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**Q1 What is management? How management can be implemented efficiently and effectively ?**

Management or **managing**) is the administration of an [organization](https://en.wikipedia.org/wiki/Organization), whether it is a [business](https://en.wikipedia.org/wiki/Business), a [not-for-profit](https://en.wikipedia.org/wiki/Not-for-profit) organization, or government body. Management includes the activities of setting the [strategy](https://en.wikipedia.org/wiki/Strategic_management) of an [organization](https://en.wikipedia.org/wiki/Organization) and coordinating the efforts of its [employees](https://en.wikipedia.org/wiki/Employee) (or of volunteers) to accomplish its [objectives](https://en.wikipedia.org/wiki/Goal) through the application of available [resources](https://en.wikipedia.org/wiki/Resource_%28economics%29), such as [financial](https://en.wikipedia.org/wiki/Financial), [natural](https://en.wikipedia.org/wiki/Natural_resources), [technological](https://en.wikipedia.org/wiki/Technological), and [human resources](https://en.wikipedia.org/wiki/Human_resources). The term "management" may also refer to those people who manage an organization - individually: **managers**

Ans Following ways help to manage your people more effectively:

1. Weekly team meetings

2. Train and develop them constantly (both internally and send them off to external
programs)

3. Get coached and keep developing yourself.

4. Plan time regularly to focus on your people

5. Get feedback from your team

6. Get organized... otherwise you have no hope of having a high performing team and
keeping them

**Q2 What are the three basic levels of management?**

**Ans The three basic levels of management**

**Middle management**

This is the largest group of managers in most of the organization

They are responsible to implement policies,objectives and targets outlined by the top management ,they supervise and co ordinate the activities of the lower level managers

The position under the middle management are basically plant managers

**First line management**

It comprise of the managers who n supervises and co -ordinate the activities of the operating employees

A manager performs money roles such as supervisor, co -coordinator, office manager etc. they oversee day to day operations and activities and manage routine activities

**B Name the important areas and personel in managments?**

There are five main functional areas of management viz., human resource, production office, finance and marketing; which have been discussed below.

1. Nowadays, some new and emerging dimen­sions are also considered areas of management as: time management, environment management, transport management, international management, forex management.
2. In time management, the emphasis is given on achieving the target in minimum time. By the nature, only one thing time is allotted equally to every creature as 24 hours in a day. But the person, who knows the art of time management, ranks first. Japanese time management is regarded best in the world.
3. In environment management, the efforts are made to check the different types of industrial pollution viz., air, water and noise. It is the responsibility of general manager to plan for congenial ecology to plant, animal and human being. Transport management is the specialized branch for arranging efficient and cheaper transport facility.
4. In the age of multinational corporations (MNCs), the primary concern of international management is with the management of people, material and money of the international environment.
5. It is the extension of simple management process itself, but across national frontiers. A manager while dealing with different nations must take into account the legal, political, social, economic and technical aspects in the global perspective. Forex (foreign exchange) management is the application of management principles for earning more and more foreign money.

**Q2 aDefine scientific, classical and behavioral management perspective?**

The **Scientific Management Theory** is well known for its application of engineering science at the production floor or the operating levels. The major contributor of this theory is Fredrick Winslow Taylor, and that’s why the scientific management is often called as **“Taylorism”**.

the scientific management theory focused on improving the efficiency of each individual in the organization. The major emphasis is on increasing the production through the use of intensive technology, and the human beings are just considered as adjuncts to machines in the performance of routine tasks.

The scientific management theory basically encompasses the work performed on the production floor as these tasks are quite different from the other tasks performed within the organization. Such as, these are repetitive in nature, and the individual workers performing their daily activities are divided into a large number of cyclical repetition of same or closely related activities. Also, these activities do not require the individual worker to exercise complex-problem solving activity. Therefore, more attention is required to be imposed on the standardization of working methods and hence the scientific management theory laid emphasis on this aspect.

**Classical management prospective**

The classical perspective of management, which emerged from the Industrial Revolution, focuses on improving the efficiency, productivity, and output of employees, as well as the business as a whole. However, it generally does not focus on human or behavioral attributes or variances among employees, such as how job satisfaction improves employee efficiency.

**Behavioral management prospective**

*As management research continued in the 20th century, questions began to come up regarding the interactions and motivations of the individual within organizations. Management principles developed during the classical period were simply not useful in dealing with many management situations and could not explain the behavior of individual employees. In short, classical theory ignored employee motivation and behavior. As a result, the behavioral school was a natural outgrowth of this revolutionary management experiment.*

The **behavioral management theory** is often called the human relations movement because it addresses the human dimension of work. Behavioral theorists believed that a better understanding of human behavior at work, such as motivation, conflict, expectations, and group dynamics, improved productivity. The theorists who contributed to this school viewed employees as individuals, resources, and assets to be developed and worked with — not as machines, as in the past. Several individuals and experiments contributed to this theory.

**B What are the basic key managerial role**

Another approach to [study management](https://www.managementstudyhq.com/advantages-and-disadvantages-of-MBO.html) is to examine the roles that managers are expected to perform. These roles can be defined as the organized sets of behaviors identified with the position. These roles were developed by Henry Mintzberg in the late 1960s after a careful study of executives at work. All these roles in one form or another deal with people and their interpersonal relationships. These ten managerial roles are divided into three categories. The first category of **interpersonal roles** arises directly from the manager’s position and the formal authority bestowed upon him. The second category of **informational roles** is played as a direct result of interpersonal roles and these two categories lead to the third category of **decisional roles.**

## **Interpersonal Roles**

Managers spend a considerable amount of time in interacting with other people both within their own [organizations](https://www.managementstudyhq.com/what-is-organization-culture.html) as well as outside. These people include peers, subordinates, superiors, suppliers, customers, government officials and community leaders. All these interactions require an understanding of interpersonal relations. Studies show that interacting with people takes up nearly 80 per cent of a manager’s time. These interactions involve the following three major interpersonal roles:

**Figurehead:** Managers act as symbolic figureheads performing social or legal obligations. These duties include greeting visitors, signing legal documents, taking important customers to lunch, attending a subordinate’s wedding or speaking at functions in schools and churches. All these/ primarily, are duties of a ceremonial nature but are important for the smooth functioning of the organization

## **Informational Roles**

By virtue of his interpersonal contacts, a manager emerges as a source of information about a variety of issues concerning the organization. In this capacity of information processing, a manager executes the following  three roles:

**Monitor:** The managers are constantly monitoring and scanning their environment, both internal and external, collecting and studying information regarding their organization and the outside environment affecting their organization. This can be done by reading reports and periodicals, by asking their liaison contacts and through gossip, hearsay and speculation.

## **Decisional Roles**

On the basis of the environmental information received, a manager must make decisions and solve organizational problems. In that respect, a manager plays four important roles. **Entrepreneur:** As entrepreneurs, managers are continuously involved in improving their units and facing the dynamic technological challenges. They are constantly on the lookout for new ideas for product improvement or products addition.They initiate feasibility studies, arrange for capital for new products if necessary, and ask for suggestions from the employees for ways to improve the organization. This can be achieved through suggestion boxes, holding strategy meetings with project managers and R & D personnel.

**Q3 aExplain hawthorne studies with exampls?**

The Hawthorne studies were conducted on workers at the Hawthorne plant of the Western Electric Company by Elton Mayo and Fritz Roethlisberger in the 1920s. The Hawthorne studies were part of a refocus on managerial strategy incorporating the socio-psychological aspects of human behavior in organizations. The Hawthorne studies discovered that workers were highly responsive to additional attention from their managers and the feeling that their managers actually cared about, and were interested in, their work. The studies also found that although financial motives are important, social issues are equally important factors in worker productivity.

There were a number of other experiments conducted in the Hawthorne studies, including one in which two women were chosen as test subjects and were then asked to choose four other workers to join the test group. Together, the women worked assembling telephone relays in a separate room over the course of five years (1927–1932). Their output was measured during this time—at first, in secret. It started two weeks before moving the women to an experiment room and continued throughout the study. In the experiment room, they had a supervisor who discussed changes with them and, at times, used the women’s suggestions. The researchers then spent five years measuring how different variables impacted both the group’s and the individuals’ productivity. Some of the variables included giving two five-minute breaks (after a discussion with the group on the best length of time), and then changing to two 10-minute breaks (not the preference of the group).

**Intangible Motivators**

Changing a variable usually increased productivity, even if the variable was just a change back to the original condition. Researchers concluded that the employees worked harder because they thought they were being monitored individually. Researchers hypothesized that choosing one’s own coworkers, working as a group, being treated as special (as evidenced by working in a separate room), and having a sympathetic supervisor were the real reasons for the productivity increase.

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 decision making and work.

**Example of hawthorne study**:

We can see examples of the Hawthorne effect in business every day. If a single promotion opportunity becomes available, those in the organization that want the promotion will change their behaviors: perhaps work a little harder, stay a little later, or try to stand out a little more.

Once the promotion is given, those that didn't get it will likely return to their previous behavior. They know they are being watched while the promotion decision is being made, so they improve their performance - but most of the time, it's only a temporary change. The same thing happens during any period of performance appraise

B **What is theory and theory y assumptions?**

 **Theory X Assumptions**

People do not like work and try to avoid it.

People do not like work, so managers have to control,

direct, coerce, and threaten employees to get them to

work toward organizational goals.

People prefer to be directed,

to avoid responsibility, and

to want security; they have

little ambition.

**Theory Y Assumptions**

People do not dislike work; work is a natural part of

their lives.

People are internally motivated to reach objectives to

which they are committed.

People are committed to goals to the degree that they

receive rewards when they reach their objectives.

People seek both seek responsibility and accept

responsibility under favorable conditions.

People can be innovative in solving problems.

People are bright, but under most organizational

conditions their potentials are underutilized**.**