**Final Term Assignment**

**PRINCIPLES OF MANAGEMENT**

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**Q1: How would you define decision making? Write its types in detail?**

### ANS:

###   Decision Making:

###  "Decision making involves choosing a course from two or more possible alternatives to find a solution to a given problem".

# What is Decision Making ?

Decision making is an integral part of modern management. Basically, rational or good decision making is taken as the primary function of management. Each manager takes hundreds and hundreds of decisions to play a key part in the role of a manager in the subconscious mind or consciousness. Decisions play an important role as they determine both organizational and administrative actions. A decision can be defined as an action that is deliberately chosen from a set of alternatives to achieve organizational or administrative objectives or objectives. The decision-making process is a continuous and essential part of managing any company or business. Decisions are taken to sustain the functions of all business activities and organizational functions.

## **7 Steps of the Decision-Making Process:**

1. [Identify the decision.](https://www.lucidchart.com/blog/decision-making-process-steps#identifydecision)
2. [Gather relevant info.](https://www.lucidchart.com/blog/decision-making-process-steps#relevantinfo)
3. [Identify the alternatives.](https://www.lucidchart.com/blog/decision-making-process-steps#alternatives)
4. [Weigh the evidence.](https://www.lucidchart.com/blog/decision-making-process-steps#weighevidence)
5. [Choose among the alternatives.](https://www.lucidchart.com/blog/decision-making-process-steps#choosealternative)
6. [Take action.](https://www.lucidchart.com/blog/decision-making-process-steps#takeaction)
7. [Review your decision.](https://www.lucidchart.com/blog/decision-making-process-steps#reviewdecision)

**. Identify the result**

To make a decision, you first need to identify the problem you need to solve or the question you need to answer. Define your decision clearly. If you misidentify the problem to be solved, or if the problem you have chosen is too detailed, you will be knocked off the end train line before leaving the station.

If you want to reach a specific goal from your end, make it measurable and timely so that you know you have reached the goal at the end of the process.

**2. Gather relevant information**

Once you’ve figured out your decision, it’s time to gather the relevant information for that choice. Make an internal assessment of where your company has succeeded and failed in areas related to your decision. Also, seek information from outside sources, including surveys, market research and, in some cases, valuation from payment consultants.

**3. Identify alternatives**

Now with relevant information at your fingertips, identify possible solutions to your problem. There are usually more than one option when trying to reach a goal. For example, if your company is trying to get more involved in social media, paid social ads on your alternatives, a change in your organic social media strategy, or a combination of both.

**4. Weigh the evidence**

Once you have found many alternatives, weigh the evidence for or against the alternatives. Look at what companies have done in the past to succeed in these areas, and look closely at the successes and losses of your own company. Identify potential pitfalls for each of your alternatives and weigh them against potential rewards.

**5. Choose alternatives**

Part of the decision-making process is, you know, make the decision. We hope that you have identified and clarified what decision to take, gathered all relevant information and considered possible paths to take. You are ready to choose.

**6. Take action**

Once you have decided, act on it! Make a plan to make your decision tangible and achievable. Create a project plan that relates to your decision and then ease the team into their tasks when the project is over.

**7. Review your decision**

After a predetermined time, you are at a stage in the decision-making process your Look at your decision honestly.

If so, consider what worked for the future reference. If not, learn from your mistakes while restarting the decision-making process.

Decisions are taken at every level of management to ensure that corporate or business goals are achieved. Furthermore, results are one of the key operating values ​​that every company adopts, and ensures optimum growth and drought in terms of services and products offered.

# TYPES OF DECISION MAKING:

1. Tactical and strategic decisions

Tactical decisions are a set of rules, policies, and procedures that a manager repeatedly adheres to. They are repetitive in nature and associated with general functioning. The authority to make tactical decisions is generally given to lower levels in the organization.

2. Planned and unplanned results

Professor Herbert Simon (June 15, 1916 - February 9, 2001), an American economist and psychologist, used computer terminology to classify business decisions. These results are typical and repetitive. Projected results are basically a routine, and appropriate procedures have been set up so that each time the problem should not be treated as a unique event.

**3. Basic and Routine Decisions**

**The basic conclusion is that a good discussion is needed and of vital importance. The new norms must be drawn up by a deliberate thought-provoking process for these decisions. Examples of basic results are plant location, product diversification, and selection of distribution channels.**

**Conventional results are repetitive and, therefore, require relatively little attention. It can be seen that the basic decisions are usually related to the strategic aspects, while the usual decisions are related to the strategic aspects of a company.**

**4. Organizational and Personal Decisions**

**Organizational decisions are what an executive takes in his or her official capacity and can deliver to others. On the other hand, personal decisions are made by an executive in his or her own capacity, but not as a member of the organization.**

**5. Off-the-Cuff and Planned Decisions**

### Off-the-cuff results include "shoot from the waist up". These decisions can be easily made and directed towards the objectives of the company. On the other hand, planned decisions are aligned with the objectives of the organization. They are fact-based and involve the scientific process of problem solving.

6. Policy and Operating Decisions

Policy decisions are those of the top management and are fundamental to the impact of the entire business. Operating decisions are those taken by the lower management for the purpose of implementing policy decisions. Operational decisions are often related to the decision maker's own work and behavior, while policy decisions affect the behavior of the task or subordinates.

7. Policy, administrative and administrative decisions

Ernest Dale (born in Hamburg, Germany and died at the age of 79) has classified the results in the business setting.

(A) Policy decisions,

(B) administrative decisions and

(C) Administrative Decisions.

Policy decisions are made by the top management or management of a company. They relate to key issues and policies, such as the nature of the financial structure, marketing policies, and the emergence of corporate structure.

Administrative decisions are made by middle management and are less important than policy decisions. According to Ernest Dale, the size of the advertising budget is a policy decision, but the choice of the media is an example of a management decision.

Executive decisions are decisions that are made where the work is done. Dale distinguishes between these three types of decisions, Dale writes, "Policy decisions set goals and public actions, managerial decisions determine the way they should be used, and administrative decisions are made on a daily basis when specific cases arise"

**PART(b):**

**Explain different conditions of decision making?**

**ANS:**

Every day a manager has to make hundreds of decisions in the company. Managers do not operate in a theoretical world, but they operate within the reality that many thongs do not know. There are three conditions that managers can face when making decisions. They are (1) certainty, (2) risk, (3) uncertainty.

(1) Definitely

A firm position exists only when managers know the available alternatives and the conditions and consequences of those actions. There is little ambiguity and relatively little chance of poor decision making. It assumes that the manager has all the necessary information about the situation. Therefore, tangible results mean that an accurate and accurate decision is made after a period of time. Of course, it is rare to make a firm decision.

(2) Risk

There is a level of risk when the manager knows all the alternatives but is unaware of their consequences. Decisions under risk usually include clear and accurate objectives and good information, but the future results of alternatives are not certain. The risk situation requires the use of probability estimates. Evaluation skills may be due to experience, incomplete but reliable information or insight. Statistical analysis can be used for the calculation or probability of success or failure.

(3) Uncertainty

In today's complex environment, the most important decisions are taken with uncertainty, where awareness of all the alternatives and their consequences are not even known. To make effective decisions, managers need as much relevant information as possible. Such decisions require creativity and the willingness to take a chance on such uncertain situations. In such situations, managers do not even have enough information to calculate probabilities and risk levels. Therefore, statistical analysis is useless. Therefore, managers must make some assumptions about the situation in order to provide a reasonable framework for decision making. Intuition, judgment, and experience have always played an important role in the decision-making process under uncertain conditions.

So, in conclusion, we can say that the manager makes a good decision if the amount of reliable information is high. Therefore, the manager should ensure that the right information is received at the right time.

**Q2: What are the foundations of strategic competitiveness?**

**ANS:**

**Strategic competitiveness**

 Is accomplished when a company successfully integrates a value-creating strategy. The key to having a complete value creation strategy is to adopt a holistic approach that includes business value, financial strategy, technology strategy, marketing strategy and investor strategy. The purpose of the company should be based on creating value in an efficient way, as it is the starting point for all businesses, and it will generate profit after cost

Business strategy

In business strategy, it is important to distinguish strategic decisions from tactical decisions into short-term responses to the current environment, which refers to long-term scenarios. Strategic decisions define the evolution of state variables, which provide a scenario that reveals current strategies. For example, investing in physical capital plays a strategic role as the basis for determining the success of the company in the future. A company can benefit by investing and creating more dynamic behavior, which in the future will lead its competitors to respond by competing with less energy or staying away from the market altogether.

Financial strategy

For new and established businesses, it is necessary to establish a strong and clear financial strategy that determines the principles that guide all financial decisions. Financial results are of three types: investment decision, financial decision and dividend decision. Investment decisions include capital investment and current investment. Financial results include goals for debt ratio for total capital and total debt for assets. Dividend results are related to dividend growth and dividend payments.

Technical strategy

Technology implementation is often an important way to gain advantages over competitors, even among small businesses.

Social media

Social networks such as Facebook, Twitter, Instagram and LinkedIn are useful tools. Adopting an effective social media strategy facilitates communication with its customers by rapidly improving a company's branding and visibility. Social media sends direct messages and can attract many people to the company's website as long as its design and content conforms to the quality of the strategy; Otherwise, it will be difficult to retain the new public.

New technologies

Nowadays, most private companies have embraced modern technology. They have created user-friendly websites, online lists and call centers, and they have revamped inventory management. Nevertheless, there are still other key features of the technology that Forbes mentioned, that are big businesses to follow, and small businesses to follow:

For real-time, marketing and product development.

Online Customer Relationship Management (CRM).

Tablet-based systems for employees to provide instant, interpersonal answers to customers' needs.

Subscription based software as a service (SaaS).

Marketing strategy

An effective marketing strategy involves the "4Ps" of the marketing mix: product, price, location and promotion.

Product: Type, Design, Quality, Features, Brand Name, Packaging, Services

Price: List Price, Discounts, Payments, Payment Period, Loan Terms

Location: Channels, coverage, assortments, locations, freight, transportation, logistics

Promotion: Advertising, Personal Sales, Sales Promotion, People Communication.

Nonetheless, these “4Ps” can be challenged by “4Cs”: customer solution, customer cost, convenience and communication.

The customer seeks solutions to their problems when purchasing, not products.

The customer wants to know the total cost of receiving, using, and removing an item, not the price.

Customers want to buy products and services quickly, no matter the location.

Communication, not promotion: Customers prefer personalized communications with the company instead of promotion

**PART(B):**

**How strategies are formulated? Explain in your own words?**

**ANS:**

**Strategies are formulated:**

Strategy formulation refers to the process of selecting the most appropriate measures to achieve organizational goals and objectives and thereby achieve organizational vision. The strategy-making process basically involves six key steps. Although these steps are not followed in strict chronological order, they are very rational and can be easily followed in this order.

Setting Goals of Organizations

 The key component of any strategic statement is to set the organization's long-term objectives. Strategy is generally known as a medium for achieving organizational objectives. Goals emphasize the state of being there, whereas strategy emphasizes the process of getting there. Strategy involves both setting goals and the medium used to realize those objectives. Therefore, strategy is a broad term that relies on the use of resources to achieve goals.

When adjusting organizational objectives, factors affecting the choice of objectives need to be analyzed before selecting objectives. Once the objectives and factors that influence strategic decisions are determined, it is easier to make strategic decisions.

Evaluating the Corporate Environment–

The next step is to evaluate the general economic and industrial environment in which the company operates. This includes reviewing the competitive position of companies. It is necessary to review the quality and quantity of a company's existing product line. The purpose of such a review is to determine whether the market can identify critical factors for competitive success, so that management can identify their own strengths and weaknesses, as well as the strengths and weaknesses of their competitors.

After identifying its strengths and weaknesses, a company must monitor the competitors' moves and actions to identify potential threats to its market or distribution resources.

Setting Size Goals

 At this point, an organization has to adjust the size target values ​​for some organizational purposes. The idea behind this is to compare long-term customers so that they can evaluate the contribution made by different product zones or operating sectors.

Context with Sector Plan

 At this stage, the contributions made by each department or division or product type within the organization are identified and strategic planning is made for each sub-unit accordingly. This requires careful analysis of macroeconomic trends.

Performance Analysis

 Performance analysis involves finding and analyzing the gap between the intended or desired performance. An important assessment of the past performance, present condition and desired future conditions of the company should be made by the company. This critical appraisal identifies the extent of the lingering gap between the actual reality and the long-term ambitions of the organization. If current trends continue, the company is making an effort to assess its future position.

Strategy Selection

This is the final step in strategic design. The best course of action is actually to consider the organizational goals, organizational strengths, possibilities and limitations and external opportunities.

Q3. What is Job Designing? Write about Job specialization with examples.

ANS:

Job Designing:

Job design involves organizing tasks into groups, organizing and defining the work process and structure in the workplace depending on the job analysis. Job design takes into account the organizational objectives to be achieved by trying to reduce fatigue, stress and human error. Job design is specifically done to minimize the mechanical aspects of the job and to ensure job satisfaction from the assigned roles and responsibilities of the employee.

Job Analysis Plans the job and analyzes the main features and responsibilities of the job, but the job design optimizes the job and fundamentally updates the job so that it can be relevant.

Factors affecting the functioning of the job design include work characteristics, workflow, ergonomics, work practices, employee skills and availability, social and cultural expectations and perception.

The importance of job design

Job design is important because it applies to the employee who ensures that the job is up-to-date. The main purpose here is to minimize dissatisfaction with work done on a daily basis. This dissatisfaction can cause problems for the employee by leaving the company. The primary responsibility for regularly updating the job design is for the job design.

Work design methods

Job design is important in understanding the various factors of a job, such as duties, required techniques, steps, required skill sets, and motivating employees. There are many ways to identify the requirements of a job.

1. Work Cycle: This method of job design, known as the work cycle, is to showcase the different roles and profiles of employees across a company. Employees are rotated into different job profiles and the most relevant roles are identified.

2. Job simplification: The problem of the job can be understood through the simplification of the job design system. This includes identifying mechanical processes, repetitive work, a product development, tools and the required skills.

Job specialization:

Job specialization, sometimes referred to as the division of labor, is a process in which employees develop specific skills, experience and knowledge in a particular area in order to gain the expertise required to perform certain aspects of a job. This process often involves extensive training and creates skilled employees who are able to complete tasks within their realm of expertise with minimum supervision.

**Important aspects of job specialization**

Here are a few of the concepts that are important to keep in mind when considering job specialization:

**Feedback**

In order for job specialization to be effective, there needs to be open communication between the employees and the manager. Feedback allows a supervisor to remain aware of which tasks have been completed, if they met the **organization’s standards and if there are opportunities for improvement.**

**Autonomy**

Autonomy refers to the level of control that an employee has when completing a task. Those with more specialized skill sets typically find it much easier to retain control over a task’s processes and outcomes.

**Task significance**

In order for you to become a successful specialist, it’s important that you understand the priority level that accompanies each responsibility, allowing you to more effectively multi-task and appreciate the relationship between your different job functions. For example, there may be some prerequisite tasks that should be completed in order to carry out others.

**Task identity**

Generally speaking, you can only be as effective as the job description that you have been given. With any position, but especially with specialized roles, it’s important to be aware of the responsibilities that fall within your purview as well as the tools and strategies that should be used for measuring and organizing them.

**Skill variety**

Before you can choose a job specialization that makes you more employable and effective in the workplace, you will need to gain an understanding of which skills are necessary to satisfy each job requirement. This will allow you to identify which areas to specialize in as well as the training that will be necessary to become a specialist in that area.

**Advantages of job specialization**

Here are some of the advantages of contributing to a streamlined workplace with job specialization:

**Less transition time**

**There is a faster transition between each task.**

**Reduced risks**

Employees have the ability to specialize in specific equipment, creating a safer work environment. However, in addition to increased safety, job specialization also minimizes the number of mistakes that will be made because you have a complete mastery of the tasks associated with your role.

**Increased proficiency**

You can develop expertise for certain tasks, allowing you to become proficient in your duties. This allows you to become a better employee and often provides an increased level of job stability because it would be much more difficult to fill your role. Additionally, your employer has likely invested resources, energy and time into your development, making them invested in your success.

**Improved morale**

Job specialization often leads to higher job satisfaction among your peers and better overall morale because there is a sense of purpose for the staff. As a result, companies that encourage specialization often experience improved performance, care and motivation from their employees.

**More time-efficient**

Because switching between workstations and tasks is eliminated, you will see an improvement in time management.

Higher status

Becoming a specialist will give you a higher status as an employee.

**Industry recognition**

An organization that employs and develops in-house specialists has a higher likelihood of becoming recognized in its industry.

**Research and development**

Specialization allows employees to conduct research and develop new, more efficient processes.

**Increased wages**

As you master increasingly complex tasks and become more specialized, you will likely be offered higher pay for your expertise.

**Less stress**

When a position has several job functions, it can lead to a high level of stress among employees as they try to meet expectations and responsibilities. Job specialization eliminates the need to manage multiple tasks simultaneously.

**Challenges of job specialization**

Though job specialization has many advantages for all parties involved, it can present some unique challenges, such as:

**Monotonous tasks**

Though becoming a specialist leads to an improved skill set and higher productivity, it can lead to restlessness or even job dissatisfaction. As a generalist, you are able to work within several roles with different sets of skills and responsibilities, whereas job specialists are committed to a specific set of tasks that are relatively unwavering.

**Obsolete specialties**

Specializing in a specific job function or role can lead to instability if that area of expertise becomes unnecessary. In order to maintain job security, it’s important that you stay informed of new technologies or techniques that will help keep you and your role relevant.

**Inability to switch career focus**

By becoming specialized in a specific field, task or role, it can make it more difficult to transition into a different field of expertise. Especially once you have earned several years of specialized experience.

**Examples of job specialization**

Job specialization can be found in almost every industry and at every level of employment. In fact, even academia plays a role in specialization, allowing students to choose areas of study that will prepare them to become specialists in their specific field. In addition to earning a specialized formal education, many organizations provide training to their employees that equips them to take over certain activities, such as human resources recruitment, social media or digital marketing. When an organization fosters specialization, it allows employees to become more effective and efficient within their role.

**Q4. Explain how organizational cultures are created and how they can help companies be successful ?**

**ANS:**

**organizational cultures:**

Organizational culture involves the values ​​and behaviors that contribute to the unique social and psychological environment of a business . [Incredible source] Organizational culture affects the way people communicate, the environment in which knowledge is created, and the resistance they have to some changes. Organizational culture refers to the collective values, beliefs and principles of the founding members. [Citation needed] It can also be influenced by factors such as history, product type, market, technology, strategy, employee type, management style, and national culture. Culture includes the company's vision, values, norms, systems, symbols, language, assumptions, context, location, beliefs and practices

Organizational culture is an integral part of business. It affects almost every aspect of a company. From recruiting the best talent to improving employee satisfaction, this is the backbone of a happy employee. Without a positive corporate culture, many employees will struggle to find real value in their work, and this can lead to many negative consequences for your bottom line.

According to Deloitte’s research, 94% of executives and 88% of employees believe that a unique organizational culture is important to the success of a business. Deloitte's survey found a strong correlation between employees who say they are happy and valued at work, and those who say their company has a strong culture.

There is a reason why companies that have been named the best place to work are seeing so much success. These companies have strong, positive corporate cultures that help employees feel better about their work. In research compiled by CultureIQ, employees ’overall ratings - including collaboration, environment and values ​​- are rated as high as 20% of organizations that exhibit strong culture.

Why is corporate culture an important part of a business? Here are some of the benefits of a positive corporate culture:

Recruitment. Many HR professionals agree that a strong organizational culture is one of the best ways to attract potential employees. A positive culture gives a company a competitive advantage. People want to work for companies that have good reputation from past and present employees. A company with a positive culture will attract the kind of talent that is ready to turn their next workplace into a home.

Employee loyalty. A positive culture will not only help with recruitment efforts, but also help retain top talent. A positive culture fosters employees ’sense of loyalty. When employees feel they are being treated appropriately, they are more likely to stay with the current employer and work every day.

Hyped

Supporting the emotional health of black children in the midst of racial injustice

Office Depot OfficeMax BRANDVOICE | Payment Scheme

Business Buyers: Don't rush into buying decisions for remote solutions

Civic Nation BRANDVOICE | Payment Scheme

Growing voters: A chance for the nation, for all of us

Job satisfaction. Not surprisingly, job satisfaction is higher in companies with a positive corporate culture. Employers who invest in the well-being of their employees will be rewarded with happy, dedicated employees

Combined. Employees are more likely to merge as a team in organizations with a strong culture. A positive culture facilitates social interaction, teamwork and open communication. This collaboration can lead to some amazing results.

Official talent. Strong organizational cultures are linked to higher production rates. This is because employees are more motivated and dedicated to employers who invest in their well-being and happiness.

Employee morale. Maintaining a positive organizational culture is a guaranteed way to boost employee morale. Employees will naturally be happier and enjoy their work more when they work in a positive environment.

Less stressful. A positive organizational culture can help reduce workplace stress significantly. Companies with a strong corporate culture tend to see less stressful employees, which helps to increase both employee health and work performance.

A great example of a positive organizational culture comes from Sweetgreen. This fast-casual health food restaurant believes the most important ingredient for success is a positive corporate culture. Sweetgreen promotes a positive corporate culture by offering special incentives that help boost positivity and morale throughout the company.