



Fundamentals of Leadership and Evolution of Management

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.

Fundamentals of Personal Leadership

- **Protect Your Time**
 - 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

Fundamentals of Personal Leadership

- **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

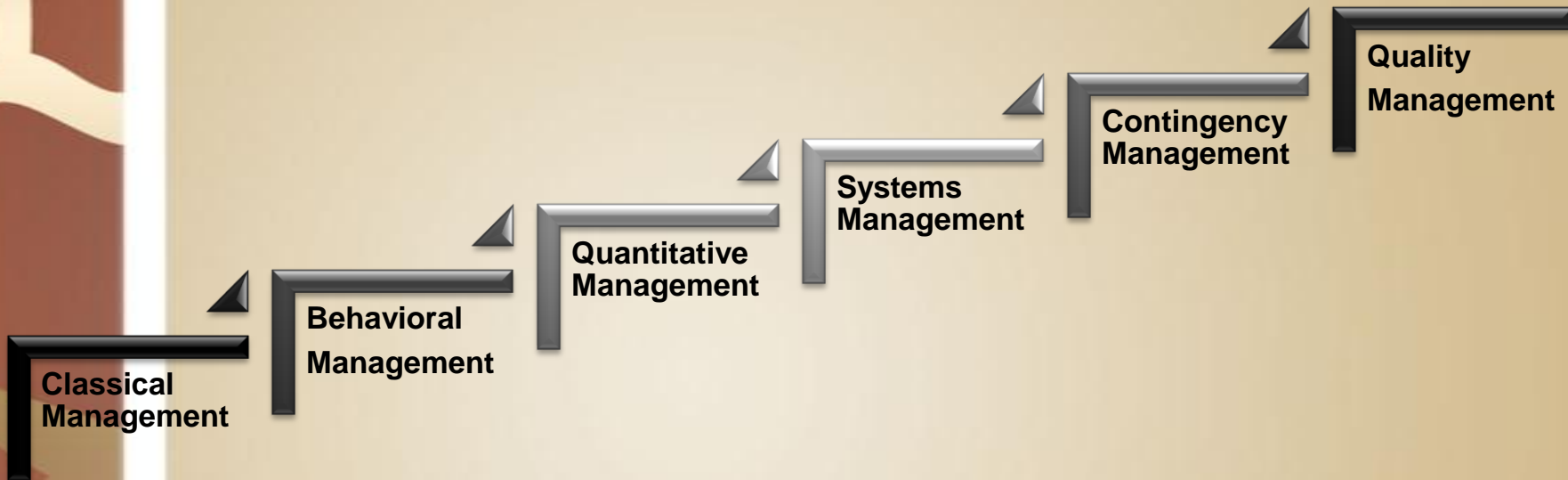
Management is an Art or Science?

- **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 handcraft 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

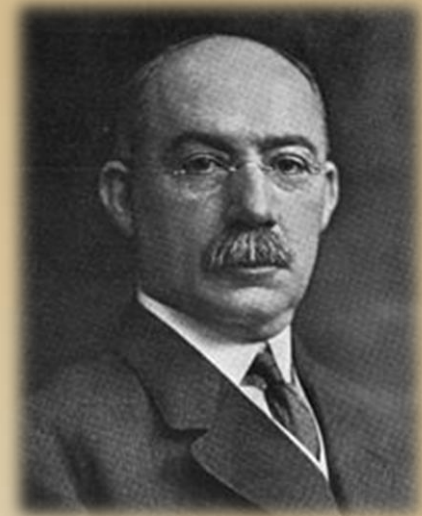


Frank & Lillian Gilbreth



- 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



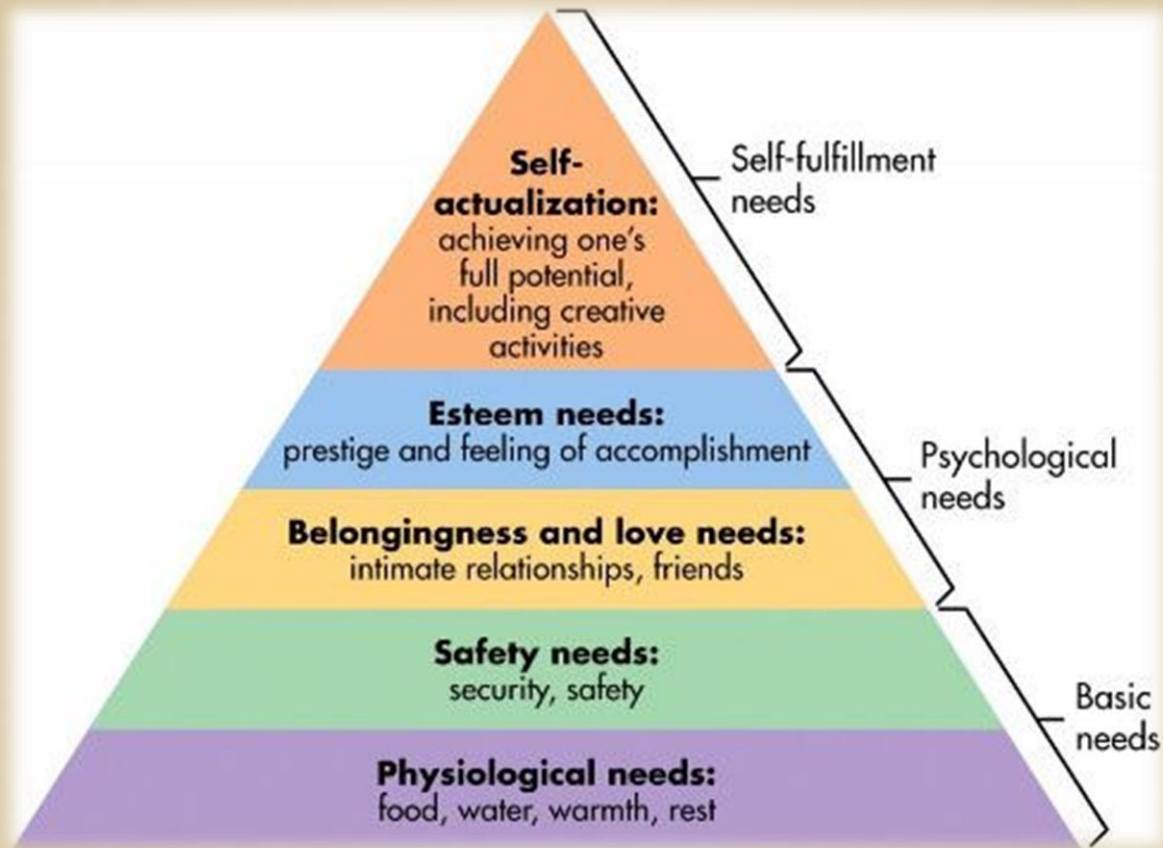
- Pioneered the notion of participative leadership
- Suggested that organizations are communities involving networks of groups
- Workers and managers equally share power and responsibility for decision making and therefore, their outcomes



Robert Owen

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

Abraham Maslow



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

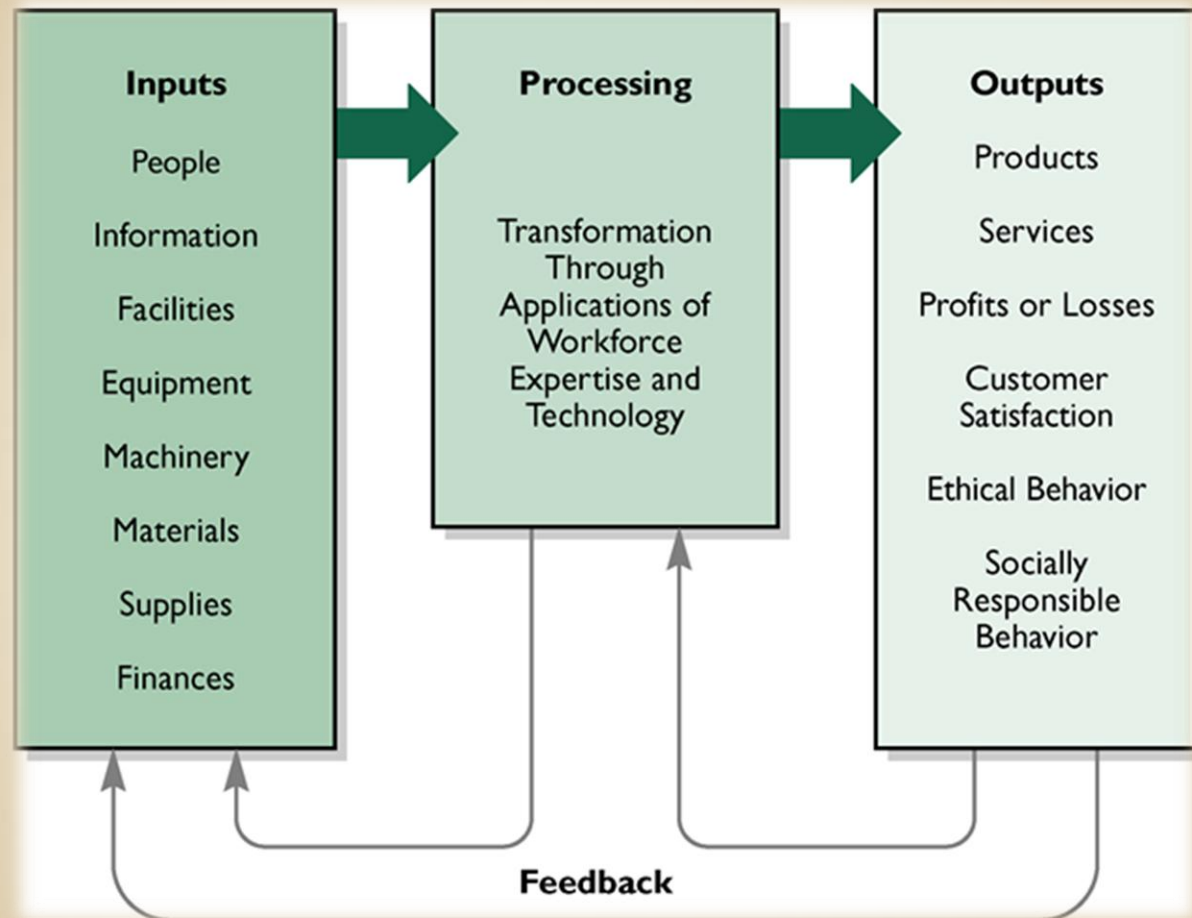
- Mathematical approaches to management problems
- Developed during World War II
- Applied to every aspect of business

Tools of Operations Management

- Inventory models
- Break-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