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SUBJECT: PRINCALPE OF MANAGEMENT

PAPER : MID TERM

Q1: **WHAT IS MANAGEMENT? HOW MANAGEMENT CAN BE IMPLEMENTED EFFICIENTLY AND EFFECTIVELY**?

ANS: **MANAGEMENT:**

Management is a set of principles relating to the functions of planning, organizing, directing and controlling, and the application of these principles in harnessing physical, financial, human and informational resources efficiently and effectively to achieve organizational goals.

**Management can be implemented efficiently and effectively in the following manner**.

The words efficiency and effectiveness are often considered synonyms, along with terms like competency, productivity, and proficiency. However, in more formal management discussions, the words efficiency and effectiveness take on very different meanings. In the context of process reengineering, Lon Roberts defines efficiency as "to the degree of economy with which the process consumes resources-especially time and money," while he distinguishes effectiveness as "how well the process actually accomplishes its intended purpose, here again from the customer's point of view." Another way to look at it is this: efficiency is doing things right, and effectiveness is doing the right things. **For example**, think of a company that was successfully making buggy whips as automobiles became the mode of transportation. Assume that the processes used to make buggy whips were perfect. The relationships of internal and external suppliers and customers were perfect. The suppliers and customers teamed together to make perfect buggy whips. The buggy whips were delivered on or ahead of schedule at the lowest possible cost. This company was very efficient. However, the company and its strategists were not very effective. The company was doing the wrong things efficiently. If they had been effective, they would have anticipated the impending changes and gotten into a different market.

**(B) What are the three basic level of management? Name the important areas and personnel in management?**

**ANS:** The three basic level of management are:

1: **TOP MANAGERS:**

This level consists of the board of directors and managing director. It is the supreme source of power since it manages the policies and procedures of an entity. Their main responsibility lies in planning and coordinating. The roles and responsibilities of this ‘creamy’ level can be summed up as follows:

(a). It is at this level that all the objectives and major policies are laid down.

(b). Instructions are given for preparing the necessary budgets for various departments, schedules and policies.

(c). Preparation of premeditated plans and policies are done at this level.

(d). Appointment of executives at central level or departmental heads.

2**: MIDDLE MANAGERS**:

The line and departmental managers form this level of management. These people are directly accountable to the top management for functioning of their respective departments. Their main role comes under the directional and managerial functions of an organization. The roles of managers at this level are as follows:

(a). the main role lies in the implementation of policies and plans as per the directives of the top management.

(b). Preparing plans for the sub units of their respective departments

(c). actively contribute in guidance and employment of supervisory level of management.

(d). their duty is to understand and elucidate the policies of the top management to the lower management.

3: **First line manager**:

This level constitutes mostly of supervisors, foremen and first line managers. The main role of these people are:

(a). Handing over jobs or responsibilities to a variety of workers.

(b). Guidance towards day to day activities of the organization.

(c). these managers are directly responsible for quality and amount of production.

(d). they act as mediators in communicating the problems of workers and also undertake recommending solutions to higher level of organization.

(e). they take stock of the machines and material required for the work to be done.

**Q2: A: DEFINE SCIENTIFIC, CLASSICAL AND BEHAVIOURAL MANAGEMENT PRESPACTIVES?**

ANS: **SCIENTIFIC PRESPACTIVE**:

In simple words, scientific management implies the art of knowing exactly what is to be done and how it is to be done. Under this approach, scientific techniques are applied in the recruitment, selection and training of workers and are also used in tackling various industrial problems.

**CLASSICAL PRESPACTIVE**:

Classical perspective of management professes the body of management thought based on the belief that employees have only economical and physical needs and that the social needs & need for job satisfaction either does not exist or are unimportant.

**BAHAVIOURAL PRESPACTIVE**:

Behaviorism is the theoretical perspective in which learning and behavior are described and explained in terms of stimulus-response relationships. The environment influences behavior. Behaviorists believe that people's behaviors are a result of their interaction with the environment.

**(B) WHAT ARE THE BASIC KEY OF MANAGERIAL ROLE?**

**ANS:** Managerial roles are specific behaviors associated with the task of management. Managers adopt these roles to accomplish the basic functions of management just discussed—planning and strategizing, organizing, controlling, and leading and developing employees

1**: PLANNING AND STRATEGIZING**:

It is the formal stage where managers chose there goal. Planning is made to achieve that goal what we are set for to bring our work to the next level from the current level.

2: **ORGANIZING**:

The organizing is the action that mangers takes to attain the goals of on organization, the organizer have responsibility to control the task and assignee duties to the facility. Who report to whom coordination to peruse\ attain goal.

3: **CONTROLLING:**

Controller is the one who ensure the work whether the work is done according to the plan or not and InterVision when the goals are not achieve and then taking the correct action.

4: **LEADING AND DEVELOPING EMPLOYES**:

The one who lead the facility and motivate the worker to achieve goals and developing employs is to improve the skills and the working criteria of the employs providing them training and rewarding them.

Q3**: EXPLAIN HAWTHOME STUDY WITH EXAMPLE?**

**ANS:** The Hawthorne studies were a series of investigations conducted by Elton Mayo and Fritz Roethlisberger were a part of a refocus on managerial strategy with emphasis on the socio-psychological aspects of human behavior in organization.

**EXAMPLE:**

The Hawthorne effect occurs when people behave differently because they know they are being watched. The Hawthorne effect can also lead to the observation being the intervention. For example, recommending individuals who want to lose weight should keep a diary of what they eat and drink.

**PURPOSE OF STUDY**:

The original purpose of the Hawthorne studies was to examine how different aspects of the work environment, such as lighting, the timing of breaks, and the length of the workday, had on worker productivity. Landsbergis defined the Hawthorne effect as a short-term improvement in performance caused by observing workers.

**SIGNIFANCE:**

The Hawthorne studies showed that people's work performance is dependent on social issues and job satisfaction, and that monetary incentives and good working conditions are generally less important in improving employee productivity than meeting individuals' need and desire to belong to a group and be included in

**IMPORTANCE IN MANAGEMENT:**

The Hawthorne Effect is largely about managing employees so they feel more like an integral part of your business. ... Part of the research on the Hawthorne effect determined that employees tend to be more productive when they feel that their efforts are being watched and that attention is paid to their performance.

**(B): WHAT IS THEORY X AND THEORY Y ASSUMPTION?**

**ANS**: Theory X and Theory Y were first explained by McGregor in his book, "The Human Side of Enterprise," and they refer to two styles of management – authoritarian (Theory X) and participative (Theory Y). ... Managers who use this approach trust their people to take ownership of their work and do it effectively by themselves.

**DIFFERENCE:**

. The key difference between Theory X and Theory Y is that Theory X assumes that employees dislike work; they want to avoid it and do not want to take responsibility whereas Theory Y assumes that employees are self-motivated, and flourish on responsibility.

**THEORY X ASSUMPTION**:

Following are the assumption of theory x:

1: Most people dislike work and will avoid it to the extent possible.

2: They must be continually coerced, controlled, and threatened with punishment to get the work done.

3: They have little or no ambition, prefer to avoid responsibility, and choose security above.

**THEORY Y ASSUMPTION**:

Following are the assumption of theory y:

1: Physical and mental effort are natural and most people (depending on the work environment) find work to be a source of satisfaction,

2: They generally, on their own motivation, exercise self-control, self-direction, creativity, and ingenuity in pursuit of individual and collective.

3: creativity, ingenuity and imagination are widely distributed among the population. People are capable of using these abilities to solve an organizational problem.

***THE END***