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GROUP OF COLLEGE

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**ASSIGNMENT**



BADM

-1 Explain the various steps in the management process and also explain other functions related to this process?

→ The modern authors generally describe the following four various steps of management:-

- (i) Planning
- (ii) Organising
- (iii) Directing this function is sometimes also described as leading or influencing or actuating or motivating.
- (iv) Controlling

(i) Planning :- The first function of management is planning. It is referred as the primary function of management. In the simple words, planning is concerned with determination of objectives and ways and means for achieving them.

- (i) What is to be done?
- (ii) Why it is to be done?
- (iii) How the work will be done?
- (iv) Who will do the work?
- (v) When the work will be done?
- (vi) Where the work will be done?

It should be noted that forecasting and decision-making are the two important sub-functions of planning. Decision making is essential for deciding every activity in the organisation.



(II) Organising :- "In simple words: "Organising is the process of developing a structure of relationships among human and physical factors and activities in an organisation. The process of organising consists of the following steps:

- (i) Identifying and defining the activities to perform for accomplishing the organisational goals.
- (ii) Grouping of the activities into logical units.
- (iii) Assigning the activities to specific departments and individuals.
- (iv) Delegating necessary authority to the departments and individuals.
- (v) Fixing responsibility for the performance of these activities.
- (vi) Establishing horizontal and vertical relationships among the departments and individuals.

(III) Directing :- Directing function is the heart of managerial process. According to Terry and Franklin,

"directing means moving to action and supplying stimulating power to group of persons."

The directing function involves these sub-functions :

- (i) Leadership, (ii) Motivation, (iii) Communication, and (iv) Supervision.

(i) Leadership :- According to Koontz and O'Donnell,

"Leadership is the ability of manager to induce subordinates or followers to work with confidence and zeal." Simply stated: leadership is the process of guiding and influencing behaviour of subordinates to work willingly for attaining objectives of an organisation.

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(II) Motivation:- Motivating means arousing desires and wishes in the minds of subordinates to do the best for the organisation. He must make every effort to satisfy intrinsic and extrinsic needs of the employees in order to motivate them.

(III) Communication:- Communication is the process of exchanging of information, facts, ideas, emotions, and understanding by two or more persons. It helps in coordinating activities in an organisation.

(IV) Supervision:- Supervision is an essential sub-function of direction process. The term 'Supervision' is made up of two words: 'super' and 'vision'. Moreover, supervisor also looks into the problems and grievances of his subordinates and helps them in resolving the same.

4 Controlling:- Controlling is the final function that every manager performs. Controlling is the process of measuring, comparing and correcting the performance in accordance with the plans.

The controlling function involves the following steps:-

(i) Establishing standards of performance of activities

(ii) Measuring the actual performance.

(iii) Comparing actual performance with the standards of performance.

(iv) Finding out variations between actual and standard performance and the reasons thereof.



Q-2 Explain the important principles of management?

→ Proper understanding of management principles is very necessary and helpful for managers as these principles act as guidelines for managerial activities. By practising principles managers can avoid various mistakes while dealing with people in the organisation.

The significance of management principles is due to following reasons:-

(i) Providing managers with useful insight into reality:-

Management principles act as guidelines for the managers. These principles improve knowledge, ability and understanding of managers under various managerial situations. The effect of these principles help the managers to learn from their mistakes. These principles guide managers to take right decision at the right time.

(ii) Optimum utilisation of resources:- The management principles insist on planned activities and systematic organisation of men and materials in the organisation. Principles are designed to get maximum benefits from the human efforts and other resources.



For example, scientific principles suggest to cut down the wasteful movements and setting up of standard time to complete a task. By saving time, energy and efforts activities can be made economical and result in maximum utilisation of resources.

(iii) Scientific decisions:- Managers have to take number of decisions every day. So they need to assess the resources of organisations very carefully so that the appropriate decision can be taken by using the available resources in best possible manner. The management principles enable the managers to approach various problems systematically and scientifically. For example, Taylor's principles always insisted on replacement of rule of thumb by scientific approach i.e., he suggested to conduct the time study to set up the standard time required to perform a job rather than leaving it at the discretion or will of manager.

(iv) Meeting changing environment requirement:- Every business-man has to make changes in the organisation according to changes taking place in the business environment.



Management principles train the managers in implementing the changes in right direction and at right level in the organisation. Although management principles are relative and general guidelines yet by modifying these principles changes can be made in the organisation.

Q1 Effective administration:- Administration is the function of top level management. In this function major plans and policies are formed. The management principles acts as guidelines and base to form various administrative policies to have systematic working in the organisation. Management principles make administration more effective by discouraging personal prejudices and biases. These principles insist on objectivity and scientific decisions. For example, principle of unity of command, scalar chain, and unity of direction leads to systematic and smooth functioning of the organisation as unity of command avoids confusion of more bosses. Unity of direction unifies the efforts of all the employees in common direction and scalar chain results in systematic flow of information. So all these principles definitely bring effective and efficient administration.



(vi) Fulfilling Social responsibilities :- A business is creation of society and makes use of resources of society so it must do something for society also by performing some social responsibilities. Management principles not only act as guidelines for achieving organisational objectives but these principles also guide the managers to perform social responsibilities. For example, the principle of fair remuneration insists on adequate salary to employees and takes care of interest of employees also.

(vii) Management Training, Education and Research :- The management principles stress on scientific judgements and logical thinking. As a result these principles act as base of doing research and development in management studies. As these principles provide organised body of knowledge to perform research work and generate more and more knowledge, they have provided new ideas, imagination and base for research and development. Principles of management are at the core of management theories. These act as base for management training and education. Professional course such as BBA, MBA also teach these principles as part



of their curriculum. The entire management institute takes aptitude test and these tests are based on management principles only.

Q3 What do you understand by management by objectives? Explain its characteristics and describe its objectives.

→ Management :- According to Wehrich and Koontz, "Management is the process of designing and maintaining an environment in which individuals, working together in groups efficiently accomplish selected aims." In the words of Kreitner, "Management is the process of working with and through others to achieve organisational objectives in a changing environment. Central to this process is the effective and efficient use of limited resources."

According to Hitt et al, "Management is the process of assembling and using sets of resources in a goal-directed manner to accomplish in the organisational setting."

Characteristics :-

i) Management is a distinct activity :- According To Terry and Franklin management is widely accepted as a distinct activity. It can be



studied, mastered and practised. It is a most demanding and challenging activity.

(ii) Management is human activity:- Management is a human activity. It can be accomplished only by and through human beings. Management is aided by computers but cannot be replaced by the computers.

(iii) An activity dealing with human organisations:- Management deals with human organisations. Animals have no organisations and hence cannot be managed. Moreover, animals are trained, not managed.

(iv) It takes place in formal groups:- Management is the activity that takes in formal groups or organisations. Unorganised groups of persons are mere crowds and they are largely unmanageable.

(v) An activity for getting things done through others:- Management is an activity for getting things done through others. Managers perform managerial functions (planning, organising, directing, and controlling) for getting things done through and with others.



(vi) A purposeful activity:- Management is always a purposeful activity. It is directed towards accomplishing some objectives. Success of managers is generally measured by the extent to which objectives are achieved.

(vii) An environment-oriented activity:- Management is an environment oriented activity. It is a matter of fact that external environment heavily affects the working of every organisation. Therefore, managers are bound to do what external environment.

(viii) A creative activity:- Management is a creative activity. It makes things happen. It is the dynamic activity which uses human, physical, financial and informational resources efficiently and effectively for creating wealth.

Q4) What do you understand by management by objectives? Explain the steps in the process of objective management?

→ Meaning:- Management by objective (MBO) is a strategic management model that aims to improve the performance of an organization by clearly defining objectives that are agreed to by both management and employees. According to the theory,



having a say in goal setting and action plans encourage participation and commitment among employees as well as aligning objectives across the organization.

If refers to the process of setting goals for the employees so that they know what they are supposed to do at the workplace. Management by objectives defines roles and responsibilities for the employees and help them chalk out their future course of action in the organisation.

• Steps in the process of Objective Management:-

- (i) The management by objectives process helps the employees to understand their duties at the workplace.
- (ii) KRAs are designed for each employee as per their interest, specialization and educational qualification.
- (iii) The employees are clear as to what is expected out of them.
- (iv) Management by objectives process leads to satisfied employees. It avoids job mismatch and unnecessary confusions later on.
- (v) Employees in their own way contribute to the achievement of the goals and objectives of the organization. Every employee has his own role.



at the workplace. Each one feels indispensable for the organization and eventually develops a feeling of loyalty towards the organization.

(vi) Management by objectives ensures effective communication amongst the employees. It leads to a positive ambience at the workplace.

vii Management by objectives leads to well defined hierarchies at the workplace. It ensures transparency at all levels. A supervisor of any organization would never directly interact with the Managing director in case of queries.

viii The MBO process leads to highly motivated and committed employees.

Q.5 Explain the importance of motivation in management and prove why motivation is needed in management?

→ Importance of Motivation:-

(i) Inspires employees to work:- In the words of Clarence Francis, "You can buy a man's time and physical presence but you cannot buy enthusiasm, initiative and loyalty. You have to earn these things." These can be earned through the process of motivation.



- (2) Higher Performance:- Highly motivated employees perform better and higher as compared to the employees with low level of motivation. Without motivation, the other contributors to performance become rather irrelevant. [Gray and Smeltzer]
- (3) Higher Productivity:- Motivated employees can use their skills and organisational resources more efficiently and effectively. This ultimately results in higher productivity of all the resources of the organisation.
- (4) Effectiveness of managerial functions:- A proper motivation system is key to the effectiveness of all managerial functions. Planning and organising cannot be successful if the employees are not properly motivated.
- (5) Helps achieve organisational objectives:- Motivation is core of management. Through motivation, managers encourage employees to direct their energies for achieving organisational goals.
- (6) Human resource development:- Motivation help develop human resource in an organisation. Through motivation, employees can be directed



to enlarge their job skills.

(7) Satisfied human resource:- A sound motivation system ensures proper supply of motivated human resource. Thus, it can attract and retain satisfied human resource in the organisation.

(8) Boosts morale:- Morale refers to the attitude and feelings of employees about their work and work situation. Through motivation, employee attitudes and feelings towards work can be improved.

(9) Sense of belongingness:- A proper motivation system promotes close ties between the enterprise and its employees. Hence, employees become more concerned about the well being of the enterprise.

(10) Reduced employee turnover and absenteeism:- Satisfied employees tend to stay longer and remain regular in the organisation. This, in turn, reduces employee turnover and absenteeism.



(11) Facilitates change:- It is a research based fact that properly motivated employees are more receptive to new things and ready to accept change.

Q-6 Describe the financial and social techniques of motivating employees?

→ Financial:- These are those motivators which are associated directly or indirectly with monetary consideration. Wages and salaries are the direct financial incentives. Bonus, profit-sharing, retirement, benefits, vacation pay, insurance, free medical services, pension etc. involve financial motivators. Most of the physical needs are satisfied by money. Money is one of the most powerful motivators.

(i) Job enlargement:- It refers that instead of assigning one man to each job, a gang of men can be assigned to a group of jobs and then allowed to decide for themselves how to organise the work.

(ii) Job rotation and alternation:- This practice provides an opportunity to the employee to have a broader perspective of the total operation of work and also gives workers an opportunity to acquire additional skills.



### • Social Technique :-

(I) Fear and Punishment Technique :- This was traditional approach to motivation.

According to this technique, people are forced or threatened to work and if they do not work were given punishment.

(II) Rewards Technique :- This technique is based on the theory that rewards and good working conditions will make employees happy and they will work harder.

(III) Behavioural Control Technique :- The researches conducted by Elton Mayo, Kurt Lewin, Peter Drucker, Likert, Argyris, etc. support this technique of motivation.

(IV) Cordial Working Conditions Technique :- This technique encourages for establishing cordial working conditions relating to physical and psychological conditions in factors.

(V) Job-based Technique :- Job-based techniques like job simplification, job-rotation, job enlargement and job enrichment may be helpful to satisfy social and psychological requirements of the worker.

(VI) M.B.O Technique :- M.B.O usually incorporates considerable participation among managers and subordinates to set in organisational goals.



Q-7 Explain the control process in detail?

→ Process of Control :- Control is a continuous or ongoing dynamic process. It may involve many steps. Usually a control process consists of the following steps:

- (i) Establishment of standards.
- (ii) Measurement of performance.
- (iii) Comparison of performance with standards.
- (iv) Taking corrective action.

(i) Establishment of standards :- The first step in the process of control is the establishment of standards of performance. It may be noted that standards are the objectives or plans against which actual performance can be measured.

Standards to be effective, should satisfy the following conditions:

- (i) Standards should be fixed in all the key areas of business.
- (ii) They should be consistent with the goals and policies of the organisation.
- (iii) They should be, as far as possible, expressed in quantitative terms. Such standards can reduce subjectivity.
- (iv) They should be precise and tangible so that



everyone can understand them easily.

(vi) They should focus on achievement of results and not on procedures.

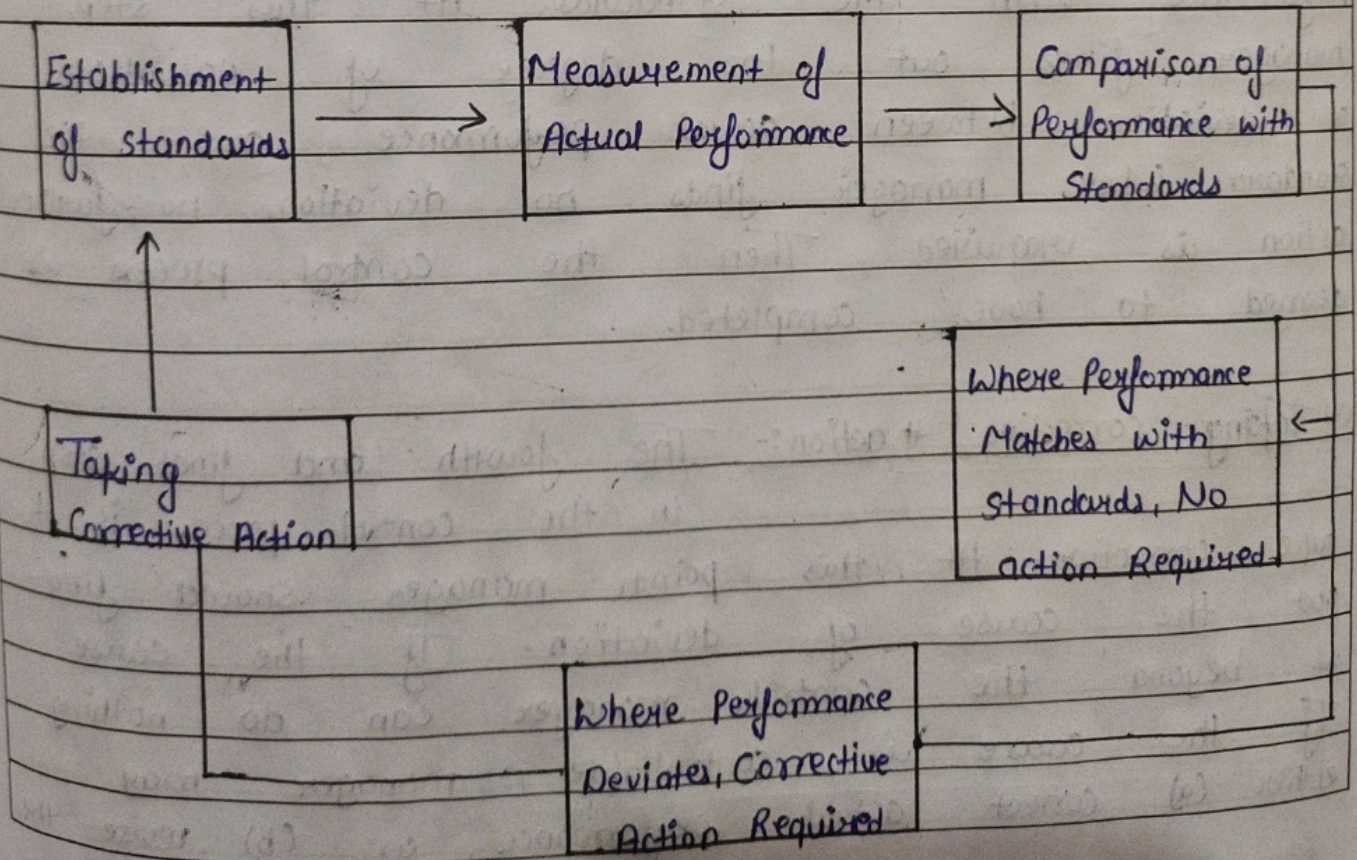
(vii) They should be capable of achieving with reasonable effort, cost and time.

(viii) They should be flexible and capable of being adapted to changing circumstances.

(ix) They should be set in consultation with the employees.

(x) They should be objective and based on facts.

(xi) They should be revised from to time.





(2) Measurement of Performance:- The next step in the control process is the measurement of actual performance. Actual performance may be measured through personal observation, samples, reports, accounting statements etc. But managers should carefully select the methods and time of measurement. Measurement methods may be quantitative as well as qualitative or a combination both.

(3) Comparison of performance against standards:- The third step in the control process is the comparison of actual performance with the standards. At this step, manager finds out the degree of variation or deviation between actual performance and the standard. Where manager finds no deviation, no further action is required. Then the control process is deemed to have completed.

(4) Taking corrective action:- The fourth and final step in the control process is to take correction. At this point, manager should find out the cause of deviation. If the cause is beyond the control, manager can do nothing. If the cause is controllable, manager may either (a) correct actual performance, or (b) revise the



standards. Manager may correct actual performance by (i) providing training, (ii) revising compensation plan, (iii) redesigning job, (iv) changing the strategy, (v) changing the organisation structure and so on.

Q6. Describe the tools and technique of control?

→ Techniques of Control:- A plethora of techniques are used in controlling operations of an organisation. A few important techniques are as follows:-

#### I. Traditional Techniques:

- (1) Personal observation
- (2) Setting examples
- (3) Plans and policies
- (4) Organisation: Charts and manuals
- (5) Disciplinary system
- (6) Written instruction
- (7) Statistical data
- (8) Special reports and records
- (9) Financial statements
- (10) Operational audit
- (11) Break-even analysis
- (12) Standard costing, and
- (13) Budgets / Budgetary Control



## II Modern Techniques:

- (1) Return on investment
- (2) Management audit
- (3) Management information system
- (4) Zero-base budgeting, and
- (5) PERT / CPM

## I. Traditional Techniques.

1. Personal observation:- Personal observation technique is the oldest and most important technique of control. Under this technique, managers occasionally visit personally.

2. Setting examples:- It is the old saying that "example is better than precepts." Some managers follow this saying and put good examples of performance before subordinates.

3. Plans and Policies:- Organisational plans include strategies, policies, procedures, methods, rules, programmes etc. These all are important tools that guide and control the actions.

4. Organisation charts and manuals:- Organisation charts and manuals are the document that provide a clear picture of relationship.



duties, and responsibilities of organisation members.

5. Disciplinary system:- Disciplinary stem provides for reprimand, censures, criticism, disciplinary action, punishment etc. Thus, it is a negative technique of control.

6. Written Instructions:- Written instructions are issued from time to time to the organisation members. These provide latest information and instruction in the light of changing.

7. Statistical data:- Statistical data are important source of control. Statistical data are collected and presented in the form of tables, charts and graphs.

8. Special reports and records:- Special org operational reports and records are also prepared in addition to normal reports and records. They, therefore, indicate the depth of the problem and suggest the means of solving the problem.

9. Financial Statements:- Financial statements include the 'profit and loss account' and 'balance sheet'. These show the working and financial position

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of a business.

10. Operational audit:- The audit is an effective tool of control. Operational audit relates to the internal operations of the firm.

11. Break-even analysis:- Break-even analysis is a graphical technique of control. It is a technique of identifying the number of units.

12. Standard Costing:- Standard costing is a technique of cost control. Under this technique, standard cost of material, labour, overheads etc. are determined.

13. Budget Control:- When budgets are used as a technique of control, it is called the budgetary control. It is a process of finding out what is being done and comparing the actual results.