Chapter-1

Management: A set of activities (including planning, organizing, leading, and controlling) directed by an organization's resources (human, financial, physical, and information) with the aim of achieving organizational goals and objectives in an effective and efficient manner

Management is what a manager does-**Louis Allan**

Management consists of getting things done through others. A manager is one who accomplishes the objectives by directing the efforts of others**…. S.GEORGE**

a manager does all the work **effectively** and **efficiently** which will meet the vision and mission of the organization.

Effectively: Doing the right things. Effectiveness is about doing the right task, completing activities, and achieving goals.

Efficiently: Doing things in the right manner. Efficiency is about doing things in an optimal way.

VISION: describe the future situation that a company wishes to have.
MISSION: describes the functional purposes of the organization.

Differences: A mission statement focuses on a company's present state, While a vision statement focuses on a company's future.

Organizations: People working together and coordinating their actions to achieve specific goals.

Resource in organization:
 1.people
2. Machinery
3.Raw Materials
4.Informations
5.Financial capitals

Four functions of Management:

1.Planning
Planning means deciding in advance what to do, how to do it, and when to do it. It sets the goals and the steps to reach them.

2.Organizing
Organizing means **arranging people, tasks, and resources** so that work can be done efficiently.

3.Leading
Leading involves **guiding** and **motivating** employees to work towards the goal**.**

4.Controlling
Controlling means checking progress to ensure everything is going as planned. If there are problems, take corrective action.

Example: A manager notices that a project is behind schedule and assigns extra manpower to meet the deadline.

Management levels:

First-line Managers:

- They handle day-to-day work.
- They directly supervise the workers who are doing the main job (like making products or giving services).
- They are the link between workers and higher-level managers.

Example:
Team leaders, shift supervisors, office managers.

Middle Managers

- They **supervise first-line managers**.

- They decide **how to use resources** in their department to reach goals.

- They help implement plans given by top managers.

Example:
Department managers, branch managers.

Top Managers

- They are responsible for the **entire organization**.
- They set **organizational goals**, make big decisions, and monitor middle managers.
- They focus on **long-term success**.

👨‍💼 **Example:**

CEO, Managing Director, President.

Areas of Management

1.Marketing Manager

2. Financial Manager

3. Operations Manager

4. Human Resource Manager

5 Administrative Manager

6. Other Kind of Manager

Managerial Roles:

1. Interpersonal Roles

These are roles where the manager interacts with people — inside or outside the organization. It includes:

- Being a leader
- Representing the company
- Building relationships

Example: Meeting clients, motivating employees.

2 Informational Roles

In these roles, the manager **receives, shares, and analyzes information**. They:

- Communicate between departments

- Keep team informed
- Collect important data
- **Example:** Reading reports, holding team meetings.

Decisional Roles :

Here, the manager **makes important decisions** to solve problems, allocate resources, or handle conflicts. They act like a decision-maker.

Example: Approving a budget, solving a team issue.

Details about Managerial role:

Interpersonal Roles of a Manager:

1 Figurehead Role
The manager acts as a symbol or representative of the organization in formal events or ceremonies.
They represent what the organization stands for.

Example: Attending official meetings, inaugurating events.

ম্যানেজার একটি প্রতিষ্ঠানের প্রতীক বা মুখপাত্র হিসেবে কাজ করেন।
তিনি প্রতিষ্ঠানের ভাবমূর্তি ও উদ্দেশ্য তুলে ধরেন।

উদাহরণ: অফিসিয়াল মিটিংয়ে যাওয়া, কোনো প্রজেক্ট উদ্বোধন করা।

2 Leader Role
The manager guides, motivates, trains, and supports employees to perform better.
They help the team grow and stay productive.

Example: Giving feedback, training new employees, boosting team spirit.

ম্যানেজার নেতৃত্ব দেন, পরামর্শ দেন, প্রশিক্ষণ দেন এবং কর্মীদের উৎসাহিত করেন যেন তারা ভালোভাবে কাজ করতে পারে।

👩 উদাহরণ: ফিডব্যাক দেওয়া, নতুন কর্মীকে ট্রেনিং দেওয়া, টিমকে অনুপ্রাণিত করা।

Liaison Role

The manager acts as a bridge between people inside and outside the **organization.**
They coordinate and communicate with others to help reach goals.

Example: Talking with clients, networking with suppliers or other departments.

বাংলা**:**
ম্যানেজার প্রতিষ্ঠান ভিতরের এবং বাইরের মানুষের সঙ্গে সংযোগ স্থাপন করেন।
তারা সমন্বয় ও যোগাযোগের মাধ্যমে কাজ সম্পন্ন করেন।

উদাহরণ: ক্লায়েন্টদের সাথে মিটিং, অন্য ডিপার্টমেন্টের সাথে কাজের সমন্বয়।

Informational roles

1 Monitor Role

The manager looks for new information — from inside the company and the outside
world — and analyzes it to help the organization.
They keep an eye on trends, competitors, staff, and reports.

Example: Reading emails, news, reports, and checking staff performance.

ম্যানেজার নতুন তথ্য খুঁজে বের করেন এবং বিশ্লেষণ) করেন — কোম্পানির ভিতর ও বাইরে থেকে।
এটা ভবিষ্যতের সিদ্ধান্ত নিতে সাহায্য করে।

🔍 উদাহরণ: রিপোর্ট দেখা, খবর পড়া, কর্মীদের কাজ পর্যালোচনা করা

2 Disseminator Role

The manager shares important information with team members and employees.
They make sure everyone knows what's happening.

📢 **Example: Sending instructions, team updates, or announcements.**
ম্যানেজার কর্মীদের মধ্যে গুরুত্বপূর্ণ তথ্য শেয়ার করেন।
যাতে সবাই সঠিকভাবে কাজ করতে পারে।

📢 উদাহরণ: নোটিশ দেওয়া, টিম মিটিংয়ে আপডেট দেওয়া।

3 Spokesperson Role

The manager represents the company and shares organizational information with
outsiders — like clients, media, or public.

🗣️ **Example:** Giving interviews, presenting in a meeting, talking to partners.

ম্যানেজার প্রতিষ্ঠানকে বাইরের লোকজনের কাছে তুলে ধরেন, যেমন ক্লায়েন্ট, মিডিয়া বা অন্যান্য প্রতিষ্ঠানের সামনে।

🗣️ উদাহরণ: ইন্টারভিউ দেওয়া, মিটিংয়ে কোম্পানির বিষয়ে কথা বলা।

Decisional Roles of a Manager

1️⃣ **Entrepreneur Role**

The manager comes up with new ideas or projects to improve the organization.
They plan new programs and take risks to grow the business.

💡 **Example: Launching a new product or trying a new marketing method.**

📌 **বাংলা:**
ম্যানেজার নতুন আইডিয়া বা প্রজেক্ট নিয়ে ভাবেন এবং শুরু করেন, যেন প্রতিষ্ঠানের উন্নতি হয়।
এটা ঝুঁকিপূর্ণ হলেও উন্নয়নের জন্য দরকার।

💡 উদাহরণ: নতুন প্রোডাক্ট চালু করা, ভিন্নভাবে মার্কেটিং করা।

Disturbance Handler Role

The manager deals with unexpected problems or crises.
They take control in emergencies and fix serious issues.

🚨 **Example: Solving a conflict in the team, managing a sudden system failure.**

কোনো হঠাৎ সমস্যা বা সংকট এলে, ম্যানেজার দায়িত্ব নিয়ে তা সমাধান করেন।

🚨 উদাহরণ: টিমে ঝগড়া হলে মীমাংসা করা, হঠাৎ সার্ভার ডাউন হলে ব্যবস্থা নেওয়া।

3️⃣ **Resource Allocator Role**

The manager decides where and how resources (money, time, staff, equipment) will be used.
They make sure resources are used wisely to reach goals.

📁 **Example: Setting department budgets, assigning people to tasks.**

ম্যানেজার ঠিক করেন কোন কাজের জন্য কত টাকা, সময় বা লোকবল দেওয়া হবে।
তারা নিশ্চিত করেন যেন রিসোর্স সঠিকভাবে ব্যবহার হয়।

📁 উদাহরণ: বাজেট তৈরি, কার কী কাজ হবে তা ঠিক করা।

Negotiator Role

 The manager negotiates with others (e.g., customers, unions, suppliers) to make deals or solve disagreements.

🤝 **Example: Bargaining with a supplier for better prices or discussing with employee unions.**

 ম্যানেজার আলোচনা বা দর কষাকষির মাধ্যমে সমঝোতা করেন — যেমন ক্লায়েন্ট, শ্রমিক ইউনিয়ন বা অন্যান্য প্রতিষ্ঠানের সঙ্গে।

🤝 উদাহরণ: কাঁচামালের দামে ডিসকাউন্ট নেওয়া, শ্রমিকদের দাবি নিয়ে আলোচনা করা।

Managerial Skill

1️⃣ Conceptual Skills

 This is the ability to analyze problems, understand how different parts of the organization are connected, and find cause and effect relationships.

🧠 **Example: A manager understands why sales dropped by analyzing customer feedback, market trends, and team performance.**
 এটি এমন একটি দক্ষতা যার মাধ্যমে একজন ম্যানেজার পরিস্থিতি বিশ্লেষণ করতে, সমস্যার মূল কারণ খুঁজে পেতে, এবং বিভিন্ন অংশ কিভাবে একে অপরের সাথে যুক্ত তা বুঝতে পারেন।

🧠 উদাহরণ: কেন বিক্রি কমে গেছে সেটা বিশ্লেষণ করা—কাস্টমারের মতামত, মার্কেটের অবস্থা, টিমের কাজ—সব কিছু মিলিয়ে।

2️⃣ Interpersonal Skills

 This means the ability to communicate well, understand others, and motivate both individuals and teams.

🗣️ **Example: A manager builds trust with employees, solves conflicts, and encourages teamwork.**

 এই দক্ষতার মাধ্যমে একজন ম্যানেজার ভালোভাবে কথা বলতে পারেন, অন্যদের বুঝতে পারেন, এবং তাদের উৎসাহিত ও অনুপ্রাণিত করতে পারেন।

🗣️ উদাহরণ: কর্মীদের সঙ্গে সম্পর্ক গড়া, সমস্যার সমাধান করা, টিমের মধ্যে কাজের আগ্রহ তৈরি করা।

---

③ Technical Skills

This is the job-specific knowledge a manager needs to perform a particular task. It could include things like accounting, coding, marketing, or using tools.

Example: A marketing manager understands how to run social media ads or a software manager knows how coding works.

এটি হলো নির্দিষ্ট কাজের জন্য প্রয়োজনীয় জ্ঞান ও দক্ষতা। যেমন: হিসাবরক্ষণ, সফটওয়্যার ব্যবহার, বা প্রোডাক্ট তৈরি করা।

🛠️ উদাহরণ: একজন মার্কেটিং ম্যানেজার বিজ্ঞাপন কিভাবে চালাতে হয় তা জানেন, বা একজন সফটওয়্যার ম্যানেজার কোডিং বোঝেন।

What is a Management Challenge?

A management challenge refers to the problems or difficulties that managers face while trying to achieve the goals of the organization. These challenges can come from changes in the workforce, technology, competition, or even customer expectations.

Common Management Challenges

① Adapting to Change

- New technology, market trends, or customer behavior changes fast.

- Managers must be flexible and ready to adapt.

② Managing Workforce Diversity

- People come from different cultures, backgrounds, and mindsets.

- Managing them fairly and equally is a challenge.

③ Technological Advancement

- New tools and software keep coming.

- Managers need to train their teams to stay up-to-date.

---

4 Globalization

- Companies now compete with businesses around the world.

- Managers need global thinking and communication skills.

5 Employee Motivation

- Keeping employees happy, productive, and loyal is hard.

- Managers must inspire and support them

6 Ethical Issues & Social Responsibility

- Managers must ensure the company is doing business honestly and responsibly.

Is Management Science Or Arts?

Management is considered both an art and a science, because it involves personal skills and creativity (art) as well as rules, methods, and theories (science).

How Management is an Art

Practical Knowledge:
Managers use real-life experience and practical knowledge to solve problems and guide teams.
বাংলা: ম্যানেজাররা বাস্তব অভিজ্ঞতা ও ব্যবহারিক জ্ঞান দিয়ে সমস্যা সমাধান করেন।

Personal Skill:
Every manager has a unique way of dealing with people and situations. This comes from personality and experience.
বাংলা: প্রত্যেক ম্যানেজারের নিজস্ব স্টাইল বা দক্ষতা থাকে যেটা অভিজ্ঞতা থেকে আসে।

Creativity:
Managers must think creatively to find smart solutions and improve performance.

বাংলা: সমস্যা সমাধানে ও কর্মদক্ষতা বাড়াতে সৃজনশীল চিন্তা দরকার হয়।

Perfection through Practice:
 Just like an artist, a manager becomes better through practice and experience over time.
 বাংলা: একজন শিল্পীর মতো, ম্যানেজারও অভ্যাস ও সময়ের মাধ্যমে নিখুঁত হন।

Goal-Oriented:
 Management focuses on achieving clear goals. Managers guide teams to reach those targets.
 বাংলা: ম্যানেজমেন্টের কাজ হলো নির্দিষ্ট লক্ষ্য অর্জন করা ও অন্যদের সেই পথে পরিচালনা করা।

How Management is science

Concepts:

Management uses core ideas like planning, organizing, leading, and controlling.

বাংলা: ম্যানেজমেন্টে পরিকল্পনা, সংগঠন, নেতৃত্ব ও নিয়ন্ত্রণের মতো মৌলিক ধারণা ব্যবহার করা হয়।

Methods and Principles:

Managers follow tested methods and proven principles to take decisions.

বাংলা: সিদ্ধান্ত নিতে তারা পরীক্ষিত নিয়ম-কানুন ও কৌশল অনুসরণ করেন।

Theories:

There are many management theories developed by experts that guide managerial decisions.

বাংলা: অনেক বিশেষজ্ঞ ম্যানেজমেন্ট তত্ত্ব তৈরি করেছেন যা সিদ্ধান্ত নিতে সাহায্য করে।

Organized Knowledge:

Management information is well-structured and organized for better understanding.

বাংলা: ব্যবস্থাপনাবিষয়ক জ্ঞান সুসংগঠিত ও ধারাবাহিকভাবে সাজানো থাকে।

Practice:

Like scientific experiments, management practices are applied repeatedly to test their effectiveness.

বাংলা: বৈজ্ঞানিক পরীক্ষা-নিরীক্ষার মতো, ম্যানেজমেন্ট পদ্ধতিগুলো বারবার প্রয়োগ করে কার্যকারিতা যাচাই করা হয়।

The science of Management

- Many problems & issues can be solved in scientific ways.
- Managers use quantitative models, and decision-making techniques to reach correct decisions.
- Technical & diagnostic skills are important when practicing the science of management.

The arts of Management

- Managers try to Take decisions to Solve Problems on the Basis of Perception, Experience, Character & Personal Insight
- Relying on Conceptual and Interpersonal skills
- Solving Unusual and Non-routine Problems

Chapter-2

A profession is a type of job or career that requires special knowledge, education, and training. People in a profession usually follow a code of conduct and offer services to others for a fee or salary.

7 Forces Changing the Nature of Professional Services

1 Client Sophistication
 Clients today are smarter and more informed. They expect more value, transparency, and results from service providers.

2 Governance
 Stricter rules and regulations affect how professionals must behave and report their work.

3 Connectivity
 Through the internet and digital tools, professionals can now connect globally with clients and teams.

4 Transparency
 Clients want clear pricing, processes, and open communication. Hiding details is no longer accepted.

5 Modularization
 Services are broken down into smaller parts or modules so clients can choose only what they need.

6 Globalization
 Competition is now global. Professionals must compete with service providers from other countries.

7 Commoditization
 Basic services are becoming common and low-cost. So firms must add unique value to stand out.

CCCGGTM

Challenges of IT Workers:

1. Rapid Technological Changes

Technology evolves very fast. IT professionals must constantly learn new tools, languages, and systems to stay updated.

2.Long Working Hours & Stress

Many IT jobs involve long hours, especially during project deadlines or system failures. This causes stress and burnout.

3.Cybersecurity Threats

IT workers constantly face risks like hacking, malware, and data breaches. They must protect systems from attacks.

4.Job Outsourcing & Automation

Some IT jobs are outsourced to other countries or replaced by AI and automation.

5.Communication with Non-Technical Teams

 IT workers often struggle to explain technical issues to non-technical managers or clients.

Challenges of General Employees

1.Job Insecurity

 Due to automation, economic crisis, or restructuring, many employees fear losing their jobs.

2.Work-Life Balance

 Many employees struggle to balance their work and personal life, especially with remote or hybrid jobs.

3.Lack of skill

If employees do not upgrade their skills regularly, their knowledge becomes outdated.

Workplace Stress & Politics

Toxic environments, unfair treatment, or internal politics create dissatisfaction and mental pressure.

According to slide

Trade Secret
A trade secret is confidential business information that gives a company a competitive advantage.

ট্রেড সিক্রেট মানে হলো কোম্পানির গোপন তথ্য, যা ব্যবসায়িক সুবিধা দেয়।
Challenge: An IT worker must not share secret code, algorithms, or customer data with outsiders.

Example:
A software developer secretly gives a competitor access to their company's source code.

Whistle Blowing:

When an employee reports illegal or unethical activity inside the company to outsiders or authorities.

যখন কেউ নিজের প্রতিষ্ঠানের অন্যায় বা অবৈধ কাজ প্রকাশ করে, তাকে হুইসেল ব্লোয়ার বলে।

Conflict of Interest
When personal interests interfere with professional duties.

ব্যক্তিগত লাভকে অগ্রাধিকার দিলে পেশাগত স্বার্থের সংঘর্ষ হয়।
Challenge: A worker might make unfair decisions to benefit themselves or someone they know.

Example:
An IT manager gives a software contract to a company owned by his cousin.

Fraud
Fraud means intentionally deceiving someone for personal gain.
- *Challenge:* Employees or clients may face loss of money or trust.

Example:
An IT worker manipulates financial software to steal money.

Misrepresentation
Giving false or misleading information.
- *Challenge:* Can lead to legal trouble or broken trust.

Example:
An IT firm claims their software has features that don't actually exist.

Breach of Contract
Failing to follow the terms of an agreement.
Challenge: The business may face financial and legal penalties.

Example:
An IT service provider stops work halfway, violating the service contract.

Bribery
Giving or receiving money or gifts to influence a decision.
- *Challenge:* It is illegal and damages the company's integrity.

Example:
A vendor gives a laptop to an IT manager to win a software deal.

Resume inflation

1. Educational Qualifications:

Many candidates lie about their degrees, grades, or universities. Some even mention degrees they never completed.

2. Work Experience
Applicants often exaggerate their job roles, responsibilities, or the duration of employment. Sometimes they create fake job experiences.

3. Skills and Certifications
People may claim to have skills (like programming, software tools, foreign languages) they barely know, or list fake/expired certifications.

4. Job Titles
Candidates sometimes change their past job titles to sound more senior

5. Achievements and Awards
People often make up or exaggerate awards, recognitions, or achievements they never received.

6. Salary History
Applicants may inflate their previous salary to negotiate for a higher one.

7. References
Some people list fake references or give contact details of friends pretending to be ex-managers.

What are IT Professional Malpractices?

IT professional malpractice refers to unethical, illegal, or irresponsible behavior by IT professionals during their work. This can involve actions that **harm users, violate privacy, or break trust**.

1.Data Theft (তথ্য চুরি)

An employee copies confidential company or client data for personal gain.
Example: An IT worker downloads customer credit card information and sells it online.

2.Unauthorized Access

Accessing systems or data without proper permission.
Example: A developer logs into an admin panel after being removed from a project.

3.Installing Malware or Spyware

IT staff may intentionally install harmful software to spy or steal data.
Example: A technician installs keyloggers to track user passwords.

4.Violation of Privacy

Viewing or sharing users' personal data without consent.
Example: A system admin reads employee emails without permission.

5.Software Piracy

Using unlicensed software or copying paid software illegally.
Example: A company uses cracked versions of Microsoft Office to save money

6.Disabling Security Systems

Turning off firewalls, antivirus, or encryption to simplify work — but risking data.
Example: An IT admin disables security to speed up access for shortcuts

Conflict of Interest (স্বার্থের সংঘর্ষ)

Working for a competitor or leaking company info while still employed.
Example: A developer secretly builds a competing app while working at a software firm

Introduction to Human resource Management

Human Resource Management (HRM) is the process of recruiting, training, developing, and managing employees in an organization.

Personnel Aspects of a Manager's Job

• Conducting job analysis

 • Planning labor needs and recruiting job candidates

• Selecting job candidates

 • Orienting and training new employees

 • Managing wages and salaries

 • Providing incentives and benefits

 • Appraising performance

 • Communicating

 • Training and developing managers

• Building employee commitment

Personnel Mistakes

 • Hire the wrong person for the job

 • Experience high turnover

 • Have your people not doing their best

 • Waste time with useless interviews

 • Have your firm in court because of discriminatory actions

• Have your firm cited by (Occupational Safety and Health Act) OSHA for unsafe practices

• Employees think their salaries are unfair

• Lack of training reduces department effectiveness

• Unfair labor practices

1. Line Manager
A **Line Manager** is someone who has the power (authority) to **direct and supervise** employees and is directly responsible for **getting the work done** and achieving the organization's goals.

লাইন ম্যানেজার হচ্ছেন এমন একজন ব্যক্তি যিনি সরাসরি অধীনস্থ কর্মীদের কাজ নির্দেশনা দিতে পারেন এবং প্রতিষ্ঠানের লক্ষ্য পূরণে দায়িত্বশীল।

📃 Example:
A **Sales Manager** tells the sales team what to do, assigns targets, and checks their performance.

2. Staff Manager
A **Staff Manager** does **not directly supervise** employees but helps **Line Managers** by giving **advice, support, and expert services**.
They may also have the power to **enforce HR or company policies**.

স্টাফ ম্যানেজার সরাসরি কর্মীদের কাজ পরিচালনা করেন না। বরং তারা লাইন ম্যানেজারকে সাহায্য ও পরামর্শ দেন এবং প্রতিষ্ঠানিক নীতিমালা বাস্তবায়ন করতে সহায়তা করেন।

Example:
An **HR Manager** helps the Line Manager by suggesting how to train or evaluate employees.

Line Managers' HRM Responsibilities

1. Placing the right person on the right job

2. Starting new employees in the organization (orientation)

3. Training employees for jobs and make skillful.

4. Improving the job performance of each person

5. Gaining creative cooperation and developing smooth working relationships

6. Interpreting the firm's policies and procedures

7. Controlling labor costs

8. Developing the abilities of each person

9. Creating and maintaining department morale

10. Protecting employees' health and physical condition

High-Performance Work Systems

      Increase productivity and performance by:

- Recruiting, screening and hiring more effectively
- Providing more and better training
- Paying higher wages
- Providing a safer work environment
- Linking pay to performance

HRM-related Ethical Issues

- Workplace safety
- Security of employee records
- Employee theft
- Affirmative action
- Comparable work
- Employee privacy rights,

Leadership

A **leader** is a person who guides, motivates, and influences others to achieve a common goal.

Leadership is the process of **influencing, guiding, and directing** people so that they **work together to achieve a goal**.

Trait Theory
This theory believes that **leadership is inherent** — meaning some people are **born** with natural leadership traits like confidence, intelligence, and charisma. So, to find good leaders, we must **identify their traits**.

বাংলা**:**
 এই তত্ত্ব অনুযায়ী, নেতৃত্ব জন্মগত। অর্থাৎ, কিছু মানুষ জন্ম থেকেই আত্মবিশ্বাস, বুদ্ধিমত্তা, সাহস, ক্যারিশমা ইত্যাদি গুণ নিয়ে আসে। তাই ভালো নেতা খুঁজতে হলে তার ব্যক্তিত্বগত গুণাবলি চিনতে হবে।

2. 📘 Behavioral Theory (আচরণভিত্তিক তত্ত্ব)
 This theory says that **leadership is a skill** and like any other skill, it can be **learned and developed**. So, we must **teach and train people** with the right behaviors to become leaders.

বাংলা**:**
 এই তত্ত্ব অনুযায়ী, নেতৃত্ব একটি শেখার মতো দক্ষতা। সঠিক আচরণ, যোগাযোগ, সিদ্ধান্ত নেওয়ার ক্ষমতা শিখিয়ে যেকোনো মানুষকে নেতা বানানো যায়।

Seven Leadership traits:

1.Drive: Leaders are hardworking and full of energy. They are ambitious and keep trying without giving up**.**
2. Desire to lead: They genuinely want to lead others and take responsibility. They influence and guide others.
3. Honesty and integrity: They are truthful and consistent. People trust them because they match their words with actions.
4. **Self-confidence :**Leaders believe in themselves. Their confidence inspires others to trust their goals and decisions.
5. Intelligence
 They can collect and understand information. They solve problems and make good decisions.
6. Job-relevant knowledge

They know a lot about their work, company, and industry. This helps them make smart decisions.

7. Extraversion : They are energetic, outgoing, and enjoy working with others. They are rarely shy or withdrawn.

DDHSIJE

University of Iowa Studies (Kurt Lewin) – Identified three leadership styles:

1. Autocratic Style

- The leader makes all the decisions.
- Employees have little or no say.
- Authority is highly centralized.
- Best for quick decision-making in crisis.

2. Democratic Style

- Leader involves team members in decisions.
- High participation and regular feedback.
- Encourages teamwork and creativity.
- Builds trust and satisfaction.

3. Laissez-faire Style

- "Hands-off" approach — very little guidance.
- Employees make most decisions themselves.
- Works best with experienced, skilled teams.
- Can lead to confusion if the team lacks direction.

Identified two dimensions of leader behaviour:

1. Employee-Oriented Leadership

- Focuses on people and relationships.
- Leader cares about team members' well-being.
- Builds trust, respect, and satisfaction.
- Encourages open communication.

2. Production-Oriented Leadership

- Focuses on getting tasks done and meeting goals.
- Emphasizes productivity and efficiency.
- Less concern about personal needs of employees.
- Gives clear instructions and expects results.

Comtemporary leadership theories

1. Transactional Leadership

- Based on exchange: reward for good work, punishment for failure.
- Follows rules, sets clear goals, monitors performance.
- Focuses on short-term tasks and efficiency.

2. Transformational Leadership

- Inspires and motivates followers to go beyond expectations.
- Focuses on change, vision, innovation, and personal development.
- Builds strong emotional connection

3. Charismatic Leadership

- Leaders attract followers through charm, confidence, and communication.
- People follow because of the leader's personality.
- Often very persuasive and emotionally appealing.

4. Visionary Leadership

- Focuses on creating and communicating a clear vision for the future.
- Motivates others to work toward a shared long-term goal.
- Often drives innovation and strategic change.

5. Team Leadership

- Focuses on collaboration and group success.
- Encourages participation, trust, and open communication.
- Builds strong team spirit and shared responsibility.

Organizational Structure

Organizational structure is the system or framework that defines how tasks, responsibilities, authority, and communication flow within an organization.

Key Elements of Organizational Structure

1. Work Specialization

This means dividing big tasks into small specific jobs and giving them to different people. Each person becomes good at one task.

2. Departmentalization
This means grouping jobs into departments based on function, product, location, or customer.

3. Chain of Command
This shows who reports to whom. It is the line of authority from the top (like CEO) to the bottom (like workers).

👉 *Example:* Employee → Supervisor → Manager → Director → CEO

4. Span of Control
This means how many people a manager supervises directly.

5. Centralization and Decentralization

- **Centralization:** Top-level managers make all the decisions.

- **Decentralization:** Lower-level employees can also make decisions.

6. Formalization
This means how much rules, procedures, and policies are written and followed in the organization.

Three common organizational structure

1. Simple Structure

- Very basic structure
- Few people, usually just the owner and some workers
- One person (the boss) makes all decisions
- No formal rules or departments

Advantages:

- Fast decisions
- Clear communication

Disadvantages:

- Depends too much on one person
- Not good for large organizations

2. Bureaucracy

- A formal structure with **clear rules, roles, and hierarchy**

- Work is divided into **departments** (like HR, Finance, Sales)

- Each person has a **specific job**

- Follows **strict procedures and paperwork**

👉 *Used in:* Government offices, large corporations

Advantages:

- Organized and consistent

- Clear responsibilities

Disadvantages:

- Slow decision-making
- Too much focus on rules

3. Matrix Structure

- Combines **two types of structures**: functional (departments) and project-based
- Employees **report to two bosses**: one functional manager and one project manager
- Encourages **teamwork and flexibility**

👉 *Used in:* Tech companies, large global firms with multiple projects

Advantages:

- Better use of skills
- Good for complex, large projects

Disadvantages:

- Confusing reporting
- Conflicts between managers

Three strategy-structure relationship:

1. Innovation Strategy
This strategy focuses on creating new products, services, or processes. The goal is to offer something unique that competitors don't have. Innovation can help a company become a market leader and charge premium prices.

Example: Apple introducing the iPhone or Tesla with electric vehicles.

2. Cost Minimization Strategy

This strategy aims to become the lowest-cost producer in the industry. The focus is on efficiency, reducing waste, and controlling expenses. It attracts price-sensitive customers by offering lower prices than competitors.

Example: Walmart or Xiaomi smartphones.

3. Imitation Strategy

This strategy involves copying or adapting successful products or ideas from other companies. Instead of inventing something new, companies follow proven models. It reduces risk and can be faster to market.

Example: Many local brands copying popular clothing or tech products.

Characteristics of Bureaucracies –

1. Specialization –
2. Formalization –
3. Departmentalization –
4. Centralization –
5. Narrow spans of control –
6. Adherence to a chain of command

Why Bureaucracy Survives –

1. Large size prevails –

2.Environmental turbulence can be largely managed

3.Standardization achieved through hiring people who have undergone extensive educational training

 4.Technology maintains control