

Subject: *POM*
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Q1.a. What is management ? How management can be implemented efficiently and effectively?

The Simple English Wiktionary has a definition for: management. Management means directing and controlling a group of people or an organization to reach a goal. Management consists of the interlocking functions of creating corporate policy and organizing, planning, controlling, and directing an organization's resources in order to achieve the objectives of that policy.

Efficiency :

- Getting the maximum output with minimum input [objective performance.
- Takes into consideration the present state.
- Doing things consistently.
- Focuses on the process.

Effectiveness:

- Measures if actual output meets desired output.
- Takes into consideration the long time strategy.
- Having desires or innovative ways of working.
- Focuses on the results.

USEFULNESS OF EFFECIENCE AND EFFECTIVENESS

- ✓ Efficiencies and effectiveness are useful management tools.
- ✓ Both concepts are to be used concurrently or interrelated.
- ✓ Very useful for monitoring and evaluating employees output.
- ✓ Helps to have a clear mind for creativity and innovative ideas.
- ✓ Both are performance indicators.
- ✓ Ability to get things done. On time and to avoid mistakes.
- ✓ One has the motivation and the determination to work harder.

b. what are the three basic levels of management? Name the important areas and personal in management?

Leave of Management

- There are different leave of Management:

1. First line manager
2. Middle manager
3. Top manager

First line manager:

- ✓ First line manager manage the work of non-managerial employees.
- ✓ Who typically involved with producing the organization products.
- ✓ First line manager may be supervisor, department manager etc.

Middle manager:

- Middle manager manages the work of first line managers.
- Can be found between the lowest and top level of organization.
- They may have title of project leader.

Top manager:

- Top manager who are responsible for making organization Wide decision and establishing the plan and goals.
- Top manager have different title such as executive Vice president, president, managing director etc.

Some major functional areas are given below:

- ✓ Personnel management
- ✓ Marketing management
- ✓ Production management
- ✓ Purchase management
- ✓ Development management
- ✓ Maintenance management
- ✓ Office management

Personnel Management:

- Personnel management can be defined as obtaining using and maintaining A Satisfied workforce.
- It is a significant part of management concerned with employees at work and with their relationship within the organization.
- Personnel management is concerned with the effective use of the skills of people.
- In a business, personnel management starts with the recruiting and hiring of qualified people and Continues with directing and encouraging their growth as they encounter problems and tensions that arise in working toward established goals.

Q2.A. Define scientific, classical and behavioral management perspective?

Ans: Classical Management:

Administrative Management Theory Focuses on managing the whole organization rather than individuals. Henri Fayol (1845–1925) Was first to identify the specific management functions of planning, organizing, leading, and controlling. Lynd all Urwick (1891–1983) Integrated the work of previous management theorists. Max Weber (1864–1920) His theory of bureaucracy is based on a rational set of guidelines for structuring organizations.

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 employees selection and motivation industrial settings. Mary Parker Follett (1868 –1933) Recognized the importance of the role of human behavior in the workplace.

B.what are the basic key managerial roles?

Ans:

- Figurehead.
- Leader.
- Liaison.
- Monitor.
- Disseminator.
- Spokesperson.
- Entrepreneur.
- Disturbance Handler.

Q3.A.Explain Hawthorne studies with examples

Ans: Hawthorne Experiments 18 October 2012“THE HAWTHORNE STUDIES”• Illumination Study (November 1924) – Designed to test the effect of lighting intensity on worker productivity – influence of human relations on work behavior• Relay Assembly Test Room Study (1927-1932) – To determine the effect of changes in various job conditions on group activity. • Interviewing Program (1928-1930) – Investigate connection between supervisory practices and employee morale – Employees expressed their attitudes towards company, supervision, insurance plans, promotion and wages (e.g., likes and dislikes)• Bank Wiring Room Observation Study (November 1931 - May 1932) – Social groups can influence production and individual work behavior – How is social control manifested on the shop floor?

B:What is theory X and Y assumptions?

Ans: Theory X: assumes that employees dislike working, naturally, they are unmotivated, ambitionless, non-initiative and dislike responsibilities. Usually, Theory X managers believe that their workers/ employees are less intelligent, lazier than the managers and individual goal oriented and work only for the sustainable income. In order to make them more productive managers assume that they have to force the employees by following hard and soft approaches.

Employees do not like work and always try to escape from work whenever possible

Theory X employees show high resist towards change and these people generally dislike responsibilities.

A close supervision is necessary for them in order to make them productive

High degree of control and continuous supervision is necessary at every step of the work

People must be threatened and directed in an authoritarian style

Theory Y: managers believe that their employees/workers are self-directed, highly motivated, committed, highly skilled and capable of exercise their efforts in an inherent manner in order to achieve the individual and organizational objectives. Theory Y managers assume that control and supervision are not necessary for these people to meet their own objectives and organizational objectives.

Theory Y employees perceive that their jobs are quite normal and relaxing

Skills and capabilities can make them more productive

They utilize their potentiality in reaching the individual and organizational goals

Employees never completely satisfy in fulfilling self-esteem and self-actualization needs.