

PRINCIPLES OF MANAGEMENT

By

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PREVIEW

BACKGROUND

THEORY

CASE STUDY

PRACTICAL TIPS

HISTORICAL LINK TO MILITARY

MANAGEMENT & ORGANISATIONAL SEMANTICS BETRAY MILITARY ORIGINS

MILITARY

CHURCH

AGRI

LEADERSHIP

EFFICIENCY

COORDINATION

STRATEGIC

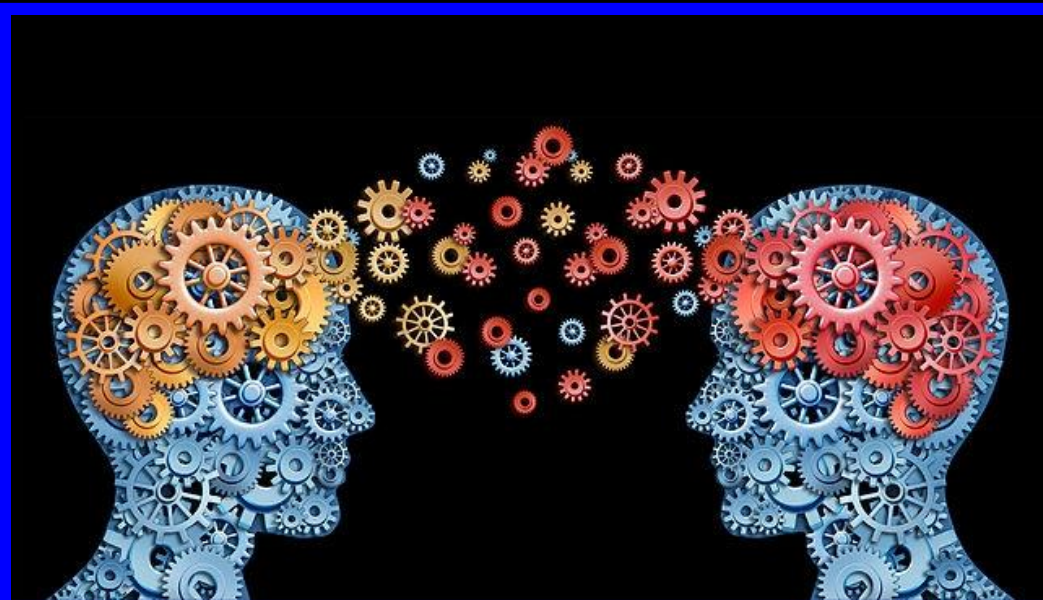
TACTICAL

OPERATIONAL

TIME
MANAGEMENT

SUPPLY CHAIN

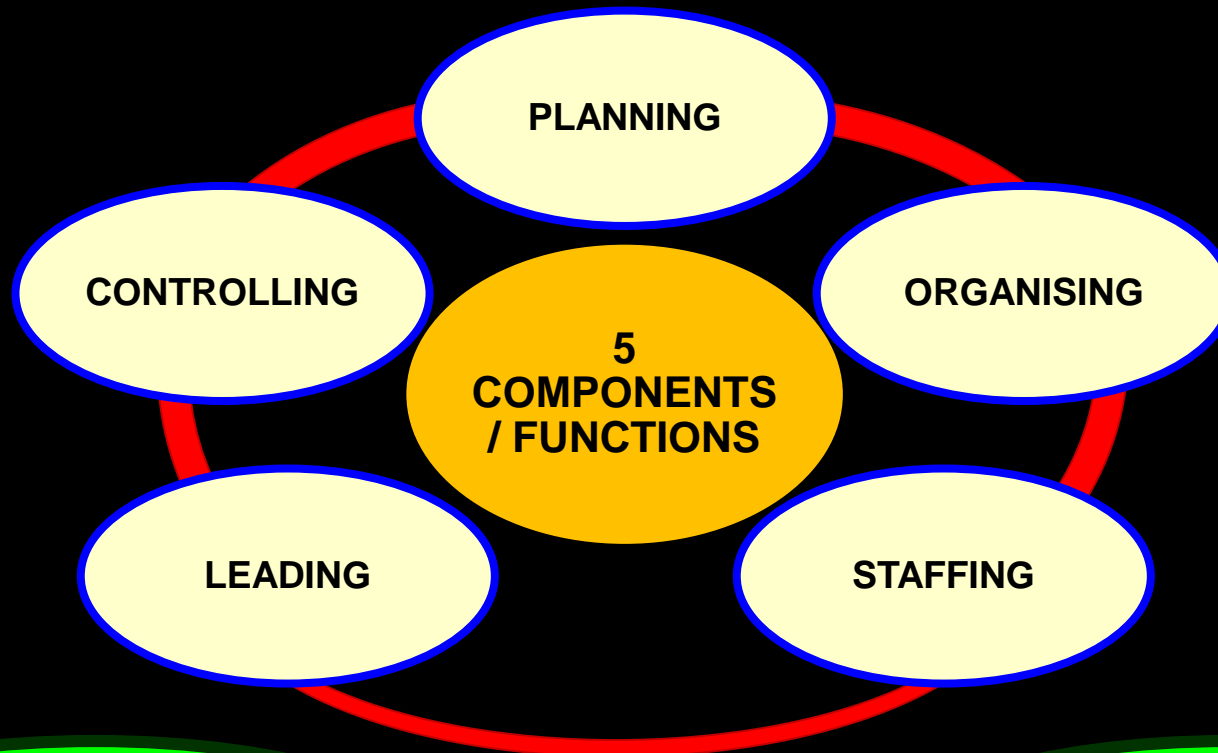
COMPETITION



THEORY

MANAGEMENT

ORGANISATION & COORDINATION OF ACTIVITIES TO ACHIEVE
DEFINED OBJECTIVES



FOR
ORGANISATIONAL
EFFICIENCY

FOR
ORGANISATIONAL
EFFECTIVENESS

PLANNING



- Bridges Gap : Where We Are & Where We Want To Be
- Tells us What - When - Where - How To Do
- Avoids Confusion, Uncertainty, Risk & Wastage
- Helps Estimate cost + time + resources

LEVELS OF PLANNING

STRATEGIC

- **Macro Level**
- **Long Term (2/3/5/10)**
- **Overall Org Future**
- **Dictates other two**
- **Vision, Mission, Values**

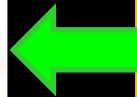
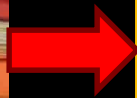
TACTICAL

- **Middle Level**
- **Short Term (<1)**
- **Smaller actionable chunks**
- **Flows from the first**
- **Goals, Budget, Resources**

OPERATIONAL

- **Micro Level**
- **Day to day (Single / Ongoing)**
- **Single Event / Ongoing**
- **Specific Roadmap & Timeframe for Goals**
- **Event / Activity, Policy, Rules, Procedure**

ORGANISING



- **Effective utilization of Physical, Financial & Human Resources To Achieve Organisational Goal**
- **Developing the structure to accomplish objectives**
- **To Provide a framework within which effort is coordinated**
- **Formalising process flows**
- **Departmentalization**
- **Setting the hierarchy - organogram**
- **Job Descriptions**

STAFFING

- **Manpower Planning**
- **Recruitment, Selection & Placement**
- **Right Man for Right Job**
- **Training & Development**
- **Appraisals**
- **Remuneration**
- **Promotions & Transfers**



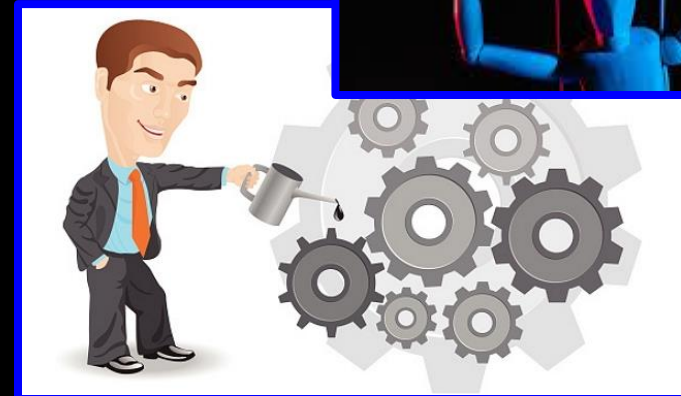
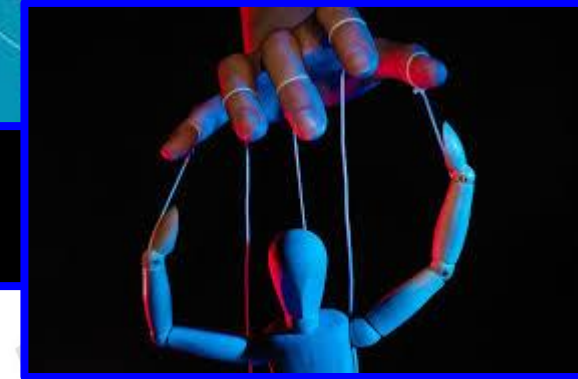
LEADING

- **Inter Personnel Aspect**
- **Influencing / Inspiring**
- **Guiding**
- **Supervising**
- **Motivating**
- **Directing**
- **Communicating**



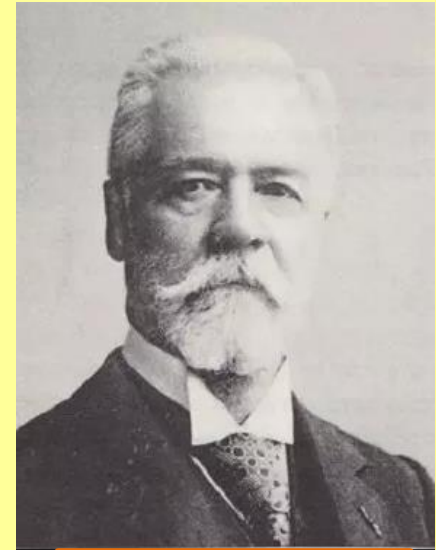
CONTROLLING

- **Purpose : Unity of Direction to achieve goals**
- **Establish standards & conform to them**
- **Measure Progress / Performance & Improve**
- **Compare Actuals vs Standards**
- **Take Decisions & Actions**
- **Predict & Correct Deviations**



14 PRINCIPLES OF MANAGEMENT

- **DIVISION OF WORK** : As per specialisation
- **AUTHORITY** : Symbiotic with responsibility
- **DISCIPLINE** : Essential, methods to enforce may differ
- **UNITY OF COMMAND** : Only one direct supervisor
- **UNITY OF DIRECTION** : For Team – Manager – Plan
- **INDIVIDUAL VS GENERAL INTEREST** : Individual subordinate
- **REMUNERATION** – Employee Satisfaction (Fin & Non-fin)
- **CENTRALISATION** – Proximity to Decision Making
- **SCALAR CHAIN** – Awareness of Own Position in Org Hierarchy
- **ORDER** – Clean, tidy, safe Workplace with everything in its place
- **EQUITY** – Rules Vs Empathy for All
- **STABILITY OF TENURE** – Personnel Planning for Min Turnover
- **INITIATIVE** – Freedom to Create & Implement Plans
- **ESPRIT DE CORPS** – Team Spirit & Unity



Henri Fayol

THE ART OF GETTING THINGS DONE THROUGH THE EFFORTS OF OTHER PEOPLE

SKILLS

Technical

- Knowledge
- Proficiency
- Methods, processes & procedures

Conceptual

- Ability to view holistically
- Understand interdependence
- Anticipate change & effect

Human

- Inter-personnel skills
- Communication skills
- Decision making
- Individual capability

Diagnostic & Analytical

- Identify
- Understand
- Define
- Infer
- Collect, organize, visualize, assimilate



LEADER VS MANAGER



Inherent Quality

Followers

Natural Instincts

For Organisation

May Not be a Manager

Continuity - Influence

Influential Control

Accountability To Self

Position

Subordinates

Formal Rights

In Organisation

All Should be Leaders

Continuity - Tenure

Hierarchical Control

Accountability To Org

TOTAL QUALITY MANAGEMENT (TQM)

PLANNING

ASSURANCE

QUALITY

**CONTINUOUS
DEVELOPMENT**

STRATEGY

**DECISIONS
THROUGH
FACTS**

**CUSTOMER
SATISFACTION**

- **No Formal Framework**
- **Autonomous Adaptation & Implementation**
- **Many Definitions**
- **Numerous Methodologies**

COMMUNICATION

**ORG
STRUCTURE**

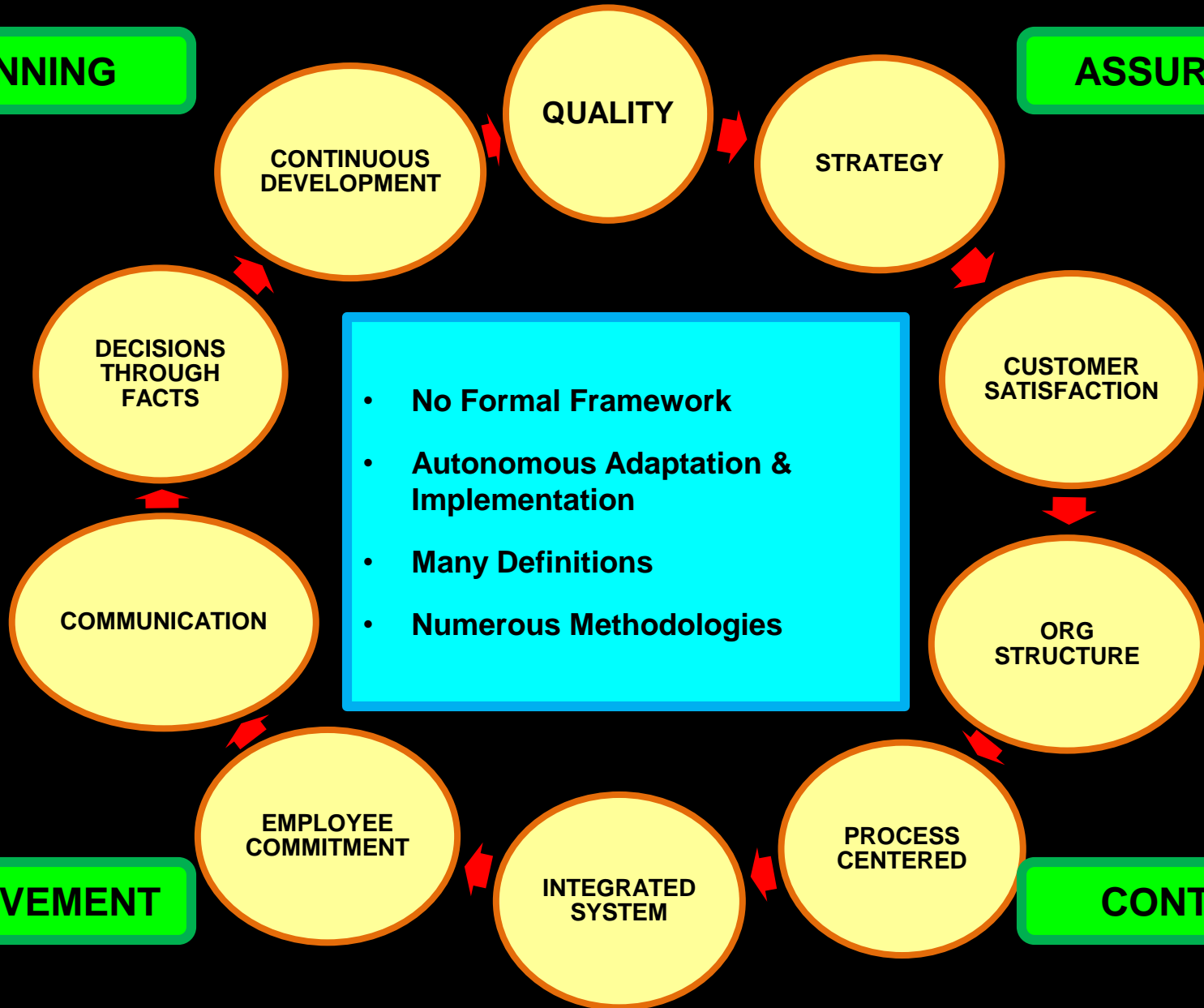
**EMPLOYEE
COMMITMENT**

**PROCESS
CENTERED**

IMPROVEMENT

**INTEGRATED
SYSTEM**

CONTROL



CASE STUDY

CASE STUDY 1 : HOSPITAL IMPASSE

- **71 Bed Hospital**
- **Constructed by Agency 1 for Agency 2 (Hosp Auth)**
- **Handed over to Agency 3 temporarily on orders of Local Auth**
- **Childrens' Summer Camp Conducted by Agency 3**
- **After Camp, 1 refused to hand over to 2 : already h/o**
- **2 refused to take over from 3 : from 1 only**
- **Meanwhile, Earthquake : Building developed cracks**
- **2 now has a Doubt : Is The Building Safe ???**
- **Spoiled Relations : Local Auth – Hosp Auth (2) – Construction Agency (1) – Agency 3**
- **Impasse / Standoff : 12 months**
- **Solution ?**

CASE STUDY 1 : HOSPITAL IMPASSE

- **CE invited for visit**
- **Sanction accorded on spot for technical evaluation committee**
- **Building structure found to be uncompromised**
- **Certificate given by GE on basis of committee report**
- **Maintenance carried out**
- **Simultaneous handing over by 3 to 1 and 1 to 2**

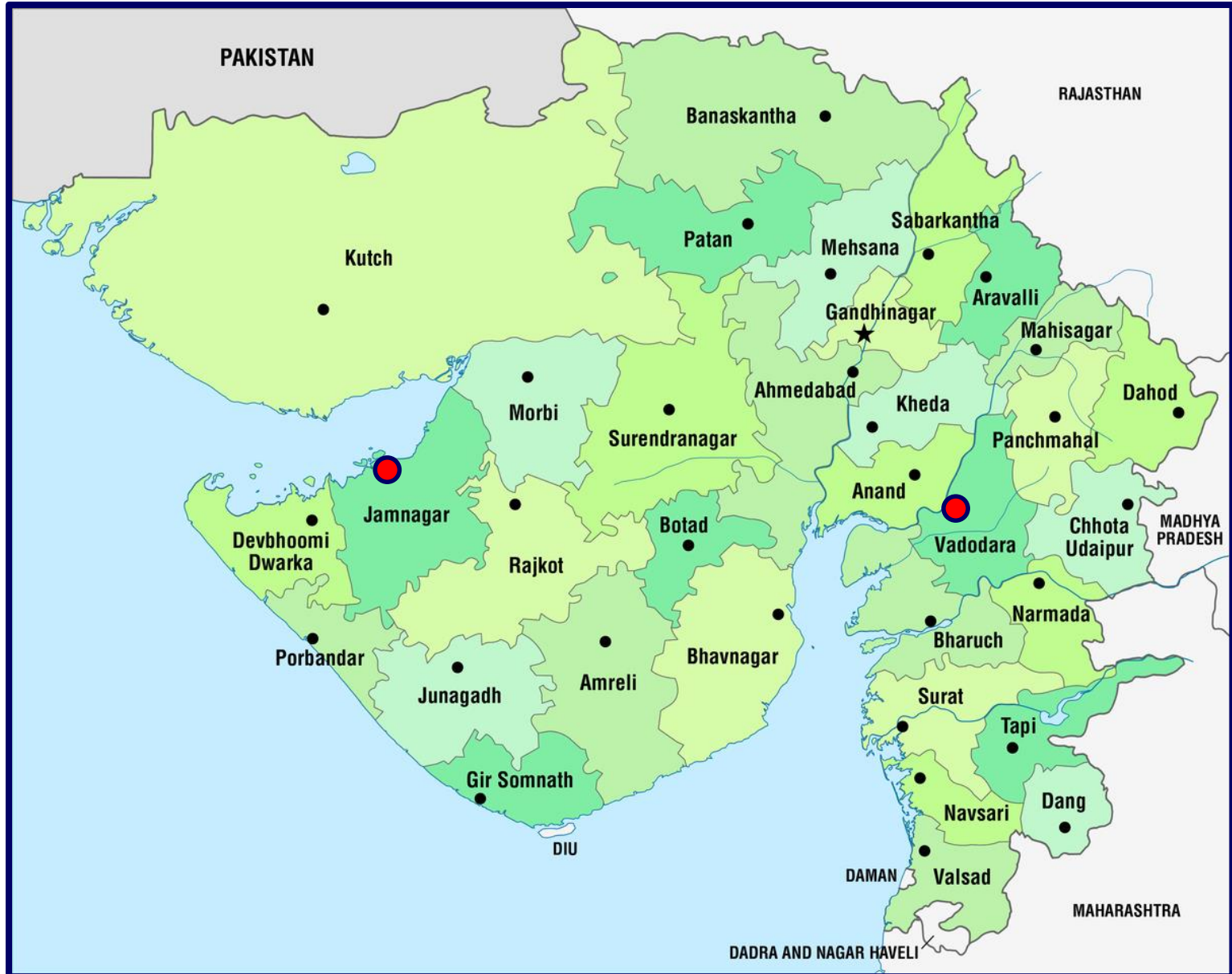


LESSONS LEARNT

- **Poor Management**
- **Operational primacy over Strategic / Tactical**
- **Centralised Decision**
- **Failure of Leadership**
- **Individual interest over Organisation : EGO**
- **Rules / Procedures flouted**
- **Timelines added to problem**
- **Climate + Earthquake**
- **Who Suffered ?**

- **Out of Box Thinking**
- **Personal Liaison / Coordination**
- **Loyalty to Organisation**
- **Coordination : Involvement of all in Decision Making**
- **Rules / Procedures followed**
- **Leadership**
- **Quick Decisions**
- **Swift Resolution**
- **Luck**

CASE STUDY : JAMNAGAR



BACKGROUND

- **PROJECT A : Oil Refinery at Jamnagar**
- **Acidic soil**
- **Mandatory Green Belt**
- **GOI Refinery - Kikar trees, 0 Maintenance**
- **Jetty required for refinery**
- **Land not available for jetty**
- **Govt Jetty can be used on payment**
- **Own Jetty - only construction and maintenance cost**



- **PROJECT B : Infra Project at Vadodara**
- **Fertile soil**
- **Waste material disposal required**
- **Govt Dumping Land cost**



REQUIREMENT

- Identify the problems being faced in both projects
- Suggest a plan for an optimum solution to both projects to minimize costs and maximize profits



TIME TO THINK



WHAT THEY DID

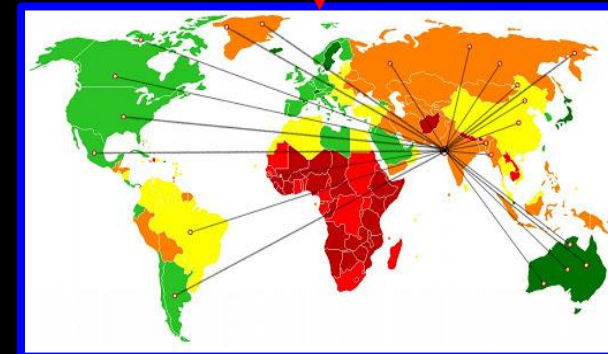


- Waste & soil from Refinery + green belt utilised to reclaim land from sea
- Jetty built on reclaimed land

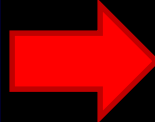


- Soil excavated from Vadodara transported to Jamnagar for green belt

- Exotic fruit orchard comes up as Green Belt



TAKEAWAYS

- **Efficiency + Efficacy**
 - **Use of POSLC**
 - **TQM**
 - **Use of all skills -
Technical, Human,
Conceptual and
Diagnostic & Analytical**
- 

- **No wastage**
- **Waste disposal**
- **Soil utilization**
- **Profit**
 - **Oil Refinery**
 - **Jetty**
 - **Fruit export**
 - **Infra**
- **Recurring Cost saved - jetty,
waste disposal**
- **One time cost - jetty,
orchard, transport**
- **Recurring cost - orchard,
jetty**

WHO ARE 'THEY' ?



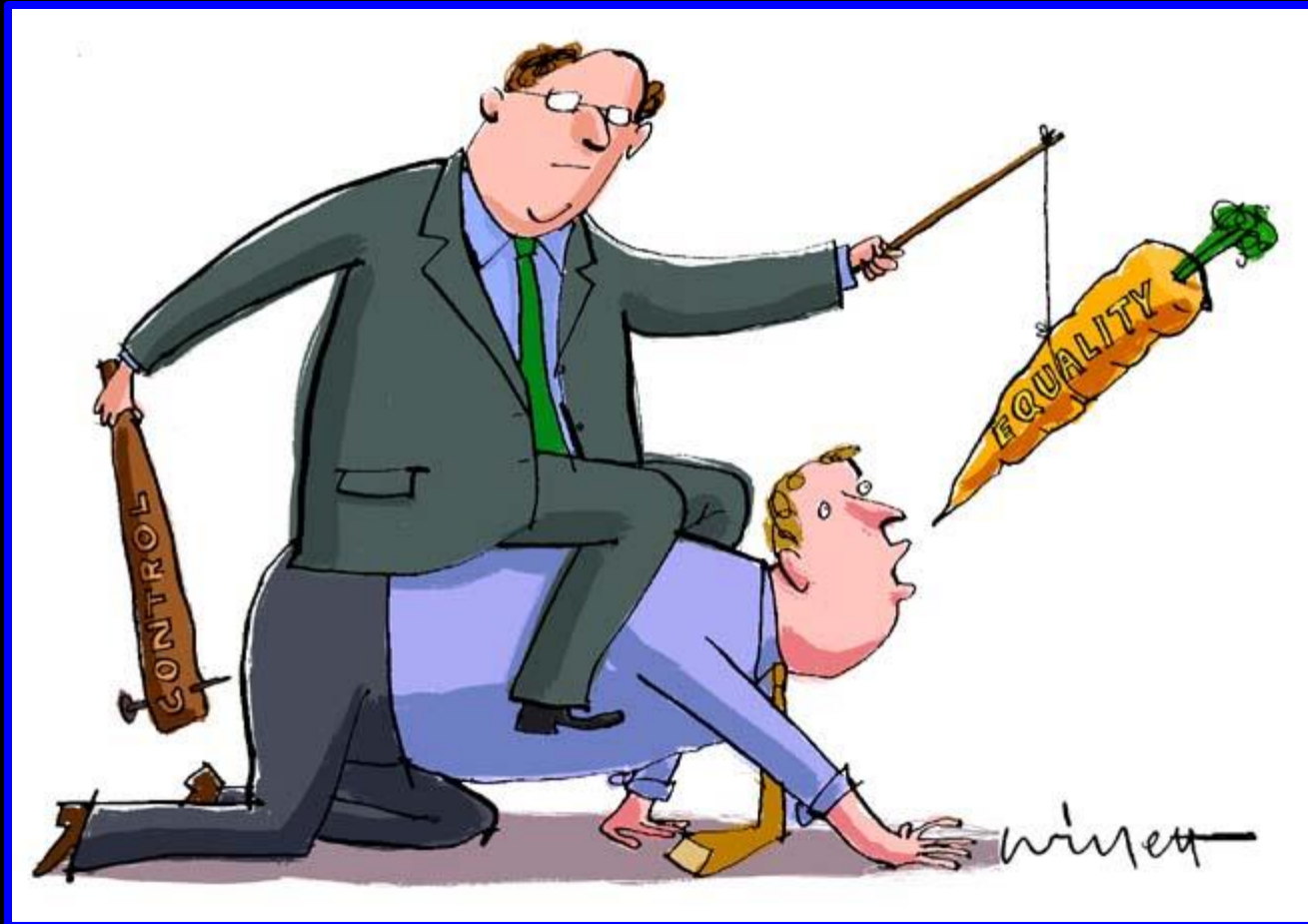
PRACTICAL TIPS

YOU MAY WANT TO KNOW

- **Carrot & Stick Policy**
- **JIT & BIT Concept**
- **Don't be a yes man / woman**
- **Line Principle**
- **Marketing Myths**
- **Continuity Theory**
- **Zero Error Syndrome**

CARROT & STICK POLICY

- Motivational approach
- Reward & Punishment



JIT & BIT CONCEPT



Time Management is critical

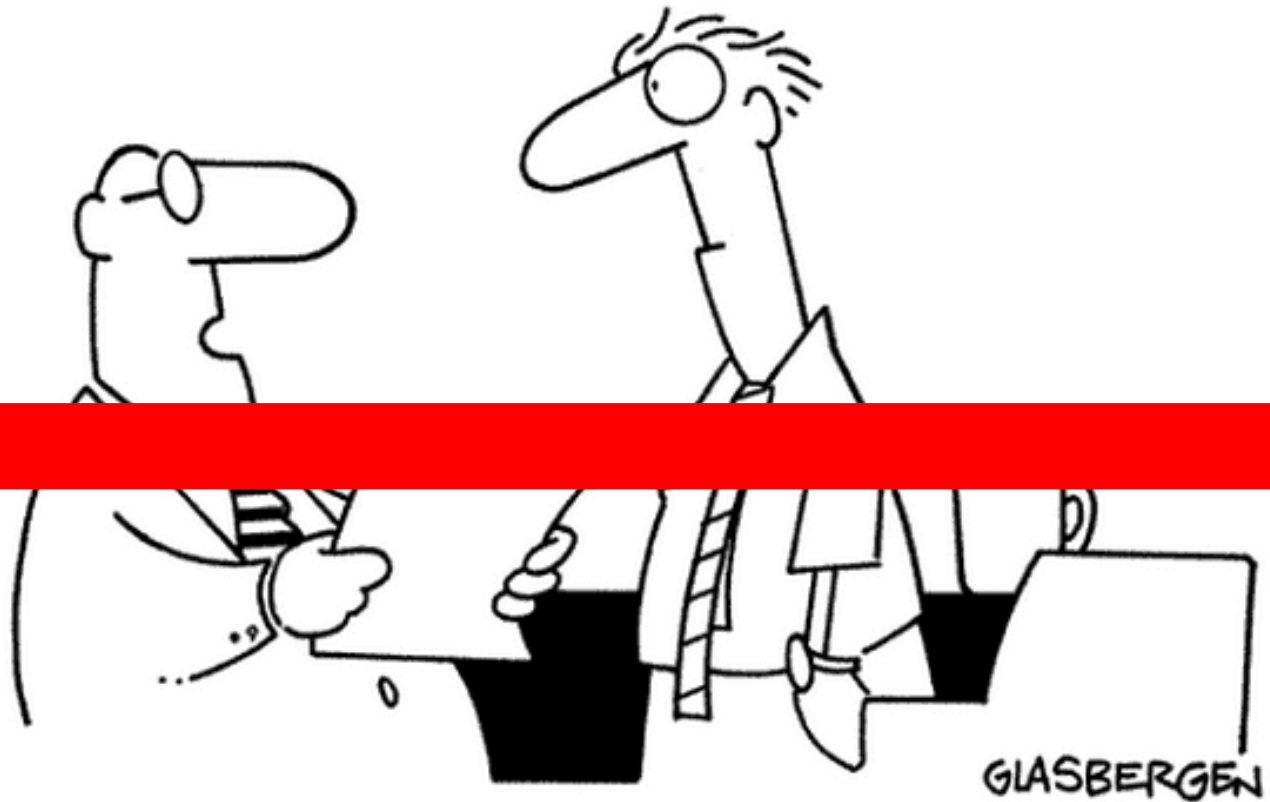


DON'T BE A YES MAN / WOMAN



- Learn the art of diplomacy
- Learn your place
- Learn your charter
- Learn your status
- Learn your duty
- Learn to judge the right time
- Learn how to project
- Learn how not to offend
- **FIRST LEARN THEN SPEAK**

LINE PRINCIPLE

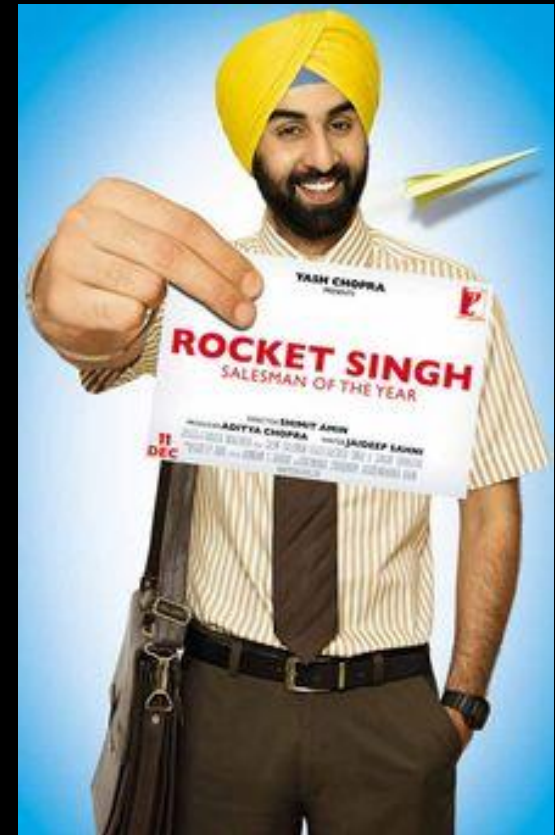


“I want you to find a bold and innovative way to do everything exactly the same way it’s been done for 25 years.”

MARKETING MYTHS



Job Description

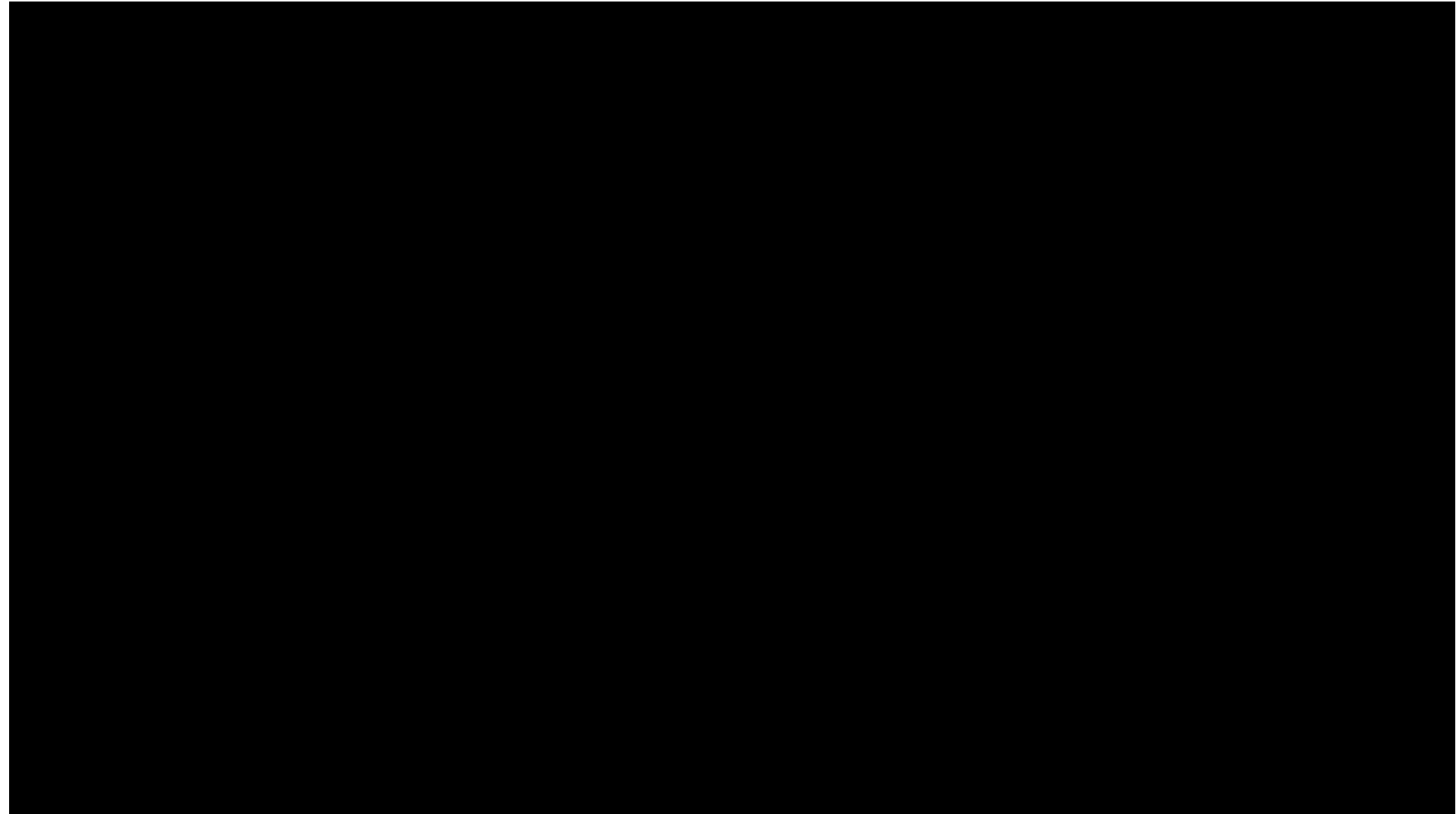


Job Profile

CONTINUITY THEORY



ZERO ERROR SYNDROME



THANK YOU !!

