



NSCET E-LEARNING PRESENTATION

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Computer Science Engineering

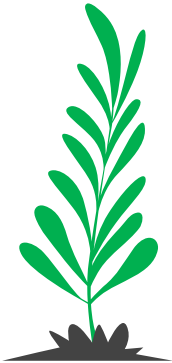
IV YEAR / VIIth SEMESTER

MG8591-Principles of management

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The background features a minimalist landscape with three orange, stylized clouds at the top. The bottom half of the image is dominated by a large, solid orange shape representing a hill or ground. Two dark grey, stylized leafy branches are positioned on the left and right sides of this orange shape. The text is centered over the white space between the clouds and the orange ground.

UNIT-IV
DIRECTING

Lecture-1 Foundations of individual and group behaviour

OBJECTIVES IN INDIVIDUAL BEHAVIOUR

- Intellectual Abilities
- Physical Abilities
- Biographical characters
- Learning
- Shaping

Lecture-1 Nature and purpose

INTELLECTUAL ABILITIES

- The abilities needed to perform mental activities.
- General Mental Ability(GMA) is a measure of overall intelligence.
- Wonderlic Personnel Test : a quick measure of intelligence for recruitment screening.
- No correlation between intelligence and job satisfaction

Lecture-1 Nature and purpose

BIOGRAPHICAL CHARACTERS

PHYSICAL ABILITIES

The capacity to do tasks demanding stamina, dexterity, strength and similar characteristics.

→AGE

Older workers bring experience, Judgement, a strong work ethic ,and commitment to quality .

→GENDER

Few differences between men and women that affect job

Lecture-1 Nature and purpose

DIMENSIONS

- ✓ Number Aptitude
- ✓ Verbal Comprehension
- ✓ Perceptual Speed
- ✓ Inductive Reasoning
- ✓ Deductive Reasoning
- ✓ Spatial Visualization
- ✓ Memory

Lecture-2 Motivation

Intensity → refers to how hard a person tries to achieve his or her goal.

Direction → refers to the area to which an individual focuses his efforts, and the quality of those focused efforts.

Persistence → or the amount of time an individual can maintain the effort to achieve a goal

Lecture-3 Motivation theories

The result of the interaction between the individual and the situation.

- Motivation results when an individual interacts with a situation. It's a state of mind where the individual determines the level of desire, interest and energy that will translate into action.
- Motivation = Intensity + direction + persistence of effort

Lecture-3 Motivation theories

MAJOR THEORIES

- Herzberg's Two-Factor Theory.. ...
- Maslow's Hierarchy of Needs. ...
- Hawthorne Effect. ...
- Expectancy Theory. ...
- Three-Dimensional Theory of Attribution

Lecture-3 Motivation theories

Hertzberg's Two-Factor Theory

- ❑ **Motivator factors** → Simply put, these are factors that lead to satisfaction and motivate employees to work harder.
- ❑ Examples might include enjoying your work, feeling recognised and career progression.

Lecture-4 Motivational Techniques

POSITIVE MOTIVATION

- Positive motivation induces people to do work in the best possible manner and to improve their performance

NEGATIVE MOTIVATION

- Negative motivation is generally resorted to when positive incentive does not work and the psychological set back has to be given to employees

Lecture-4 Motivational Techniques

NON-MONETARY INCENTIVES

- The incentives which cannot be measured in terms of money are under the category of “NON-MONETARY INCENTIVES”

Non-financial incentives can be of the following types

- Security of service
- Praise or recognition
- Promotion opportunities

Lecture-4 Motivational Techniques

MONETARY INCENTIVES

- Those incentives which satisfy the subordinates by providing them rewards in terms of rupees
- Money has been recognized as a chief source of satisfying the needs of people
- Money is also helpful to satisfy the social needs by possessing various material items

Lecture-4 Motivational Techniques



Lecture-5 Job Satisfaction

- ✓ NEED FULFILLMENT
- ✓ DISCREPANCIES
- ✓ VALUE ATTAINMENT
- ✓ EQUITY
- ✓ DISPOSITIONAL/GENETIC COMPONENTS

Lecture-5 Job Satisfaction

POSITIVE JOB CORRELATES

- Motivation
- Job involvement
- Organizational commitment
- Organizational citizenship behavior

Lecture-5 Job Satisfaction

NEGATIVE JOB CORRELATES

- Absenteeism
- Withdrawal cognitions
- Turnover
- Perceived stress

Lecture-5 Job Satisfaction

INTRINSIC MOTIVATION

- Being driven by positive feelings associated with doing well on a task or job

EXTRINSIC MOTIVATION

- It drives people's behavior when they do things in order to obtain a specific outcome

Lecture-6 Job Enrichment

- The concept of job enrichment was developed by fredrik herzberg in the 1950s
- Job enrichment involves providing an employee with more responsibility for a job and challenges the individual skills at work
- Enrichment involves increasing the decision making authority and encouraging the employee with their task

Lecture-6 Job Enrichment



Lecture-6 Job Enrichment

Features of Job Enrichment

- ❖ Nature of job
- ❖ Objective
- ❖ Positive results
- ❖ Direction and Control

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Lecture-6 Job Enrichment

Job enrichment options

- ❖ Rotate jobs
- ❖ Combine tasks
- ❖ Identify project-focused work units
- ❖ Create autonomous work teams
- ❖ Implement participative management
- ❖ Redistribute power and authority
- ❖ Increase employee-directed feedback

Lecture-7 Leadership

- Leaders are people who do the right thing; managers are people who do things right.
- Leaders help themselves and others to do the right things. They set direction, build an inspiring vision, and create something new.
- Leadership is about mapping out where you need to go to "win" as a team or an organization; and it is dynamic, exciting, and inspiring.

Lecture-7 Leadership

Importance of Leadership

- Motivating Employees
- Leader develops teamwork
- Better utilization of Manpower
- Creating confidence to followers
- Directing group activities
- Building Morale

Lecture-7 Theories of Leadership

- Theories on leadership exhibit the evolution of thoughts and development in thinking process from one dimension of leadership to the other.
- Each theory of leadership highlights some aspects of it ignoring the other. These are the characteristics of theories.
- The important aspects of theories are the development of thoughts.
- In the various theories different aspects of leadership are explained by the experts.

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Lecture-7 Theories of Leadership

Trait Theory of Leadership:

- Trait theory of leadership highlights the personality traits of a successful leader.
- It is the oldest theory of leadership. According to theory the personal traits or characteristics of a leader makes him different from the followers.
- The researchers have taken great pains to find out various traits of leadership.

Lecture-7 Theories of Leadership

Situational Theory of Leadership:

- Leadership is relative to particular situation. According to the exponents of this theory the leadership changes from group to group and from situation to situation.
- Leadership assumes different dimensions in different situations.
- The leadership is exercised in a specific situation, consisting of people and a given environment.
- The leadership depends upon the executive's ability to lead.

Lecture-7 Theories of Leadership

- The leadership is also relative to group, task, goal, organizational structures, and population characteristics of group.
- When groups are facing crisis.
- According to this theory the focus is not on the personality of leader but on the personality of the organization as a whole because change in situation can pose problems to leader for performing his job of leadership.
- Such situations may give rise to new leader if he is able to cope up with the situation at that moment.

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Lecture-7 Theories of Leadership

Behavioural Theories:

- Limitations of trait theory diverted the focus of attention of researchers to the behavioural aspect of the leadership. The emphasis was given on the behaviour of leaders than their personality traits.
- According to behavioural approach the actions of the leader in attaining goals are important.
- It studies the kind and types of behaviour that affect the job performance of the subordinates and their job satisfaction.

Lecture-7 Communication

- Communications is fundamental to the existence and survival of humans as well as to an organization. It is a process of creating and sharing ideas, information, views, facts, feelings, etc. among the people to reach a common understanding. Communication is the key to the Directing function of management.
- A manager may be highly qualified and skilled but if he does not possess good communication skills, all his ability becomes irrelevant. A manager must communicate his directions effectively to the subordinates to get the work done from them properly.

Lecture-8 Process of Communication

- Communications is a continuous process which mainly involves three elements viz. sender, message, and receiver. The elements involved in the communication process are explained below in detail:

Sender

- The sender or the communicator generates the message and conveys it to the receiver. He is the source and the one who starts the communication

Message

- It is the idea, information, view, fact, feeling, etc. that is generated by the sender and is then intended to be communicated further.

Lecture-8 Process of Communication

Encoding

- The message generated by the sender is encoded symbolically such as in the form of words, pictures, gestures, etc. before it is being conveyed.

Media

- It is the manner in which the encoded message is transmitted. The message may be transmitted orally or in writing. The medium of communication includes telephone, internet, post, fax, e-mail, etc. The choice of medium is decided by the sender.

Lecture-8 Process of Communication

Decoding

- It is the process of converting the symbols encoded by the sender. After decoding the message is received by the receiver.

Receiver

- He is the person who is last in the chain and for whom the message was sent by the sender. Once the receiver receives the message and understands it in proper perspective and acts according to the message, only then the purpose of communication is successful.

Lecture-8 Process of Communication

Feedback

- Once the receiver confirms to the sender that he has received the message and understood it, the process of communication is complete.

Noise

- It refers to any obstruction that is caused by the sender, message or receiver during the process of communication. For example, bad telephone connection, faulty encoding, faulty decoding, inattentive receiver, poor understanding of message due to prejudice or inappropriate gestures, etc.

Lecture-9 Barriers in communication

- The communication barriers may prevent communication or carry incorrect meaning due to which misunderstandings may be created. Therefore, it is essential for a manager to identify such barriers and take appropriate measures to overcome them.
- The barriers to communication in organizations can be broadly grouped as follows:

Lecture-9 Barriers in communication

Semantic Barriers

- These are concerned with the problems and obstructions in the process of encoding and decoding of a message into words or impressions. Normally, such barriers result due to use of wrong words, faulty translations, different interpretations, etc.
- For example, a manager has to communicate with workers who have no knowledge of the English language and on the other side, he is not well conversant with the Hindi language. Here, language is a barrier to communication as the manager may not be able to communicate properly with the workers.

Lecture-9 Barriers in communication

Psychological Barriers

- Emotional or psychological factors also act as barriers to communication. The state of mind of both sender and receiver of communication reflects in effective communication. A worried person cannot communicate properly and an angry recipient cannot understand the message properly.
- Thus, at the time of communication, both the sender and the receiver need to be psychologically sound. Also, they should trust each other. If they do not believe each other, they cannot understand each other's message in its original sense.

Lecture-9 Barriers in communication

Organizational Barriers

- The factors related to organizational structure, rules and regulations authority relationships, etc. may sometimes act as barriers to effective communication. In an organization with a highly centralized pattern, people may not be encouraged to have free communication. Also, rigid rules and regulations and cumbersome procedures may also become a hurdle to communication.

Lecture-9 Barriers in communication

Personal Barriers

- The personal factors of both sender and receiver may act as a barrier to effective communication. If a superior thinks that a particular communication may adversely affect his authority, he may suppress such communication.
- Also, if the superiors do not have confidence in the competency of their subordinates, they may not ask for their advice. The subordinates may not be willing to offer useful suggestions in the absence of any reward or appreciation for a good suggestion

Lecture-10 Effective Communication

Measures to improve communication effectiveness are as follows

1. Communication of Clarification of the idea.
2. Communication should be according to the needs of the receiver.
3. Consulting others before communication.
4. Awareness about the language, tone and body postures and gestures.
5. Convey information useful to the receiver.
6. Ensure proper feedback.
7. Follow up communications.
8. Be a good listener.