

Page # 1

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Paper; Principle of Management

Answer No 1: ^(a)
 Management (is the way something is handled)

Defn Management is the process (series of steps) because it performs series of functions i.e.:-

- planning
- organising
- staffing etc.

or
 Planning and decision making, organising, leading and controlling.

⇒ Implementation of efficiently and effectively work in management.

There are some rules for effective management which of the following.

- Be consistent
- Focus on clarity, accuracy and thoroughness in communication.
- Set the goal of working as a team.
- publicly reward and recognise hard work.

- Be the Example
- Never go with "one-side opinion"
- Remain as transparent as possible.
- Encourage all opinions and ideas.
- Help people enjoy work.
- Listen and Ask Question.

→ Efficient Management Rules:

- Read Selectively
- Make a list of things to accomplish
- Set deadlines
- Do something productive which waiting
- Keep track of time
- Save time for important matters.
- Don't worry on continuing basis.

Functions :-

- * Representing the problems or grievances of workers before the middle level management.
- * Maintaining good working conditions and developing healthy relations b/w superior and subordinate.
- * Looking to safety of workers.
- * Helping the middle level management in recruiting, selecting, and appointing the workers.
- * Communicating the workers and welcoming of their suggestions.
- * Try to maintain precise standard of quality and ensure steady flow of output.

Question No: 1B

≡ What are the three basic levels of Management? Name the important areas and personnel in management.

ANSWER.

≡ ⇒ There are three Basic Levels of Management.

① ⇒ Top Level Management

② ⇒ Middle Level Management

③ ⇒ Low Level Management

① Top Level Management.

≡ ≡

→ Chairman

→ Boards of Directors

→ President

→ CEO

→ CFO

→ Chief operating officer.

→ Managing Directors

→ General Managers

→ Vice president

→ Function of Top Level Management.

≡ ≡

→ Determining objectives ~~and policies~~ of enterprise

→ Framing of plans and policies

→ ~~organising~~ organising activities to be performed by persons working at middle level.

→ Assembling all the resources such as Finance, Fixed Assets etc.

→ Controlling the performance of employee with outside world.

→ "Managers have Maximum Authority leading and directing efforts of other people"

Middle Level Management

→ Departmental Heads

→ purchase department head

→ Sales Department head

→ Marketing Manager

→ Finance Manager

→ executive officers

→ plant superintendent

⇒ They act as linking pin between top and lower level management.

They also exercise the functions of top level for their department as they make plans and policies for their department, organise and collect sources.

Functions

→ Interpretation of policies formed top management to lower level.

- Organising the activities of their department for executing the plans and policies.
- Finding out or recruiting/selecting and appointing the required employees for their department!
- Motivating the persons to perform to their best ability
- Controlling and instructing the employee preparing their performance report

Lower Level Management

- Supervisors
- Foremen
- Clerk
- Superintendent
- Sub-department executives

“ Authorities are limited ”

- Managers perform activities according to the plans of top-level and middle level management.
- Quantity and quality of output depend upon efficiency of this level of managers.
- They pass on instruction to workers and report to middle level management
- They are responsible for maintenance discipline among the workers.

Question No 2.

Define Scientific, Classical and behavioural management perspective?

Answer.

Scientific Management :- Frederick Taylor
(1856 - 1915)

→ Scientific management can be defined as "Application of science for each and every element of management"

→ P
→ O
→ S
→ D
→ L

→ In simple words it means apply scientific tools, methods and trained personnel in order to increase the output.

→ Scientific management insist on replacement of rule of thumb by science that means decisions in the organisation should not be taken on the basis of wills in the org. manager but decisions must be based on scientific studies conducted by using scientific tools.

Classical Management perspective

- ⇒ Administrative Management theory.
 - Focuses on managing the whole org rather than individual.
- ⇒ Henri Fayol (1845-1925)
 - was first to identify the specific management functions of planning, organizing, leading, and controlling.
- ⇒ Lyndall Urwick (1891-1983)
 - integrated the work of previous management theories.
- ⇒ Max Weber (1864-1920)
 - His theory of bureaucracy is based on a rational set of guidelines for structuring org.

⇒ Behavioral Management Perspectives

→ Behavioral Management:

→ Emphasized individual attitudes and behaviors, and group processes, and recognized the importance of behavioral processes in the workplace.

→ Hugo Munsterberg (1863-1916)

⇒ A German psychologist, considered the father of industrial psychology, who advocated the practice of applying psychological concepts to employee selection and motivation in industrial settings.

→ Mary Parker Follett (1868-1933)

⇒ American social worker and a management consultant.

⇒ She was a pioneer in the fields of org theory and org behavior.

→ Follett was born in Boston and spent much of her early life there.

⇒ She was one of the great women management gurus.

"M. Parker Follett defined, "Management as "the Art of getting things through others".

Question No 2.B. Basic Key Managerial Roles:-

① → Interpersonal Role:

- Figure head
- Leader
- ~~the~~ Liaison

provide information to informational

② → Informational Role:

- Monitor
- Disseminator
- Spokesperson

Process information

③ Decisional Role:

- Entrepreneur
- Disturbance Handler
- Resource Allocator
- Negotiator

+ use ~~Importion~~ Information

Question No 3

⇒ Theory X

- * The average employee inherently ~~dislike~~ dislike work and consider as burden
- * They must be ~~consider~~ coerced or threatened with punishment to get the things done.
- * They Resist change and like to work with traditional methods.
- * They are less ambitious and lack Creativity.
- * They are self centered and indifferent to organizational objectives.
- * They work for economic and financial gains.

Theory "y"



1. employees finds that work is as natural as pay or rest
2. They welcome new techniques and ready to accept changes.
3. They learn not only to accept, but ~~self~~, but to seek responsibility.
4. They are self motivated and self controlled.
5. They are intellectual, imaginative and creative
6. they want to make max use of their potential.

Question No 3B

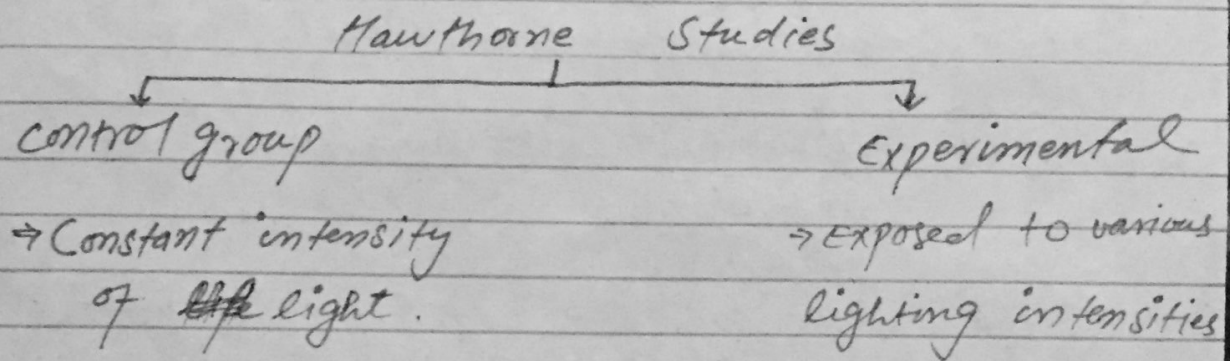
Hawthorne Studies

⇒ The first study of behavioral approach

⇒ A series of studies conducted at the Western Electric Company work in Cicero, Illinois.

⇒ Started in 1924

⇒ effect of various levels of lighting on productivity of workers



Expectation:

greater intensity of light gives greater output.

Reality/Results:

⇒ As level of light was increased in the experimental group, output for both groups increased, and as light intensity was decreased the output was increased for both groups. The productivity of experimental group was decreased only when level of light was reduced to that of a moonlight night.

Hence, level of light was not related to productivity but it was something else.

→ Something Else:-

“Western Electric engineers and Harvard professor Elton Mayo along with his associates started their studies for something else.”

⇒ they ~~concluded~~ concluded social norms or group standards were the key determinants of individual behavior.

⇒ Hawthorne studies stimulated an interest in human behavior in organizations.