Unit 1

- **Definitions of Management**
    1. Mange-Men-T Managing the men with time
    2. Management is the out of getting work done through people in a tactful manner.
    3. The organization and coordination of the activities of a business in order to achieve defined objectives.
- Difference between Management and Administration.

Management	Administration
Management is an execution making department.	Administration is a decision-making department.
Management is about how to done that work and by whom it has to be done.	Administration is about what to do and when it has to be done.
Management deals with employees.	Administration deals with management department.
Management is a subset of administration department.	Administration departments takes all the important decision of the organization.
Management focuses on managing the people and work.	Administration focuses on making the best possible utilization of Org.

- **What is Organization?**

Organization

Goals   People   Structure
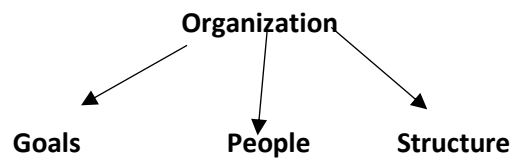
An organization is a group of people in a structured manner with specific Goals.

- **Why are mangers Important?**

Ans – The main reason managers are important is that organization need their managerial skill and abilities more than ever in these uncertain, complex to need of manger is.

1. Overcome the challenges.
2. Achieve the organizational goal.
- Types of manager: -
- Manager: - Manager are person who work for archiving the organizational goal manager includes Top manager, middle level manger and front-line manger.
- Non-Manager: - Employees are the non-manger of an organization who work for their Induvial goal.

Difference between efficiency and Effectiveness.

- Efficiency
    i. Doing the things in right manner.
    ii. Having maximum output with minimum Inputs.
    iii. The ratio of the useful work performed in a process to the total energy expended
- Effectiveness.
    i. Doing the right things.

      ii.   Goal ach element.

      iii.   The degree to which something us successful in producing a desired result success.

- Functions of Management.

The four main functions of management are.

- Planning: - Planning is the thinking before doing something or setting goals, establishing strategies for achieving the goal and develop plans to integrate and coordinate activities.

- Organising: - Managers are responsible for arranging and structuring the work to accomplish the organizational goal. Basically, Arranging the structure of a work is organising.

- Directing: - Directing is said to be a process in which the mangers instruct, guide and oversee the performance of the workers to achieve the predetermined goals.

               Directing is said to be the heart of management process.

- Controlling: - Controlling is a kind of evaluation of Weather things are going in a plan manner or not and if not, what is the important steps should be taken.

- Nature and role of management
  - i.   Management is goal oriented.
  - ii.   Management is a group effort.
  - iii.   Management is intangible it's presence can be fell by the goal is achieved or nat.
  - iv.   Management is an activity nat a person.
  - v.   Management is situational.
  - vi.   Management is a continuous process.
  - vii.   Management is universal it is everywhere.
  - viii.   It is concern with people.
  - ix.   It is an art as well as science.
  - x.   It is an Integrated process.

Mintzberg's Managerial Roles.

- Interpersonal roles: - Interpersonal roles are ones that in value people (subordinates and persons outside the organization) and other duties that Ceremonial and symbolic there Three interpersonal role.

  1. Figure head – Who executes the planning of administrative
  2. Leader – Who provides leaderships in team & organization.
  3. Liaison -   The person who has contacts basically intermediator

- Informational roles: - The informational roles in value collecting, receiving, and disseminating Information there Three informational role.

  1. Monitor – Person who monitor the activities.
  2. Disseminator – Person who provide information one to another person
  3. Spokesperson – Mangers represents and speaks for their organization.
- Decisional roles: - Decisional entail making decisions or choices. The Four decisional roles include
  1. Entrepreneur

2. Disturbance handles – Who find solution for unexpected round block.
3. Resource allocator: - Organization are best applied by the person.
4. Negotiator – Who makes important negotiations in the organization.

- Management Skills: - Management skills is required in almost every single business. Three most important management skills are.
- Conceptual skills: - Conceptual skills are the mangers use to think and conceptualize about abstract and complex situation.
- Human skills: - Human skills in value the ability to work well with other people both individually and in a group. Because all mangers deal with people these skills are equally important to all levels of management.
- Technical skills: -Technical skills are the Job specific knowledge and techniques needed to proficiently perform work tasks. These skills tend to the be more important for first-line managers because they typically are managing employees who use tolls and techniques to produce the organization products or services.

- General Management Theories.
  1. Theory of scientific management (Frederick Taylor)
  2. Administrative Management Theory (Henri Fayol)
  3. Man weber – Bureaucratic Theory of management.
  4. Behavioural Theory of management (Hawthorne effect) Elton mayo
- Scientific Theory – Taylor's theory of scientific management aimed at, improving economic efficiency, especially labour productivity. Taylor had a simple view about, what motivated People at work-money. He felt that, workers should get a fair day's pay for a fair day's work basically the piece rate system.

  Principles of scientific Management.
- Time and motion study-study the way jobs are performed and find new ways to do them.
- Teach, train and develop the workman with improved methods of doing work. Codify the new methods into rules.
- Interest of employer& employees should be fully harmonized so as to mutually understanding relations between them.
- Establish fair levels of performance and pay a premium for higher performance.

- Administrative Management: - Henri Fayol known as the father of management laid should be divided.
- Discipline: - Employees must obey and respect the Rules and Regulations that given by the organization.
- Authority and Responsibility: - Manager must be able to give order and authority give them this right.
- Unity of command: - Every employee should receive order from one superior.
- Equity: - Manager should be kind and fair to their subordinators.
- Remuneration: - Worker must be paid fair ways for their serviced.
- Unity of direction: - The organization should have single plan of action to give managers and workers.

- Scalar chain: - Constant communication between supervisors and employees. Scalar chain is the chain of supervisors ranging from the ultimate authority to the lowest rank.
- Order: - Fayol defines the order principle as the systematic, orderly and proper arrangement of people, place and things.
- Subordination: - The interest of any employee or group of people should not precide over the interest of organization.
- Centralization: - Centralization means that top management retains most of the decision-making authority.
- Initiative: - Employees who are allowed to originate and carry out plans will exert high level of effort.
- Stability of tenure: - Management should provide orderly personnel (H.R department) planning and ensure their replacement.
- Esprit-DE-Corps: - Promoting team sprit the principle states that an organization must make every effort to maintain group cohesion in the organization.
- Bureaucratic Theory of management: - Weber made a distinction between authority and power. Weber believed that power educes believe through foric or the threat of regulations there are three types of power in an organization.
  Bureaucracy theory is systematic process in which organize hierarchies are heressary to maintain order and maximize efficiency.

Behavioural theory Elton mayo – Hawthorne study modern approach also called contingency approach and system approach.

System Approach is Interested and Independent path arranged in a manner that produces a unified whole.

Organization system

Feedback
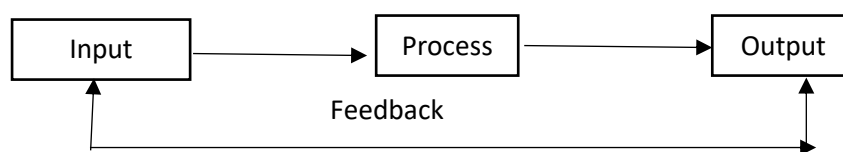
Formal planning = In formal planning specific goal is covering a specific time period are defined their goals are written and shared with organizational member to reduce ambiguity and create a common understanding about what need to be done.

Why do manger plan?
1. Planning provides direction to mangers and non-mangers alike
2. Planning reduces uncertainty by forcing mangers to look ahead, anticipate change consider impact of change and develop appropriate response.
3. Planning establishes Goal or standard used in controlling
4. Planning minimize waste and redundancy

Goal – 1 Stated goal
    2 Real goal

- **Stated goal: -** Stated goal are official statement of what an organisation says and what is want its stake holders to believe its goals are stated goals.
- **Real goals: -** Real goals are those goals which organization actually peruse that preparing a real work.

<center>**Plans**</center>

Breath	Time	Frequency	Specificity
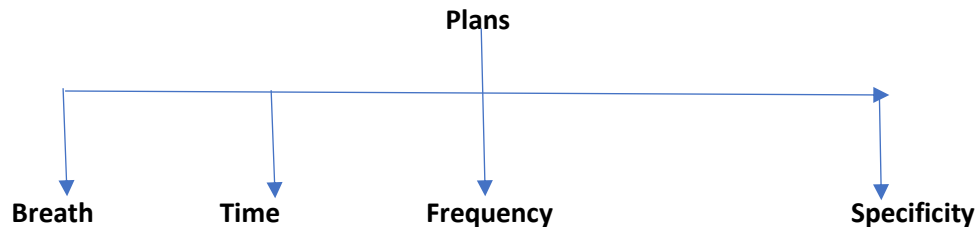
1. **Strategic plan=** These plans that apply to entire organisation and establish organization over all goals.
2. **Operational plans: -** Operational plans that encompass a particular operational area of the organization are operational plans.

On the basis of time
1. **Long term: -** Short term plans are those which are within a time frame beyond 3 years.
2. **Short term: -** Short term plans covers a period of 1 year or less.
   Intermediate plans are between 1 year to 3 years

On the basis of frequency

1. **Single use plans: -** Single use is one time plans specifically design to meet the need of a unique situation.
2. **Standing plans: -** Standing plans are ongoing that provides gaudiness for activities policies rules and procedures.

On the basis of specificity
Specific plans: - Specific plans are clearly defined and leave no room for interpolation however when uncertainty is high and manger must be flexible in order to respond to unexpected changes, directional plans are preferred.
Directional Plans: - Directional plans are flexible that set out general guidelines They provide our focus but do not lock mangers into specific goals or course of action.
- **Approaches for setting goals: -**
1. **Traditional Approach**
2. **Mean-End chain**
3. **MBO (Management by objective)**

Top
Management
objective

Division Manager's Objective

Department Manager's Objective

Individual Employee's Objective
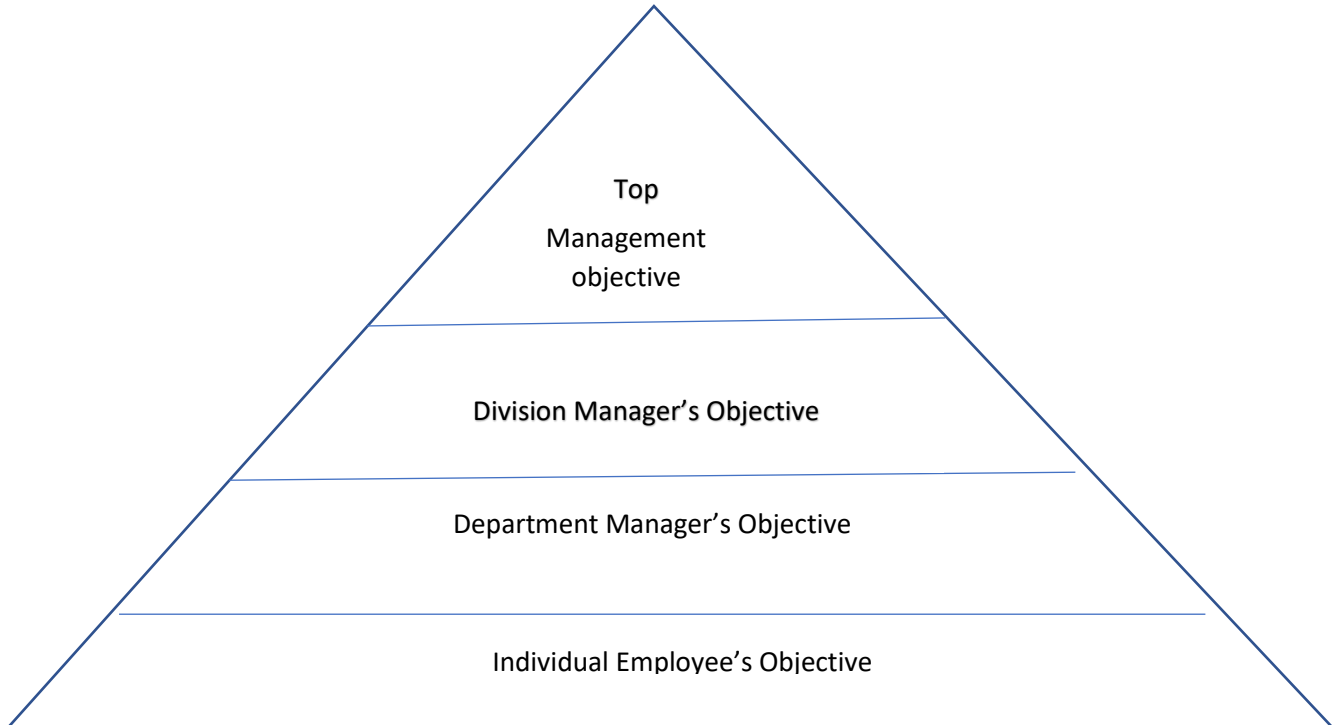
Mean-End chain: - In this approach goal is decide by the top level and gives lower without their MBO.

1. **Organization objective& strategies are formulated.**
2. **Allocation of objective to the division and department.**
3. **Unit managers are been elaborated about the goals.**
4. **Specific objective is been formulated by the department members.**
5. **Action plan**
6. **Implementation of plans**
7. **Periodical review is been done**
8. **Performance based rewards**
   - **Steps in goal setting: -**
1. **Review the mission or purpose of the organization**
2. **Evaluate the available resources.**
3. **Determine the goal individually or with the input form others.**
   - **Goals= Goals provide specific direction to the employees and manager and motivate them to accomplish the goal.**

MANAGEMENT

Resource

Human

Financial

Physical

Informational

Functions

Planning

Organizing

Leading

Controlling

Goals

Achieve

Organizational

Goal

Efficiently and Effectively
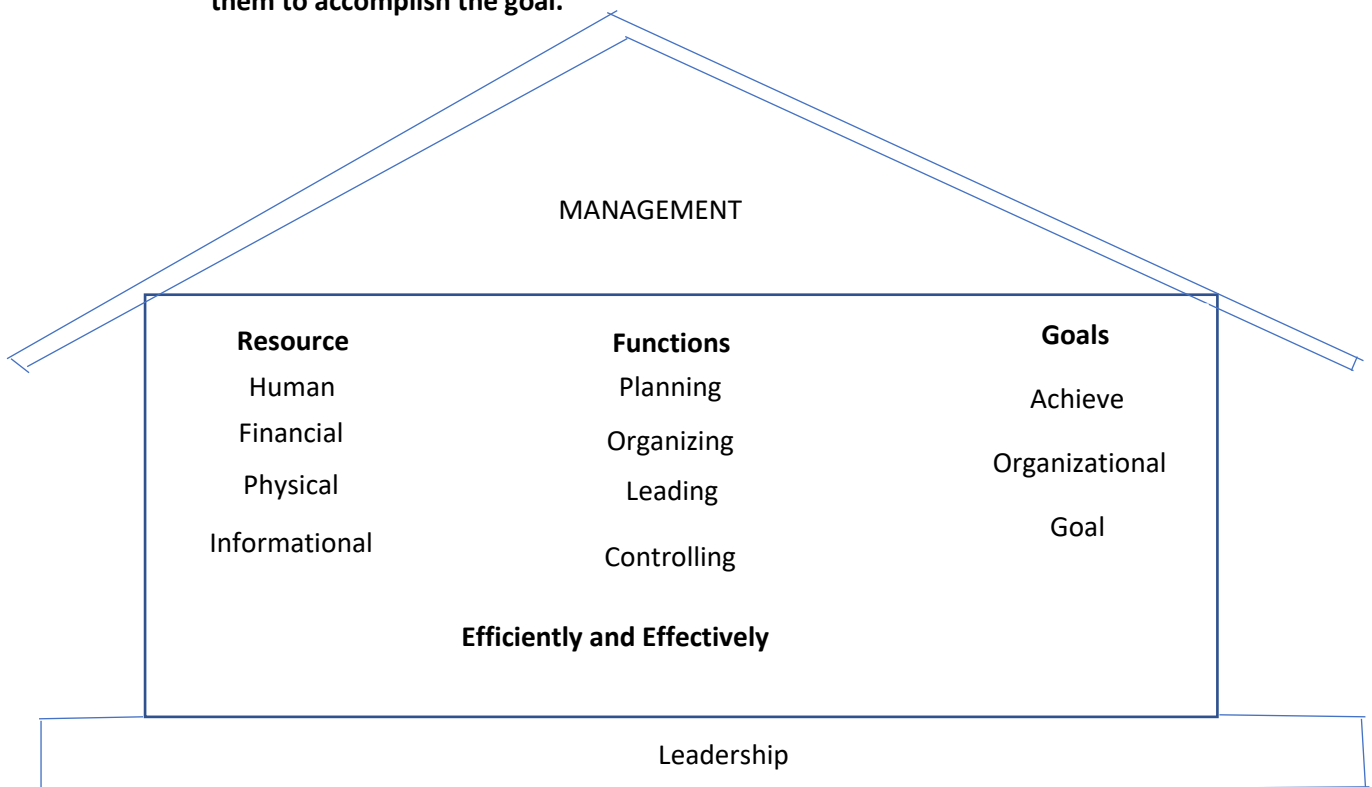
Leadership

Styles of Leadership

1. **Autocratic: - When a leader dictated policies and procedures, decides what goals are to be achieved and directs and controls all activities without any meaning participation by the subordinates.**
2. **Democratic: - Democratic leader also known as participative leadership, is a type of leadership style in which member of the group take a more participative role in the decision-making process.**
3. **Laissez-Faire: - Laissez- Faire leadership also known as delegative leadership is a type of leadership style in which leaders are hands-off and allow group member to make decisions.**
   "Leadership is the ability to get extraordinary achievement from ordinary people"

- **Organization structure.**
1. **Typical organization chart**
2. **Tall or flat organization structure**
3. **Centralized or Decentralized**
4. **Departmentation**
5. **Line, Line & staff, matrix, cross-functional**
   ▪ **Typical Organisation chart**

CEO

Chief Marketing Officer

Chief finance officer

Chief Information Officer

Marketing supervisor

Finance and Accounting Supervisor

I Superior
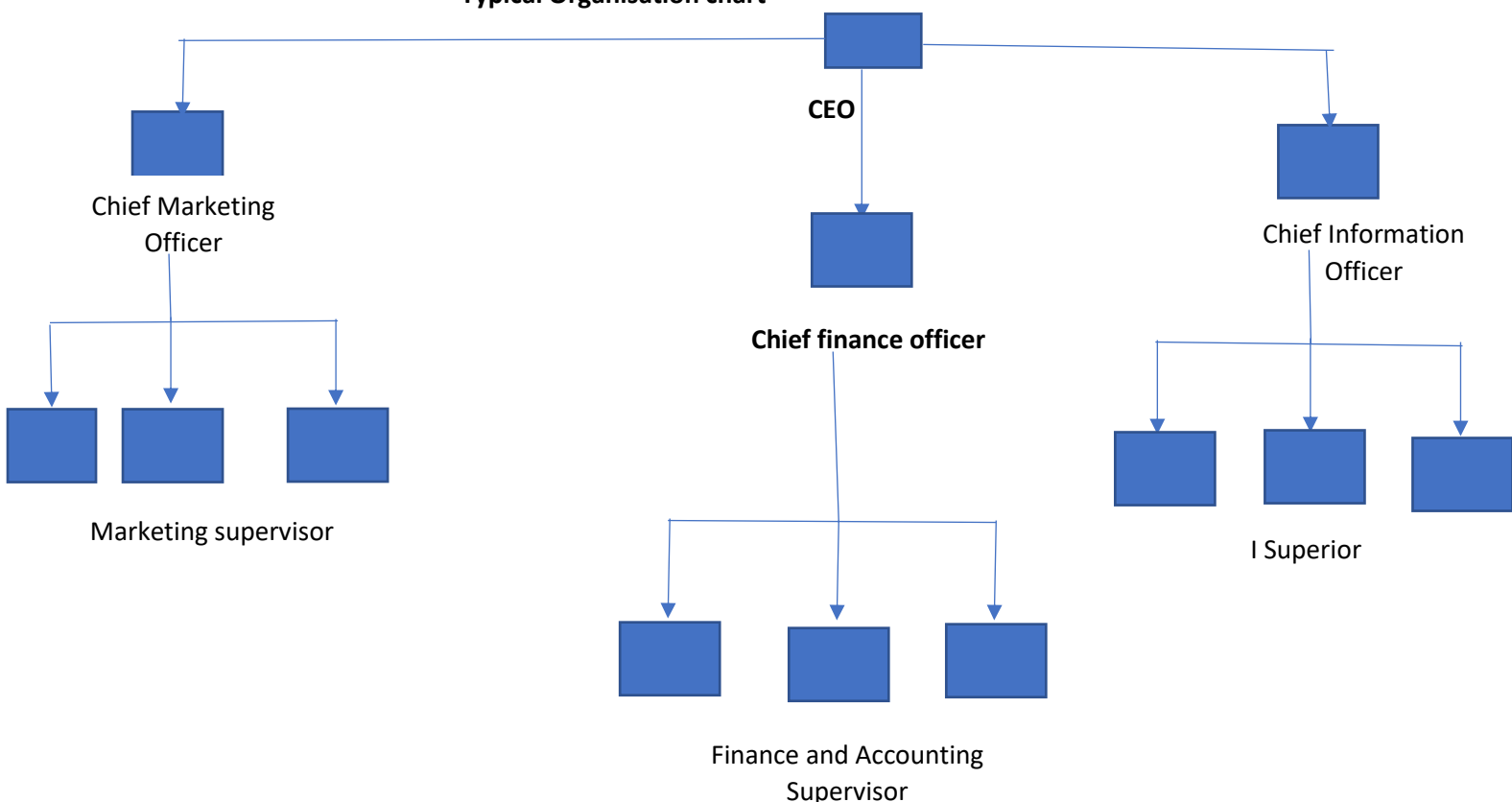
The typically hierarchical arrangement of lines authority, communications, rights determines how the roles, power and responsibilities are assigned and controlled.

- **All organizational structure**

Managing Director

Manager	Manager	Manager
Staff	Staff	Staff
Staff	Staff	Staff
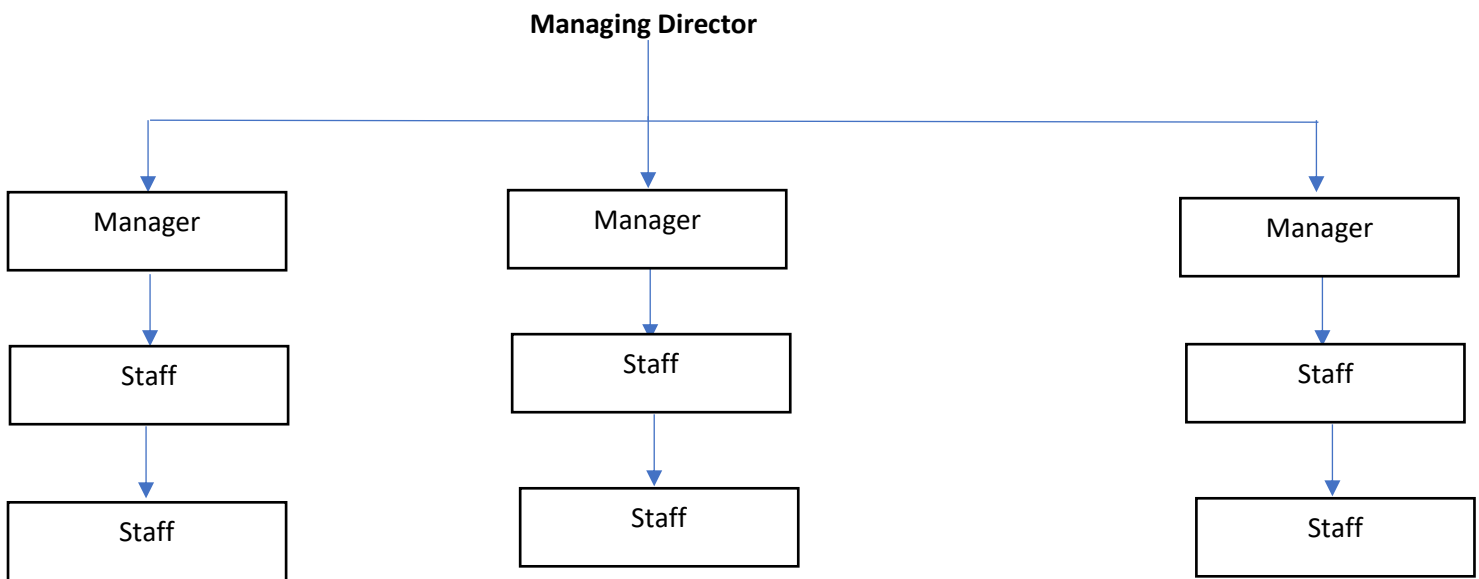
A tall structure results in one long chain of command similar to the military. As an organization grows, the number of management levels increases and the structure grows taller. In a tall structure manager form many ranks and each has a small area of control.

- **Centralization: -** Centralizes organizational structures rely on one individual to make decisions and provide direction for the company
- **Decentralization: -** Decentralizes organizational structures often have several individuals responsible for making business decisions and running the business.

Top Manger

FM	MM	OM
M_1	M_2	M_2
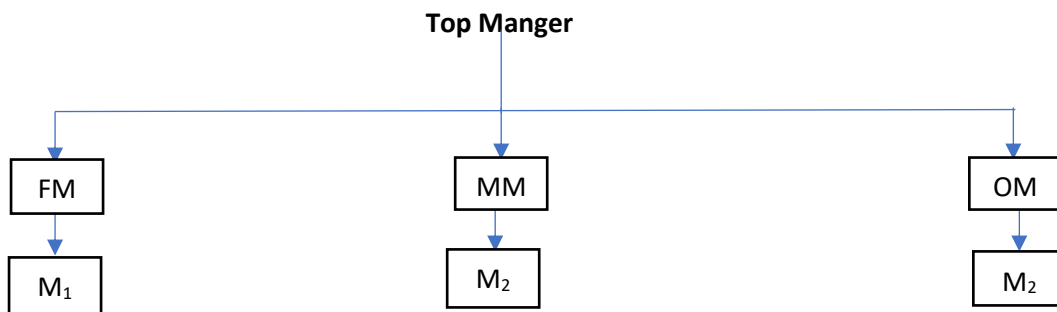
- **Line structure: -** In an Org can be horizontal or vertical the structure can be regrigated into tall and flat component. It depends upon the type of product and services and the breadth of an organization to develop a particular structure.

  The Top management authority further delegate the responsibility to their lower level management. So that the organization goals can be accomplished within a particular time frame and effectiveness.

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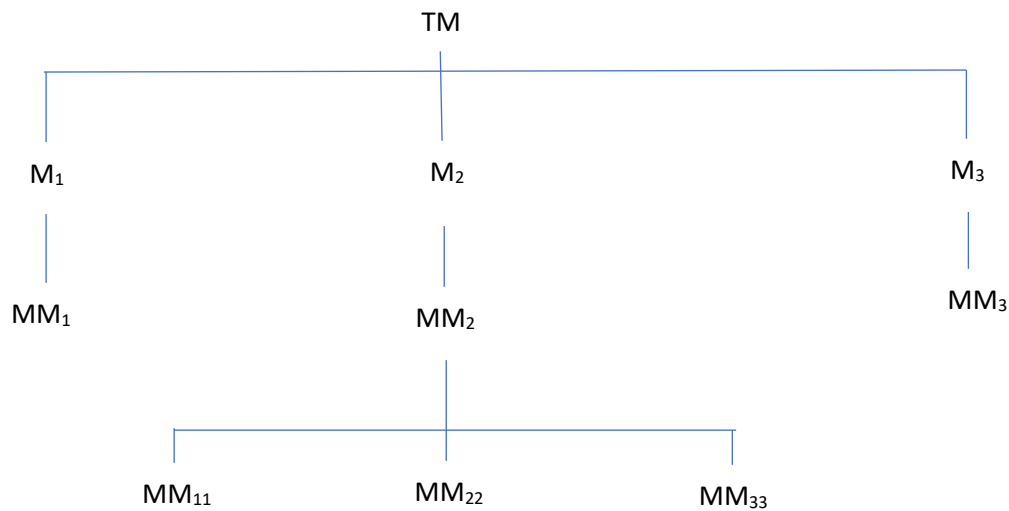
= It depends upon the type of authority in the tall structure that how many further subdivisions are require to accomplish the goal provided the top manager.

Example: - Top management wish to Increase their sales in a particular region. The responsibilities are been delegated to the marketing manager of that Area.
                                        The marketing manager further delegate his responsibilities to the lower level manager/area manager for inhaling the sale of an organization. The area manager further go on delignating their responsibilities to the sale activity of the organization.

- The typical organization is associated with various mangers must bear that there are two organization they must deal with.

                         Types of Organization

- **Formal structure.**
  i.   **Centralised or decentralized**
  ii.   **Chain Command**
  iii.   **Legal entity**
  iv.   **Have structure**
  v.   **Level**
- **Informal structure.**
  i.   **Decentralization**
  ii.   **No Chain of command**
  iii.   **No structure**
  iv.   **No Legal entity**
- **Types of organization structure**
  1. **Divisional organization structure**
  2. **Committee organization structure**
  3. **Line organization structure**
  4. **Project organization structure**
  5. **Staff or function organization structure**
  6. **Matrix organization structure**
  7. **Line and staff organization structure**
  8. **Hybrid organization structure**
- **Line organization structure: -** Has only direct relationship mostly vertical in nature between different levels in the firm of organization. There are only line department that are directly in value in accomplishing the primary goal of the organization.
  Example=

In a typical firm line department include
1. **Production department**
2. **Marketing department**
3. **Finance department**
4. **HR department**

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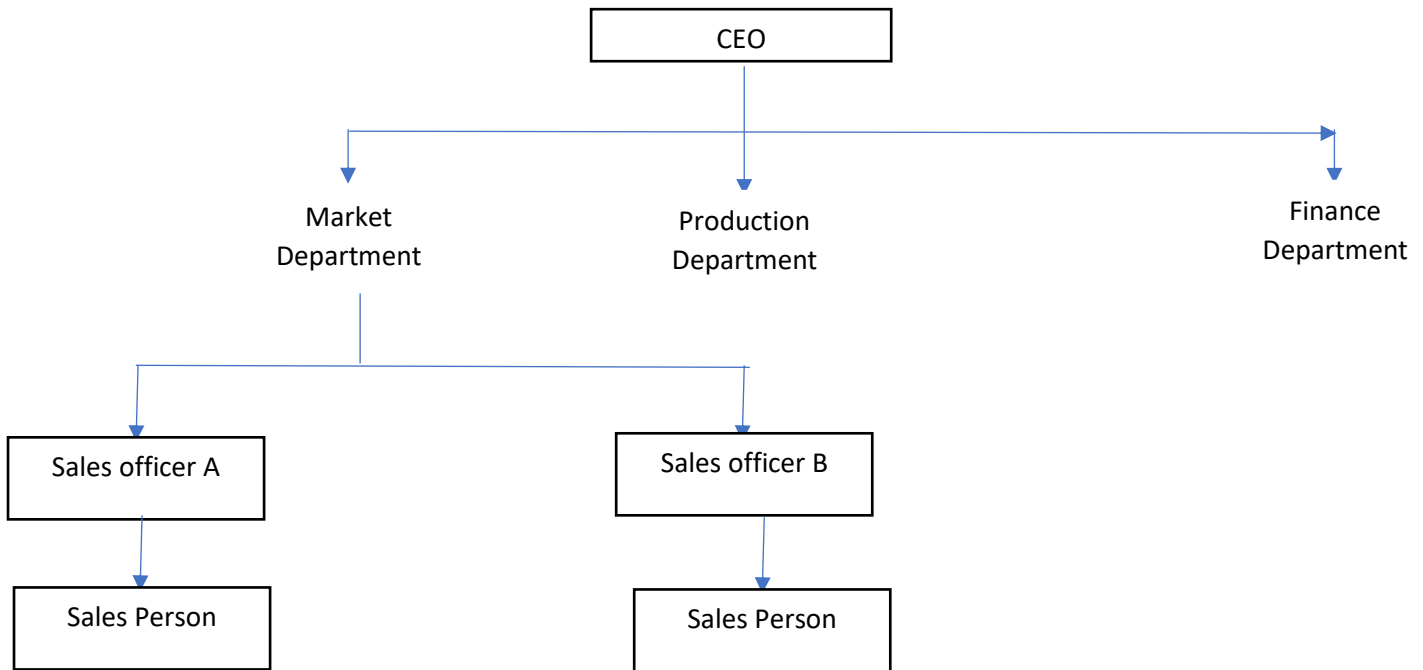
- **Advantages=**
1. **Tends to simply and clarity Authority responsibility.**
2. **Promotes fast decision making.**
3. **Simple to understand**
- **Disadvantages=**
1. **Neglects specialised in planning**
2. **Overload to a key person.**

- **Staff of functional structure**
  The jobs in org can be categorised as
- **Line Position = A position in the direct chain of command that is responsible for the achievement of organizational goal.**
- **Staff Position = A position intended to provided expertise advise and support for the line position.**
  - **The line officer or manager have the direct authority to be excised by them to achieve organization goals.**
  - **The staff officer or manager have staff authority i.e. authority to advice the line over line officer. This is also known as functional authority.**

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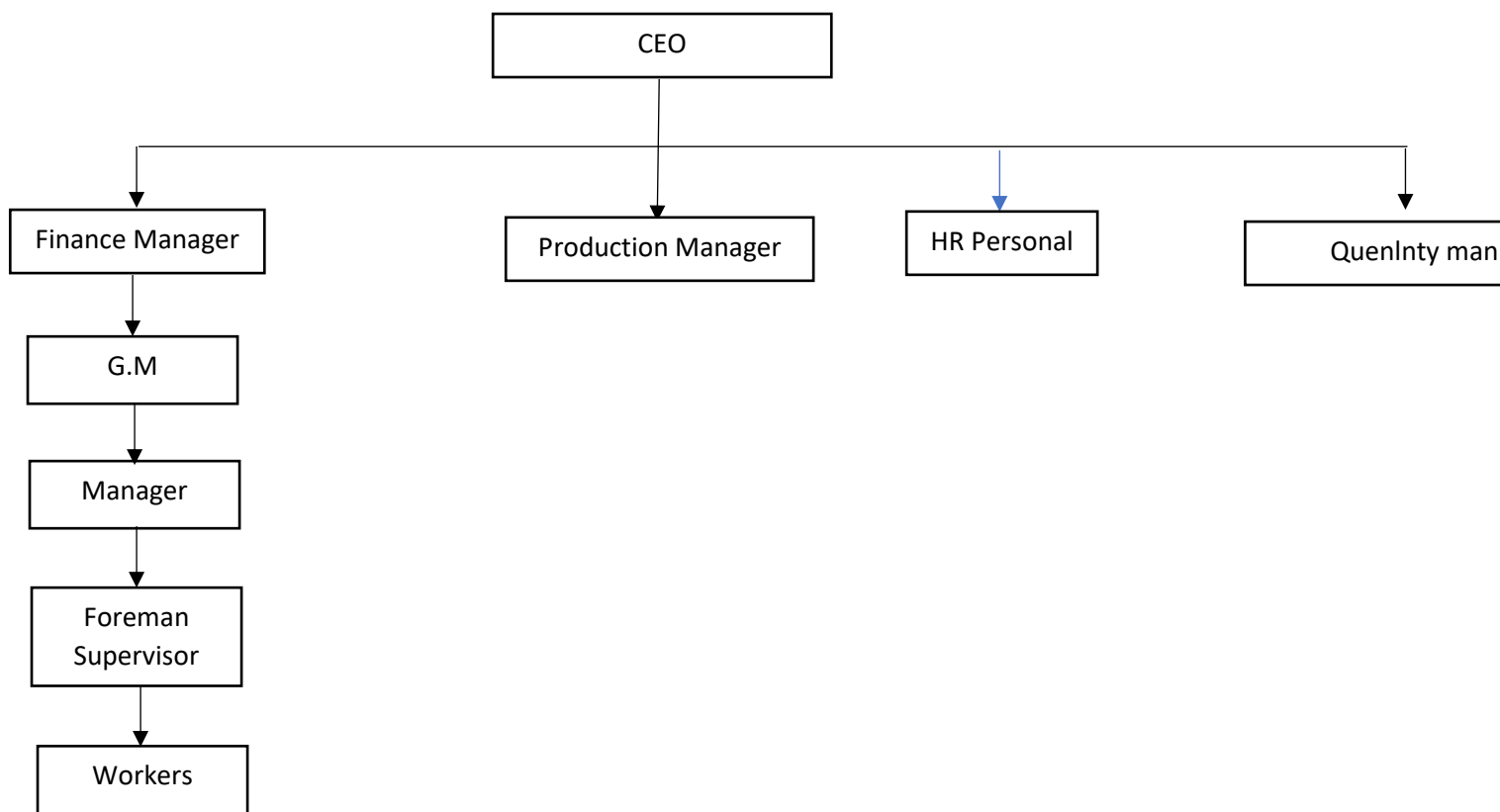
- **Advantages: -**
  - **The function or staff org structure in value specialist in some fields by a proper functional authority.**
- **Disadvantages: -**
  - **The principle of unity of command is seen violated**
  - **The workers or group of workers receive orders from line supervisor as well as staff supervisor, which leads to staff supervisor, which leads to confusing in the job assigned.**
- **Line and staff organization structure**
  - **Most large organization belong to this type of organizational structure. These organization have direct, vertical relationship between different levels and also specialist responsible for advising and asserting line manager.**
  - **The staff department provides line people with advice assistance in specialised Area. Example=**
    1. **Quality advising the production.**
    2. **Control.**
- **Divisional organization structure: -In this type of organization structure the organization can have different basis on which department are found they are.**
  1. **Function**
  2. **Product**
  3. **Geographic Location**
  4. **Project**
  5. **Combination approach**

- **Project Organization structure: - The line and staff and functional authority organizational structure facilated establishment and distribution of authority for vertical co-ordination and control rather than harizental relationship- In some project work process may flow horizontally, diagonally, upward and downward.**

- **The direction of work flow depends upon the problem that exist to overcome up such situation project org and matrix organization have emerged**
- **A project organization is a temporary organization designed to achieve specific results by using teams of specialist from different functional area in org. Ince the project is achieved the team member can go back to their previous positions.**
  Example=R&D project, New project development new plant construction of complex, shopping complex, Bride etc.

MD

- **General Manager**
- **Finance manger**
- **R&D Manger**
- **Production Manger   -   Technicians**
- **Hr Personal**
- **Quality Manger**

- **Matrix- It is a permanent design to achieve specific results by using team of specialists from different functional areas in the organization.**

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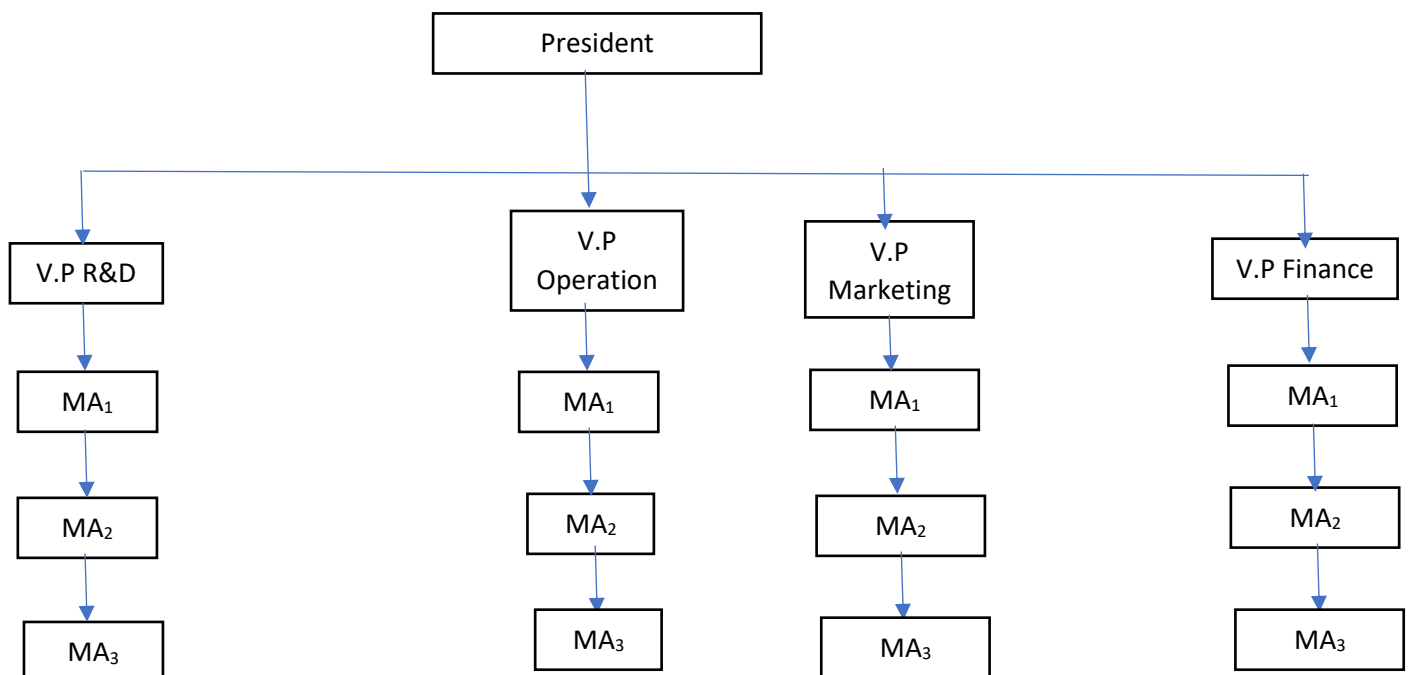
- **Hydride Organization structure: -**
  - **This type of structure used by MNC operation in global environment. This kind of structure depends upon factors such as international orientation and commitment MNC's may have corporate office in the origin country and their division across country reporting to CEO / president at headquarters**

BOD=Board of directors

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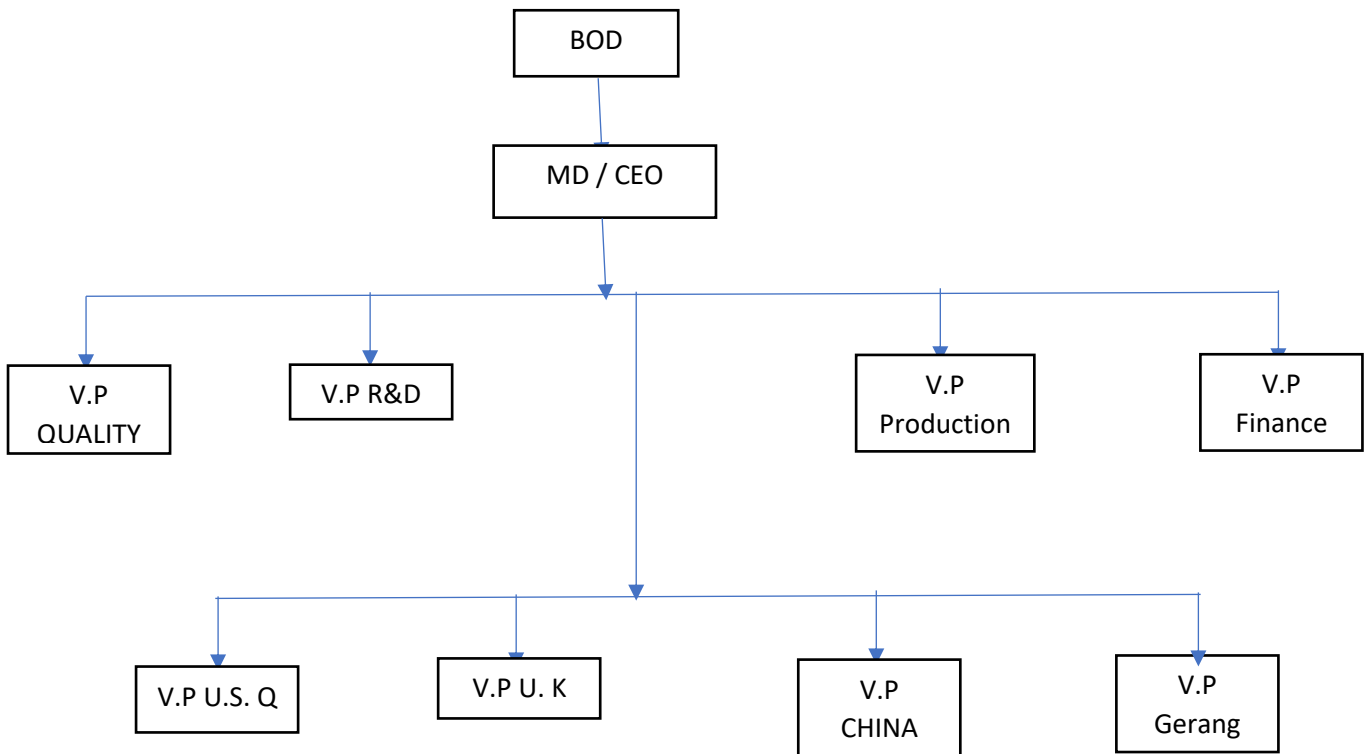
- **Departmentization**
  - After deciding what job task will be done by whom, common work activities need to be grouped back together so work gets done in a co-ordinated and integrated way. The process of grouping jobs together is called departmentalization.
- **Types**
  1. **Function Department**
  2. **Geographic Department**
  3. **Product Department**
  4. **Project Department**
  5. **Customer department: -** It groups jobs on the basis of specific and unique customer who have common needs.
- **Centralization: -** Centralization and Decentralization
  - Centralization is the degree to which design making takes places at upper levels of organization if top manger makes key decision with little input from in lower level, then the org is more centralize.
- **Decentralization: -** More involvement of lower level manger and employees it providing input or Exactly making decision the more decentralization is there in the organization.
- **Centralization**
  1. It applies on small size organization
  2. The communication flow of centralized is vertical
  3. The decision-making process in slow
  4. It is very efficient system
  5. Decision making by top level mangers

  Ex =Military, Government.

  6. It is costly affair and no scope of specialization

- **Decentralization**
  1. It applies on large size organization.
  2. The common flow of decentralized in common or free.
  3. The decision-making process in faster.
  4. All levels in the hierarchy.
  5. Problem is coordination between different unit.

- **HRM**
1. **Job Analysis**
2. **Job description**
3. **Job specification**
4. **Job Evaluation**
5. **Job Recruitment**
6. **Job DE recruitment**

1. **HR Planning = Ensuring that the org has right Number and kind of capable People in the right place at the right time.**
2. **Job Analysis = It is an assessment that defines Jobs and behaviour necessary to perform that mixture of specification and description.**
3. **Job specification = A written statement that describe the Job.**
4. **Job Description= A written statement of the minimum qualification that a person must possess to perform a given job successfully.**
5. **Job evolution = It is to identify wheat her the job has been performed as per given standards.**
6. **Job Recruitment= locating identifies and attracting capable applicants.**
7. **DE recruitment = Reduce and an org workforce.**

- **Selection= It is the process of screaming job application to ensure that the most appropriate candidates are hired.**
- **HRP = Through planning organization avoid certain shortage as well as surplus of the HR in the organization the HRP consist of two essential components.**
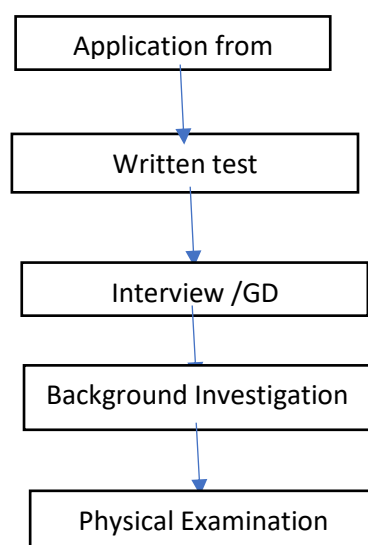
1. **Current Human Resource**
2. **Meeting Future HR needs.**

- **Current human= Managers begin HR planning Exploring the inventory of current employees this inventory Provides and understanding about the pool of Resources on the basis of capabilities skill education to the Managers and help them to identify the future demand and important expect of current assessment is job analysis.**

  It is an assessment that define jobs and behaviour necessary to perform ten

  - **Using this information from Job analysis Managers developed or revise job description and Job specification.**
- **Meeting future needs= Future HR Means are determined by organization goals, strategies and mission. It depends upon the demands of organisation product and services that highlights the demand of the future recruitment in the Org.**

  Selection Procedure

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│     Application from     │
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             │
             ▼
┌─────────────────────────┐
│      Written test        │
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│      Interview /GD       │
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│   Physical Examination   │
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```

- **Orientation: -**
    - **A person starting the new job meets introduction to his obliges his job and the Org also this introduction is known as orientation.**
    - **A realistic Job Preview is provided to a newly higher person or employee a preview of a Job provides both +ve and -ve information about the Job and the company there are two types of Orientation**

1. **Work unit Orientation: -**

   It familiarizes the employee with the goals of the work unit clecrties now his/her Job contributes to the unit's goal and includes and introduction to his/her new lore workers.

2. **Organization Orientation: -**

   It informs the new employee about company goal, history, vision, mission, Procedures and rules and HR Policies.

- **Employee Training**
    - **Employee training is an important HRM activities as Job demands changes, employee skill have to change the training provides as facilitates an employee about the need of the org and now that need can get accomplished by using the scare and limited resources of the org**

Types of training

1. **Journal training= It includes about communication skill, computes application skills, customer services, Management skills sales skills technological skill and knowledge.**
2. **Specific training= It includes work skills, creativity, cultural awareness, leadership product knowledge, public speaking, presentation safety, ethical team building skills etc**
    1. **On the job training**
    2. **Job rotation**
    3. **Mentoring and coaching**
    4. **Experiential exercises**
    5. **Workbook/manuals**
    6. **Classroom lecture**
    7. **Technology based training**
    8. **Performance Management**
    9. **Written essay Method**

- **What is team / Teamwork**
  - **A team is a group of people working together toward achieving a common goal. This process is called teamwork**
  - **Every team has a set of goals to achieve**
  - **Every team member needs to understand his/her role in the team**

Before you start working on a task you should be aware of

- **What are the team's goals?**
- **What are you expected to achieve?**
- **What is the time to achieve the target?**

For Example: - If you work in a retail store as a sales person. You should know

1. **What are the daily sales targets**
2. **How much are you expected to achieve by the end of the day?**
   - **Group= Is defined as two or more Interacting and Interdependent individuals who come together to achieve specific goals formal group are work that are defined by the org structure and have designated work assignments and specific task directed at accomplishing organizational goal**
   - **Informal group= Informal group are social groups occure naturally in the workplace and tend to form around friendship and common Interest**

For Example, = five employees from different departments who regularly eat lunch together

Ex of formal group=

1. **Command group**
2. **Task group**
3. **Cross functional**
4. **Self-managed**

- **Command Group = Groups that are determined by the organization chart and composed of individual who report directly to a given manger.**
- **Task group= Group composed of individuals brought together to complete a specific Job task their existence often temporary.**
- **Cross functional= Groups that bring together knowledge and skill of individual form various work areas**
- **Self-Managed= Groups that are essentially independent and that in addition to their own task, take on traditional managerial responsibilities.**

Stage 1 -------------------------------- **Forming**

Stage 2 --------------------------------- **Storming**

Stage 3 --------------------------------- **Norming**

Stage 4 --------------------------------- **Performing**

Stage 5 -------------------------------- **Adjourning**

Group structure

Roles

Norms

Conformity

Status systems

Group size

Group cohesiveness

Group Processes

Cohesiveness		
	High	Low
High	Strong Increase in Productivity	Moderate Increase in Productivity
Low	Decrease in Productivity	No Significant effect on Productivity

- **Team= Work team are grouping whose member work immensely on specific, common goal using their positive synergy individual and mutual accountability complementary skills.**
- **Team: -**

1. **Leader role is shared**
2. **Accountable to self and team**
3. **Team creates specific purpose**
4. **Work is done collectively**
5. **Meeting's characterized by open-ended discussion and collaborative problem salving**
6. **Performance is measured directly by evaluating collective work output**
7. **Work is decided upon and done together**
8. **Can be quickly assembled, deployed refocused and disbanded**

- **Group**

1. **One leader clearly in charge**
2. **Accountable only to self**
3. **Purpose is same as broader organizational purpose**
4. **Work is done individually**
5. **Meeting Characterized by efficiency no collaboration or open-ended discussion**
6. **Performance is measured indirectly according to its influence on others**
7. **Work is decided upon by group leader and delegated to individual group member**

- **Types of team: -**
  - **Problem solving team: - When work teams first became popular most were problem St. are the teams form same department or functional area that are in valued in efforts so as to improve the activity is relative to the work or solving some specific problem the members in PST share their Ideas and give suggestion related to the work process and discuss the ways of improvement related to their work methods.**

- **Self Manged team: - As PST are helpful in determining the solution related to the work helnods but they do not go for enough in getting the employees in valued in work related decision and the process this short coming in the PST has led to formulate another type of team that is SMT. It is a formal group of employees who operate without the manger and are responsible towards the accomplishment of the work process or the segmentation the SMT is responsible in getting the work done and usually includes planning and scheduling their work activities assigning task to the member collective control over the work and take appropriate actions for the Problems.**
- **Cross – functional team = CFT are defined as the work team is composed of individual from Various functional specialities**
- **Virtual Team = Is a team that uses technology to link physically dispersant people employees in order to achieve a common and specific goal.**

- **How to create effective teams**

- **Clear goals = High – Performance teams have a clear understanding of the goal to be achieved**
- **Relevant Skills = Effective teams are composed of competent individuals who have necessary technical and interpersonal skills to achieve the desired goals while working well together.**
- **Mutual Trust = Effective teams are characterized by high mutual trust among members That is members believe in each other's ability character and Integrity.**
- **Unified commitment = Unified Commitment is characterised by dedication to the team's goals and a willingness to expend extraordinary amounts of energy to achieve them.**

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                        ┌──────────────┐
                        │  Clear Goal  │
┌─────────────────┐     └──────┬───────┘
│ External Support│◄──┐        │            ┌────────────────┐
└─────────────────┘   │        │         ┌─►│ Relevant Skills│
                      │        │         │  └────────────────┘
┌─────────────────┐   │        │         │
│ Internal Support│◄──┤        │         │
└─────────────────┘   │        │         │
                      │   ┌────▼──────────┴┐  ┌──────────────┐
┌─────────────────┐   ├──►│ Effective Team ├─►│ Mutual Trust │
│   Appropriate   │◄──┤   └───┬────────┬───┘  └──────────────┘
│    Leadership   │   │       │        │
└─────────────────┘   │       │        │
                      │       │        │
┌─────────────────┐   │       │        │
│Negotiating Skills│◄─┘       │        │
└─────────────────┘           │        │
                    ┌─────────▼┐    ┌──▼──────────┐
                    │   Good   │    │  Unified    │
                    │Communication│ │ Commitment  │
                    └──────────┘    └─────────────┘
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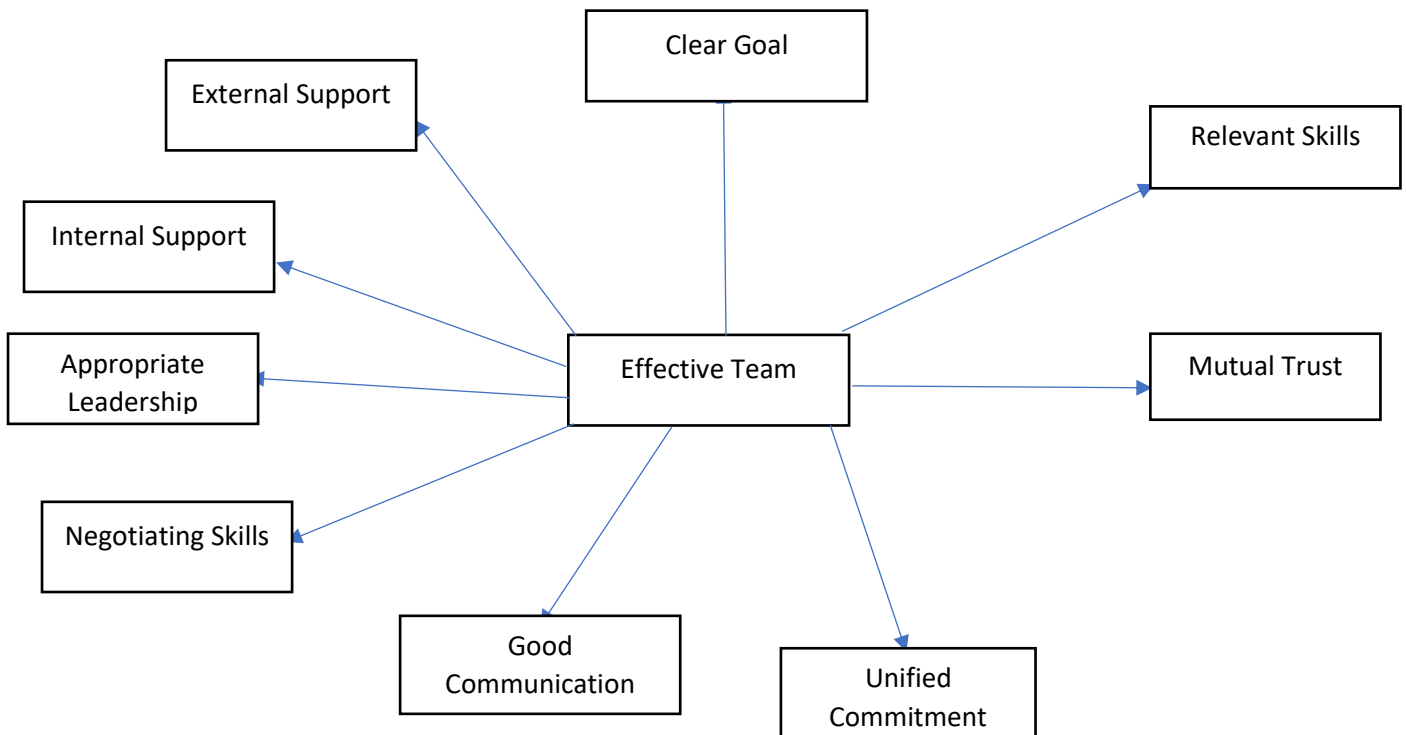
- **Good communication = Not surprisingly effective teams are characterized by good communication number convey messages, verbally and non-verbally between each other in ways that are reading and clearly understood also feedback helps guide team members and correct misunderstanding.**

- **Negotiating skills = Effective teams are continually making adjustment to whom does what This flexibility requires team member to possess negotiating skills**
- **Appropriate leadership= Effective leaders are important they can motivate a team to follow them through the most difficult situations.**
- **Internal and External Support: - The final condition necessary for an effective term is a supportive climate Internally the team should have a sound infrastructure which means proper training, a clear and responsible measurement system that team member can use to evaluate their overall performance an incentive program that recognizes and rewards team activities and a supportive human resource system.**

- **Controlling**
  - **All Controlling is the Process of monitoring, Comparing and correcting work performance.**
  All manager should control even of their units are performing as planed because they can't really know that unless they have evaluated what activities having done and compared actually performance against the desired standards.
  Effective control ensures that activities are completed in ways that lead to attainment of the goals whether controls are effective tan is determined by how well they help employees and Managers achieve their goals.
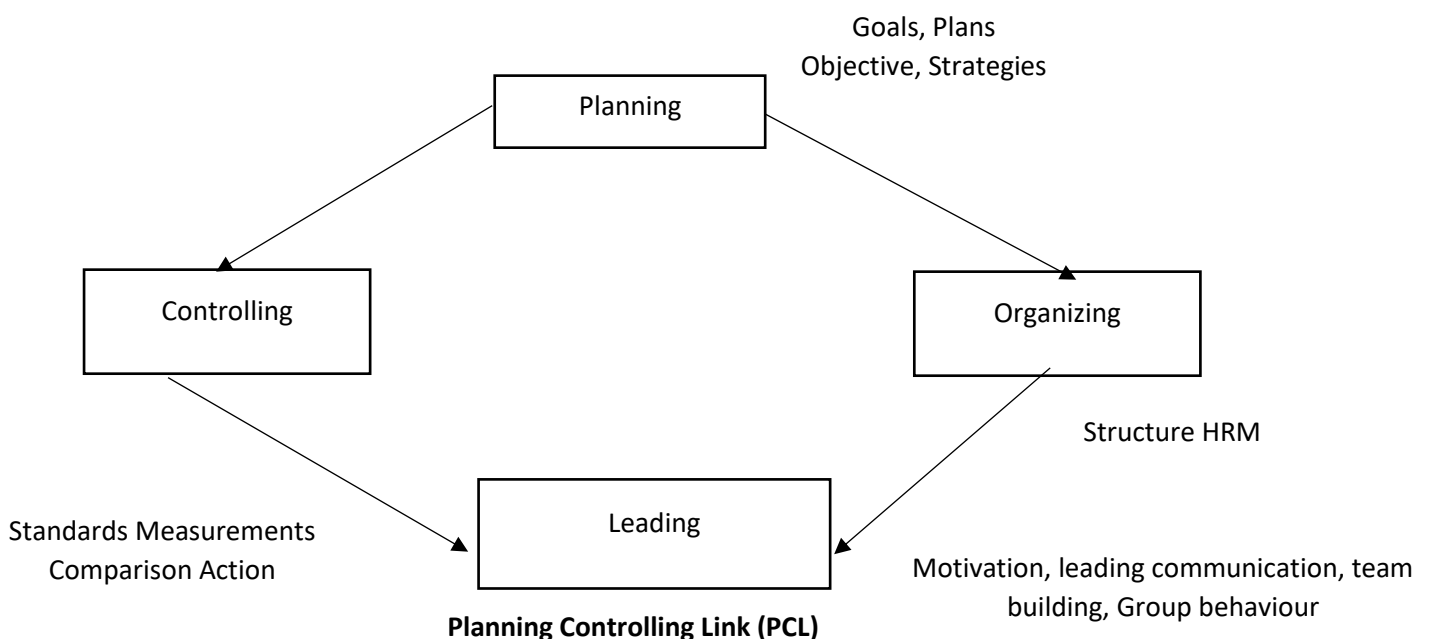
- **Why Controlling is important?**
  - **Planning can be done and organisation structure created to facilitate efficient achievement of goals and employees motivated through effective leadership but there is no assurance that activities are going as planned and that the goals employee and mangers are working toward are in fact hoeing attained.**

  - **Control is important therefore because it's the only way that managers know wheat her organization goals are achieve and if not the reason why the value of control function can be soon in three specific area.**
  1. **Planning**
  2. **empowering**
  3. **Protecting the work place**
  - **As we known goals which provide specific direction to the employees and managers, creates a foundation of planning**
  - **If manager didn't control they would hire no way of knowing whether their goals plans were being achieved and what future.**
  - **And effective control system can provide information or feedback on employee's performance and minimize the chance of potential problems**
  - **Mangers must protect organization assets in the event that org of there things should happens disaster scales, work place violence**
  - **The comprehensive control will help to assure minimal work disruption.**

Goals, Plans
Objective, Strategies

```
                    Planning
```

```
Controlling                          Organizing
```

Structure HRM

```
                    Leading
```

Standards Measurements
Comparison Action

Motivation, leading communication, team building, Group behaviour

Planning Controlling Link (PCL)

- **Control Process**
  - **Control process is three step's process**
    1. **Measuring actual performance**
    2. **Comparing actual performance with standards**
    3. **Taking Managerial action to correct**

Step-1 | Measuring Actual Performance

Goals and objective organizational Divisions Departmental Individual

Comparing Actual Performance Against Standards

Step-2

Taking Managerial Actions

Step-3
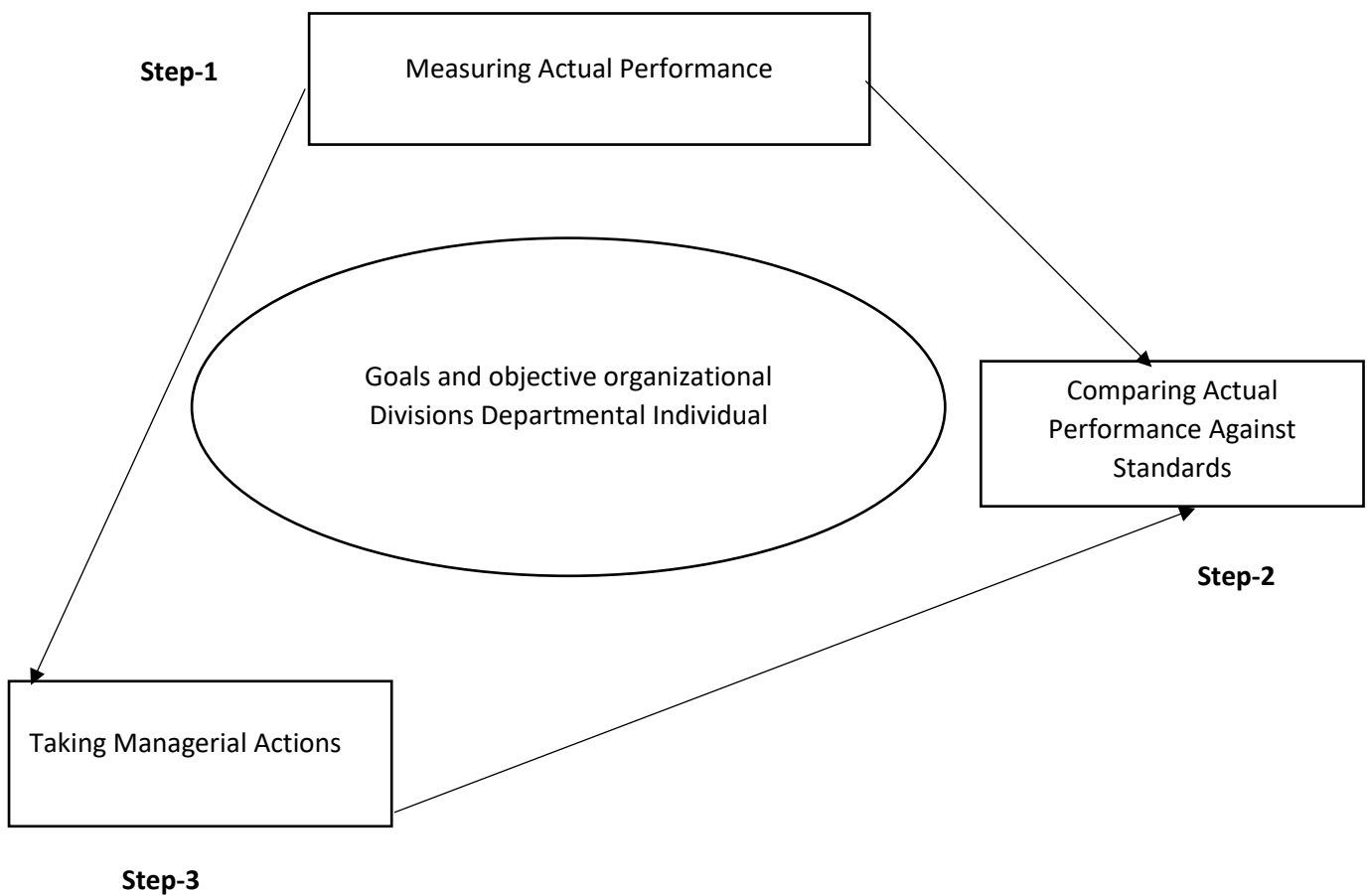
- **Step 1 =** To determine what actual performance is a manger first get informance about it
  How? What] we measure
  Thus, the first step in controlling is measuring
- **How we measure**
- Personal observation
- Statical reports
- Oral reports
- Written reports

- **What we measure?**
  What is measured is probably more critical to the control process than how it measured why Because selecting the wrong criteria can create serious. Beside what is measured often determines what employees will do.
- Step -2
  The comparing step determines the various between actual performance and the standard. Although some variation in performance can be expected in all activities It's critical to determine an acceptable. Deviations outside this range need attention.

Acceptable upper
Limit

Standards

Acceptable lower
limit

| T | T+1 | T+2 | T+3 | T+4 | T+5 |

Time Period
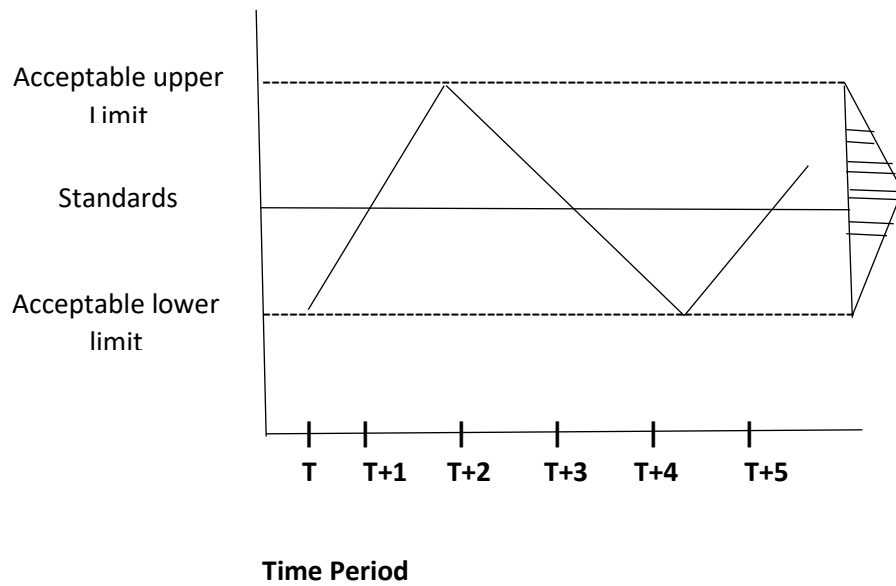
- **Step -3**
  - **Managers can choose among three possible courses of actions**
  - Correct the actual performance
  - Do nothing (self-explanatory) distancers

| Compare actual performance which standards | → | Is standards attained | Yes → | DO nothing |

No

```
┌──────────────┐      ┌──────────────────┐        ┌──────────────────┐   ┌─────┐   ┌──────────────────┐
│  Standards   │══════│ Measure actual   │        │  Is Variance     │   │ Yes │   │   DO nothing     │
│              │      │  performance     │        │  acceptable      │───└─────┘──▶│                  │
└──────────────┘      └──────────────────┘        └──────────────────┘            └──────────────────┘
                                                      │
                                        ┌─────┐       │
                                        │ No  │       ▼
                                        └─────┘   ┌──────────────────┐   ┌─────┐   ┌──────────────────┐
                                                  │  Is Standards    │   │ Yes │   │ Identify cause   │
                                                  │  acceptable      │───└─────┘──▶│ of variation     │
                                                  └──────────────────┘            └──────────────────┘
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                                                  │    Revised       │            │    Correct       │
                                                  │   standards      │            │  Performance     │
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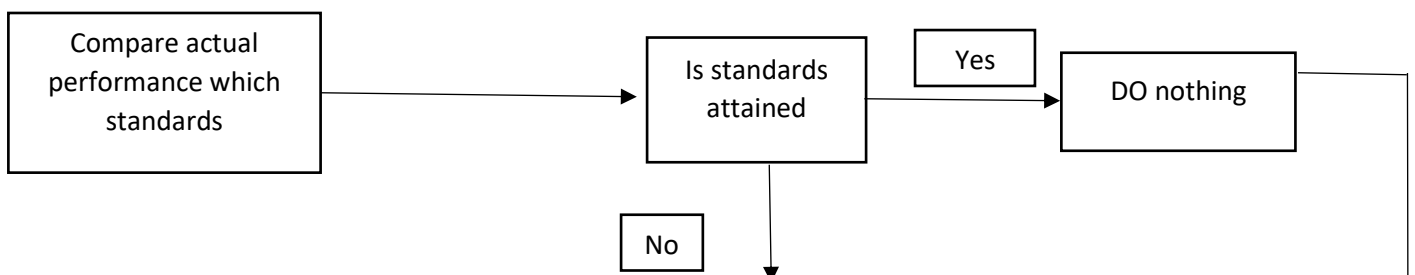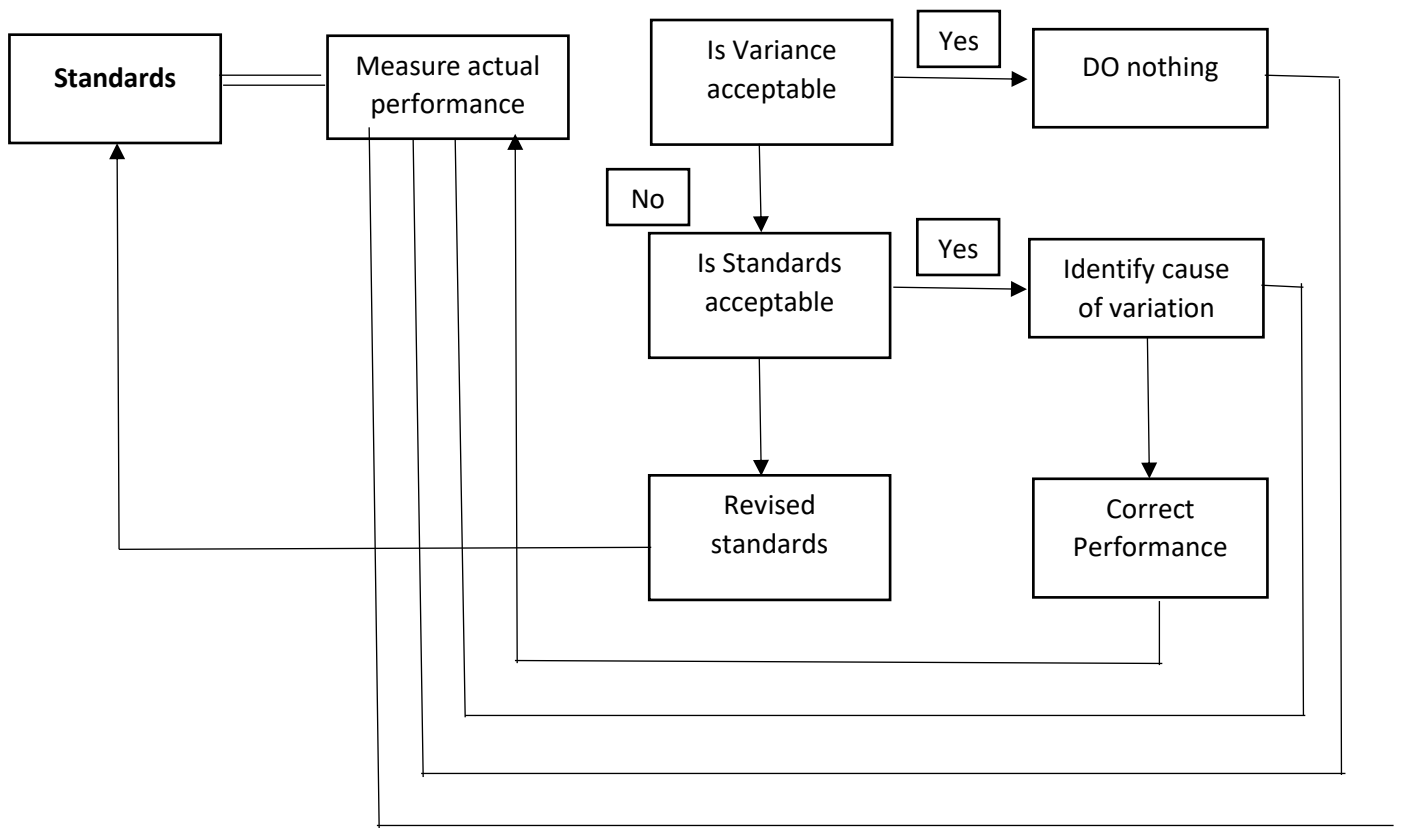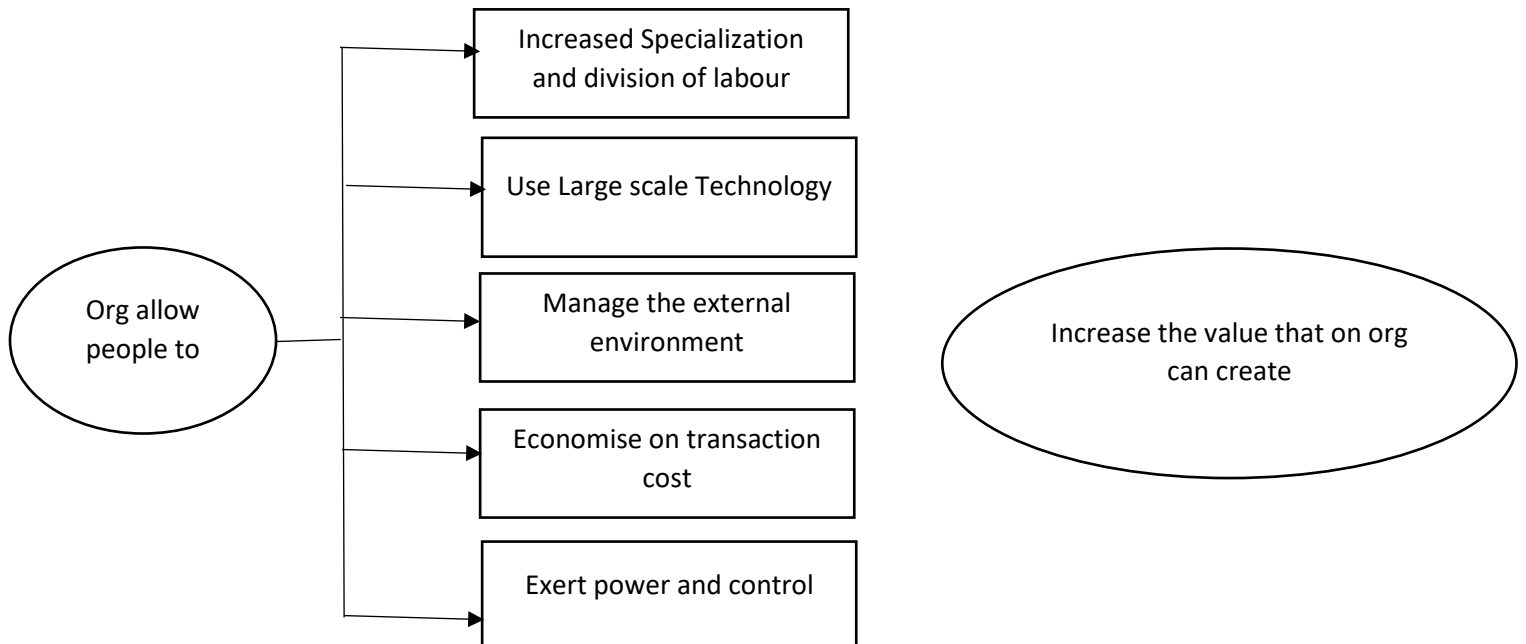
Unit -2

- **Organization Design and structure.**
  - Describe six key elements in org design.
  - Identify the contingency factors that favour either the mechanistic modal or organic model of org design.
  - Compare and contrast traditional and content porcery org design.
  - Discuss the design challenges faced by todays organizations.
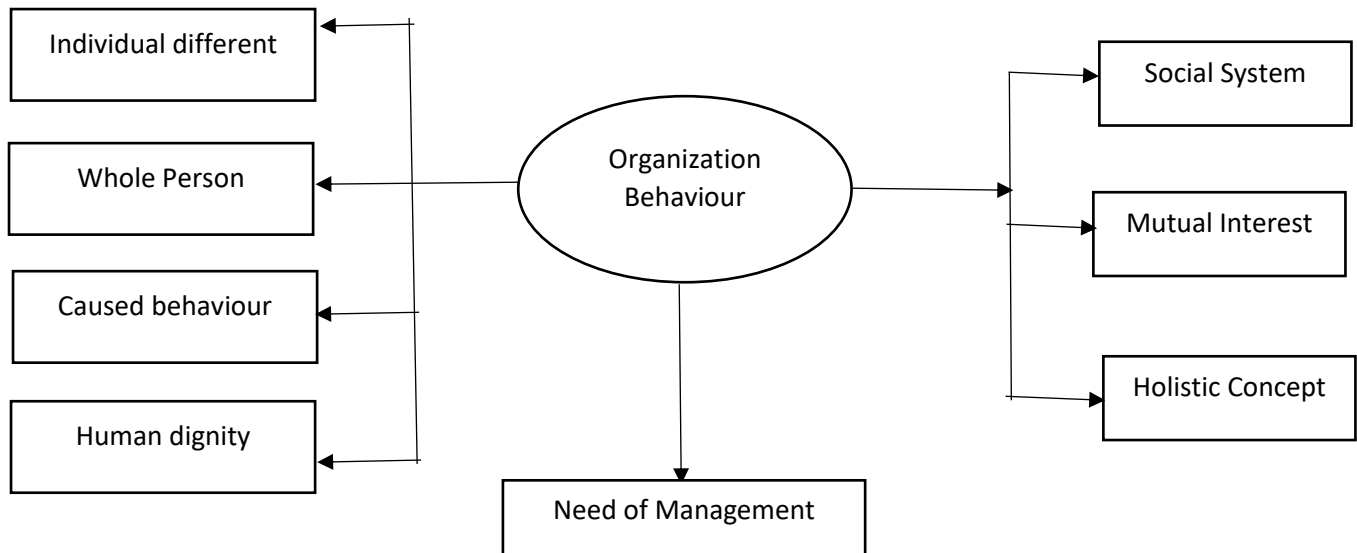- **Six key elements in original design**
  - Work Specialization
  - Departmentalization
  - Authority & Responsibility
  - Span of Control
  - Centralization vs Decentralization
  - Formalization (**Everything in written)**

- **Why Do org exist**

```
                    ┌─────────────────────────┐
                    │ Increased Specialization│
                    │   and division of labour│
                    └─────────────────────────┘
                    ┌─────────────────────────┐
                    │  Use Large scale Technology│
                    └─────────────────────────┘
   ╭──────────╮     ┌─────────────────────────┐      ╭─────────────────────────╮
   │ Org allow│     │   Manage the external   │      │ Increase the value that on org│
   │ people to│─────│      environment        │      │        can create        │
   ╰──────────╯     └─────────────────────────┘      ╰─────────────────────────╯
                    ┌─────────────────────────┐
                    │  Economise on transaction│
                    │           cost          │
                    └─────────────────────────┘
                    ┌─────────────────────────┐
                    │   Exert power and control│
                    └─────────────────────────┘
```

- **Organization behaviour**

| Individual different |
| Whole Person |
| Caused behaviour |
| Human dignity |

(Organization Behaviour)

| Social System |
| Mutual Interest |
| Holistic Concept |

| Need of Management |

- Importance of OB
  - Study of OB is important in several ways
  - OB Provides a road maps to our life's in the org people bring to their work place their hopes and dreams as well as their fear and frustrating much of the time people in org act rationally doing their work. Suddenly few people appear distracted and even get withdrawn. We therefore need to map out orals events so that we can function in more secure and comfortable environment.
  - The field of OB user scientific research to help us understand and predict organization life the decision and action people take are determined by complex factors.
  - OB help us to influence organization events though it is good to understand and predict organization events most of us want to influence environment in which we line.
  - OB help an individual understand himself/ herself and other better. This help in interpersonal relationship of particular significant topics that can be covered in this context are.
  - OB will help the manager understand the basis of innovation that is required for getting the things done and what he/she should do to motivate subordin.
  - The field of OB is useful for maintaining cordial industrial selections. In other words, the Relation between manager and employees is useful to understand the personal issues and Nat the technical issues.