

(ASSIGNMENT)

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Q1:- How can you prepare yourself to become an effective manager in an increasingly uncertain and global business environment.

(ANSWER)

The world as it is today is much different than it was when our parents' parents were in managerial positions. In fact, the way companies market products has changed more in the past five years than in the previous one-hundred combined! 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 can adapt to changes by boundary-spanning roles, interorganizational partnerships, and mergers or joint ventures. 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. One key component, not to be over looked, is the concept of team work (i.e. joint ventures, partnerships and mergers).

Q2:- Explain the difference between efficiency and effectiveness and their importance for organizational performance.

(ANSWER)

Difference between efficiency and effectiveness:-

The difference are given below:

Efficiency:-

- 1) That efficiency refers to doing things right.
- 2) Efficiency focuses on the means.
- 3) Moreover, efficiency is short term i.e. current state.
- 4) Efficiency is the quality or property of being efficient.
- 5) Refers to achieving results in an optimal manner.

- 6) Refers to the manner in which something is done.
- 7) Characterized by minimum of waste, expense, or unnecessary effort.

Effectiveness:-

- 1) Effectiveness refers to doing the right thing.
- 2) Effectiveness focuses on the end result.
- 3) Effectiveness is long term.
- 4) Effectiveness is the degree to which something is successful in producing a desired result.
- 5) Refers to the degree of success.
- 6) Refers to the usefulness of a thing.
- 7) Characterized by successful result.

Their importance for organizational performance:-

And their importance for organizational performance are given below:

Organisational efficiency is a measure of the relationship between organisational inputs (resources) and outputs (goods and services provided) and in simple terms the more output we can achieve with a given amount of inputs or resources, the more efficient we are. For example, if we can make 100 cars with X value of resources we are more efficient than someone else who only makes 80 identical cars with the same value of resources. Efficiency relates to the term productivity and a major focus of all managers is to maintain or improve the level of productivity of their work unit and organisation.

In simple terms, organisational effectiveness relates to goal attainment. An individual, group or an organisation, that achieves their goals are said to be effective, and have used their resources to achieve an effective outcome. But does this also mean they have used their resources efficiently?

Perhaps a couple of examples will easily clarify the difference between the two concepts. Consider a manager who develops and implements a training course and then trains the maximum number of employees, in the shortest period of time and at the cheapest possible cost. This person would be considered highly efficient because no-one could have done it better, their output for inputs expended is the maximum possible. What though, if this training course had nothing to do with the organisation's objectives and was a complete waste of time for everyone who attended? We would then qualify our evaluation and state that whilst the manager was highly efficient he/she was not effective.

Likewise if the same person developed a training program that was critically important to the ability of the organisation to achieve its objectives, we would define this person as effective. However, if the program used five times the amount of resources that it could have used it would be considered effective but not efficient.

The achievement of organisational efficiency has always been a prime interest of organisational managers. However over more recent times, with the realisation that efficiency and effectiveness do not necessarily equate (ie, our previous example highlights organisational activity may be efficient but not effective or effective but not efficient) there has been a strong emphasis on the attainment of both these concepts.

The aim is to be both efficient and effective; ie, to use our available resources in the most productive way in the achieving of organisational objectives.

Within strategic management, organisational success is often expressed in terms of efficiency and effectiveness, though in reality such measures are more complex than often expected. For example, in many production oriented businesses that manufacture or produce tangible goods the measure of efficiency may be a direct almost mathematical relationship between inputs and outputs as discussed above and therefore easily measured. In many service industries, this relationship is not so clear cut and consequently our ability to accurately measure efficiency in a simple relationship between inputs and outputs is difficult or the result meaningless. Take, for example, the case of a mechanic servicing cars. At the end of one week he is asked why he has been so inefficient that week given that his average cost of resources used per client was 30% higher than the average of all other workshop mechanics doing the same job. On the surface it appears the mechanic is highly inefficient until he explains that he had to service three cars that hadn't had a service in over two years, one that had major mechanical repair requirements, two cars that had been returned for re-service after a former mechanic had failed to undertake various critical adjustments and eight cars where the diagnostic equipment failed and provided incorrect readings requiring the entire number of services to be redone at no cost to the customers. In fact, the mechanic believed he had never worked so efficiently before in his life.

In this example, it can be seen there can be many issues that can influence and distort a straight measure of efficiency. Consideration of many other service functions (eg, a doctor treating patients) will readily support this.

Similarly, effectiveness can require significant qualification. Issues such as attainment of short term versus long term goals, whose goals, whether the goals were valid in the first place (eg, too easy or unrealistically hard to achieve, etc) can distort this concept.

Consequently care needs to be taken in using these two terms.

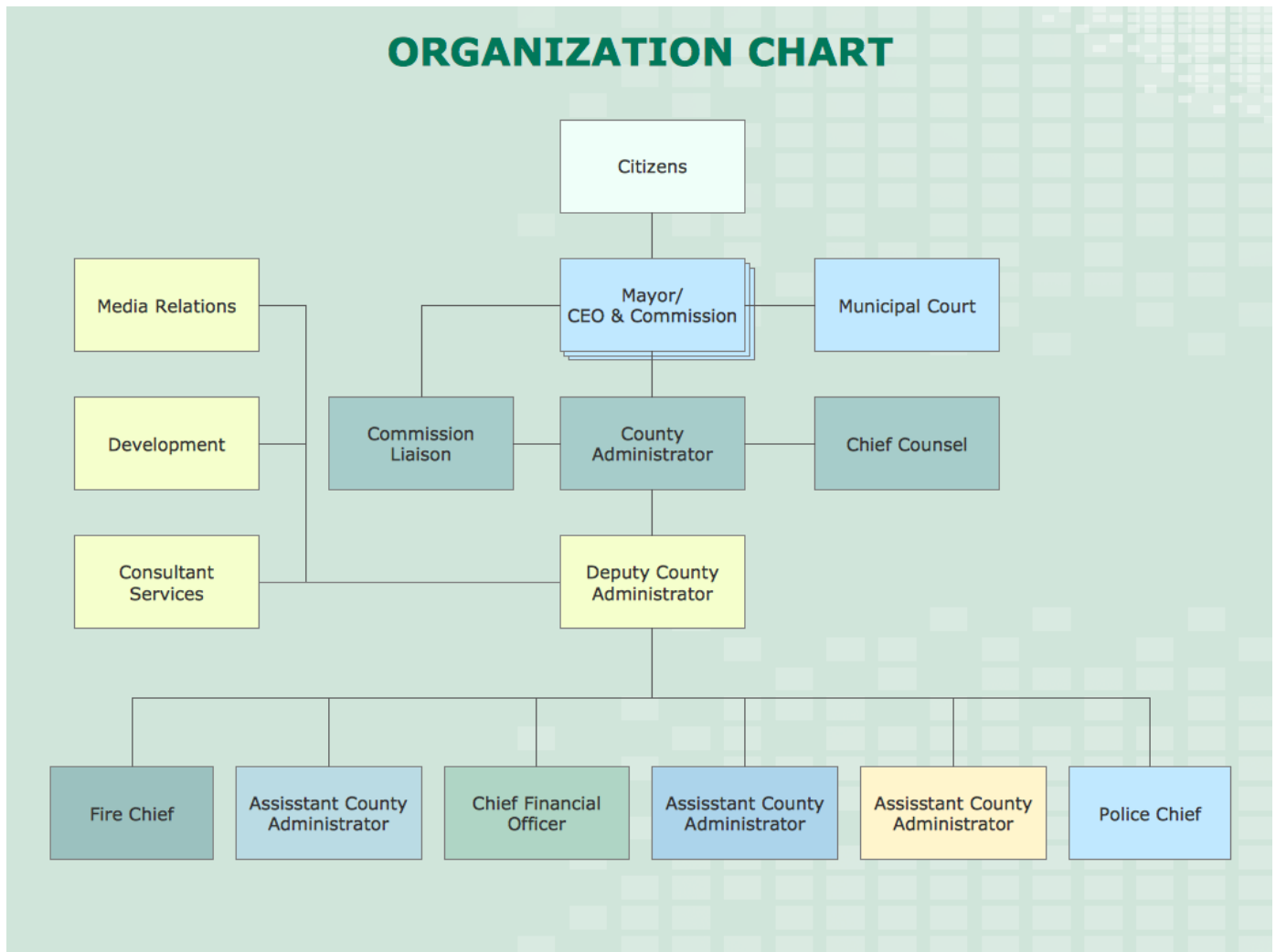
Q3:- Draw organogram/organization chart of any organization and explain the role of first line manager, middle line manager, and top level manager from this chart.

(ANSWER)

Organization Chart:-

The organization chart are given below:

ORGANIZATION CHART



Role of first line manager:-

Role of first line manager are given below:

First-line managers operate their departments. They assign tasks, manage work flow, monitor the quality of work, deal with employee problems, and keep the middle managers and executive managers informed of problems and successes at

ground level in the company. While executive managers are planning overall corporate strategy, and middle managers are establishing budgets and planning how to carry out corporate strategy, the first-line manager is managing the people who perform the work that produces the company's products and services.

Role of middle line manager:-

Middle line managers receive broad strategic plans from top **managers** and turn them into operational blueprints with specific objectives and programs for first-**line managers**. They also encourage, support, and foster talented employees within the organization.

Middle line managers are in charge of facilitating any changes needed in an organization and creating an effective working environment. They administer day-to-day routines, monitors performance and make sure everything is done in compliance with organization's needs. Human resources.

Role of top level manager:-

These **managers** are responsible for controlling and overseeing the entire organization. They develop goals, strategic plans, company policies, and make decisions on the direction of the business. In addition, **top-level managers** play a significant **role** in the mobilization of outside resources.

(The End)

