

# PPM NOTES

## FIRST SEM EXAMS

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### UNIT-1

#### INTRODUCTION AND MEANING OF MANAGEMENT

- Management is necessary for all the organization irrespective of its size nature and functions
- The concept of management is not restricted to business organization but even non business organization needs to manage its functions
- Management is a progressive and universally accepted function. no organization can work smoothly and efficiently without management

#### DEFINITION OF MANAGEMENT

1. **Acc.to Mary Parker:-** “management is the art of getting the work done through other people”.
2. **Acc.to Lowtence Appley:-** “management is the development of people and not the direction of things”.
3. **Acc.to Horold Koonts:-** “management is the art of getting things done through others and with formally organized groups”.
4. **Acc.to Henry Fayol:-** “management is to forecast, to plan, to organize to, command to coordinate and control activities from other”

#### CHARACTERISTICS AND FEATURES OF MANAGEMENT

- 1.Management Is Goal Oriented :-** it's always aim to achieve the goal.
- 2. Management is a universal activity:-** it perform all kind of organizational need type size purpose.
- 3. Management is an intangible form:-** it cannot be seen or touched but it can be feel by goods or bad result of its effort.
- 4. Management is a continuous process:-** its not end
- 5. Management is a group of activity:-** so many activities like planning, organizing staffing ,directing, controlling ets. Make perfect management.

## OBJECTIVES/PURPOSE OF MANAGEMENT

1. **Organizational activities:-** survival • profit • growth

2. **Social objectives:-**

- to provide employment opportunities
- to prevent environment pollution
- to contribute in rising standard of living

3. **Personal or individual objective:-**

- Add equal reward to employees
- to provide healthy atmosphere
- To provide participation in profit.

## IMPORTANCE OF MANAGEMENT

1. Management help in achieving organizational and personal goal
2. Management increases efficiency
3. Management creates dynamic organizations.
4. Motivates employees
5. Optimum utilization of resources.
6. Improves companies Goodwill
7. Creates healthy working environment
8. Management helps in development of society.

## Management is multidimensional

1. **Management of work :-** planning, organizing, controlling.
2. **Management of people:-** stopping, directing, controlling.
3. **Management of operations:-**production, sales, purchase.

## DIFFERENCE BETWEEN EFFECTIVENESS AND EFFICIENCY

EFFECTIVENESS	EFFICIENCY
It effort to completion of task on time	It referred to completion of task correctly with minimum cost with no wastage of resource
It Producing Target production on time	It producing Target production on minimum cost.

## SCOPE OF MANAGEMENT

- Production management
- Designing the product
- Location in layout of plant and building
- Planning and controlling factory operations
- Purchase and storage of materials
- Cost and quality control
- Research and development

## HIERARCHY STRUCTURE OF MANAGEMENT

- Ceo
- Vice president
- General manager
- Associate general manager
- Directors
- Managers
- Associate managers
- Project managers
- Supervisors
- Team leaders
- Line leaders
- Assistant line leaders
- Product operation and student interns

## ROLES RESPONSIBILITY OF MANAGERS

### Rules of Managers:

1. **Planning:** Formulating goals and strategies to guide organizational activities.
2. **Organizing:** Structuring resources and tasks to achieve objectives efficiently.
3. **Leading:** Influencing and motivating employees to contribute their best efforts.
4. **Controlling:** Monitoring performance and making adjustments to ensure goal attainment.
5. **Decision-Making:** Analyzing situations and making sound choices to advance objectives.

### Responsibilities of Managers:

1. **Setting Objectives:** Defining clear and achievable goals for the team or organization.
2. **Resource Allocation:** Efficiently distributing and utilizing resources to meet goals.
3. **Communication:** Facilitating effective information flow within the organization.
4. **Team Development:** Building and nurturing a skilled and motivated workforce.
5. **Problem Solving:** Addressing challenges and finding solutions to obstacles.
6. **Performance Evaluation:** Assessing employee and organizational performance.
7. **Strategic Planning:** Long-term vision and planning to ensure future success.
8. **Decision Implementation:** Executing chosen strategies and decisions effectively.

## SKILLS OF MANAGERS

1. **Leadership:** Guiding and inspiring a team toward common goals.
2. **Communication:** Clearly conveying ideas and information.
3. **Decision-Making:** Analyzing situations and making informed choices.
4. **Problem Solving:** Finding effective solutions to challenges.
5. **Time Management:** Efficiently utilizing time and prioritizing tasks.
6. **Adaptability:** Flexibly adjusting to changing circumstances.
7. **Team Building:** Fostering collaboration and cohesion among team members.
8. **Conflict Resolution:** Addressing and resolving disputes within the team.
9. **Strategic Thinking:** Planning for long-term success and growth.
10. **Empathy:** Understanding and considering others' perspectives and feelings.

## MANAGING PEOPLE IN NEW ERA

1. **Flexibility:** Being adaptable to changes and embracing innovation.
2. **Inclusivity:** Valuing diversity and ensuring everyone feels included.
3. **Remote Collaboration:** Effectively leading teams in virtual or hybrid work settings.
4. **Tech Savvy:** Embracing and leveraging technology for efficient operations.
5. **Continuous Learning:** Encouraging ongoing development and upskilling.
6. **Well-being Focus:** Prioritizing the health and happiness of employees.
7. **Feedback Culture:** Providing and receiving constructive feedback regularly.
8. **Empowerment:** Entrusting and enabling employees to take ownership.
9. **Purpose-Driven Leadership:** Aligning actions with a meaningful organizational purpose.
10. **Communication Mastery:** Skillfully conveying information and fostering open dialogue.

## CHALLENGES OF MANAGEMENT

1. **Change Management:** Adapting to new ways of doing things can be challenging for both leaders and teams.
2. **Communication:** Ensuring clear and effective communication to avoid misunderstandings.
3. **Team Dynamics:** Managing diverse personalities and ensuring smooth collaboration.
4. **Time Management:** Juggling multiple tasks and priorities within limited time.
5. **Decision-Making:** Making choices that benefit the team and organization can be tough.
6. **Adapting to Technology:** Keeping up with and leveraging technology for efficiency.
7. **Conflict Resolution:** Addressing and resolving disagreements among team members.
8. **Employee Engagement:** Keeping the team motivated and committed to their work.
9. **Globalization:** Managing teams and operations across different cultures and time zones.
10. **Balancing Priorities:** Prioritizing tasks and resources for optimal results.

## SCIENTIFIC MANAGEMENT BIO TAYLOR

- Scientific management is a management theory that focuses on improving efficiency and productivity by analyzing and studying work process to find the most efficient way to complete our task
- This theory given by MW Taylor in 19th century it involved breaking down tasked in small part studying each part individually and then using knowledge to improve efficiency
- **principle of scientific management**
  1. Replacement of rule of thumb (planning)
  2. Cooperation (equality and help each other)
  3. Development of workers and selection (work given by ability)
  4. Maximum output ( increase efficiency)
  5. Distribution of work ( distribute work between employees)
- **Technics/elements of scientific management**
  1. Scientific work study ( method study ,motion study ,Time study, fatigue study)
  2. Standardization (made product by knowing recruitment of customers)
  3. Differential piece rate system (set Target for workers )
  4. Selection and training ( introduce your workers with new things develop or update their skills).
  5. Mental revolution (give them guidance train their mental state like they work more)

## 14 PRINCIPLES OF HENRY FAYOL

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 employee
8. Centralization . decentralization
9. Scaler chain
10. Orders
11. Equity
12. Stability of personal
13. Initiative
14. Esprit de corp (increase team spirit)

## CLASSICAL THOUGHT

Classical management thought, in simple terms, emphasizes efficiency, structure, and order in organizations. Key ideas include:

1. **Scientific Management:** Focuses on optimizing task efficiency through systematic analysis and standardization.
2. **Administrative Management:** Emphasizes the importance of clear organizational structure and well-defined roles.
3. **Bureaucratic Management:** Stresses the need for a formal hierarchy, rules, and procedures for effective functioning.

These classical approaches, developed in the early 20th century, aimed to improve productivity and create more organized and controlled work environments.

## NEO CLASSICAL THOUGHT

Neo-classical management thinking, in simple terms, emphasizes the importance of human factors in organizations. It highlights:

1. **Human Relations:** Recognizing the significance of employee needs, motivations, and social interactions in the workplace.
2. **Social Systems:** Viewing organizations as social systems where people and relationships play a crucial role.
3. **Motivation and Leadership:** Focusing on leadership styles that inspire and motivate employees for better performance.

4. **Individual Needs:** Understanding that employees have social and psychological needs that impact their work.
5. **Teamwork:** Emphasizing collaboration and effective communication within teams.

In essence, neo-classical management acknowledges the human aspect of organizations, striving to create a more people-centric and socially aware approach to management.

## MODERN SCHOOL OF THOUGHT

Modern schools of thought in management focus on adapting to changing environments and valuing diverse perspectives. They emphasize flexibility, innovation, and collaboration. Key approaches include:

1. **Contingency Theory:** Tailoring management practices to fit specific situations.
2. **Systems Theory:** Viewing organizations as interconnected systems with various components.
3. **Human Relations Approach:** Prioritizing employee well-being and positive workplace relationships.
4. **Total Quality Management (TQM):** Continuous improvement and quality enhancement across all organizational processes.
5. **Strategic Management:** Long-term planning and adapting to external opportunities and threats.

These approaches highlight the importance of considering context, valuing people, and strategically navigating the complexities of the modern business landscape.

## EARLY CONTRIBUTE IN MANAGEMENT

Early contributions to management include the foundational work of theorists such as:

1. **Frederick Taylor:** Introduced Scientific Management, emphasizing efficiency through systematic observation and analysis of work processes.
2. **Henri Fayol:** Developed Administrative Management principles, highlighting the importance of organizational structure, authority, and management functions.
3. **Max Weber:** Contributed Bureaucratic Management, emphasizing a formalized organizational structure, rules, and impersonal relationships.

These early thinkers paved the way for the evolution of management practices, shaping the field and providing a basis for subsequent management theories.

## **FUNCTION OF MANAGEMENT**

Sure, here are the five functions of management explained in simple terms:

1. **Planning:** Deciding what needs to be done and how to do it. It's like making a roadmap for your goals.
2. **Organizing:** Arranging tasks, people, and resources to reach your goals. Think of it as setting up the game pieces on a board.
3. **Leading:** Guiding and motivating your team to work together. It's like being a captain, steering everyone in the same direction.
4. **Controlling:** Checking if everything is going according to the plan. Imagine adjusting the sails to stay on course.
5. **Decision-Making:** Choosing the best options when faced with challenges. It's like picking the right path when you reach a crossroads.

### **POSDCORB STANDS FOR: HENRY FAYOL**

1. **P - Planning:** Deciding on the best course of action for achieving organizational objectives.
  2. **O - Organizing:** Arranging resources, tasks, and people to implement the planned activities.
  3. **S - Staffing:** Selecting, training, and developing individuals to fill the roles within the organization.
  4. **D - Directing:** Guiding and leading employees to accomplish the planned work.
  5. **Co - Coordinating:** Ensuring harmony among various activities and parts of the organization.
  6. **R - Reporting:** Keeping everyone informed about the progress and performance.
  7. **B - Budgeting:** Allocating resources efficiently to meet the organization's goals.
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## UNIT-2

### NATURE OF PLANNING

1. **Forward-Looking:** Planning involves looking into the future and deciding what needs to be done.
2. **Goal-Oriented:** It is focused on achieving specific objectives or targets.
3. **Decision Making:** Involves making choices on the best course of action to reach goals.
4. **Flexible:** Plans can be adjusted and adapted as circumstances change.
5. **Efficient Resource Use:** Aims to make the best use of available resources like time, money, and personnel.
6. **Guidance for Action:** Provides a roadmap for actions to be taken in the future.
7. **Coordinated Effort:** Helps in coordinating the efforts of different individuals or departments toward common goals.
8. **Continuous Process:** Planning is an ongoing process, not a one-time event.
9. **Risk Management:** Considers potential risks and uncertainties in the decision-making process.
10. **Integrative Function:** Connects different parts of an organization to work together harmoniously.

### PURPOSE OF PLANNING

1. **Set Goals:** Decide what you want to achieve.
2. **Organize:** Arrange tasks and resources to reach your goals.
3. **Save Time:** Plan ahead to work more efficiently.
4. **Make Better Choices:** Think ahead and decide on the best actions.
5. **Reduce Risks:** Consider challenges and plan to overcome them.
6. **Coordinate Teamwork:** Ensure everyone works together smoothly.
7. **Use Resources Wisely:** Make the most of time, money, and people.

### PROCESS OF PLANNING

1. **Set Goals:** Decide what you want to achieve.
2. **Gather Information:** Collect details needed for your plan.
3. **Identify Options:** Figure out different ways to reach your goals.
4. **Evaluate Options:** Choose the best path based on advantages and disadvantages.
5. **Make a Plan:** Outline the steps you'll take to achieve your goals.
6. **Implement the Plan:** Put your plan into action.
7. **Monitor Progress:** Keep an eye on how things are going.
8. **Adjust if Needed:** If things change, tweak your plan for better results.
9. **Celebrate Success:** Acknowledge achievements along the way

## PRINCIPLE OF PLANNING

1. **Clear Objectives:** Clearly define what you want to achieve through your plan.
2. **Flexibility:** Plans should be adaptable to changes and unforeseen circumstances.
3. **Unity of Direction:** Ensure that everyone is working toward the same goals.
4. **Realistic:** Set achievable goals based on available resources and capabilities.
5. **Specificity:** Make plans detailed and specific, leaving no room for ambiguity.
6. **Participation:** Involve relevant people in the planning process for better commitment.
7. **Priority:** Identify and prioritize tasks to focus on what matters most.
8. **Feedback:** Regularly review and get feedback to make necessary adjustments.
9. **Economy:** Efficiently use resources to achieve goals without unnecessary waste.
10. **Continuity:** Planning is an ongoing process; it doesn't end when implementation begins.

## TYPES OF PLANNING

1. **Strategic Planning:** Long-term planning for achieving overall organizational goals.
2. **Tactical Planning:** Intermediate planning focusing on specific departments or areas.
3. **Operational Planning:** Short-term planning for day-to-day tasks and activities.
4. **Contingency Planning:** Preparing for unexpected events or emergencies.
5. **Financial Planning:** Managing finances and budgeting for future expenditures.
6. **Project Planning:** Organizing tasks and resources for a specific project.
7. **Business Planning:** Developing a plan for starting or growing a business.
8. **Succession Planning:** Identifying and developing future leaders within an organization.
9. **Career Planning:** Setting goals and steps for personal career development.
10. **Environmental Planning:** Addressing sustainability and ecological considerations.

## ADVANTAGES OF PLANNING

1. **Clear Direction:** Helps set clear goals and objectives for better focus.
2. **Efficiency:** Organizes tasks and resources for optimal productivity.
3. **Risk Management:** Anticipates and addresses potential challenges in advance.
4. **Coordination:** Ensures everyone is on the same page, working together harmoniously.
5. **Resource Utilization:** Maximizes the efficient use of time, money, and personnel.
6. **Motivation:** Provides a roadmap that can inspire and drive individuals and teams.
7. **Flexibility:** Allows for adjustments when circumstances change.
8. **Decision Support:** Guides informed decision-making based on careful consideration.
9. **Measurable Progress:** Facilitates tracking and measuring progress toward goals.
10. **Continuous Improvement:** Encourages learning from experiences and refining future plans.

## LIMITATIONS OF PLANNING

1. **Uncertainty:** Plans may not account for unexpected changes or events.
2. **Time-Consuming:** Creating detailed plans can be time-intensive.
3. **Costly:** Elaborate planning processes may incur significant costs.
4. **Resistance to Change:** People may resist following plans if they don't align with their preferences.
5. **Inflexibility:** Some plans may not adapt well to evolving situations.
6. **Limited Predictability:** Future outcomes are inherently uncertain, impacting plan effectiveness.
7. **Dependency on Information:** Plans heavily rely on accurate and timely information, which may not always be available.

## TYPES OF OBJECTIVES

1. **Financial Objectives:** Related to financial performance and profitability goals.
2. **Strategic Objectives:** Align with the overall direction and mission of the organization.
3. **Operational Objectives:** Focus on day-to-day tasks and processes within the organization.
4. **Tactical Objectives:** Specific goals for individual departments or teams.
5. **Short-Term Objectives:** Targets to be achieved in the near future, typically within a year.
6. **Long-Term Objectives:** Goals set for a more extended period, often spanning multiple yrs.
7. **Quantitative Objectives:** Measurable targets, usually expressed in numbers or percent
8. **Qualitative Objectives:** Goals related to the improvement of non-measurable aspects like quality or reputation.
9. **Employee Development Objectives:** Relate to enhancing skills and knowledge of staff.
10. **Innovation Objectives:** Goals focused on introducing new ideas, products, or processes.

## IMPORTANCE OF OBJECTIVES

1. **Guidance:** Objectives provide a clear direction, guiding individuals and teams toward common goals.
2. **Focus:** They help in prioritizing tasks and resources, ensuring efforts are concentrated on what truly matters.
3. **Motivation:** Well-defined objectives can inspire and motivate employees by giving them a sense of purpose and achievement.
4. **Evaluation:** Objectives serve as benchmarks for measuring performance, allowing organizations to assess their progress and success.
5. **Coordination:** Clear objectives promote coordination among different departments and individuals, fostering a cohesive and efficient working environment.

## SETTINGS OF OBJECTIVES

Setting objectives in management is crucial for guiding an organization's efforts and measuring success. Objectives should be specific, measurable, achievable, relevant, and time-bound (SMART). Clear objectives provide direction, align efforts, and serve as a basis for evaluating performance.

## MANAGEMENT BY OBJECTIVES

Management by Objectives (MBO) is a goal-setting and performance management approach where employees and managers work together to define, set, and monitor objectives. Here's a breakdown:

1. **Goal Setting:** Employees and managers collaborate to establish specific, measurable, achievable, relevant, and time-bound (SMART) objectives.
2. **Participation:** Involves everyone in the goal-setting process, ensuring that objectives are understood and accepted.
3. **Action Plans:** Develop action plans to achieve the set objectives, outlining the steps, resources, and timelines.
4. **Feedback and Monitoring:** Regularly review progress toward objectives. Managers provide feedback, and if needed, adjustments can be made to stay on track.
5. **Performance Appraisal:** At the end of the set period, assess actual performance against the established objectives.
6. **Rewards and Recognition:** Recognize and reward employees for achieving their objectives, fostering motivation and a sense of accomplishment.

## WEAKNESS OF MBO

1. **Rigidity:** MBO (Management by Objectives) can be inflexible, as it may not easily adapt to changes in the business environment or unexpected challenges.
2. **Overemphasis on Goals:** There is a risk of prioritizing goal achievement over other important aspects like teamwork, employee development, and innovation.
3. **Time-Consuming:** The process of setting, monitoring, and evaluating objectives can be time-consuming, diverting attention from more immediate operational needs.
4. **Subjectivity in Evaluation:** Assessing employee performance based on objectives can be subjective, leading to potential biases and unfair evaluations.
5. **Short-Term Focus:** MBO often emphasizes short-term goals, potentially neglecting long-term strategic planning and organizational sustainability.

## MEANING OF DECISION MAKING IN MANAGEMENT:

1. **Definition:** Decision making in management refers to the process of choosing from alternative courses of action to achieve organizational goals.
2. **Central Role:** It is a core managerial function as leaders continuously make decisions at various levels to guide the organization.
3. **Influence on Performance:** Effective decision making significantly impacts the success and performance of an organization.
4. **Inherent Risk:** Decisions involve uncertainty and risk, requiring managers to carefully assess options before choosing a course of action.
5. **Continuous Process:** Decision making is not a one-time event; it is a dynamic and ongoing process in the management of any business.

## **\*\*SIGNIFICANCE OF DECISION MAKING IN MANAGEMENT:\*\***

1. **\*\*Strategic Direction:\*\*** Decisions set the strategic direction of the organization, determining its path and future prospects.
2. **\*\*Resource Allocation:\*\*** Efficient decision making ensures optimal allocation of resources, maximizing productivity and minimizing waste.
3. **\*\*Problem Solving:\*\*** It is a critical tool for solving organizational problems, whether they are routine or complex.
4. **\*\*Adaptability:\*\*** Decision making allows organizations to adapt to changing environments and stay competitive.
5. **\*\*Employee Involvement:\*\*** Involving employees in the decision-making process fosters a sense of ownership and commitment.

## **\*\*TYPES OF DECISION MAKING:\*\***

1. **\*\*Programmed Decisions:\*\*** Routine and repetitive decisions based on established procedures and rules
2. **\*\*Non-programmed Decisions:\*\*** Unique and complex decisions requiring a tailored approach.
3. **\*\*Individual Decision Making:\*\*** Decisions made by a single person without consulting others.
4. **\*\*Group Decision Making:\*\*** Involves multiple individuals contributing to the decision-making process.
5. **\*\*Strategic Decisions:\*\*** High-level decisions affecting the overall direction of the organization.

## **\*\*PROCESS OF DECISION MAKING:\*\***

1. **\*\*Identification of the Problem:\*\*** Recognizing the need for a decision due to a problem or opportunity.
2. **\*\*Gathering Information:\*\*** Collecting relevant data and information to understand the situation.
3. **\*\*Generating Alternatives:\*\*** Creating possible solutions or courses of action.
4. **\*\*Evaluating Alternatives:\*\*** Assessing each option's pros and cons.
5. **\*\*Making the Decision:\*\*** Choosing the most suitable alternative and implementing it.

## **\*\*ADVANTAGES OF DECISION MAKING IN MANAGEMENT:\*\***

1. **\*\*Efficiency:\*\*** Streamlines operations and resource utilization.
2. **\*\*Innovation:\*\*** Fosters creativity and innovation in problem-solving.
3. **\*\*Empowerment:\*\*** Involving employees in decision making can empower and motivate them.
4. **\*\*Adaptability:\*\*** Enables organizations to adapt to changes in the business environment.
5. **\*\*Accountability:\*\*** Clarifies responsibility as decision-makers are accountable for outcomes.

## **\*\*LIMITATIONS OF DECISION MAKING IN MANAGEMENT:\*\***

1. **\*\*Incomplete Information:\*\*** 2. **\*\*Bias:\*\*** 3. **\*\*Time Constraints:\*\*** 4. **\*\*Resistance to Change:\*\***

## UNIT-3

### **\*\*MEANING OF ORGANIZING i**

- Structuring resources and activities to achieve organizational goals.
- Creating a framework for coordination and collaboration.
- Assigning tasks and responsibilities to individuals or groups.
- Establishing relationships and hierarchy within the organization.
- Facilitating efficiency and effectiveness in achieving objectives.

### **\*\*CONCEPTS OF ORGANIZING**

1. **\*\*Division of Labor:\*\*** Specialization of tasks for increased efficiency.
2. **\*\*Scalar Chain:\*\*** Clear lines of authority and communication.
3. **\*\*Unity of Command:\*\*** Each employee reports to a single supervisor.
4. **\*\*Span of Control:\*\*** Number of subordinates managed by a supervisor.
5. **\*\*Departmentalization:\*\*** Grouping of activities based on common functions or purpose.

### **\*\*PROCESS OF ORGANIZING .\*\***

1. **\*\*Identifying Objectives:\*\*** Understanding organizational goals and requirements.
2. **\*\*Division of Work:\*\*** Allocating tasks and responsibilities to individuals or groups.
3. **\*\*Establishing Relationships:\*\*** Defining roles, hierarchies, and reporting structures.
4. **\*\*Assigning Resources:\*\*** Allocating human, financial, and physical resources.
5. **\*\*Continuous Monitoring:\*\*** Regularly evaluating and adjusting organizational structure.

### **\*\*STRUCTURE OF ORGANIZING**

1. **\*\*Functional Structure:\*\*** Grouping based on specialized functions.
2. **\*\*Divisional Structure:\*\*** Organizing by products, services, or geographic regions.
3. **\*\*Matrix Structure:\*\*** Combining functional and divisional structures.
4. **\*\*Team-Based Structure:\*\*** Emphasizing collaboration and teamwork.
5. **\*\*Network Structure:\*\*** Flexible arrangements with external partners and resources.

### **MEANING OF DEPARTMENTALIZATION:\*\***

1. **\*\*Definition:\*\*** Departmentalization is the process of organizing and grouping activities or tasks within an organization into distinct departments or units based on certain criteria.

### **\*\*NEED FOR DEPARTMENTALIZATION.\*\***

1. **\*\*Specialization:\*\*** Enables specialization by grouping similar tasks together, allowing employees to focus on specific skills or functions.
2. **\*\*Efficiency:\*\*** Enhances efficiency by streamlining operations within specialized departments, improving coordination and workflow.
3. **\*\*Coordination:\*\*** Facilitates better coordination as tasks are grouped based on similarities, reducing confusion and improving communication.

4. **Effective Management:** Simplifies management and supervision by breaking down the organization into manageable units with clear responsibilities.
5. **Flexibility:** Provides flexibility for the organization to adapt to changes, as each department can operate somewhat independently within its defined scope.

### **\*\*CONSIDERATIONS OF DEPARTMENTALIZATION:\*\***

1. **Function:** Departments can be formed based on functions or activities, grouping together tasks with similar purposes or processes.
2. **Product or Service:** Organizing by product or service allows for focused attention on specific offerings, catering to different customer needs.
3. **Geography:** Departmentalizing by geography is relevant for organizations with operations in different locations, considering regional variations.
4. **Customer:** Departments can be structured around customer types or market segments, tailoring services to distinct customer needs.
5. **Process:** Organizing by process involves grouping tasks based on the flow of work, ensuring smooth transitions and efficient execution.

### **SPAN OF MANAGEMENT IN SIMPLE WORDS:\*\***

Span of management, also known as span of control, refers to the number of subordinates or employees that a manager or supervisor can effectively oversee and direct. In simpler terms, it indicates how many people report directly to a manager, influencing the level of control and communication within an organization. A narrow span of management means fewer subordinates per manager, while a wide span of management indicates more subordinates per manager.

### **DEPARTMENT OF SPAN OF MANAGEMENT:**

- **Consideration of Size:** The size of an organization often influences the appropriate span of management, with larger organizations typically having wider spans to ensure effective coordination.
- **Nature of Work:** The complexity and nature of tasks influence the span of management; routine tasks may allow for a broader span, while complex tasks may require a narrower span.
- **Managerial Skills:** The competence and skills of managers impact the span of management, as experienced and skilled managers may handle a larger number of subordinates effectively.
- **Communication Channels:** The span of management is influenced by the need for efficient communication; a wider span may lead to more direct communication lines, while a narrower span may allow for more in-depth communication.
- **Decentralization vs. Centralization:** The level of decentralization in an organization affects the span of management, with decentralized structures often having wider spans as decision-making is distributed.

**\*\*LINE.\*\***

1. **\*\*Definition:\*\*** The "line" in organizational structure represents the direct chain of command, where authority flows from top management down to the lowest levels of the organization.
2. **\*\*Responsibility:\*\*** Individuals in the line have direct responsibility for achieving the organization's goals and carrying out its core functions.

**\*\*STAFF.\*\***

1. **\*\*Definition:\*\*** The "staff" in organizational structure consists of individuals who provide support, advice, and expertise to the line functions without having direct authority over them.
2. **\*\*Advisory Role:\*\*** Staff members assist the line by offering specialized knowledge, guidance, and support, contributing to the overall effectiveness of the organization.

**\*\*Line Relationships.\*\***

1. **\*\*Direct Chain of Command:\*\*** Line relationships represent the direct flow of authority and responsibility from top management to lower organizational levels.
2. **\*\*Clear Hierarchy:\*\*** Establishes a clear hierarchy where each level has authority over the level below, facilitating efficient decision-making.
3. **\*\*Responsibility for Goals:\*\*** Individuals in line positions directly contribute to achieving the organization's goals and objectives.
4. **\*\*Accountability:\*\*** Line relationships create clear lines of accountability, with individuals held responsible for their assigned tasks.
5. **\*\*Efficient Communication:\*\*** Direct line relationships promote swift and effective communication within the organizational structure.

**\*\*CONFLICT IN LINE.\*\***

1. **\*\*Competing Goals:\*\*** Conflict in line positions may arise from individuals pursuing different goals or priorities within the organization.
2. **\*\*Resource Allocation:\*\*** Disputes may occur over the allocation of resources, such as budget, personnel, or equipment.
3. **\*\*Role Ambiguity:\*\*** Unclear job roles and responsibilities can lead to conflicts as individuals may step on each other's toes.
4. **\*\*Communication Breakdown:\*\*** Poor communication or misunderstandings can contribute to conflicts within line positions.
5. **\*\*Leadership Styles:\*\*** Differences in leadership styles among individuals in line roles may lead to clashes in decision-making approaches.

**\*\*AUTHORITY IN LINE.\*\***

1. **\*\*Decision-Making Power:\*\*** Line positions hold the authority to make decisions within their defined scope of responsibilities.
2. **\*\*Enforcement of Policies:\*\*** Individuals in line roles have the authority to enforce organizational policies and ensure compliance.
3. **\*\*Resource Control:\*\*** Line authority includes control over resources such as budgets, personnel, and equipment necessary for day-to-day operations.

4. **Accountability:** Authority in line positions is often accompanied by accountability for the outcomes and results achieved.
5. **Hierarchical Structure:** Line authority follows a hierarchical structure, with higher levels having broader authority over lower levels.

#### **POWER IN LINE:**

1. **Influence:** Power in line positions is often associated with the ability to influence others to achieve organizational objectives.
2. **Decision-Making Control:** Individuals with power in line roles have control over crucial decisions affecting the organization.
3. **Resource Allocation:** Powerful individuals in line positions may have influence over the allocation of resources within their domain.
4. **Leadership Influence:** Power is often linked to leadership roles, where influential leaders can guide and motivate their teams effectively.
5. **Operational Impact:** Line power directly impacts the day-to-day operations of the organization, shaping its overall functioning.

#### **RESPONSIBILITIES IN LINE:**

1. **Task Execution:** Line responsibilities involve the direct execution of tasks and activities necessary to achieve organizational goals.
2. **Goal Achievement:** Individuals in line positions are responsible for contributing to the accomplishment of the organization's overall objectives.
3. **Operational Efficiency:** Line responsibilities focus on maintaining operational efficiency and effectiveness within the assigned areas.
4. **Performance Accountability:** Line positions come with the accountability to deliver results and meet performance expectations.
5. **Decision Implementation:** Those with line responsibilities are responsible for implementing decisions made within their authority.

#### **RELATIONSHIPS OF STAFF:**

1. **Advisory Role:** Staff members maintain a supportive and advisory relationship with line functions, offering expertise and assistance.
2. **Collaboration:** Effective collaboration between staff and line is crucial for achieving organizational goals and addressing challenges.
3. **Communication:** Open and transparent communication is essential to ensure that staff insights and recommendations are effectively conveyed to the line.

#### **CONFLICT INVOLVING STAFF:**

1. **Role Conflicts:** Conflicts may arise if there's a misunderstanding or disagreement about the role and contributions of staff within the organization.
2. **Resource Allocation:** Conflicts can occur over resource allocation, especially when both staff and line functions compete for limited resources.
3. **Priority Differences:** Differences in priorities and objectives between staff and line can lead to conflicts that need resolution for smooth organizational functioning.

**\*\*AUTHORITY OF STAFF:\*\***

1. **\*\*Advisory Authority:\*\*** Staff typically holds advisory authority, influencing decisions through expertise and recommendations rather than direct command.
2. **\*\*Influence:\*\*** Authority of staff is often derived from knowledge, experience, and the perceived value of their contributions to organizational success.

**\*\*POWER OF STAFF:\*\***

1. **\*\*Expert Power:\*\*** Staff often holds power based on their expertise, influencing decisions through specialized knowledge.
2. **\*\*Informational Power:\*\*** The ability to control or provide crucial information gives staff a form of power in influencing decision-making processes.

**\*\*RESPONSIBILITIES OF STAFF:\*\***

1. **\*\*Expertise Contribution:\*\*** Staff responsibilities include contributing specialized knowledge to assist the organization in making informed decisions.
2. **\*\*Supportive Role:\*\*** Staff members are responsible for providing support to line functions, helping them achieve their goals efficiently.
3. **\*\*Continuous Learning:\*\*** Given their advisory role, staff is responsible for staying updated with industry trends and developments to provide relevant guidance.

**\*\*CENTRALIZATION:\*\***

Centralization in organizational structure refers to a system where decision-making authority is concentrated at the top levels of management. In a centralized setup, key decisions are made by a few individuals or a single person at the upper echelons of the organization. This ensures a clear chain of command and efficient coordination, as decisions flow downward from the top to the lower levels. While centralization can lead to streamlined processes and uniformity, it may sometimes result in slower response to local issues and less flexibility in adapting to specific circumstances.

**\*\*DECENTRALIZATION:\*\***

Decentralization, on the other hand, involves distributing decision-making authority across various levels of an organization. In a decentralized structure, lower-level managers and employees have a greater degree of autonomy to make decisions related to their specific areas. This allows for quicker responses to local challenges, promotes employee empowerment, and encourages innovation. While decentralization can foster adaptability and responsiveness, it may pose challenges in maintaining consistent organizational standards and may require robust communication mechanisms to ensure alignment with overarching goals. The degree of centralization or decentralization often depends on the organization's size, nature, and strategic goals.

## **\*\*BASES OF DELEGATION:\*\***

1. **\*\*Authority:\*\*** Delegation is based on the assignment of authority, where a manager grants the power to make decisions or take actions to a subordinate.
2. **\*\*Responsibility:\*\*** Delegation involves entrusting specific tasks or responsibilities to others, allowing them to contribute to the achievement of organizational goals.
3. **\*\*Accountability:\*\*** The person to whom tasks are delegated becomes accountable for the outcomes, ensuring a clear line of responsibility for the assigned duties.
4. **\*\*Trust:\*\*** Effective delegation relies on trust between managers and subordinates, as managers entrust responsibilities to individuals they believe are capable of fulfilling them.
5. **\*\*Clear Communication:\*\*** Successful delegation requires clear and open communication, ensuring that expectations, goals, and guidelines are well-understood by all parties involved.

## **\*\*KINDS OF DELEGATION:\*\***

1. **\*\*Functional Delegation:\*\*** Delegating tasks based on functional expertise, where individuals with specific skills or knowledge are assigned related responsibilities.
2. **\*\*Geographical Delegation:\*\*** Delegating authority based on geographical locations, often applicable in organizations with diverse operations in different regions.
3. **\*\*Results-Oriented Delegation:\*\*** Delegating with a focus on achieving specific outcomes, allowing flexibility in how tasks are accomplished as long as the goals are met.
4. **\*\*Process Delegation:\*\*** Delegating based on specific processes or workflows, dividing tasks among individuals or teams to streamline operations.
5. **\*\*Task Delegation:\*\*** Delegating specific tasks or assignments, dividing the workload among team members based on their capabilities and expertise.

## **\*\*KINDS OF DECENTRALIZATION:\*\***

1. **\*\*Financial Decentralization:\*\*** Allowing local units or departments to have control over their financial resources and budgets.
2. **\*\*Decision-Making Decentralization:\*\*** Distributing decision-making authority to lower levels of the organization, empowering managers and employees to make choices within their scope.
3. **\*\*Geographical Decentralization:\*\*** Granting autonomy to regional or branch offices to cater to local needs and conditions.
4. **\*\*Functional Decentralization:\*\*** Allowing different functional areas within the organization to have a degree of autonomy in decision-making and operations.
5. **\*\*Deconcentration:\*\*** Distributing decision-making authority without transferring power, often seen in government or large organizations where decision-making is spread but still under central control.

## EMPOWERMENT

Empowerment in management involves delegating authority, responsibility, and decision-making power to employees, enabling them to take ownership of their work, make decisions, and contribute to the organization's success. This approach aims to enhance employee motivation, job satisfaction, and overall organizational performance. Empowerment fosters a sense of autonomy, encourages innovation, and promotes a more engaged and motivated workforce. It is based on the belief that entrusting employees with greater responsibilities not only benefits them personally but also contributes to the overall effectiveness and adaptability of the organization.

## STAFFING CONCEPTS AND NEEDS

### **\*\*STAFFING CONCEPTS:\*\***

1. **\*\*Recruitment:\*\*** Process of attracting and identifying potential candidates for job positions within an organization.
2. **\*\*Selection:\*\*** Choosing the most suitable candidates from the pool of applicants based on their qualifications, skills, and fit for the job.
3. **\*\*Training and Development:\*\*** Enhancing employees' skills and knowledge to improve performance and prepare them for future roles.
4. **\*\*Performance Appraisal:\*\*** Assessing and evaluating employees' job performance to provide feedback, recognize achievements, and identify areas for improvement.
5. **\*\*Employee Retention:\*\*** Implementing strategies to keep talented and skilled employees within the organization.

### **\*\*STAFFING NEEDS:\*\***

1. **\*\*Skill Requirements:\*\*** Identifying the specific skills and qualifications necessary for various job roles within the organization.
2. **\*\*Workforce Planning:\*\*** Anticipating and aligning staffing needs with the organization's strategic goals and future demands.
3. **\*\*Succession Planning:\*\*** Developing a pool of qualified employees who can fill key positions in the future due to promotions or vacancies.
4. **\*\*Diversity and Inclusion:\*\*** Recognizing the importance of a diverse workforce and creating an inclusive environment that values differences.
5. **\*\*Adaptability:\*\*** Being responsive to changes in the business environment and adjusting staffing levels and skills accordingly.

## UNIT-4

### **\*\*MEANING OF DIRECTION :\*\***

1. Guiding and leading employees towards the achievement of organizational goals.
2. Providing purpose, motivation, and a sense of direction to individuals and teams.
3. Clarifying expectations and aligning efforts toward common objectives.
4. Fostering a positive work environment and encouraging collaboration.
5. Ensuring effective communication to convey instructions and feedback.

### **\*\*PRINCIPLES OF DIRECTION :\*\***

1. **\*\*Unity of Command:\*\*** Each employee should have one direct supervisor to avoid confusion and conflicting instructions.
2. **\*\*Harmony of Objectives:\*\*** Individual and organizational goals should be aligned to minimize conflicts and maximize cooperation.
3. **\*\*Direct Supervision:\*\*** Managers should actively oversee and guide their subordinates.
4. **\*\*Effective Communication:\*\*** Clear and open communication is essential for successful direction.
5. **\*\*Leadership:\*\*** Inspiring and guiding employees through effective leadership is crucial for direction.

### **\*\*TECHNIQUES OF DIRECTION :\*\***

1. **\*\*Leadership Styles:\*\*** Adopting different leadership approaches based on the situation and team dynamics.
2. **\*\*Motivation:\*\*** Using incentives, recognition, and other strategies to inspire and energize employees.
3. **\*\*Training and Development:\*\*** Equipping employees with the skills and knowledge needed to perform their roles effectively.
4. **\*\*Effective Communication:\*\*** Utilizing various communication channels to convey information clearly and comprehensively.
5. **\*\*Performance Feedback:\*\*** Providing constructive feedback to employees, recognizing achievements, and addressing areas for improvement.

## **LEADERSHIP**

Leadership in management refers to the ability of an individual or a group of individuals to guide, influence, and inspire others toward the achievement of organizational goals. A leader plays a pivotal role in setting a vision, providing direction, and motivating team members to work collaboratively and effectively. Leadership involves not only overseeing tasks and processes but also fostering a positive work culture, promoting innovation, and addressing challenges with resilience. Effective leaders exhibit qualities such as communication skills, decision-making abilities, empathy, and a strategic mindset, contributing to the overall success and growth of the organization.

## **\*\*DIMENSIONS OF LEADERSHIP:\*\***

1. **Transactional Leadership:** Focuses on exchanges between leaders and followers, emphasizing performance-based rewards and punishments.
2. **Transformational Leadership:** Inspires and motivates followers through a compelling vision, charisma, and the promotion of individual growth.
3. **Servant Leadership:** Prioritizes the well-being of followers, emphasizing support, empathy, and a commitment to serving others.
4. **Situational Leadership:** Adapts leadership style based on the specific needs and maturity level of the followers in different situations.
5. **Autocratic Leadership:** Involves centralized decision-making, where the leader makes decisions without much input from the team.

## **STYLES OF LEADERSHIP:**

- Autocratic Leadership: Authoritarian style with centralized decision-making and limited input from team members.
- Democratic Leadership: Encourages participation and collaboration in decision-making processes.
- Laissez-Faire Leadership: Hands-off approach, allowing team members considerable freedom in decision-making.
- Transformational Leadership: Inspires and motivates through a compelling vision and personal charisma.
- Transactional Leadership: Focuses on a structured exchange between leader and team for achieving specific goals.

## **BEHAVIOR OF LEADERSHIP:**

- Task-Oriented Behavior: Emphasizes achieving goals, setting expectations, and monitoring performance.
- Relationship-Oriented Behavior: Prioritizes building positive relationships, fostering teamwork, and addressing employee well-being.
- Directive Leadership: Provides clear instructions and guidance to team members.
- Supportive Leadership: Offers emotional support, encouragement, and a positive work environment.
- Participative Leadership: Involves team members in decision-making processes, valuing their input.

## **\*\*CONTROLLING\***

Ensuring that organizational activities are progressing as planned, evaluating performance against set standards, and taking corrective actions to address any deviations. It involves monitoring, measuring, and regulating processes to achieve desired outcomes and maintain alignment with organizational goals.

## **\*\*PROCESS/STEPS OF CONTROLLING:\*\***

1. **\*\*Establishing Standards:\*\*** Setting clear benchmarks and performance expectations for processes and activities within the organization.
2. **\*\*Measuring Performance:\*\*** Regularly assessing actual performance against the established standards to identify variances.
3. **\*\*Comparing Performance:\*\*** Analyzing the differences between actual and expected results to understand the extent of any deviations.
4. **\*\*Taking Corrective Action:\*\*** Implementing necessary adjustments or interventions to bring performance back on track and align with the established standards.
5. **\*\*Feedback and Continuous Improvement:\*\*** Providing feedback to employees, learning from the controlling process, and continuously improving standards and performance over time.

## **\*\*NEEDS OF CONTROLLING:\*\***

1. **\*\*Achieving Objectives:\*\*** Controlling ensures that organizational objectives are met by monitoring progress and making necessary adjustments.
2. **\*\*Enhancing Efficiency:\*\*** Helps in identifying and eliminating inefficiencies, ensuring optimal use of resources.
3. **\*\*Adaptability:\*\*** Allows organizations to adapt to changes in the internal and external environment by adjusting strategies and operations.
4. **\*\*Decision Making:\*\*** Provides accurate information for decision-making by assessing the effectiveness of current strategies and actions.
5. **\*\*Employee Motivation:\*\*** Establishing clear standards and providing feedback can motivate employees by recognizing and rewarding good performance.

## **\*\*TYPES OF CONTROLLING:\*\***

1. **\*\*Feedforward Control:\*\*** Anticipating and preventing problems before they occur by adjusting processes and activities.
2. **\*\*Concurrent Control:\*\*** Monitoring activities in real-time to ensure they align with established standards.
3. **\*\*Feedback Control:\*\*** Assessing past performance and making adjustments based on the results to improve future outcomes.
4. **\*\*Strategic Control:\*\*** Focusing on the alignment of organizational strategies with overall goals and objectives.
5. **\*\*Operational Control:\*\*** Managing day-to-day activities and processes to achieve efficiency and effectiveness in operations.

## **\*\*TECHNIQUES OF CONTROLLING:\*\***

1. **\*\*Budgetary Control:\*\*** Monitoring and managing financial performance by comparing actual expenditures with budgeted amounts.
2. **\*\*Performance Appraisals:\*\*** Assessing individual or team performance against set goals and providing feedback.
3. **\*\*Quality Control:\*\*** Ensuring products or services meet predefined quality standards through inspections and evaluations.
4. **\*\*Statistical Techniques:\*\*** Using statistical tools and methods to analyze and control variations in processes.
5. **\*\*Reports and Records:\*\*** Maintaining detailed records and generating regular reports to track progress and identify deviations.

## **\*\*CONTROL FEEDBACK SYSTEM**

A control feedback system is like a loop that helps a business check if it's going in the right direction. It involves setting goals, measuring how things are going, comparing that with what was planned, making adjustments if needed, and then repeating the process to keep improving. It's a way to ensure that the organization stays on track and can adapt to changes effectively.

## **ADVANTAGES/ BENEFITS OF CONTROLLING**

1. **\*\*Goal Achievement:\*\*** Ensures that organizational goals and objectives are met by monitoring and adjusting activities.
  2. **\*\*Optimal Resource Utilization:\*\*** Helps in efficient use of resources by identifying and eliminating wasteful practices.
  3. **\*\*Improved Decision-Making:\*\*** Provides accurate information for decision-makers to make informed choices based on real-time feedback.
  4. **\*\*Enhanced Employee Performance:\*\*** Sets clear expectations, motivates employees, and recognizes achievements, leading to improved overall performance.
  5. **\*\*Adaptability to Change:\*\*** Enables organizations to respond to changes in the internal and external environment by adjusting strategies and operations.
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## UNIT-5

### SOCIAL RESPONSIBILITY OF MANAGEMENT

1. **Ethical Practices:** Conducting business with integrity, honesty, and ethical principles, setting a positive example for employees.
2. **Environmental Sustainability:** Implementing eco-friendly practices and minimizing the environmental impact of business operations.
3. **Community Engagement:** Contributing to the well-being of local communities through philanthropy, volunteering, or supporting local initiatives.
4. **Employee Welfare:** Prioritizing the health, safety, and well-being of employees, and fostering a positive workplace culture.
5. **Fair Labor Practices:** Ensuring fair wages, reasonable working hours, and safe working conditions for all employees.
6. **Transparent Communication:** Communicating openly with stakeholders about business practices, performance, and social responsibility efforts.
7. **Compliance with Laws:** Adhering to all relevant laws and regulations to ensure legal and ethical business operations.

### MANAGEMENT OF CHANGE

Management of change refers to the systematic planning, implementation, and control of initiatives within an organization to successfully adapt to new circumstances, strategies, technologies, or organizational structures. It involves guiding employees through transitions, addressing resistance, and ensuring that the organization effectively and efficiently achieves its desired objectives in the face of change.

### MANAGEMENT OF CRISIS

The systematic process of identifying, mitigating, and resolving unexpected and potentially damaging events that can significantly impact an organization. It involves strategic planning, quick decision-making, effective communication, and coordination of resources to navigate and recover from crises such as natural disasters, financial downturns, or other emergencies. The goal is to minimize the negative consequences, protect stakeholders, and restore normalcy as efficiently as possible.

### TOTAL QUALITY MANAGEMENT

Total Quality Management is a way of managing and organizing a business to ensure that its products or services consistently meet or exceed customer expectations. It involves everyone in the organization working together to improve processes, products, and services continuously.

TQM aims for high-quality outcomes through teamwork, customer focus, and a commitment to excellence in all aspects of the organization.

## INTERNATIONAL MANAGEMENT

International management is the practice of overseeing and coordinating business operations that span multiple countries. It involves dealing with the challenges of diverse cultures, regulations, and business environments to ensure the effective and efficient functioning of a company's global activities. This includes strategic decision-making, resource allocation, and adapting management practices to operate successfully on an international scale.

## BENCHMARKING

Benchmarking is like comparing how well your organization is doing by looking at the best practices of other successful companies. It involves identifying standards or benchmarks set by industry leaders and then adjusting your processes or performance to match or exceed those standards. Essentially, it's a way to learn from the best and continuously improve your own practices and outcomes.

## SIX SIGMA

1. **Define:** Clearly outline the problem or process that needs improvement.
2. **Measure:** Gather data to understand the current state of the process.
3. **Analyze:** Identify the root causes of issues and inefficiencies.
4. **Improve:** Implement changes to address and fix the identified problems.
5. **Control:** Establish controls to ensure the improvements are sustained over time.
6. **DMAIC:** Define, Measure, Analyze, Improve, and Control. The sixth "Sigma" represents the statistical term for standard deviation, emphasizing a focus on reducing defects and variations in processes.

## CROSS CULTURE ISSUES

1. **Communication Styles:** Differences in communication norms, language proficiency, and non-verbal cues can lead to misunderstandings.
2. **Diverse Work Values:** Varied cultural values and expectations about work roles, hierarchy, and teamwork may clash.
3. **Conflict Resolution:** Differing approaches to conflict resolution and negotiation can create tensions within multicultural teams.
4. **Decision-Making Practices:** Variances in decision-making processes, including hierarchy preferences, may affect team dynamics.
5. **Cultural Sensitivity:** Lack of awareness and sensitivity to diverse cultural practices can hinder effective collaboration.
6. **Leadership Styles:** Different cultural preferences for leadership styles may impact how leaders are perceived and followed.
7. **Work Ethics:** Varied attitudes towards punctuality, work hours, and professional ethics can pose challenges in a multicultural environment.

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