

Principles of Management



Jagatpur P.G. College Jagatpur Varanasi

BCA I Semester

Mr. Upendra Sharma
Assistant Professor

Department of Computer Application
Jagatpur P.G. College Jagatpur Varanasi

Mobile No. 9415870131

Email- sharmaupendra82@gmail.com

Outline

❖ **Nature OF MANAGEMENT**

- Definition
- Management
- Role of managers

❖ **Evolution of Management Thought:**

- Evolution of Management thought
- Organization and the environmental factors
- Trends and Challenges of Management in Global Scenario.

❖ **Functions of Management: Part-I**

- Nature and purpose of planning
- Planning process
- Types of plans
- Objectives
- Managing by objective (MBO) Strategies
- Types of strategies
- Policies
- Decision
- Making
- Types of decision
- Decision Making Process
- Rational Decision Making Process
- Decision Making under different conditions.

❖ **Functions of Management: Part-II**

- Motivation
- Importance
- theories Leadership
- Meaning –styles
- qualities & function of leader Controlling
- Need, Nature, importance,
- Process & Techniques
- Total Quality Management
- Coordination

❖ **Management of Change**

- Models for Change
- Force for Change
- Need for Change
- Alternative Change Techniques
- New Trends in Organization Change
- Stress Management

❖ **Strategic Management**

- Definition,
- Classes of Decisions
- Levels of Decision
- Strategy
- Role of different Strategist
- Relevance of Strategic Management and its Benefits
- Strategic Management in India

UNIT V

- ❑ Creativity and Innovation
- ❑ Motivation and Satisfaction
- ❑ Motivation Theories
- ❑ Leadership Styles
- ❑ Leadership theories
- ❑ Communication
- ❑ Barriers to effective communication
- ❑ Organization Culture
- ❑ Elements and types of culture
- ❑ Managing cultural diversity.

DIRECTING

Directing concerns the total manner in which a manager influences the actions of subordinates. It is the final action of a manager in getting others to act after all preparations have been completed. It consist of the following elements:

1. issuing orders and instructions
2. continuing guidance and supervision of subordinates
3. motivating subordinates to work hard for meeting the expectation of management.
4. maintaining discipline and rewarding those who perform well
5. providing leadership to subordinates

CHARACTERISTICS

1. Elements of Management
2. Continuing Function
3. Pervasive Function
4. Creative Function
5. Linking function
6. Management of Human Factor

SIGNIFICANCE OF DIRECTING

1. Initiates action
2. Ensures coordination
3. Improves efficiency
4. Facilitates change
5. Assists stability and growth

PRINCIPLES

1. Harmony of objectives
2. Maximum individual contribution
3. Unity of command
4. Appropriate techniques
5. Direct Supervision
6. Strategic use of Informal Organization
7. Managerial Communication
8. Effective Leadership
9. Principle of Follow up through

TECHNIQUES OF DIRECTING

1. Delegation
2. Supervision
3. Orders and instructions
4. Motivation
5. Leadership
6. Communication

SUPERVISION

Supervision implies exert overseeing of people at work in order to ensure compliance with established plans and procedures. Every executive has to supervise the work of his subordinates. At the operating level, supervision is the most significant part of the manager job. The supervisor is in direct touch with the workers. He teaches proper work methods, maintains discipline and work standards and solve workers grievances or problems.

RESPONSIBILITIES OF A SUPERVISOR

1. To schedule work so as to ensure an even and steady flow.
2. To assign work to different individuals
3. To provide proper working conditions
4. To issue orders and instructions
5. To prescribe work methods and procedures
6. To guide, train and inspire workers in the efficient performance of work.

QUALITIES OF A GOOD SUPERVISOR

1. Knowledge of Work
2. Knowledge of the Organization
3. Communication Skill
4. Human Relation of Skill
5. Decisiveness

FUNCTIONS

1. Planning the work
2. Organising the Resources
3. Staffing the units
4. Maintaining discipline
5. Enforcing safety measures
6. Handling Grievances
7. Appraising performance

FUNDAMENTALS OF EFFECTIVE SUPERVISION

1. Planning the work
2. Time management and delegation
3. Organising the resources
4. Staffing the Units
5. Training and development of Employees
6. Disciplining the Workers
7. Appraising the performance of Employees
8. Controlling the results
9. Labour relations and Grievance procedures

LEADERSHIP

Definition

Leadership is defined as influence, the art or process of influencing people so that they will strive willingly and enthusiastically toward the achievement of group goals.

- Leaders act to help a group attain objectives through the maximum application of its capabilities.
- Leaders must instill values – whether it be concern for quality, honesty and calculated risk taking or for employees and customers.

SKILLS

1. The ability to use power effectively and in a responsible manner
2. The ability to comprehend that human beings have different motivation forces at different times and in different situations
3. The ability to inspire
4. The ability to act in a manner that will develop a climate conducive to responding to and arousing motivations.
5. Fundamental understanding of People
6. ability to inspire followers to apply their full capabilities to a project

Leadership Styles

1. **Autocratic Leader** –Commands and expects compliance, is dogmatic and positive, and leads by the ability to withhold or give rewards and punishment.
2. **Democratic or Participative** – consults with subordinates on proposed actions and decision and encourage participation from there
3. **Free-rein leader / laissez-faire Leadership** – uses his or her power very little, giving a high degree of Interdependence in their operations. Leaders depend largely on subordinates to set their own goals and the means of achieving them, and they see their role as one of aiding the operation of followers by furnishing them with information and acting primarily as a contact with the groups external Environment.
4. **Paternalistic Leadership** – Serves as the head of the family and treats his followers like his family members. He assumes a paternal or fatherly role to help, guide and protect the followers.

Functions

1. Goal Determination
2. Motivating Followers
3. Direction
4. Coordination
5. Representation

Importance of Leadership

1. Aid to authority
2. Motive power to group efforts
3. Basis for co operation
4. Integration of Formal and Informal Organization.

Theories

1. **Trait Theory** – A Leader is a one who has got a enthusiastic look, courageous look – describes the external qualities of a person
2. **Behavioral Theory** – A person who intend to be leader, they do not have any qualities like Trait Theory
3. **Contingency Theory** –
 - a. **Fiedler Model**
 - b. **Likert Model**
 - c. **Managerial Grid Theory**

Fiedler Model - Leaders can be classified as two -

- a. Relationship Oriented
- b. Task Oriented

3 Situations been given to find the performance of two types of Leader-

- Leader member Relationships
- Task Structure
- Position Power

Employees under Relationship oriented Leader seems to achieve more performance than the other.

Likerts Model

System 1 – Exploitive Autocratic Leader (oriented towards task alone)

System 2 – Benevolent Autocratic Leader (task oriented but has the quality of opposing if things are good)

System 3 – Participative Leader (concerns the employees for a particular kind of work, though he concern decision will be taken only by him.

System 4 – Democratic Leader

3 Situations

1. Confidence / Trust in Employees
2. Subordinates feeling of freedom

3. Managers seeking involvement with Subordinates

Ratings of the Leaders by their employees at different situations

Managerial Grid Theory

Proposed by Blake and Mounton

2 Kinds of Leader

1. Leaders concerned for People
2. Leader concerned for production / Task

Leader styles

1. Task Manager Eg Defence , Concerned only on task
2. Team Builders – leaders high concern for production as well as people
3. Impoverished Style – Unfit for Leadership qualities, less concern for people as well as production
4. Country club Manager Eg – Trade union, high concern for people than production.

COMMUNICATION

Communication is derived from the Latin word *Communis* which implies common. Communication is the interchange of thoughts and information.

ELEMENTS

1. Sender
2. Message – The Subject matter of Communication
3. Encoding – act of translating the msg into words, pictures, symbols
4. Channel – Media used
5. Receiver –
6. Decoding – interprets the msg to draw meaning from it. He converts symbols, signs or pictures into meaning
7. Feedback –

Sound Communication provides the following advantage

1. Improves Managerial Performance
2. Facilitates Leadership
3. Increases job Satisfaction
4. Reduces time and efforts
5. Enhances coordination
6. Help public relations

CHANNELS OF COMMUNICATION

1. **Formal Communication** – follows the route formally laid down in the organization structure
 - a. **Downward Communication** – flow of communication from superior to subordinate
 - b. **Upward Communication** - flow of communication from subordinate to superior
 - c. **Horizontal Communication** – transmission of information among the positions at the same level of the Organization.
2. **Informal Communication or Grapevine** – Communication among people through informal contacts or relations.

Distinguish between Downward and Upward Communication

Down ward	Upward
From higher to lower levels	From lower to higher levels
Flow is downward	Flow is upward
Directive in nature	Non-directive
Purpose is to get plans implemented	Purpose is to provide feedback on results
Travels fast	Travels slowly
Orders, instructions, lectures, manuals, handbooks, etc are the main examples	Reports, suggestions, grievances, protests, surveys are the main examples.

Distinction between Formal and Informal Communication

Formal Communication	Informal Communication
Official Channel	Unofficial Channel
Deliberately Planned and Systematic	Unplanned and Spontaneous
Part of Organization Structure	Cuts across formal relationships
Oriented towards goals and task of the enterprises	Directed towards goals and need satisfaction of individuals
Impersonal	Personal and social
Stable and rigid	Flexible and instable
Slow and Structured	Fast and Unstructured

Grapevine Merits and Demerits

Merits	Demerits
Useful for developing group cohesiveness	Based on rumors
Serves as an emotional safety value	Misleads People
Effective source of knowledge feelings and attitudes of Employees	May breed against particular executives
Supplements the channels of official communication	May lead to more talk and less work
Tells mgt when to be firm and when to yield	May distort official channels of communication

MEDIA OR METHODS OF COMMUNICATION

1. Oral Communication
2. Written Communication
3. Gestural Communication

ORAL COMMUNICATION

Oral Communication involves exchange of messages through spoken words. It may take place. i) by face- to face contacts ii) through mechanical devices like telephone.

Merits

Oral or Verbal communication offers the following advantages:

1. Economical
2. Personal touch
3. Speed
4. Flexibility
5. Quick response

Demerits

Oral Communication suffers from the following weaknesses-

1. Lack of record
2. Time Consuming
3. Lengthy message
4. Physical distance
5. Misunderstanding

WRITTEN COMMUNICATION

Written Communication is transmitted through written words in the form of letter, circular, memos, bulletins, instruction cards, manuals, handbooks, reports, returns,

Merits

1. Effectiveness
2. Lengthy messages
3. Economical
4. Repetition
5. Permanent record
6. Better response

Demerits

1. Time Consuming
2. Expensive
3. Inflexibility
4. Little secrecy
5. Lack of personal touch
6. Misunderstanding

COMMUNICATION NETWORKS

1. Circle Network
2. Chain Network
3. Wheel Network
4. All Channel Network

BARRIERS TO COMMUNICATION

a. Organisational Barriers

1. Ambiguous policies, rules and procedures
2. Status patterns
3. Long chain of Command
4. Inadequate Facilities

M. echanical Barriers

1. Overloading
2. Semantic barriers
3. Noise

P. ersonal Barriers

1. Lack of attention or interest
2. Failure to Communicate
3. Hasty Conclusion
4. Distrust of communicator
5. Improper state of mind.

MAKING COMMUNICATION EFFECTIVE

1. Sound Organization Structure
2. Clear messages
3. Two-way Communication
4. Multiple Channels
5. Good Listening
6. Effective Control
7. Modern Instrument
8. Human Relations attitude

ESSENTIALS OF GOOD COMMUNICATION SYSTEM

1. Clarity of messages
2. Completeness of message
3. Consistency of message
4. proper timing
5. Credibility
6. Empathy
7. Follow-up
8. Economy

Reference Books

Reference Books:

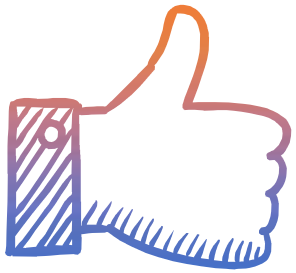
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Mr. Upendra Sharma
Assistant Professor
Department of Computer Application
Jagatpur P. G. College, Varanasi

Thanks!



Any questions?

You can find me at:

sharmaupendra82@gmail.com