

BBA 201: Management Thoughts and Philosophy

Course Objective:

To give an insight to the various management thinkers

Course Content:

Unit I (04 lectures)

Introduction : Management as a discipline, Values in Management, Managerial Roles.

Unit II (10 lectures)

Schools of Management Thoughts I

The management Process school, the empirical School, The Human Behavior School

Unit III (8 lectures)

Schools of Management Thoughts II

The Social System School, Decision Theory School, The System School.

Unit IV (14 lectures)

Management Thinkers (Classical)

F.W. Taylor, Henry Fayol, George Elton Mayo, A. H. Maslow, Douglas McGregor

Management Thinkers (Contemporary)

Peter F. Drucker, Michael Porter, C. K. Prahlad, Indian thinkers in management – JRD TATA, GD Birla, Ramkrishna Bajaj.

SUGGESTED READINGS

- | | |
|--|-----------------|
| • Management Thoughts & Philosophy | Naveen Mathur |
| • Management Thought | R. N. Singh |
| • New Horizons In Management | P.K. Shrivastav |
| • Indian Management “ Thought and Practices” | Amit Gupta |
| • A History of Management Thought | Morgen Witzel |

UNIT-1

INTRODUCTION TO MANAGEMENT

INTRODUCTION :-

- Management is an activity which is necessary, whenever there is a group of people working in an Organisation.
- Management is essential for all organisations - big or small, profit or Non-profit, Services or manufacturing.
- Management is necessary, so that individuals make their best Contribution towards group objectives.
- Management is a Universal Concept. It is needed in every organisation, whether it is a business organisation or Non-business organisation [like - School, hospitals, etc]
- In simple terms, management is "getting things done through other people".
- The success of an organisation depends on the successful functioning of management. For Ex - DCL has become a leader in global Technology & IT Services due to managerial efficiency of Shiv Nadar & his managerial staff.

→ Meaning of Management :-

→ The term 'Management' is the process of getting things done with the aim of achieving goals effectively & efficiently.

→ The term 'management' conveys different meanings depending upon the context in which it is used.

→ Different scholars or authors have defined & interpreted management from their own viewpoints.

→ Definitions of Management By different Authors :-

1. George R Terry

1. According to - George R Terry
"A Management is a distinct process consisting of planning, organising, actuating & controlling; utilising in each both science & arts, & followed in order to accomplish pre-determined objectives".

2. According to - Peter F. Ducker

"Management is a multipurpose organ that manage a business & manages managers & manages workers & work".

3. According to - Donald Koontz

→ "Management is the art of getting things done through others & with formally organised groups".

4. According to - F.W Taylor [Frederick Winslow]

"Management is the art of knowing what you want to do & then seeing that they do it in the best & cheapest way".

5. According to - Mary Parker Follett

→ "Management is the art of getting things done through others".

6. According to - J.D Mooney

→ "Management is the art of directing & inspiring people".

7. According to - Henri Fayol

→ "Management is to forecast, to plan, to organise, to command, to coordinate & control activities of others".

8. According to - Joseph Massie

"Management is defined as the process by which a cooperative group directs action towards common goals".

9. According to - Mary Lushing Nile -

→ "Good management, or scientific management, achieves a social objective with the best use of human & material energy & time, & with satisfaction for the participants & the public?"

10. According to - Theo Blainn & William Scott -

→ "Management is a social & technical process which utilizes, resources, influences, human action & facilitates changes in order to accomplish organisational Goals".

11. According to - Kreitner - ^{फिटर}

→ "Management is the process of working with & through others to effectively achieve organisational objectives by efficiently using limited resources in the changing environment".

12. According to - Dennis L. Sisk -

→ "Management is the coordination of all resources through the process of planning, organising, directing, controlling in order to attain stated objectives".

13. According to - Massie & Douglas -

→ "Management is the process by which a cooperative group directs actions of others towards common goals".

14. According to Harold Koontz & Heinz Weihrich
 → "Management is the process of designing & maintaining an environment in which individuals work together in groups & efficiently accomplish selected aims."

15. According to Trevelly & Newport
 → "Management is defined as the process of planning, actuating & controlling an organisation's operations in order to achieve coordination of the human & material resources essential in the effective & efficient attainment of objectives."

⇒ Let's understand what is Effectiveness AND Efficiency :-

A. Effectiveness → Aims to achieve the goals within time
 → It means completing the task / target on time.

B. Efficiency → It focuses on optimum use of resources to achieve the goals.
 → It means doing the task correctly & with minimum cost.

	Effectiveness	Efficiency
Basis Meaning	It refers to achieving the goals on time.	It refers to doing the task correctly & with minimum cost.
Focus	It focuses at the end result of the task.	It focuses at Cost benefit analysis, i.e., getting maximum output with minimum resources.

⇒ Characteristics/Features of Management :-

2. Management is all Pervasive

4. Management is an Intangible forces

6. Management is a dynamic function

1. Management is a goal-oriented process

3. Management is multi-dimensional

5. Management is a Continuous process

7. Management is a group Activity

1. Management is a goal-oriented Process :-

- An organisation has a set of goals to achieve.
- Management always aims to achieve certain organisational goals.
- Different organisations may have different goals & management integrates the efforts of all members towards achieving the objectives.
- For Example -

2. Management is all-pervasive :-

- Management is a Universal Concept.
- It is essential to all organisations, whether big or small, business or non-business.
- Moreover, activities involved in managing an enterprise are common to all organisations whether economic, social or political. So, the management is essential element of every organisation in the whole world.

- Managerial activities are performed in all types of organisations, in all departments & at all levels.
- For Ex - A government, a cricket team, a hospital or a school - all required management.

3. Management is Multi-dimensional :-

- Management is a complex activity with multiple dimensions
- It involves management of work, people & Operations.
- Its three dimensions are :-

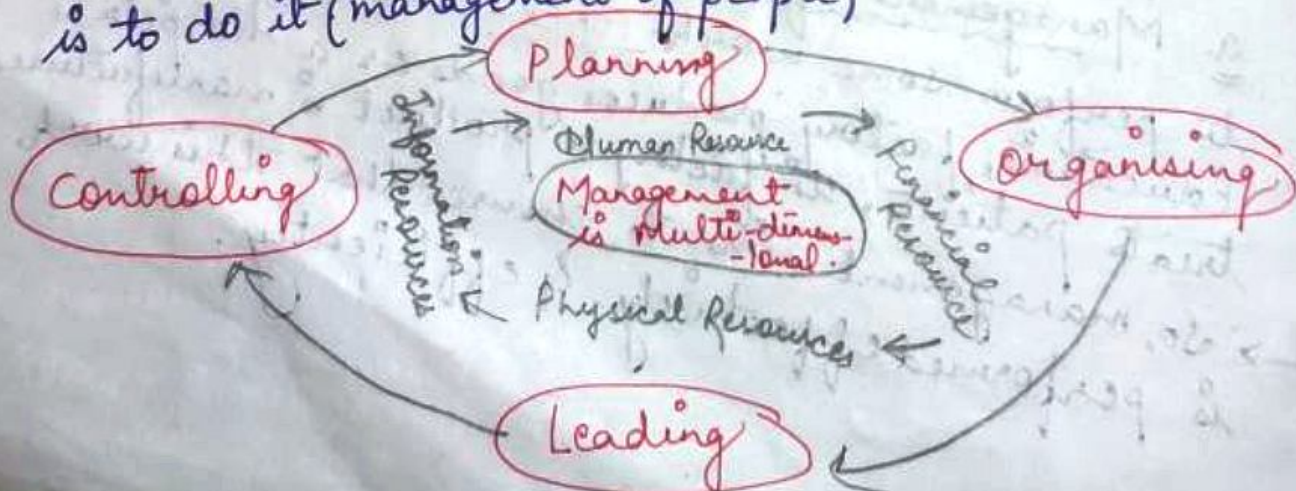
a. Management of work - Every organisation exists to perform some work. For Ex - School provides Education, factory produces goods or a hospital treats patients, in factory a product is manufactured. So, management aims to ensure that this work is performed effectively & efficiently.

b. Management of people :-

- 'Getting work done through people' is a major task for the manager.
- Human Resources or people are the most important assets of the organisation.
- Managing people has 2 dimensions -
 - dealing with employees as individuals with diverse needs & behaviours; &
 - dealing with employees as a group of people.
- The task of a manager is to make people work towards the achievements of the organisation's goals by making their strengths effective & their weaknesses irrelevant.

c. Management of operations :-

- In order to survive & grow, every organisation produces goods & services.
- This requires a production process in which inputs are converted into desired output.
- It involves deciding what is to be done & who is to do it (management of people)



4. Management is an Intangible force :-

→ Management cannot be seen but its presence can be felt when targets are achieved according to plans, employees are happy & satisfied & there is orderliness instead of chaos.

5. Management is a Continuous process :-

→ Management process is a series of continuous, composite but separate functions - planning, organising, staffing, directing & controlling.

→ These functions are simultaneously performed by all managers all the time.

→ And, it is an ongoing process which is concerned with constantly identifying the problems & solving them by taking appropriate actions.

6. Management is a dynamic function :-

→ As it adapts itself to the changing environment.

→ In order to be successful, an organisation must change itself & its goals according to the needs of the environment, which consists of various Economic, social, technological, legal & political factors.

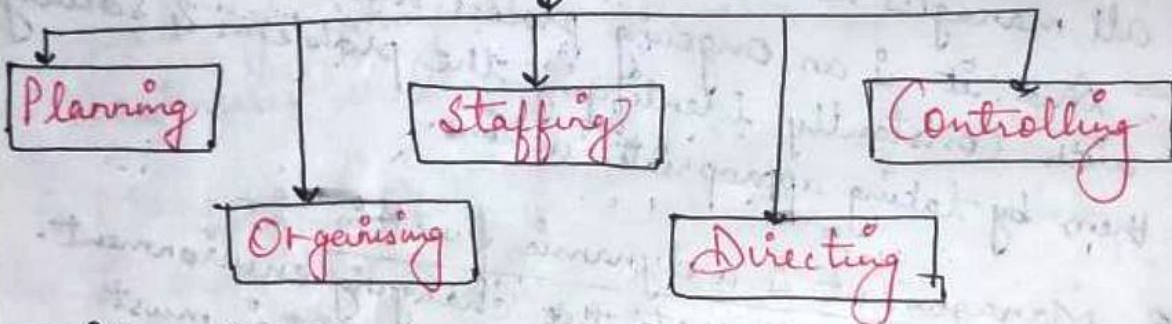
→ For Example - McDonald's, the fast food giant made major changes in its menu to be able to survive in the Indian market.

7. Management is a group Activity :-

- It is a group activity that relies on Coordination among leaders, managers, & team members.
- An organisation consists of diverse individuals with different needs.
- Management helps people to realise their individual as well as organisational goals through group efforts.

"Together Everyone Achieves more as a Team"

⇒ Functions of Management :-



A. Planning :-

- It is the Primary or first function of management which is performed by every manager.
- It is concerned with both ends & means, i.e., what to do, how to do it & who is going to do it.
- It involves setting goals in advance & developing a way of achieving them efficiently & effectively.
- Planning cannot prevent problems, but it can predict them & prepare contingency / events plans to deal with them if & when they occur.

B. Organising :-

- After planning, the next function is to organise different activities in the organisation & to bring together human & Non-human resources for achieving organisational goals.
- Once a specific plan has been established for accomplishment of an organisational goal, the organising function determines what activities & resources are required.
- It decides who will do a particular task, where it will be done & when it will be done.
- And, it also determine the total work to be done, grouping activities into jobs, assigning activities to individuals & creating a structure of Authority & responsibility relationships.
- Thus, it helps in assigning ~~manag~~ duties, grouping tasks, establishing authority & allocating resources required to carry out a specific plan.

C. Staffing :-

- Finding the right people for the right job is known as staffing.
- It is a managerial function of hiring & developing the required employees to fill in various positions created by the organising process.
- It includes some functions like - recruitment, selection, placement & training of personnel.

→ Staffing function of management is also known as the human Resource function.

D. Directing :-

→ After preparing plans, designing the structure & arranging necessary human force, the next function involves giving directions to the efforts of employees.

→ Directing is telling people what to do & seeing that they do it to the best of their ability.

→ It is the process of supervising, motivating, leading & communicating with the subordinates to achieve the organisational objectives.

→ This function is basically concerned with influencing the behaviour of human resources.

→ A good manager directs through praise & criticism in such a way that it brings out the best in the employee.

E. Controlling :-

→ Controlling is the management function of monitoring organisational performance towards the attainment of organisational goals.

→ It involves comparison of actual results with the planned targets & taking corrective actions, if there is any significant deviation b/w actual & planned performance.

→ It aims to ensure whether everything is done according to pre-determined goals.

⇒ Nature of Management as Science, Art & Profession :-

I. Management As a Science -

- Science may be defined as a systematic body of knowledge, acquired through observation & experimentation, which is capable of verification.
- Science is a systematised body of knowledge that explains certain general ~~truths~~ truths or the operation in general laws.

⇒ Basic features of Science :-

1. Science is a systematised organised body of knowledge → Its principles are based on Cause & effect relationship
 - It is a systematic body of knowledge which is developed after years of research & experimentation.
2. Principles based on experimentation → Scientific principles are first developed through observation & then tested through repeated experimentation under controlled conditions, but management deals with human beings & their behaviour cannot be accurately predicted.

3. Universal Validity :-

- Scientific principles have Universal ~~applies~~ validity & can be applied in all situations & at all times.
- Management principles are not exact like scientific principles, so their application & use is not universal. They have to be modified according to the given situation. So this feature of science is not present in management.

4. Cause & effect relationship :-

- Principles of science lay down a cause & effect relationship b/w related factors.
- For Ex - when water is heated upto 100°C , it starts boiling & turns into vapour.
- This feature does not fully apply in case of management. → Apple falling from a tree towards → Law of gravity

Conclusion :-

- On comparing the features of science with management, we can conclude that management cannot be considered an exact or accurate science like physics or chemistry, But, we can call it an inexact science or social science or soft science.
- The main reason for 'management as an inexact science' is that it deals with the human beings, whose behaviour cannot be accurately predicted.

II. Management as An Art :-

- Art refers to skillful & personal application of systematic knowledge to bring desired results.
- Art can be defined as systematic body of knowledge which requires skill, creativity & practice to get perfection.

→ The main features of art are :-

1. Systematic body of knowledge / Existence of theoretical knowledge

Knowledge -

- Art is based on existence of some theoretical knowledge of concepts & principles.
- For Ex - ~~different~~ various books on different ragas are available in music.
- In management ~~also~~ there is ^{also a} systematic & organised body of knowledge & available which can help in acquiring managerial studies.
- So, feature of art is present in management also.

2. Personalised application -

- ~~So~~ In the field of art, only theoretical knowledge is not enough.
- Every artist must have personal skills & creativity to apply that knowledge.
- For Ex - all musicians, all dancers, all actors or all writers always differ in demonstrating their art.

→ In management also, all managers learn same management theories & principles. But their efficiency depends on how well they use these principles under different situations by applying personal skills & creativity, so this feature of art is also present in management.

3. Based on Practice & Creativity -

→ The artist required regular practice of art to become more fine & perfect. Without practice artists lose their perfection.

→ Art requires creative practice i.e., artist must add his creativity to the theoretical knowledge he has learned.

→ This feature of art is also applicable in management. Managers also improve their managerial skills & efficiency with regular application (Practice) of management principles.

Conclusion :-

→ Finally, it can be concluded that management is an art, as it satisfies all its characteristics. It is rightly said that "management is the art of getting work done through people".

→ It must be noted that management lacks perfection as found in arts. A musician can repeat his composition, an artist can draw the same painting again, ~~his composition, an artist can~~ but a manager may not be able to repeat the same

principles due to changes in circumstances.

★ Management :- Both Science And Art :-

→ Management has elements of both science & art.

→ Management is a science - It has systematic body of knowledge, which can be used to train the prospective & present managers.

→ Management is an art - because it deals with application of personal skills, which can be improved through constant practice.

⇒ Science provides the knowledge & art deals with application of knowledge.

→ One cannot become an efficient manager simply with knowledge of principles. He must evolve creative results through practical knowledge & skills.

→ Science & art are not in contrast to each other; both exist together in every function of management.

III Management as a Profession :-

→ Profession can be defined as an occupation backed by specialised knowledge & training in which entry is restricted.

1. Well-defined Body of Knowledge -

→ In every profession there is practice of systematic body of knowledge which helps the professionals to gain specialised knowledge of that profession. In case of management also there is availability of systematic body of knowledge.

→ There are large numbers of books available on management studies. Scholars are studying various business situations & are trying to develop new principles to tackle these situations. So, presently this feature of profession is present in management also.

2. Restricted Entry -

→ Every profession restricts the entry on the basis of examination or education.

→ An individual can enter a profession like - Doctor or Lawyer, only after acquiring knowledge & skills through formal Education & training.

→ For Ex - A person can practice as Doctor ~~any~~ only when he is having MBBS degree.

→ Whereas, there is no legal restriction on appointment of a manager, anyone can become a manager irrespective of the educational qualification.

→ But now many companies prefer to appoint managers only with MBA degree because of specialisation.

→ So, presently this feature of profession is not present in management but very soon it will be included with statutory backing.

3. Presence of Professional Associations -

→ All professions are affiliated to a professional association which regulates entry, grants Certificate of practice & develops code of conduct.

→ For Ex - A lawyer has to become a member of Bar Council, to practice law in India.

→ In case of management Various management associations are set up at National & International levels which some membership rules & set of ethical codes.

→ For Ex - AIMA [All India Management Association] in New Delhi, National Institute of Personal Management at Calcutta etc., but legally it is not compulsory for managers to become a part of these organisations by registration. So presently this feature of profession is not present in management but very soon it will be included & get statutory backing also.

4. Existence of Ethical Codes -

→ A strict Code of Conduct exist in every profession.
→ Members of a profession are required to follow the Code sincerely & honestly.

→ This feature is also applicable to management as it is not compulsory for a manager to be a member of any management association.

5. Service Motive -

→ The basic motive of a Profession is to serve clients with dedication.

→ For Example - task of lawyer is to ensure that his client gets justice.

→ Whereas basic purpose of management is achievement of management goals.

Conclusion

- ~~As discussed before, ma~~
- Finally, it can be concluded that management does not possess all the necessary features of a profession. But, it is moving fast in the direction of becoming a profession as professionals enjoy higher status in every society.

⇒ Levels of Management :-

- As discussed before, management is a group. So, every organisation consists of number of persons, who are placed at different responsibilities.
- In order to discharge their responsibility, they are also given necessary authority.
- On the basis of ~~Extens~~ Extent & amount of authority & responsibility, a chain of Superior - Subordinate relationship is created.
- This chain is known as Hierarchy or levels of Management.
- The hierarchy of management of positions from top to bottom is called levels of Management.

→ In an organisation, 3 levels of management are usually identified —

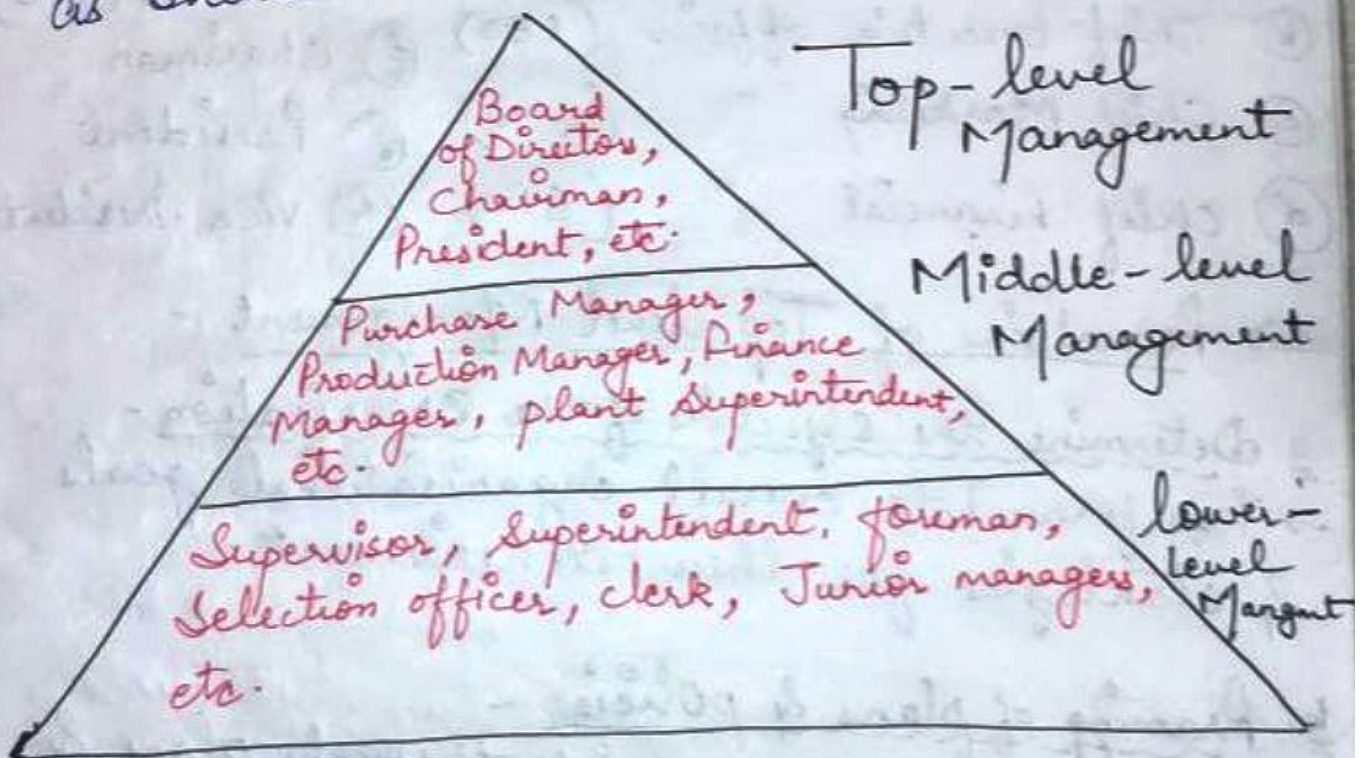
1. Top-level Management

2. Middle-level Management

3. Operational or Supervisory or lower level Management.

→ Level of a manager determines the amount of authority ~~is~~ & status enjoyed by him.

→ The Various positions included in each level as shown below —



I. Top-level Management :-

- Top-level management consists of the Senior-most executives & decision-making in an organisation.
- Every member of the Top management is responsible for the direction & growth of the Company.
- Top-level management in a company basically defines the success & future of a company.
- It is a team consisting of managers from different functional levels -

- | | |
|-----------------------------------|----------------------------|
| (a) Chief Operating officer (COO) | (e) Managing Director (MD) |
| (b) Chief Executive officer (CEO) | (f) Chairman |
| (c) Chief Marketing " (CMO) | (g) President |
| (d) Chief Financial " (CFO) | (h) Vice-President |

⇒ Functions of Top-level Management -

- Determine the objectives of the Organisation -
 - They formulate overall organisational goals & strategies for their achievement.
- Framing of plans & policies -
 - The objectives are realised through plans & policies.
 - Top management lays down plans & policies to achieve the objectives.

c. Coordinate & Control the performance -

→ Top management integrates diverse element & coordinate the activities of different departments according to the overall objectives of the Organisation.

d. Analyse the Business Environment -

→ They analyse the business Environment & its implications for the Survival of the firm.

e. Setting up an organisational framework -

→ Top level determines the organisational structure to Execute plans & policies.

f. Assemble the resources -

→ Top management also arranges resources of men, machines, materials & money to achieve the desired goals.

⇒ The work Performed by Top-level management ~~is complex & stressful, demanding long hours & commitment to the Organisation.~~ is Complex & Stressful, demanding long hours & Commitment to the Organisation.

II. Middle-level Management :-

- Middle level acts as a link b/w top & lower-level management.
- This level is subordinate to Top management & superior to Operational management.
- It consists of the heads of various departments in an organisation.

→ ~~These are~~ some Examples of Middle-level Management are - Human Resource (HR) Manager, Production Manager, Marketing Manager, Finance manager, Operations Manager, Plant Superintendent, Regional Manager, Divisional Manager.

⇒ Functions of Middle-level management are :-

- Interpret the policies framed by Top management -
→ Middle-level managers explain & interpret policy decisions of the Top-level to lower level managers.
- Selecting Suitable operative & Supervisory personnel -
→ Middle level needs to ensure that their department has the necessary personnel. For this, they recruit & select suitable employees for their departments.
- Assign duties & responsibilities to lower level management -
→ Middle level managers issue detailed orders & instructions to lower level managers & coordinate

the activities of various work units.

d. Motivate personnel to achieve desired Objectives -
→ They motivate personnel to improve their performance in order to achieved desired Objectives.

e. Cooperate with entire Organisation -
→ Middle level cooperates with other departments, top level & lower level management, so that Organisation functions smoothly.

III. Operational or Supervisory or Lower level Management :-

→ It is the lower level in the hierarchy of management.

→ The Authority & responsibility of this level is limited according to plans drawn by the Top management.

→ They play a very important role as they interact with the actual work force & pass on instructions of the middle management to the workers.

→ Operational management consists of - Supervisors, foreman, Superintendent, Section officers & other members directly concerned with control of

Operative Employees.

⇒ Functions of Operational Management are :-

a. Issue order & instructions -

→ Operational managers issue orders & instructions to workers & supervise & control their functioning.

b. Prepare Plan for activities -

→ They plan day-to-day activities & assign tasks to subordinates, guides them & take corrective steps, whenever necessary.

c. Assign & assist in work -

→ They assign work to the workers & also assist them by explaining work procedures & solving their problems.

d. Represent worker's grievances -

→ Operational managers report worker's grievances to middle level management as they are in direct contact with them.

e. Safe & proper working environment -

→ They are responsible to provide safe & secure work environment to workers.

1. Helping middle level management -

→ They help middle level management in selection, training, placement & promotion of workers.

2. Encourage initiative of employees -

→ They encourage workers to take initiative & welcome their suggestions & reward them for good suggestions.

⇒ Through the efforts of Operational management, quality of output is maintained, wastage of materials is minimised & safety standards are maintained.

Management As a Discipline -

⇒ What do you mean by Discipline -
→ Discipline means the practice of training people to obey rules & behave well.

→ It is also the practice of training your mind & body so that you control your actions & obey rules.

→ It is learning & applying intentional standard to achieve meaningful objectives.

(4) Management as a discipline specifies certain Code of managers & indicates various methods of managing an enterprise.

→ Management is a course of study which is now formally being taught in the institutes & universities after completing a prescribed course or by obtaining degree or diploma in management, a person can get employment as a manager.

→ Management as a discipline refers to that branch of knowledge which is connected to the study of principles & practice of basic administration.

→ It specifies certain Code of conduct to be followed by the manager & also various methods for managing resources efficiently.

→ Any Branch of Knowledge that fulfils following two requirements is known as Discipline ———

A. There must be scholars & thinkers who communicate relevant knowledge through research & publications.

B. The knowledge should be formally imparted by education & Training programmes.

→ Since management satisfies both these problems, therefore it qualifies to be a discipline. ~~Though~~ it is comparatively new discipline but it is growing at a faster pace.

→ Following are the few points because of which management can be considered as a discipline -

① Specialised Knowledge -

→ Discipline is expected to have a systematic body of knowledge which can be used for development of its participants & the followers of that discipline.

→ Efforts are to be taken by every participants in order to acquire those techniques & principles.

→ The same is in the case with management professionals who acquire specialised knowledge, training & use their experience & abilities in order to solve the practical problems in the real world.

→ The manager is expected to have the ~~speed~~ specialised knowledge coupled with his intense experience of the profession, which will help the organisation as well as the juniors & subordinates reporting to that manager.

→ Thus, it's a win-win situation for both managers as well as the management & organization.

→ The Specialized Knowledge of management is not restricted to a particular age group or for a particular period of time but the manager is expected to gain Specialized Knowledge throughout the tenure of his career in the field of management.

② Formal Education And Training :-

→ formal training can be obtained in the universities & colleges about management as a profession.

→ This is a characteristic that is similar to a discipline where there are multiple centers established in order to propagate/multiply & train new trainees about the discipline.

→ There could be multiple institutes that impart the management training but the core of management remains the same throughout the world.

→ Formal Education is one of the important - criteria of discipline & the same thing is common with management as well.

→ Formal education helps the manager to deal with many situations but depending only on formal education ^{which} would be a mistake because management is not only theoretical education but it is a combination of theoretical as well as practical experiences.

3. Social Obligations :-

→ Discipline can be a source of livelihood for many people who are motivated to follow the discipline.

→ Similarly, management is a source of livelihood for many professionals in the business.

→ A manager is responsible not only for his organization but also to the employees whom he supervises.

→ A business has many social obligations to fulfill one of which is to ensure that the employees on their livelihood ^{Income} with the business.
↓
the way that you earn money.

→ It is very important the management fulfills this social obligations which is livelihood, the basic necessity for many employees.

→ The manager should also fulfill the social obligation of socializing with internal & external customers.

→ The management & a manager should provide good working conditions along with the decent payment. Via, the work to the employees of the organization. Similarly, the organization also has a responsibility towards the society.

→ Many of the companies have their Corporate Social Responsibility (CSR) department which is a specialized department that is involved in the activities of giving back to the community or environment.

→ Many CSR departments are involved in — restoring or renovating environment, saving water, recycling water, promoting the Eco-friendly products, reducing their output

into eco-friendly disposable waste & other things.

→ The bigger the Organisation the higher is the Social responsibility & Social Obligation of the management.

4. Code of Conduct :- [A Set of Rule]

→ Every discipline as a professional Code of Conduct which is followed by all the members who follow the discipline.

→ This Code of Conduct acts as a guideline under the standard operating procedure for the members of discipline so ~~they~~ that they could obey/Abide by the rules & regulations of the discipline.

→ The Code of Conduct has certain rules & regulations even in case of management wherein the business professionals have to abide by it. The rules may differ in every organisation but are similar & usually ~~are~~ employee-friendly.

→ Members violating the Code of Conduct in an organisation may be punished by the authority due to which serious action can be undertaken by the organisation.

→ The Code of Conduct is also essential while dealing with international business because different countries have different Codes of Conduct which should be followed by the multinational Company.

5. Representative Associations :-

→ Discipline has multiple associations with many representative organisations.

→ It is tied up for multiple purpose which are related to the principles of the discipline.

These range from fulfilling the promises & principles to discipline to form new alliances to establishing new leaders & recruiting new members.

→ The representative associations also ensure the growth of the members of management by exposing them to different cultures.

⑥

6 Management Satisfies :-

→ Management Satisfies many of the criteria & requirements which are necessary for discipline & these conditions include the transfer of knowledge which is done by scholars of the discipline.

→ Similarly, in case the management, these include the transfer of the practical knowledge that is gained by the team of management to their juniors. The management students that undergoes management training resembles disciplinary training.

7 Universities :-

→ Many of the principles are universal & applied everywhere. Similarly, the principle of management are also universal & can be applied in many situations. ~~business on practical.~~

→ Many of the principles of management like 4P's marketing, BCG matrix [Boston Consulting group] etc. are universal & accepted everywhere.

8. Followers :-

→ Having followers is what makes a discipline itself.

they share similar opinions
→ Like-minded people who accept a discipline become their followers & many of the devoted followers are then attract the new followers or become as tutor to the new followers.

→ The same is ⁱⁿ the case of management, where the senior-most management act as a guide to the manager of people who in turn acts as a guide to the new recruits in the organisation. Knowledge thus flows from top to bottom, ~~just~~ just like authority.

⇒ Thus, management shares many things with a discipline which is why it is compared to & also seen as a discipline.

→ As management itself has become a universally accepted & ~~respected~~ respected

→ with its features of Art & the resulting combination is best of both worlds that is Art, Science, ~~Profes~~ as well as discipline.

VALUES IN MANAGEMENT :-

⇒ What are Values?

→ Values are individuals beliefs that motivate people to act one way or another.

→ Values are ^{basic} the fundamental beliefs that guides or motivate attitudes or actions.

→ Values are important & lasting beliefs or ideals shared by the members of a culture about what is good or bad & desirable & undesirable.

→ Values have major influence on a person's behaviour & attitude.

→ Values are different from Attitudes, as

• Values are the moral principles or moral ethics or standards of behaviour, which is a part of a person's character; whereas

• Attitudes are the opinions or stances/behavior about a certain subject matter or a person, which is a part of a person's personality.

→ Values are the ^{Vishwas} General beliefs of ^{what you believe in} life.

⇒ Values in Management -

→ Values in management are the guidelines or principles that the leaders use to make decisions & determine course of action.

→ Organisations may also refer to them as core, or corporate values.

→ These values are often ~~derivative~~ derivative of Company's mission statement & or strategic plan.

→ They can range from being general & inclusive, such as providing excellent customer service, to being ~~more specific & focused~~ more specific & focused, such as providing ~~excellent customer service~~ safe work environment.

→ An organization's management or leaders enforce these values by providing direction, setting an example, & rewarding team members who follow them.

→ Values helps an organisation^{who} define its purpose & mission, building a strong Culture & develop a cohesive / united / connected workforce.

⇒ Following are points which highlight the role of Values in Management :-

A. Development of Employees :-

→ Managers can use the Value System for the all-round development of their employees.

→ Values aid to Vision. These helps to develop the Knowledge & moral growth of Employees.

B. Motivation :-

→ Values can act. to awake your hidden talents ~~in you~~. You have it all in you to go ahead with Courage & faith to realise your full potential.

→ Motivating Oneself & motivating others to Call for ethical & right Values in organizations.

→ Values give a right support to in staying motivated to all the time, no matter how demotivating & stressful situations are there.

G. Determine Behavior :-

→ Values underlie & to a large extent determine behavior in the Organisation.

→ Thus, the manager can bring change in the desired way through the behavior of Employees.

D. Bring Creativity :-

→ Managers can remain creative in uncertain & ever-changing times by observing many ethical values.

→ Many classic values help in increasing cognitive / good abilities that results in a new way of viewing some problems & situations.

E. Involve in Managerial goals :-

→ Values are pervasive because they involve in selection of Missions, goals & Objectives.

F. Guide to life, Profession & character :-

→ Moral, ethical & professional values determine the character of employees & Managers.

G. Personality development :-

→ Managers remain interested in developing the personality of their employees & fellow members.

MANAGERIAL ROLES :-

→ A lot of studies have gone behind describing the behavior of a manager in an organisation.

~~However, one of the manager's behavior~~
→ Traditionally, most employees believed that a manager was certainly someone who sat comfortably in his office thinking & planning & giving instructions to employees.

→ In an organisation, a managerial role involves responsibility & supervision.

→ There is a approach emphasize on the various types of roles, which managers have to play.

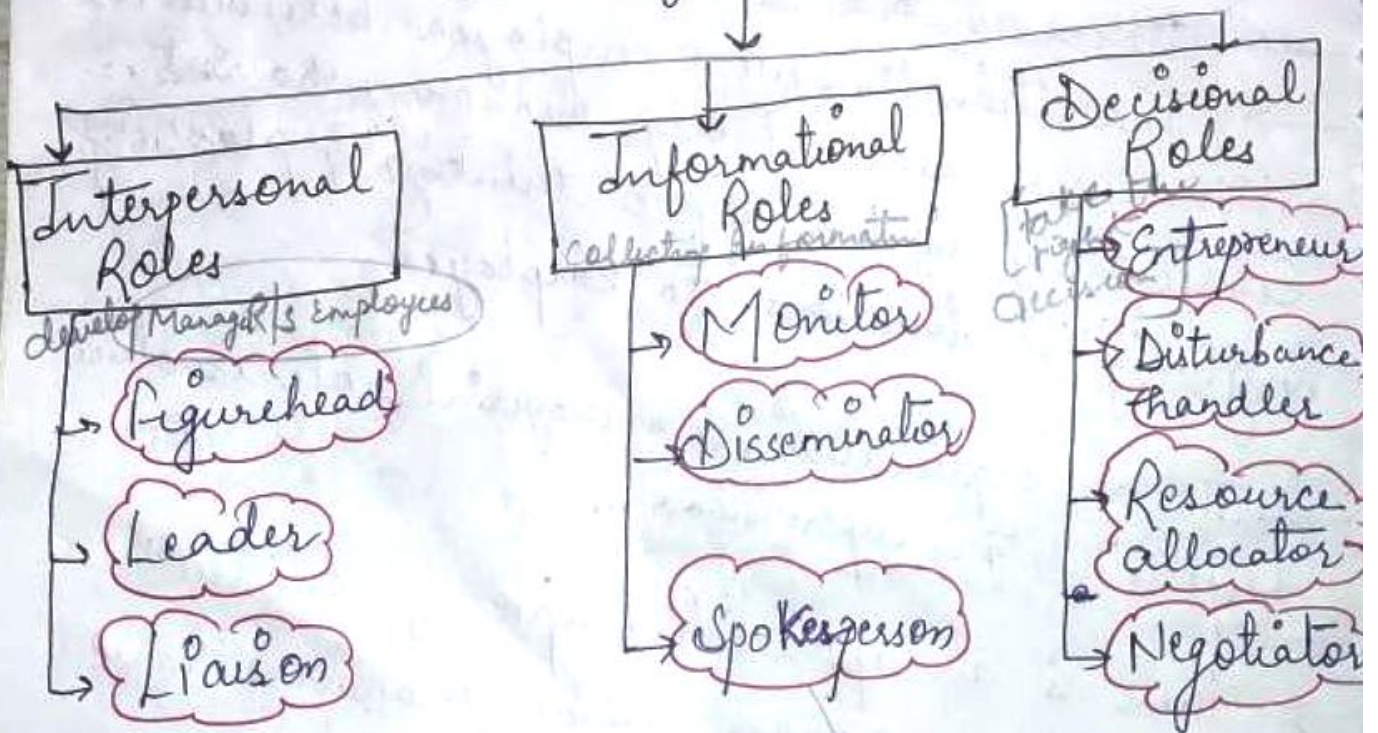
→ Managerial roles refers to the specific task & responsibilities that a manager is expected to perform in an organisation.

→ Mintzberg, on the basis of his own studies & the observations of others has identified 10 working roles.

→ Mintzberg's managerial roles are a categorization of the different tasks & responsibilities that managers perform in organisations.

⇒ That 10 different roles that managers performed, which he grouped into 3 categories -

Mintzberg Managerial Roles



A. Interpersonal Roles :-

- These roles involves interacting with other peoples, both within & outside the organisation.
- It's conversation b/w two persons or more peoples.
- The Managerial roles in this category involve providing information & ideas.

→ The 3 examples of Interpersonal Roles are :-

1. Figurehead :-

→ As figurehead, manager perform a number of routine duties of a legal or social nature.

→ Where a manager plays officially the role of a professional representing his organization in social activities & events.

→ These duties includes - handling, Ceremonies, signing documents required by law & official receiving visitors.

→ You're expected to be a source of inspiration. People look up to you as a person with authority & as a figurehead.

2. Leader :-

→ This is where you provide leadership for your team, your department or perhaps you entire organisation & it's where you manage the performance &

responsibilities of everyone in the group.

→ As leaders, the managers perform all managerial activities involving subordinates including - hiring, training & firing.

→ Thus, as leaders, they are responsible for motivation & direction of subordinates.

co

3. Liaison / Connection :-

[Communication b/w two or more people or groups that work together]

→ ~~Manager~~ Manager must communicate with internal & external contacts.

→ The liaison role deals with the significant ~~role~~ web of relationships that the manager maintains with numerous of individuals & groups outside the organisation that he/she heads.

→ Managers develop contacts in other companies, public organisations & departments & link their organisations to the larger environment.

→ ~~Managers are disseminators of information flowing from both external & internal sources.~~

B. Informational Roles :-

→ Mintzberg pointed out that managers function as nerve centers in which they obtain information about the environment & their own organisation by monitoring them.

→ This involves processing information.

1. Monitor :- [Search & Research work done here
info. collect ice life right source.]

→ In this role, you regularly seek out information related to your organisation & industry, looking for relevant changes in the environment.

→ You can also monitor your team, in terms of both productivity & their well-being.

2. Disseminator / Communicator

→ This is where you communicate potentially useful information to your colleagues & your team. [distributing the info. to the depart.]

→ Managers are disseminators of information flowing from both external & internal sources.

→ Managers pass information from outside their units to those inside it as well as information from one subordinates to another.

3. Spokesperson :- Khud ki co. ko represent karta h outside the organisati. Apni co. ki policy, planing to outsiders

- Managers represent & speak for their organisation.
- In this role, you're responsible for transmitting information about your organisation & its goals to the people outside it.
- As spokespersons, managers speak on behalf of their units to outsiders. They transmit information to outsiders on organisation's plans, policies, actions & results & serve as experts on organisation's industry.

C. Decisional Roles :-

- This role requires the manager to handle unexpected challenges with suitable & immediate action plans.
- The managerial roles in this category involve using information.

Manager mein Entrepreneur ke role hain chahiye ki unko sahi sahi analysis karna for right decision!

- 1. Entrepreneur :-
- As Entrepreneurs, managers are initiator, problem discoverers, & designers of improvement projects that direct & control change in the organisation.
- The entrepreneur role involves responsibilities related to organizing & running business processes.

2. Disturbance handler :-

- As disturbance handlers, managers take corrective action in response to unforeseen problems such as - resignation of subordinates, breakdown of production equipment, etc. workers strike, conflicts, machine break
- When your organization or team faces unexpected challenges, you take the role of a disturbance handler to help manage the issue.

3. Resource Allocator :-

- As resource allocators, they are responsible for allocating human, physical & monetary resources. Resource best use
minimisation of Resources.
- Ex → If you control the Organisation's budget, you will determine how to divide funding amongst your dept. based on their needs or goals. Bargaining skill
in manager.
Ex - workers salary.

4. Negotiator :-

- Managers are also negotiators. They discuss issues & bargain with other units to gain advantages for their own units.
- Ex - You may enter a negotiation with an employee over their salary. If you cannot meet their monetary request, you may negotiate a lower number but provide additional benefits such as more vacation days to make the offer more attractive.