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COURSE: PRINCIPLES OF MANAGEMENT.

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Question.1: How can you prepare yourself to become an effective manager in an increasingly uncertain and global environment?

Answer:

With such rapid, dramatic change in the business place, it is abundantly clear that managers must take necessary steps to be an effective manager in this current global business environment. Managers must be able to adapt to changes by boundary-spanning roles inter-organizational partnerships, and mergers or joint ventures. To be a successful individual in the global business environment, one needs to be aware and efficient in all aspects of management relating to the internal and external environments.

According to the online text book for Activated Logic, “Understanding the marketing environment in which your organization competes and also understanding how the micro & macro-economic forces impact your organization is very important, as these factors present both opportunities and threats.”

As upcoming managers prepare themselves to be effective in the increasingly uncertain global business environment, it is evident that knowledge of the following is important: competitors, customers and other elements of the environment. The key components, not to be over looked, are the concept of team work and flexibility.

Question.2: Explain the difference between efficiency and effectiveness and their importance for organizational performance.

Answer:

Definition of Efficiency:

Efficiency refers to the ability to produce maximum output from the given input with the least waste of time, effort, money, energy and raw materials. It can be measured quantitatively by designing and attaining the input-output ratios of the company's resources like funds, energy, material, labor, etc.

Definition of Effectiveness:

Effectiveness refers to the extent to which something has been done, to achieve the targeted outcome. It means the degree of closeness of the achieved objective with the predetermined goal to examine the potency of the whole entity.

Comparison Chart:

BASIS FOR COMPARISON	EFFICIENCY	EFFECTIVENESS
Meaning	The virtue of being efficient is known as efficiency.	The magnitude of nearness of the actual result with the intended result, is known as effectiveness.

BASIS FOR COMPARISON	EFFICIENCY	EFFECTIVENESS
What is it?	Work is to be done in a correct manner.	Doing accurate work.
Emphasis on	Inputs and Outputs	Means and Ends
Time Horizon	Short Run	Long Run
Approach	Introverted	Extroverted
Ascertainment	Strategy Implementation	Strategy Formulation
Orientation	Operations	Strategies

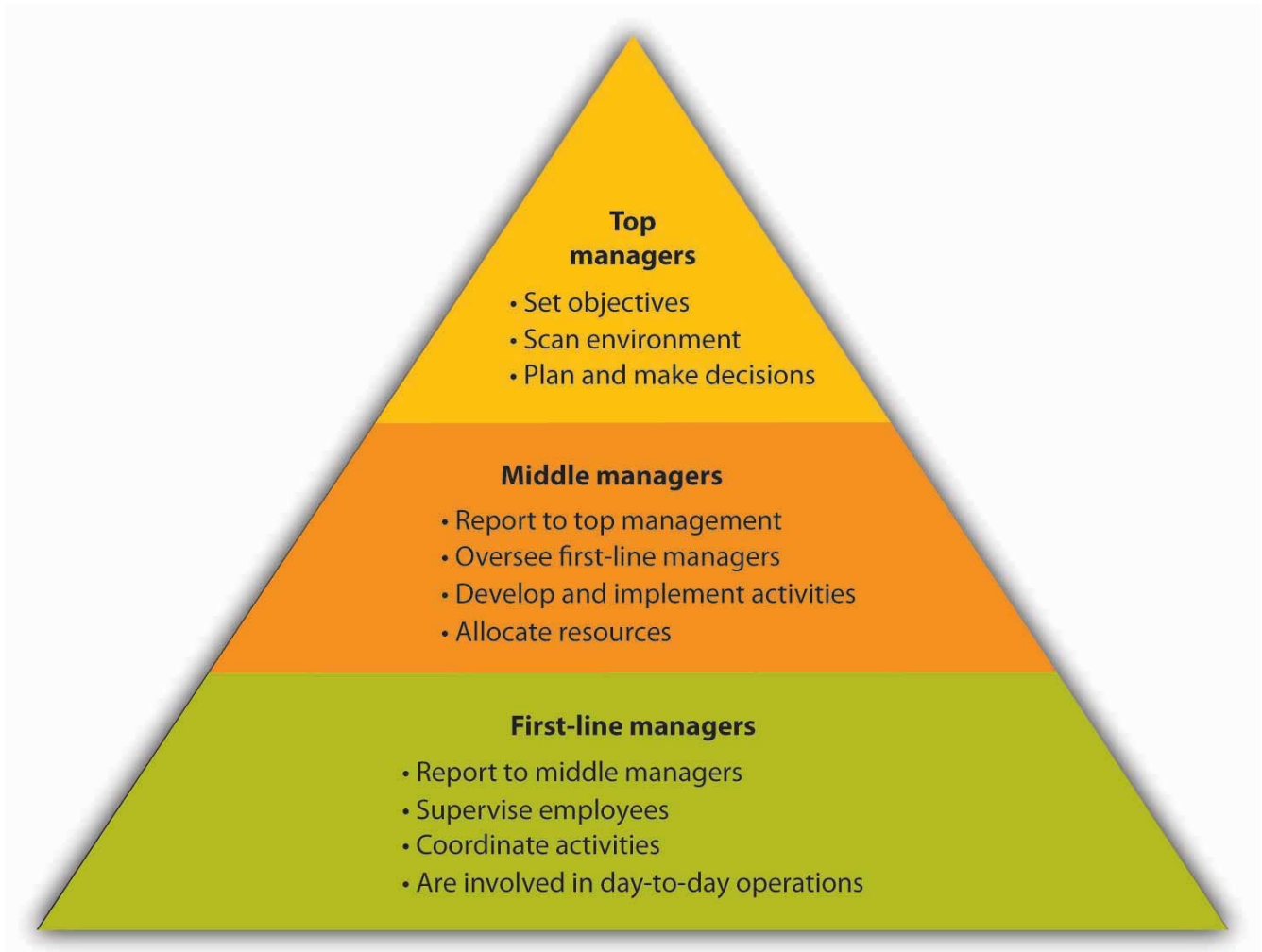
IMPORTANCE:

Efficiency and Effectiveness both have a prominent place in the business environment which must be maintained by the organization because its success lies on them. Efficiency has an introspective approach, i.e. it measures the performance of operations, processes, workers, cost, time, etc. inside the organization. It has a clear focus on reducing the expenditure or wastage or eliminating unnecessary costs to achieve the output with a stated number of inputs.

In the case of Effectiveness, it has an extroverted approach, that highlights the relationship of the business organization with the rest of the world to attain a competitive position in the market, i.e. it helps the organization to judge the potency of the whole organization by making strategies and choosing the best means for the attainment result.

Question.3: Draw the organization chart of any organization and explain the role of First line manager, middle manager, and Top level manager from this chart.

Answer:



Top Level of Management:

It consists of board of directors, chief executive or managing director. The top management is the ultimate source of authority and it manages goals and policies for an enterprise. It devotes more time on planning and coordinating functions.

The role of the top management can be summarized as follows -

- Top management lays down the objectives and broad policies of the enterprise.
- It issues necessary instructions for preparation of department budgets, procedures, schedules etc.
- It prepares strategic plans & policies for the enterprise.
- It appoints the executive for middle level i.e. departmental managers.
- It controls & coordinates the activities of all the departments.
- It is also responsible for maintaining a contact with the outside world.
- It provides guidance and direction.
- The top management is also responsible towards the shareholders for the performance of the enterprise.

Middle Level of Management:

The branch managers and departmental managers constitute middle level. They are responsible to the top management for the functioning of their

department. They devote more time to organizational and directional functions. In small organization, there is only one layer of middle level of management but in big enterprises, there may be senior and junior middle level management. Their role can be emphasized as -

- They execute the plans of the organization in accordance with the policies and directives of the top management.
- They make plans for the sub-units of the organization.
- They participate in employment & training of lower level management.
- They interpret and explain policies from top level management to lower level.
- They are responsible for coordinating the activities within the division or department.
- It also sends important reports and other important data to top level management.
- They evaluate performance of junior managers.
- They are also responsible for inspiring lower level managers towards better performance.

Lower Level of Management:

Lower level is also known as supervisory / operative level of management. It consists of supervisors, foreman, section officers, superintendent etc. According to *R.C. Davis*, "Supervisory management refers to those executives whose work has to be largely with personal oversight and direction of operative employees". In other words, they are concerned with direction and controlling function of management. Their activities include -

- Assigning of jobs and tasks to various workers.
- They guide and instruct workers for day to day activities.
- They are responsible for the quality as well as quantity of production.
- They are also entrusted with the responsibility of maintaining good relation in the organization.
- They communicate workers problems, suggestions, and recommendatory appeals etc to the higher level and higher level goals and objectives to the workers.
- They help to solve the grievances of the workers.
- They supervise & guide the sub-ordinates.
- They are responsible for providing training to the workers.
- They arrange necessary materials, machines, tools etc for getting the things done.
- They prepare periodical reports about the performance of the workers.

- They ensure discipline in the enterprise.
- They motivate workers.
- They are the image builders of the enterprise because they are in direct contact with the workers.