITY

Authority is of two types in most organization:-

1) **Line Authority** Line authority, a superior direct command over a sub-ordinate. Line authority is represented by the standard chains of command that start from top to bottom.

2) **Staff Authority** Staff authority is nearly advisory. Literally the word staffing mean the stick carry in hard for support. A staff officer has the

“Authority of Idea” only. The information a staff officer furnishes or the plan. The recommends flow upward to his line superior who decide whether they are too transferred into action.

E g:- Sales manager who advice the general manager on all dealing with union.

Organizational Structure or form of Organization

Organizational Structure very tremendously, organization may be

departmentalized on the basis of function, product place.

An organizational authority structure may range from highly centralized. There may be smaller or larger span of control . Broadly there are two type of structure:-

1) Mechanistic/Classical Structure:- It is usually pyramid shaped. This implies centralization of authority at the top, departmentalization of job, hierarchy of command, narrow span of supervision and extended communication line.

Tall origination implies:-

- ☺ **High level of centralization,**
- ☺ **Narrow span of control,**
- ☺ **Extended communication lines,**
- ☺ **Distance from top to bottom.**

2) Organic Organizational structure :- It has general wider span of control which gives rise of a platform , more general supervision, more decentralization, little specialization and hierarchy of command.

Wider organization implies:-

- ☺ **Decentralization,**
- ☺ **Wider span of control,**
- ☺ **Less extended communication line,**
- ☺ **Less distance from top to bottom,**

5

UNIT-

leading



After plans have been made, the organization has been establishing and staff. The next step is to move upwards, its define objective. This function can be called by various names:-

Leading involves three main functions:-

- ♥ Directing
- ♥ Motivating
- ♥ Leading and soon.

1) **COMMUNICATION :-** It is the process of passing information an understand from one person to another.

2) **MOTIVATION :-** It means A rushing the desired mind of worker to give their best to the enterprise. The success of a every industrial enterprise, his depend upon quality of the leadership. For example: - The Tata and iron and steel cooperation Jamesedpur for motor co- operation USA would not have content their present success but for the able leadership .M. Tata and Henri ford.

ACCORDING TO PETER DRUCKER

“Leadership is the lifting of man’s vision to higher & light. The lifting of man’s performance to a higher standard, the building of man’s personality beyond its normal limitation.”

TRAIISTIST THEORY:-

This is a classical theory in which different trait in a human being are describe. This theory believes that leadership behavior some total of traits (quality) the leader posses may iron inherently posses these trait

or may have required for learning, training and experience a leader can't behave other than what his personal traits are:-

A leader is accepted to possess the following:-

- ♫ **Good Personality**
- ♫ **Tirelessness**
- ♫ **Ability to take quick decision**
- ♫ **Alertness**
- ♫ **Courage**
- ♫ **Enthusiasm**
- ♫ **Intelligent**
- ♫ **Persuasive Voice**
- ♫ **Imagination**
- ♫ **Reliability**
- ♫ **Intellectual Sound**
- ♫ **Physically Fit**

The above traits have group by psychologist in three categories:-

Physical Traits:- The leader must possess a high degree of physical and native energy, is almost axiomatic, mission and a great power of body and mind to stand to the starts and strain of his high office and responsibility to sleep no more than four hours with an occasional catnap.

Moral Traits:- The first among moral quality is moral courage this enables to with his goal and on the other hand to own the responsibility a action should the action prove is quality.

Mental Traits:- A leader must possess a high mental Power perform.

MOTIVATION:-

It is the process of challenging a person's inner device. So that, he wants to accomplish the goal of the organization. Motivation is the behavioral concept by which we try to understand why people behave as they do. It concerned those dynamic processes by which procedure a goal oriented behavior.

MOTIVATION THEORIES

1) Maslow's Need Hierarchy Theory:- All people have a variety of needs at given time, some of these needs are satisfied & other due unsatisfied. An unsatisfied need is the starting point in the point of a motivation process. When a person has unsatisfied need. He/She attempts to identify something that will satisfy the need , this is called a goal. Once a goal has been identify the person takes action to reach that goal and there by satisfy the need.

According to A.H. Maslow == Maslow needs are arranged in a hierarchy or a leader of five successive categories:-

- ☀ **Physiological Needs**
- ☀ **Security Needs**
- ☀ **Social Needs**
- ☀ **Esteem/Egoistic Needs**
- ☀ **Self Ful fillment Needs**

Define:-

☀ **Physiological Needs :-** **Physiological Needs are** those which are the physiology of life. The need for water, air ,food ,etc

☀ **Security Needs** :- **Security Needs are the need from** economic threat & physical harm. These are included protection from arbitrary log-off and dimensional & disaster & avoidance of the unaccepted.

☀ **Social Needs** :- **Social Needs are needs to associate** with the other people & be accepted. By them to love and beloved. These needs are variously refer to at “the need instinct” gregariousness and like, but at base they point to the find that man find a satisfaction with association with other and feel real deprivation when it is not possible.

☀ **Esteem/Egoistic Needs**:- **Esteem/Egoistic Needs** are those which relate to respect and prestige a need or dominance may be thought of as one of the egoistic need. These are of two types:-

Self Esteem/Egoistic

Esteem for Order

☀ **Self Fulfillment Needs** **Self Fulfillment Needs**:- for realizing one's potential. These include, the need for realizing one's capabilities to the fullest for accomplishing what one's is capable of accomplish for becoming what money's is capable for, a musical must point, a poet must try. It is to be ultimately happy. This need is also called need for self actualization or self realization. This process continues up the need hierarchy as each level of needs become relatively satisfied, the next higher level become dominant.

2) Herzberg Two Factor Theory :- Maslow hierarchy of needs provides some insights about people and their behavior using this as a base, we can now look more specially at work motivation. Perhaps the most popular theory of work motivation is based on research started by Frederic Herzberg. In his original study, Herzberg and his associates interviewed two hundred engineers and accountants they asked them to think of times they felt especially bad about their jobs. The engineers and accountants were asked to describe the factor that led to these particular feelings. Firstly all of them talking about especially bad times the engineers and accountants brought up things like unfair salary, unfair policy, poor relationship with their boss and co-worker and low-pay. When talking about especially good time job experience.

They generally didn't mention these factors; instead they talked about recognition, they have received for a well done job or the opportunity their job gave them for personal growth and development. Herzberg and his associates repeated with a variety of workers in different types of organization. These results were generally the same based on their findings, Herzberg developed the two factor theory of work motivation.

Maintenance or Hygiene factors == They are necessary to maintain a reasonable level of satisfaction. He concludes that there are ten maintenance factors namely:-

- a) Fair company policies and administration**
- b) Supervisor who knows the work**
- c) Good relationship with supervisor**
- d) Good relationship with co-workers**
- e) Good relationship with sub -ordinates**
- f) A fair salary**
- g) Job security**

Motivator/Satisfier factor == To build of motivation and job satisfaction. A different set of factor necessary. However, if these factor are not present they are not in themselves leads to strong these satisfaction. Herzberg called these are the motivator or satisfier factor.

These are six in number:-

- a) Opportunity to accomplish to something significant,
- b) Recognition for significant accomplishment,
- c) Opportunity to grow and develop on the job,
- d) Chance for advancement,
- e) Chance for increase responsibility,
- f) Job itself.

Herzberg noted that the two factors are directional i.e. their effect can be seen in one direction only.

3) **Mclelland's Need for Achievement Theory** :- According to Mclelland's , the three important needs are:-

✓ **n(aff) (Need for Affiliation)** :-**The need** for affiliation reflect a desire to interact with socially with people with a high need for affiliation is concerned about the quality of an important personal relationship.

✓ **n(pow) (Need for Power)** :-**A person** who has a high need for power concentrates an obtaining and exercise power and authority.

n(ach):- (Need for Achievement) :- A person need for achievement are three distinct characteristics:-

- a) References for setting moderately difficult for potentially achievable goals.
 - b) Seeking situation where concentrate feed back in possible.
 - c) Doing must thing himself rather than getting them done by other. He wants to take personal responsibility for a success or failure or doesn't want to hold other or change responsible for it. The implication to manager Mclelland's theory and research are significant.
- 4) Mc George's X & Y Theory In 1957, Douglas McGeorge's represented a converting agreement that most management action flow directly whatever theory for human behavior they hold.

Theory X :- For people who dislikes work and try to avoid it, if they can. They typical person dislikes work and will avoid if it possible.

The typical person lacks responsibility has little ambition and seek security of above all. Most people must be control and threatened with punishment to get them work. People these assumptions, the management role is to control employee.

Theory Y :- To implies more human and supportive approach to managing people. Work is as natural as play or rest.

- ❖ People are not inherently lazy they become that way as a result of experience.
- ❖ People will exercise off different and self control in the service of objective to which they are committed.
- ❖ Managerial role is to develop potential in employees and help them release potential.

UNIT-6



CONTROLLING:- The manager must ensure that everything occurs in conformity with the plan adopted, the instruction issue and the principle established.

Process or Steps in Controlling Function

1. Establishing Standard:-

The first step in the control process to established standard against which result can be measured. Standard expressed in vague or general term such as “cost should be reduced”, “order should be executed quickly”, are not specific as “cost should be reduced top much” or “all orders must be executed with in the three working days”.

2. Measuring and Comparing the Current Performance to Established Standard: OR

Measuring and Comparing Actual Result:- *The second* step in the control process is to measure the performance & compare it with the pre-determine standard measurement of performance can be done by personal observation as in the case of the sub-ordinate being observed while they are engage in work by a study various summarise of figures. Supports charts & statements. If the control system is well organized quick comparison of this figure with the standard figure is quite possible.

3. Talking Corrective Action :- After comparing the actual performance with prescribed standard and finding the deviation, the next step that should be taken by manager is to carry these action, corrective should be taken without wasting of time. So, that the normal position can be represented quickly.

Types of Controlling

❖ **Post Oriented Control :-** These are also known as Post Action Control and measure result after the process. They are examined what has happened in a particular period a part. For e.g.:- Such controls are must accounting record. Inspective of goods and services and school grade report.

❖ **Future Oriented Control:-** These are also known as steering controlling or feed forward control and are designed to measured result during the process show that action can be taken before the job is done.