**Principles of Management By Mr. Bilal Javed Ghumman**

**MANAGEMENT:** “The **efficient** and **effective** use of the **resources** to complete any task **with or through the people**”.

* **Efficient**: Getting maximum output by putting minimum efforts.
* **Effective**: To do the accurate work is called effectiveness.
* **Resources**: There are three types of resources:-
	+ **Physical Resources**: i.e. Land, building, office, equipment furniture etc.
	+ **Financial Resources**: It means Capital (money).
	+ **Human Resources**: It includes manpower, employees etc.

**MANAGERIAL SKILLS**

* **Technical Skills**: The knowledge & proficiency in any field or area of work is called technical skills.
* **Human Skills**: The ability to work, coordinate and deal with other people is called human skills.
* **Conceptual Skills**: The ability to make the new ideas or the ability to analyze the situation is called conceptual skills.

**OFFICE:** “Any room or area in which business or professional activities are takes place”.

* It has three kinds:-
	+ **Virtual Office**: The office that have no physical appearance like office through network.
	+ **Mobile Office**: The office that is easily transferable-able from one place to another i.e. NADRA Mobile Van Office, Mobile Courts or Construction Companies Offices.
	+ **Home Office**: The office that is established in the home i.e. Lawyer’s Chamber, Clinics at home etc.

**BUSINESS**

* Business includes any trade working and profession.
* Business is any legal activity which is to be performed for earning the profit or for the welfare of society or for the welfare of human being.
* It has three kinds:-
	+ **Production business**
	+ **Trading business**
* **Service business**

**FUNCTIONS OF MANAGEMENT**

 There are following four functions of management:-

* Planning.
* Organizing.
* Leading.
* Controlling.

**PLANNING**

It is a thinking process to start any activity or to solve any problem. It is also called chalking-out / mapping-out of future course of action. Thus, planning is a systemic thinking about ways and means for accomplishment of pre-determined goals. In easy sense, planning is deciding in advance:-

* + What to do? How to do? Why to do? Where to do? For whom to do?

**STEPS OF PLANNING**

 There are following four steps of planning:-

* + **Formulation of Mission or Vision**: What do you want to achieve is called mission and where do you see yourself after achieving the mission is called vision.
	+ **Goal Setting**: Goal is a dream with a deadline. A mission consists of a number of goals.
	+ **Making Strategies and Plan**: Plan is detailed and comprehensive form of strategy and strategy is a road map to achieve the goal. Strategy is a methodology through which we can complete the plans.
	+ **To Establish the Performance Standard**: It includes cost, speed means time and quality. It is called standard of product.

**FLOW CHART**

**Vision**

**Mission**

**Goal**

**Strategy**

**Plan**

**ORGANIZING**

 Organizing is the process of assembling and allocating the resources and dividing responsibilities and duties between the employees.

**STEPS OF ORGANIZING**

 There are following five steps of organizing:-

* + **Assemble the Resources**: Organizing the sources i.e. Physical resources, financial resources and human resources for achievement of organizational goals.
	+ **Staffing**: Staffing is the management function to attract and select the employees for organization. Its main purpose is to put right man on right job.
	+ **Identification of Task and Duties**: Prepare a task list or to do list.
	+ **Division of Work**: To achieve overall mission you divide your work into different departments and individuals according to their specialization.
	+ **Division of Resources**: Distribution of available resources according to the requirement.
	+ **Defining Chain of Command:** The line of authority moving from top to bottom.
* **Empowerment and Delegation:** It means to transfer / delegate own powers to another person for a specific period to time.

**LEADING**

 Leading is management function on which manager put his efforts to stimulate the high work performance with the help of direction, supervision and motivation communications.

**STEPS OF LEADING**

 There are following four steps of leading:-

* + **Supervision**: Supervision implies overseeing the work of subordinates by their superiors. It is an act of watching and directing work and workers.
	+ **Motivation**: Motivation means inspiring, stimulating or encouraging the subordinates with zeal to work. Positive, negative, monetary, non-monetary incentives may be used for this purpose.
	+ **Leadership**: Leadership may be defined as a process by which manager guides and influences the work of subordinates in desired direction.
	+ **Communication**: Communication is the process of passing information, experience, opinion etc. from one person to another. It is a bridge of understanding.

**CONTROLLING**

 It implies measurement of accomplishment against the standards and correction of deviation if any to ensure achievement of organizational goal. The purpose of controlling is to ensure that everything occurs in conformities with the standards.

According to Kootz, “***Controlling is the measurement and correction of performance activities of subordinates in order to make sure that the enterprise objectives and plans desired to obtain them as being accomplished***”.

 Therefore controlling has following steps:-

* + Measurement of actual performance.
	+ Comparison of actual performance with the standards and finding out deviation if any.
	+ Corrective action, if deemed necessary.

**FEATURES OF MANAGEMENT**

 There are following features of management:-

* + Management is goal oriented.
	+ Management is a group / team activity.
	+ Management is continues process.
	+ Management is a flexible process.
	+ Management is integrating the resources.
	+ Management is the universal process.

**OBJECTIVES OF MANAGEMENT**

 There are following objects of management:-

* + To execute the plan.
	+ Getting maximum output from minimum input.
	+ Maximum success of employer and employee.
	+ Work life balance.
	+ Increase efficiency of factors of production. (**land, labour, capital and organization**).
	+ To review and evaluate the result.
	+ Human betterment and social justice.

**ORGANIZATION :** “Organization is a group of people working for a specific purpose in a deliberate structure. (It includes people, purpose and structure)”

**LEVELs OF THE MANAGEMENT**

 There are following three levels of management:-

* **Top Level Management**: It consists of Board of Directors, Principals, Presidents, Chief Engineers and Managing Directors etc. The Top Management is the ultimate source of authority. It devotes more time on planning. The main role and the responsibility of the Top Management is as under:-
* Top Management sets the goals and broad policies for the organization.
* It issues the instructions for the preparation of departmental budgets, procedures and schedules.
* It appoints the officers or executives for the Middle Level Management.
* It controls and co-ordinates the activities of all departments.
* It provides the guidance and direction to the Middle Level Management.
* It is also responsible for maintaining a contact with the outside world.
* **Middle Level Management**: It consists of Departmental Managers, Branch Managers and the Head of any specific area. They are responsible to the Top Management for the functioning of their department. They devote more time on the organizing function of Management. Its main roles are as following:-
* They interpret and explain the policies from Top Management to Lower Management.
* It executes the plans in accordance with the policies and directions of the Top Management.
* They make the plans for the sub-units of organization.
* They participate in the staffing and training functions of Lower Management.
* They are responsible for the control and co-ordination of their department.
* They evaluate the performance of junior managers.
* It also sends the important record and data to the Top Management.
* **Low Level Management**: It is called as operative level and supervisory level. It consists of Supervisors, Section Officers, Foremen and First Line Managers. The main role of Lower Management is as following:-
* They assign the work and task to the different workers.
* They guide and instruct the workers for day to day activities.
* They help to solve the problems of workers.
* They guide and supervise the subordinates.
* They are responsible for the quality and quantity of the work.
* They are responsible for providing training to the workers.
* They are responsible to arrange the necessary material, machine and tools for getting the work done.
* They make the reports about the performance of workers.
* They ensure the discipline in the organization.
* They are responsible for the motivation of employees.
* They are responsible for the control and coordination of their team work group which consists of their workers.
* They are the image builder of the organization, because they are in the direct contact with the employees and customers.

**CURRENT TRENDS & ISSUES**

* Technology.
* Globalization.
* Ethics.
* Workforce Diversity.
* E-Business.
* Entrepreneurship.
* Learning Organization.
* Quality Management.
* **Technology**: It is the tool, equipment and operating method which is designed to make the work more easy, efficient and effective. Its main purpose is to bring upto date technology for his organization.
	+ How to use that technology?
	+ To maintain throughout the course of work.
* **Globalization**: It is the concept in which transportation and telecommunication techniques have reduced the time and distance efforts and make the whole world a global village.
* **Ethics**: The code of conduct prevailing in the organization. It means how to behave in an organization?
* **Workforce Diversity**: The different variables of employers which differentiate one from other and make the workforce heterogeneous.
* **E-Business**: The work to be done by using any network or electronic linkage.
* **Entrepreneurship**: Starting a business for new activity in response to any opportunity. It is all about creativity and innovation.

**Creativity** means new ideas.

**Innovation** means any change in existing ideas.

* **Learning Organization**: It is an organization whose employees are continuously attempting to the new ideas.
	+ **Knowledge Management**: It is the process to acquire, share and to use the upto date knowledge and information.
* **Quality Management**: It is the process of continues improvement in each and every process and system or organization. Quality is always defined by the customers.

**MANAGERIAL ROLES**

**ROLE**: The expectations towards a person due to his job and position.

* **Interpersonal Roles**
* **Figurehead**: He has the symbolic and social role in the organization. He can sign all the legal documents. He can attend the ceremonies on behalf of organization.
* **Leaders**: Leader is the person who can motivate, guide, train and direct the subordinates for achieving the desired results.
* **Liaison**: The person who contacts outside the organization and get the information to increase the quality of his work and organization.
* **Informational Roles**
* **Monitor**: He watches the work and workers. He observes the activities and report to the management.
* **Disseminators**: It is the duty of a manager to spread out the information to the whole organization.
* **Spokesperson**: He is the representative of organization outside the organization. He talks with media and other peoples on behalf of organization. He transmits the information outside the organization. **For example**, PRO of the university.
* **Decisional Role**
* **Entrepreneur**: He is responsible to bringing the change in the organization. He provides the creative and innovative ideas.
* **Disturbance Handler**: He is responsible for making the unexpected problems of road block in the organization.
* **Resource Allocator**: The person who is responsible for dividing the resources.
* **Negotiator**: He is responsible for making the transactions with customers, suppliers or any other stockholders. He is responsible to solve the conflict between employees and customers.

**14 PRINCIPLES OF MANAGEMENT BY HENRI FAYOL**

* **Division of Labour/Work**: Henry Fayol has stressed on the specialization of jobs. He recommended that work of all kinds must be divided, subdivided and allotted to various persons according to their expertise in a particular area. Because:-
	+ Subdivision of work makes it simpler and results in efficiency.
	+ It also helps the individual in acquiring speed and accuracy in his performance.
* **Principle of One Boss**: A subordinate should receive orders and be accountable to one and only one boss at a time. In other words, a subordinate should not receive instructions from more than one person because:-
	+ It undermines authority.
	+ Weakens discipline.
	+ Divides loyalty.
	+ Creates confusion.
	+ Duplication of work.

Therefore, dual subordination should be avoided unless and until it is absolutely essential. Unity of command provides the enterprise a disciplined, stable and orderly existence. It creates harmonious relationship between superiors and subordinates.

* **Unity of Direction**: Fayol advocates one head one plan which means that there should be one plan for a group of activities having similar objectives. Related activities should be grouped together. There should be one plan of action for them and they should be under the charge of a particular manager. According to this principle, efforts of all the members of the organization should be directed towards common goal. Without unity of direction, unity of action cannot be achieved. In fact, unity of command is not possible without unity of direction.
* **Discipline**: According to Fayol, “***Discipline means sincerity, obedience, respect of authority and observance of rules and regulation of the enterprise***”. This principle applies that subordinate should respect their superiors and obey their order. It is an important requisite for smooth running of the enterprise. Discipline is not only required on path of subordinates but also on the part of management. Discipline can be enforced if only required on path of subordinates but also on the part of management. Discipline can be enforced if:-
	+ There are good superiors at all levels.
	+ There are clear and fair agreement with workers.
	+ Sanctions (Punishment) are judiciously applied.
* **Equity**: Equity means combination of fairness, kindness and justice:-
	+ The employees should be treated with kindness & equity if devotion is expected of them.
	+ It implies that managers should be fair and impartial while dealing with the subordinates.
	+ They should give similar treatment to people of similar position.
	+ They should not discriminate with respect of age, caste, sex, religion, relation etc.
	+ Equity is essential to create and maintain good relations between the managers and subordinates.
* **Order**: This principle is concerned with proper and systematic arrangement of things and people. Arrangement of things is called material order and placement of people is called social order:-
	+ **Material Order**: There should be safe, appropriate and specific place for every article and every place to be effectively used for specific activity and commodity.
	+ **Social Order**: Selection of most suitable person on the suitable job. There should be a specific place for everyone, so that they can easily be contracted whenever need arises.
* **Initiative**: Workers should be encouraged to take initiative in the work assigned to them. Fayol advised that management should provide opportunity to its employees to suggest ideas, experiences and new method of work. It helps in developing an atmosphere of trust and understanding. They can be encouraged with the help of monetary and non-monetary incentives.
* **Fair Rewards & Compensation System**: The method of remuneration to be paid to the workers should be fair, reasonable, satisfactory and rewarding of the efforts. As far as possible it should accord satisfaction to both employer and the employees. Wages should be determined on the basis of cost of living, work assigned, financial position of the business, wage rate prevailing etc.

Logical and appropriate wage rates and methods of their payment reduce tension and differences between workers and management creates harmonious relationship and pleasing atmosphere of work. Fayol also recommended provision of other benefits such as free education, medical and residential facilities to workers.

* **Scalar Chain**: Fayol defines scalar chain as, “***The chain of superiors ranging from the ultimate authority to the lowest***”. Every orders, instructions, messages, requests, explanation etc. has to pass through Scalar chain. But for the sake of convenience and urgency, this path can be cut shirt and this short cut is known as Gang Plank.

**Gang Plank**: Gang Plank is a temporary arrangement between two different points to facilitate quick and easy communication. It clarifies that management principles are not rigid rather they are very flexible. They can be moulded and modified as per the requirements of situations.

* **Stability of Tenure**: Fayol emphasized that employees should not be moved frequently from one job position to another i.e. the period of service in a job should be fixed. Therefore employees should be appointed after keeping in view principles of recruitment and selection but once they are appointed their services should be served. According to Fayol, “***Time is required for an employee to get used to a new work and succeed to doing it well but if he is removed before that he will not be able to render worthwhile service***”. As a result, the time, effort and money spent on training the worker will go waste. Stability of job creates team spirit and a sense of belongingness among workers which ultimately increase the quality as well as quantity of work.
* **Centralization & Decentralization**: Centralization means concentration of authority at the top level. In other words, centralization is a situation in which top management retains most of the decision making authority.

Decentralization means disposal of decision making authority to all the levels of the organization. In other words, sharing authority downwards is decentralization. According to Fayol, “**Degree of centralization or decentralization depends on number of factors like size of business, experience of superiors, dependability and ability of subordinates etc. Anything which increase the role of subordinate is decentralization and anything which decrease it is centralization**”.

* **Subordination of Individual Interest to Organizational Interest**: An organization is much bigger than the individual it constitutes therefore interest of the undertaking should prevail in all circumstances. As far as possible, reconciliation should be achieved between individual and group interests. But in case of conflict, individual must sacrifice for bigger interests. In order to achieve, it is essential that:-
	+ Employees should be honest and sincere.
	+ Proper and regular supervision of work.
	+ Reconciliation of mutual differences and clashes by mutual agreement.
* **Espirit De’ Corps (Team Spirit)**: It refers to team spirit i.e. harmony in the work groups and mutual understanding among the members. Spirit De’ Corps inspires workers to work harder. Fayol cautioned the managers against dividing the employees into competing groups because it might damage the moral of the workers and interest of the undertaking in the long run. To apply Espirit De’ Corps, following steps should be undertaken:-
	+ There should be proper coordination of work at all levels.
	+ Subordinates should be encouraged to develop informal relations among themselves.
	+ Efficient employees should be rewarded and those who are not up to the mark should be given a chance to improve their performance.
* **Authority & Responsibility**: Authority and responsibility are co-existing. Authority refers to the right of superiors to get exactness from their subordinates whereas responsibility means obligation for the performance of the job assigned. If authority is given to a person, he should also be made responsible. There should be a balance between the two i.e. they must go hand in hand. Authority without responsibility leads to irresponsible behavior whereas responsibility without authority makes the person ineffective.

**ORGANIZATIONAL COMMUNICATION**

 The exchange of messages, ideas and feelings between two or more persons is called communication.

Communication is a bridge over the river of misunderstanding.

 We send and receive messages or information with the use of words, pictures, signs and body language.

Communication is as old as human being. Because it is the basic need of every person to talk and interact with other people.

Communication is also very important for every organization or business because employees of any organization have to talk with each other, so they need a communication process.

**TYPES OF COMMUNICATION**

There are following two types of communication:-

* + **Verbal Communication**: The communication with the use of words, pictures and signs. Verbal communication has two types i.e. oral and written.
	+ **Non Verbal Communication**: Communication with the use of body language is called nonverbal communication. The body language includes gestures, posters, eye contact, facial expression etc.

**PURPOSE OF COMMUNICATION**

There are following three purposes of communication:-

* + **To Inform**: One of the main purposes of communication relations is to inform the others with the distribution and sharing of any message or idea. Your message must have some sort of information of meanings for the receiver, otherwise it will be useless.
	+ **To Convince/Persuade**: The second purpose of communication is to convince the other people at your point or ideas. The success of your message or communication process can be judged with the response of receiver. If the response of feed back is positive, it means that your communication process is effective and if the response of the receiver is negative or there is no response, it means that your communication process is failed to convince the receiver.

**You Attitude**: *Putting the ideas into your message according to the receiver point of view*.

* + **To Build Human Relations**: The third main purpose of communication is to build human-relations. Communication and human beings are closely related to each other. With the exchange of message, ideas and feelings, we shape / build out relations. The lack of communication may cause misunderstandings.

**LEVELS OF COMMUNICATION**

There are following levels of communication:-

* + **Downward Communication**: The flow of messages, information and ideas from top level to bottom level management in the shape of orders, instructions, directions, rule and regulations, policies, assignments etc.
	+ **Upward Communication**: The flow of messages, information and ideas from low level to high level management in the shape of requests, suggestions, reports, complaints, feedback etc.
	+ **Horizontal Communication**: The exchange of messages, information and ideas and feelings between the same level of management and between the employees of same rank.
	+ **Vertical Communication**: The flow of messages, information and ideas between the different levels of management. For example, downward and upward.
	+ **Formal Communication**: The flow of messages, information and ideas by the following the official chain of command.
	+ **Informal Communication**: The flow of messages, information and ideas by not following the official chain of command which is not allowed by an organization because breaking of rules.
	+ **Interpersonal Communication**: The flow of messages, information and ideas between two or more members.
	+ **Intrapersonal Communication**: The flow of messages, information and ideas within a person. This type of communication is not accepted by most of writers.

**NOTE**: *Downward, Upward, Horizontal and Vertical Communications are used in* ***professional life*** *and Formal, Informal, Interpersonal and Intrapersonal communications are used in* ***social life****.*

**PROCESS OF COMMUNICATION**

There are following process of communication:-

* + **Context**: The set of facts and conditions that proceed of process.
	+ **Sender / Encoder**: The person who composes and sent the message is called sender.
	+ **Encoding**: The process of putting the ideas in such method that the receiver can easily understand the meanings of message.
	+ **Message**: The main idea and key information which you want to share, with some persons.
	+ **Medium / Channel**: Medium is a channel of source which you used for sending your messages.
	+ **Decoding**: The process of translating the messages in such a way that is easily understandable.
	+ **Receiver**: The person who translates and understands the message is called receiver.
	+ **Feedback**: The response of the receiver and outcome of whole process is called feedback.

**BENEFITS OF COMMUNICATION**

* + It creates the goodwill.
	+ It is helpful in achievement of goals.
	+ Successful response ensured.
	+ Better chances of promotion and success.
	+ Better social contacts.
	+ It enhances the leadership skills.
	+ Better utilization of potential / strength.
	+ It is helpful in implementation of new policies.
	+ It is lifeblood of any organization.
	+ It increases the efficiency of team work.
	+ It releases the fear and hesitation.

**BARRIERS OF COMMUNICATION**

There are following barriers of communication:-

* + Lack of Planning.
	+ Difference in Language or Language Differences.
	+ Use of Wrong Channels.
	+ Poor Listening.
	+ Poor Retention (Poor Memory).
	+ No Feedback.
	+ Complex Organizational Structure.
	+ Time Pressure.
	+ Individual Variables.
	+ Repetition of Same Message.
	+ Environmental Disturbance.

**HOW TO OVERCOME THESE BARRIERS**

* + Proper Planning.
	+ Use of Simple / Same Language.
	+ Use of Right & Proper Channel.
	+ Active Listening.
	+ Avoid the Unnecessary Overload of Work.
	+ By Getting Constructive Feedback.
	+ Simple/Clear Organizational Structure.
	+ By Giving Reasonable / Proper Time: Flexibility in getting the targets.
	+ Thorough Study of the Receivers.
	+ Use of Proper time / Avoid the Repetitions.
	+ Elimination and Reduction of Noise and other Environmental Disturbance.

**MEETINGS**

**DEFINITION**

Meeting is an assembly or gathering of people for a particular purpose especially for formal discussion. Meeting is a gathering of two or more persons who have been connected for a purpose of achieving a common goal and reaching at an agreement, by sharing of ideas and information.

**MEETING AGENDA:** A list of topics & activities which are to be discussed & performed in a meeting.

**MEETING MINUTES:** The written record of an official proceeding of a meeting.

**GUIDELINES & TECHNIQUES FOR PLANNING & CONDUCTING A MEETING:**

* + Plan the meeting carefully, conduct a meeting only if necessary. A meeting must have a clear objective.
	+ Invite a neutral facilitator / promoter for sensitive meetings.
	+ Try to start your meeting session with an Ice-Breaker or warm up activity. It will pay the role of Energizer. The length of Ice-Breaker depends on the length of your meeting, so plan is wisely.
	+ Summarize the purpose of meeting and what do you want to accomplish at very beginning of meeting session, and then precede your agenda.
	+ All the meetings must have an agenda which includes:-
		- * Topics for discussions.
			* Presenter or discussion leader for each topic.
			* Time allotment for each of the topic.
	+ Meeting agenda and other information needs to be circulated and passed out to every participant prior to the meeting to clarify the direction. Make sure to include:-
		- * Meeting objectives.
			* Meeting agenda.
			* Location, date and time of meeting.
			* Background information, if any.
			* Assigned items or topics for preparation.
	+ Meeting must start on time, so as not to punish those who are punctual.
	+ Set a time limit for meeting and stick to it. The late-comers will have to catch up during or after meeting.
	+ Respect the schedules of meeting participants, by start and end the meeting on time.
	+ If you cannot cover all topics of agenda within the allotted time, move it to the agenda of next meeting.
	+ Keep the meeting short will ensure that you are efficient; participants will be more focused on contents.
	+ Interruptions (like cell phone beeps, frequent in and out of people) should be avoided during the meeting to complete the agenda within a specific time.
	+ Follow the agenda closely and do not allow meeting participants to veer-off order of issues to be discussed.
	+ Organize the physical environment, so that participants are attentive and focused to the meeting contents.
	+ Try to use microphones, if participants are more. Use tables, graphs, visual ads and pictures for briefing.
	+ Meeting participants must:-
		- * Arrive on time.
			* Be well prepared.
			* Be concise and to the point.
			* Participate in a constructive manner.
	+ Meeting minute must be recorded and should made part of company’s meeting information archives.
	+ Forbid the meeting participants to insulting, talking over and raising voice at other members in meeting.
	+ Being a leader of meeting, do not dominate; give equal opportunity to all the members to speak openly.
	+ Motivate and pump the quiet members and try to encourage them to add positive input and feedback.
	+ Comments and discussions need to address the concern issues, not the personalities.
	+ Never under estimate the power of food during a meeting session, because it will make participants comfortable and help them to sustain positive energy level till end.
	+ Try to discuss the pros & cons of different approaches for effective decision making.
	+ Leave a timer for a question and answers session to clarify the point of confusions at the end of meeting.
	+ Always conclude the meeting by taking productive decisions and those decisions must be documented.
	+ Create an effective follow-up plan by identifying the action items.
	+ Assigned actions items must be documented. An appropriate participant must be appointed to follow up on the completion of assigned action items.
	+ Meeting effectiveness must be reviewed at the end of each meeting session and suggested improvement must be applied to the next meeting.
	+ Try to end your meeting on a positive note that inspires.

**DECISION MAKING PROCESS**

Making a choice between two or more alternatives.

**TYPES OF DECISIONS**

 There are two types of decisions and problems as well, namely:-

* **Programmed Decisions**: Decisions which are to be taken for solving the structured problems.
* **Un-programmed Decisions**: The decisions which are to be taken for solving the unstructured problems.
* **Rational Decisions**: Making the decision after thorough study is called rational decisions.
* **Emotional Decisions**: Making the decision without thorough study is called emotional decisions. It is based on emotions.

**TYPES OF PROBLEMS**

* + **What is Problem**: The difference or conflict between the desired and actual state of work. It has two kinds:-
		- **Structured Problems**: Structured problems are the day to day and routine problems. The problems which repeat daily or frequently. You have knowledge of these problems.

*The decisions taken to solve the structured problems are called the structured decisions*.

* + - **Unstructured Problems**: Unstructured problems are the casual problems which are not the part of daily routine. These happen accidentally. You don’t have knowledge of these problems.

*The decisions taken to solve the unstructured problems are called the unstructured decisions.*

**STEPS OF DECISION MAKING PROCESS**

 There are the following eight steps in Decision Making Process:-

* + **Identification of Problem**: In this first step, it is to identify your problem/need according to your requirement. **For example**, an organization wants to purchase laptops for employees.
	+ **Identification of Decision Criteria**: At this step when it is decided that laptops are required to be purchased, criteria is to be defined regarding laptop’s cost, memory, speed, battery timings, warranty and carrying weight etc.
	+ **Allocating Weights to Criteria**: When necessary requirement avail in the market regarding different types of laptops is taken, then a comparative weighting list should be prepared and give weight-age according to your need priority. **For example**, in purchasing laptops for your employees you give priority to cost, storage, battery timing, display quality etc.
	+ **Developing Alternatives**: While purchasing laptops for employees you consider different companies avail in the market like Del, hp, Sony, Apple, Samsung, Toshiba etc.
	+ **Analyzing Alternatives**: You should evaluate / analyze all available alternatives according to your set criteria.
	+ **Selecting Alternatives**: After evaluating you select the best suited for your organization. **For example**, you have decided after analyzing the cost and quality of laptops that laptops of hp Company are best for the organization.
	+ **Implementation**: At this stage you purchase the selected item e.g. laptops of hp company.
	+ **Evaluating Decisions Effectiveness**: After purchasing the laptops for your organization, you evaluate its effectiveness either your decision is correct or not. If your decision is not correct then you reconsider the whole steps of decision making process.

**OFFICE MANAGEMENT**

It is a process of administrative handling, controlling and maintaining the balance course of work within the office which is important to achieve the organization goal.

**ACTIVITIES OR FUNCTIONS OF OFFICE MANAGEMENT**

 There are following basic functions of Office Management:-

* **Budget Development & Implementation**: To develop your resources, their division and implementation on required places in order to achieve the set goals.
* **Purchasing**: Purchase of raw material, stationary, furniture etc. for office.
* **Book Keeping**: Maintaining records of transactions in the books of accounts and the person performing this function is called book keepers.
* **Human Resource Management (HRM)**: It is regarding manpower i.e., to select and manage the employees.
* **Space Management**: Allot space to different departments according to its requirements, how to accommodate new employees
* **Risk Management**: Loss in products, products may fail, able employees may leave the organization, al these are risks. A Manager has to keep all such risks in his mind and must thought of its backup. It is risk management.
* **Health & Safety Management**: To take care of health and safety of the employees within the organization. To provide medical services is also appreciated.
* **Communication Management**: Every order or information must be communicated from top to lower level of management and every request or demand from lower level must be communicated to top level management. It is communication management.
* **Files Management**: To maintain proper files and every correspondence must be files in his relative file. File should be organized properly to trace them easily as and when required.
* **Printing**: Printing of any document related to business.
	+ **Making Pay Roll**: List and record of employees, record of employee’s performance and pay lists etc.

**TIME MANAGEMENT**

The art of managing the activities and tasks in a scheduled way. Or

The art of exercising control over the time spent on different activities to increase efficiency and effectiveness.

**GUIDELINES & TECHNIQUES FOR EFFECTIVE TIME MANAGEMENT**

* + Conduct a time analysis.
	+ Map out everything by making task list.
	+ Stick a time limit to each task.
	+ Use a calendar and reminders.
	+ Make solid blocks for most important activities.
	+ Complete most important tasks first.
	+ Learn to say “No”.
	+ Target to reach early.
	+ Block out distractions.
	+ Practice delegation.
	+ Practice empowerment.
	+ Focus at opportunity not the problem.
	+ Establish opportunity cost of each activity.
	+ Decide fast.
	+ Batch the similar tasks together.
	+ Leave buffer time in-between.
	+ Sleep at least 6-7 hours daily.

**TIME ROBBERS**

 The thing in which time has been wasted or mismanaged:-

* + Failing to keep a task list.
	+ Reports which have no need.
	+ No goal setting.
	+ Failing to set priorities.
	+ Failing to take timely decisions.
	+ Failing to manage interruptions.
	+ Multi tasking.
	+ Incomplete work.
	+ Ineffective schedules.
	+ Revision of task.
	+ Lack of motivation.
	+ Excessive paper work.
	+ Poor record keeping.
	+ Lack of discipline.
	+ Lack of resources.
	+ Telephone Calls.
	+ Poor communication.
	+ Try to attempting too much.
	+ Disorganization (cluttered desk).
	+ Lengthy meetings.
	+ Visitors.
	+ Unclear objectives.
	+ Incomplete or confused information.
	+ Unclear responsibility and authority.
	+ Ineffective delegation and empowerment.
	+ Procrastination (*The act or habit of delaying or putting off the actions or tasks, especially when something requiring immediate attention*)

**4 D’s for Saving Time**

* + Do.
	+ Delegate.
	+ Delay.
	+ Delete.

**CLIENT COUNSELING**

**Client**: A person / Company that seeks the advice or services of any professional. OR

“Client is a person / Company for which professional services are rendered”.

**Client Counseling**: The process in which counselor / advocate helps a person to understand the causes of any problem and guides through a process of learning to make good solutions.

**CONDUCT OF AN ADVOCATE WITH REGARD TO CLIENT COUNSELING**

* + An advocate shall give best advice to his client and take care of his interests in an effective and efficient manner.
	+ An advocate in his professional capacity shall not advise the violation of any law to his client.
	+ When an advocate is a witness for his client, he should leave the trial of that case.
	+ Disagreement with the client regarding fee or compensation is to be avoided by an advocate.
	+ It is the moral duty of an advocate to charge a reasonable fee for the trial of any case.
	+ In respect of widows and orphans, all advocates should assist them free of charge.
	+ In fixing fee, it should never be forgotten that the profession is the branch of administration of justice, not a money making trade.
	+ An advocate should not have any personal interest in a client’s case.
	+ An advocate should refuse to represent the clients who insist to using unfair or improper means.
	+ It shall be the duty of an advocate to not disclose his conversation with the client to any third party. An advocate must keep his or her client’s business and affairs confidential.
	+ An advocate should not act on the instructions of any person, other than his client.
	+ An advocate should intimate the client on amounts about the proceeding of his case, without any delay.
	+ Advocates shall not directly or indirectly accept the services of any tout. “**Tout**” means any person who undertakes in return for a fee, reward or remuneration, whether in cash or in kind or for any consideration, to find clients for an advocate.

**Some DEFINATIONS**

* Personality: The unique combination of psychological features that effect how a person reacts and interacts with others.
* Organizational Behaviour: The actions of people at work place are called organizational behaviour.
* Policies: The set of rules and regulations that provide the guidance to all management levels for decision making, to exercise their goal in the organization.
* Powers: The ability of a person to effect the other persons is called powers.
* Authority: Powers vested in a particular position / job is called authority.
* Formalization: Formalization is a structure of any organization in which jobs are standardized and employs behaviours are guided by the rules and regulations.
* Span of Control: The number of employees, a Manager can efficiently and effectively control.
* Emotional Intelligence: The ability of a person to notice and understand the emotional cues and information.