



Fundamentals of Personal Leadership

- Be Open to New Ways
 - Be Flexible and Adaptable
 - Encourage team members to share their views and ideas
- Expect Excellence and Lead by Example
 - Set high but not unattainable standards for yourself and your team
 - If team members know that you demand excellence from yourself, they're more likely to find it in themselves.



- Time is a crucial and valuable asset
- Prioritize the things/ tasks
- Develop the schedule and follow it

Interact Regularly with Team Members

- Ensure regular interactions with your team members to check the work progress and to provide feedbacks
- Be accessible and reachable for your team members, whenever they want to communicate any updates or queries



Fundamentals of Personal Leadership

Don't Ignore Conflicts

- Address and resolve the conflicts fairly and quickly
- Ignorance may lead to low moral and affect the teamwork

Be Ready to Serve

- Successful leaders do not give orders, instead, they help team members to attain their goals
- This approach will ultimately lead to the team's overall success



Borrow Best Practices

- Successful leaders often watch out for improved and better ways of doing the work
- They create a culture which encourages employees to experiment and seek a "better way"

Be Honest

- Great leaders do not give fake responses
- In good times and bad, it is important to share successes and failures with the team members
- Honesty helps building and strengthening trust



Management is an Art or Science?

- **Science** is a systematic body of knowledge relating to a specific field of study that contains general facts which explains a phenomenon. It establishes cause and effect relationship between two or more variables and underlines the principles governing their relationship.
- Science is characterized by following main features:
 - Universally accepted principles
 - Experimentation & Observation
 - Cause & Effect Relationship
 - Test of Validity & Predictability



Management is an Art or Science?

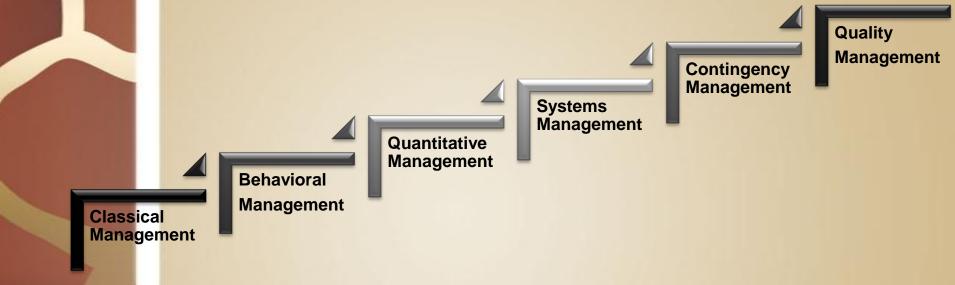
- Art means application of knowledge & skill to get the desired results. An art may be defined as personalized application of general theoretical principles for achieving best possible results.
- Art has the following characters:
 - Practical Knowledge
 - Personal Skill
 - Creativity
 - Perfection through practice
 - Goal-Oriented:



Management as both Science and Art

- Management combines features of both science as well as art.
- It is considered as a science because it has an organized body of knowledge which contains certain universal truth.
- It is called an art because managing requires certain skills which are personal possessions of managers
- Science provides the knowledge & art deals with the application of knowledge and skills.

Evolution of Management Theory





Classical Management

Background:

- Evolved in response to the shift from handicraft to industrial production
- Emphasis on economic rationality of people and organizations



Classical Management

Core Ideas:

- Application of science to the practice of management
- Development of basic management functions



Max Weber

- A major contribution is his "bureaucracy" theory, a formalized and idealized view of organizations, comprising 6 major principles
 - 1. A formal hierarchical structure.
 - 2. Management by rules.
 - 3. Organization by task competency.
 - 4. Impersonal relationships.
 - 5. A focused mission.
 - 6. Employment based on technical qualifications.



Frederick Taylor



- Proposed an objective and systematic method to identify "the one best way" to do a job using
 - Scientific selection and training methods
 - Co-operation and clear division of responsibility between managers and workers
 - Pay for performance



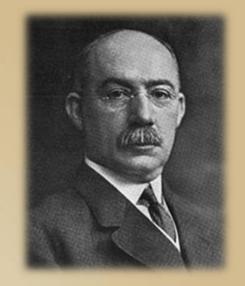
Frank & Lillian Gilbreth



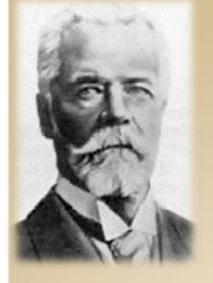
- Disciples of Frederick Taylor, their time and motion studies helped lay the foundations for Scientific Management
 - A complex task is broken into small, simple steps
 - The sequence of movements taken by the employee in performing those steps is carefully observed to detect and eliminate redundant or wasteful motion
 - Precise time taken for each correct movement is measured
- Expected Results:
 - Employee satisfaction
 - Productivity
 - Efficiency



Henry Gantt



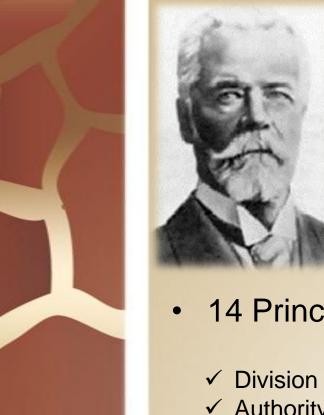
 Designed a project scheduling model (Gantt chart) for increasing the efficiency of project execution and completion



Henri Fayol

- Managers need specific roles in order to manage work and workers
- He enumerated 6 functions / roles of management
 - √ Forecasting
 - ✓ Planning
 - ✓ Organizing

- ✓ Commanding
- ✓ Coordinating
- ✓ Controlling



Henri Fayol

14 Principles of Management

- ✓ Division of work
- ✓ Authority
- ✓ Discipline
- ✓ Unity of Command
- ✓ Unity of Direction
- ✓ Subordination of Interests
- ✓ Remuneration

- ✓ Centralization
- ✓ Scalar Chain
- ✓ Equity
- ✓ Order
- ✓ Stability of Tenure of Personnel
- ✓ Initiative
- ✓ Esprit de Corp (Team) Spirit)



Behavioral Management

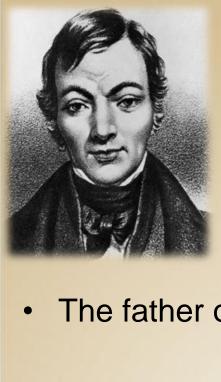
- Grew in reaction against the Scientific Theory of Management which emphasized standardization of jobs, processes and technologies to maximize economic return.
- Focus shifted to the human side of organizations.
 - 1. The best way to motivate, structure and support employees.
 - 2. The need for workers to find intrinsic value in their jobs.
 - 3. The positive impact of social relationships on worker productivity.



Mary Parker Follett



- Pioneered the notion of participative leadership
- Suggested that organizations are communities involving networks of groups
- Workers and managers equally share power and responsibility for decision making and therefore, their outcomes

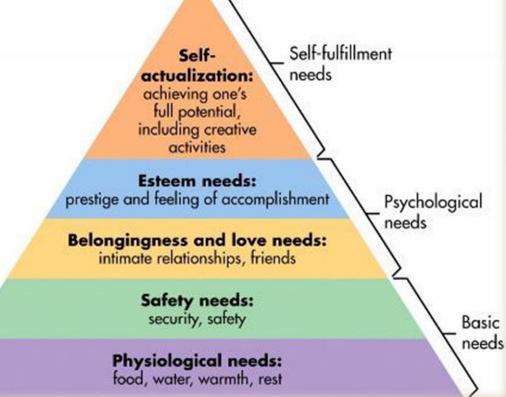


Robert Owen

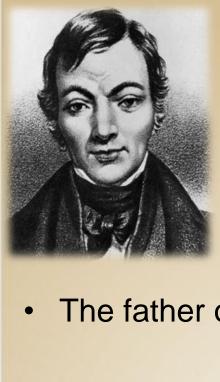
- The father of modern personnel management
- The quality and quantity of workers' output influenced by conditions on and off the job







Needs-based theory of Motivation



Robert Owen

- The father of modern personnel management
- The quality and quantity of workers' output influenced by conditions on and off the job



Results of Behavioral Management

- Managers discover:
 - What Employees want from work
 - How to enlist cooperation and commitment
 - How to unleash Talents, energy, and creativity



Quantitative Management

- Mathematical approaches to management problems
- Developed during World War II
- Applied to every aspect of business



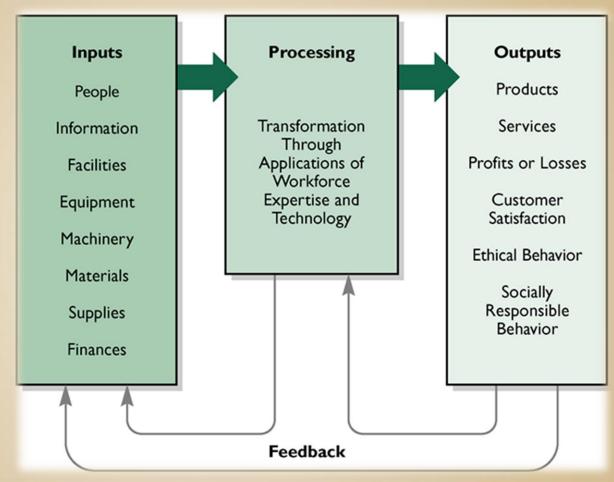
Tools of Operations Management

- Inventory models
- Beak-even analyses
- Production scheduling
- Production routing



Systems Management

The theory that an organization comprises various parts that must perform tasks necessary for the survival and proper functioning of the system





Contingency Management

A theory based on the premise that managers' preferred actions or approaches depend on the variables of the situation they face

- Approaches depend on the variables of the situations
- Draws on all past theories in attempting to analyze and solve problems
- Is integrative
- Summarized as an "it all depends" device
- Tells managers to look to their experiences and the past and to consider many options before choosing
- Encourages managers to stay flexible



Quality Management

The essence of the quality of any output is its ability to meet the needs of the person or group

- Kaizen: A Japanese business philosophy of continuous improvement of working practices, personal efficiency, etc
- Reengineering: Businesses processes are redesigned to achieve improvements in performance
 - It determines, what a company must do
 - How to do it



Quality Management

The essence of the quality of any output is its ability to meet the needs of the person or group

- Quality school is the most current and is worldwide
- Its roots are in the behavioral, quantitative, systems, and contingency schools of management theory
- People are key to commitments and performance
- What is done must be evaluated quantitatively and qualitatively