

# Motivation

drive behavior towards some goal.

Monday	5	12	19	26
Tuesday	6	13	20	27
Wednesday	7	14	21	28
Thursday	8	15	22	29
Friday	9	16	23	30
Saturday	10	17	24	31
Sunday	4	11	18	25

Performance = Ability x Motivation

Motivation is a act of stimulating some one or oneself to get a desired course of action, to push the right button to get desired result.

Motivation is the main function of leadership, influencing the behaviour of associates based on knowledge of 'what makes people tick'. When a person is motivated his desire are ignited, he think constantly and take actions to realize the sweet dream or the thought.

By means of motivation managers try to induce, persuade and ~~ignite~~ ignite the will to do work and ~~arouse~~ arouse adequate interest in his mind.

## Need for Satisfaction Motivation

- 1 High performance level
- 2 low employee turnover or absenteeism. (increase employee ~~to~~ T.O. and less absenteeism)
- 3 Acceptance of organisational change :-  
ie change in technology, value system etc. However if they are properly motivated they accept those changes with zeal and enthusiasm and support in their proper implementation too.
- 4 Promotional attitude of employees, as well as career advancement.
- 5 to improve life style. (To maintain work life-balance principle)
- 6 To identify future managers one can judge the organisation on the basis of empowerment in development knowledge and skill.

7 All the decisions has been made on the basis to follow ethical, moral code of conduct.

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04/2018						
Sun	1	2	3	4	5	6
Mon	7	8	9	10	11	12
Tue	13	14	15	16	17	18
Wed	19	20	21	22	23	24
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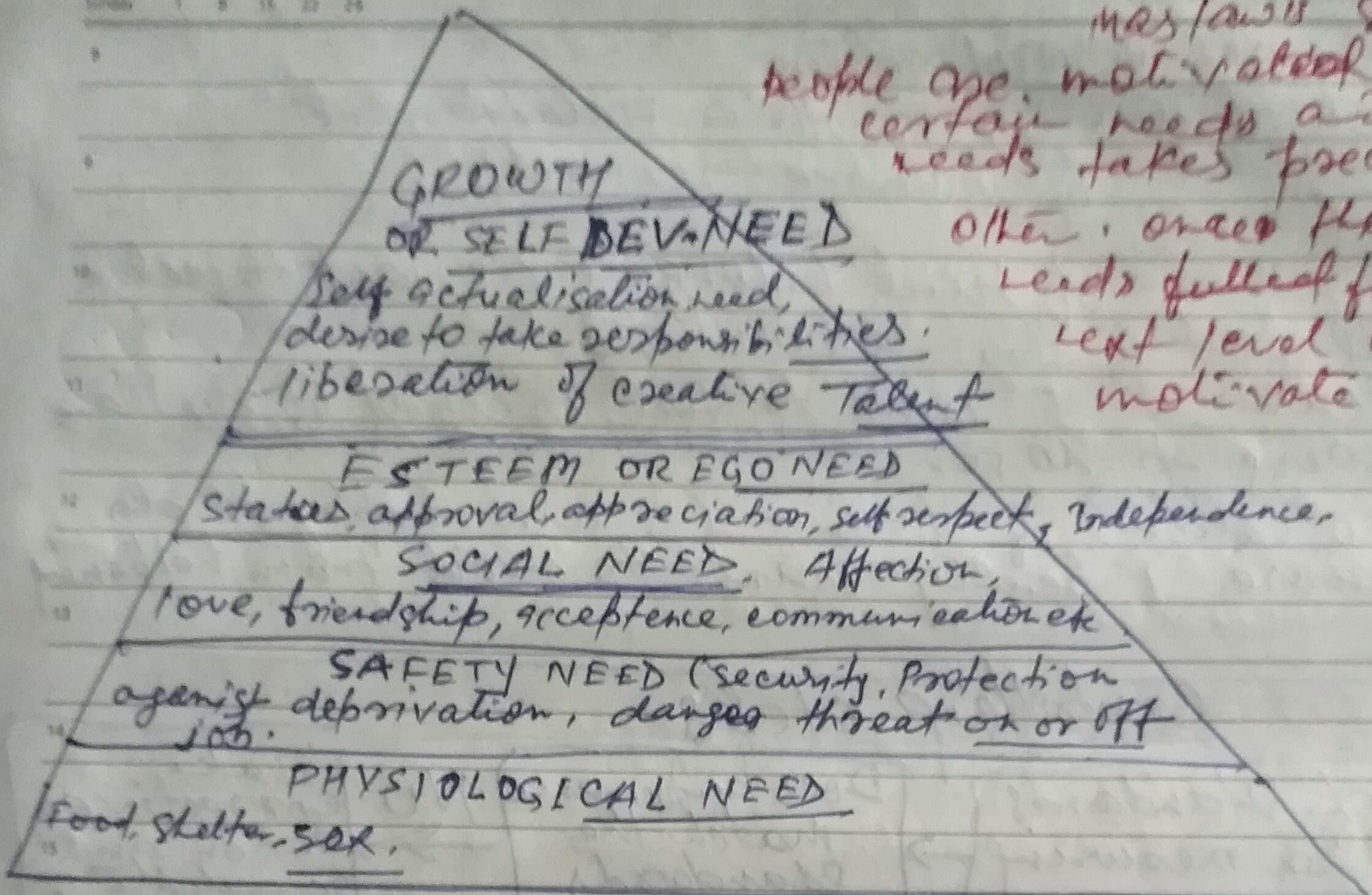
# Maslow's need Hierarchy

MARCH 18

Wk-13 Day 085-280  
MONDAY

26

Maslow's stated that people are motivated to achieve certain needs and that some needs takes precedence over other. once the level of needs fulfilled fullfilled the next level up is what motivate us & soon



## Herzberg two factor <sup>psychologist</sup> theory of work motivation

Man has 2 set of need. It denote hygiene, maintenance or environmental factors which do not motivate satisfaction but their absence cause dissatisfaction. The other higher level needs are termed as motivators because they are real cause of job satisfaction and they leads to better performance. The work factors which leads to J.S. and motivation are different from those so called hygiene and maintenance.

Correlation between employee attitude and workplace motivation. According to Herzberg these factor do not motivate employees.

What made people feel satisfied and unsatisfied when he go to workplace. It is also call hygiene factors and linked things such as, compensation, job security, organisational policy, working condition, ability of leadership, superior & subordinate relationship

The 2nd factor - motivator or satisfier. These linked to the employee motivation and arise from intrinsic or dependent, condition of job itself. that includes responsibility, job satisfaction, recognition, achievement, opportunity for growth & advancement.

MARCH 18  
27

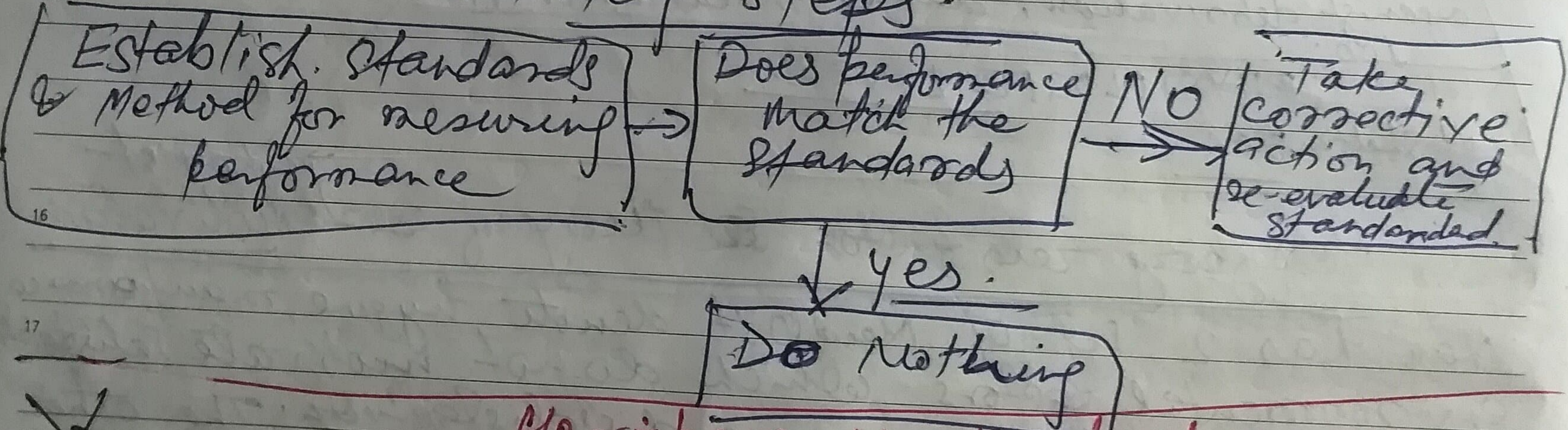
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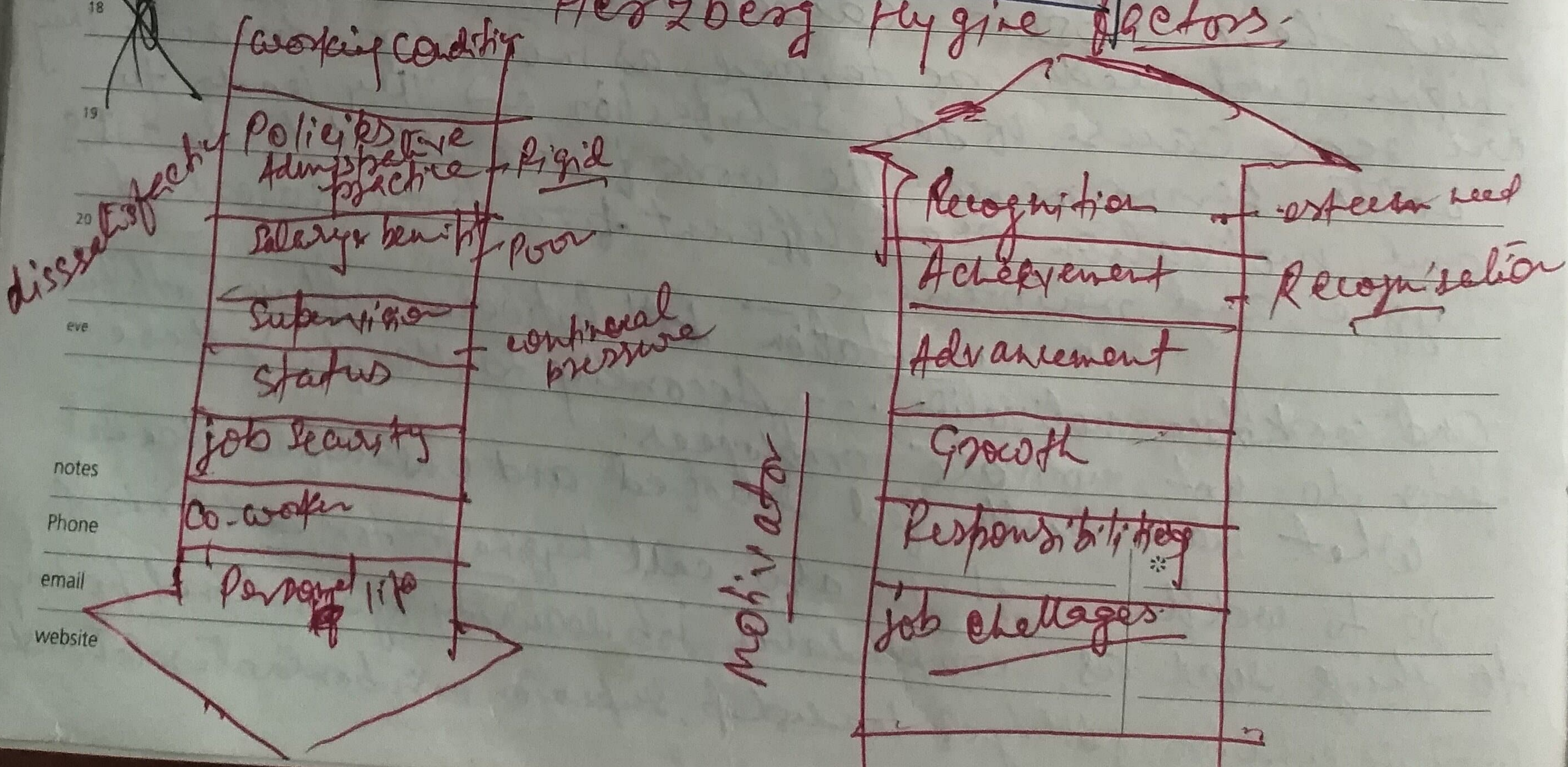
Source of motivation

- ① Motivation for growth & achievement
- ② " of incentive rewards
- ③ " of social belonging (I want to feel a real part of this community)
- ④ Power - I want to feel in control of so I am going to do so.
- ⑤ Motivation of fear - (I am happy to do because I really want to avoid from happening)

Controlling steps.



Herzberg hygiene factors:



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Control/ef (that guide predetermined objective by predetermine policies & decision.)

→ mgt control seek to compel events to conform to plan.

→ control is checking current performance against predetermined standards. contains in plan, with a view to ensuring adequate progress and satisfactory performance.

Features

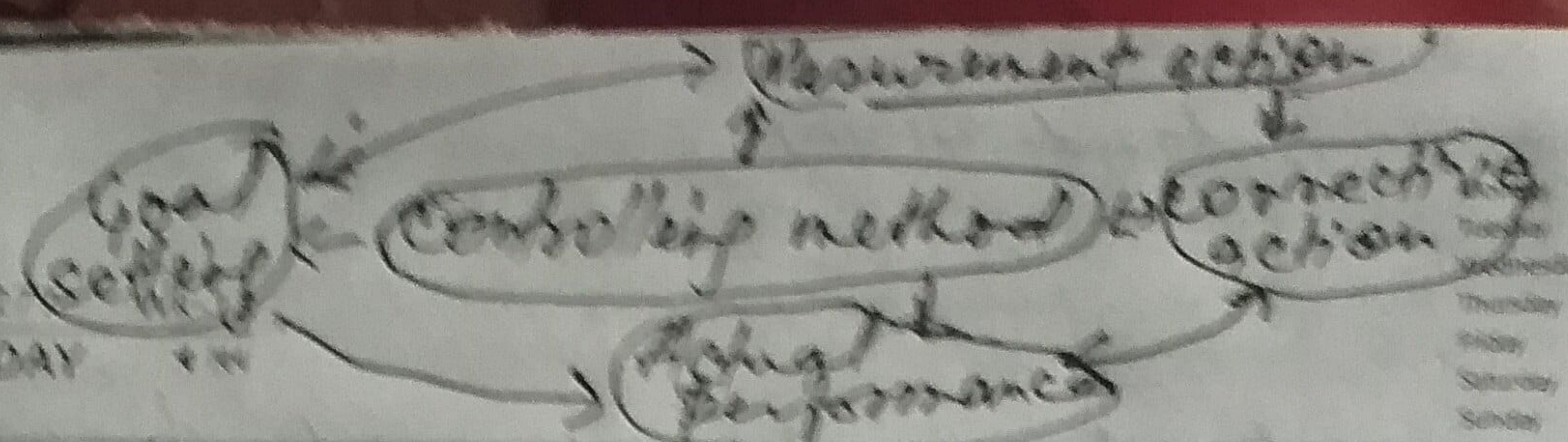
- ① It is an important managerial function
- ② It involves the preparation of plans, setting goals & objectives & setting the standards.
- ③ It involve the mgt of actual performance & recording the deviation if any;
- ④ It is a step to ensure the performance according to the plans
- ⑤ control is neither order giving nor command. It is positive and corrective providing guiding for further actions.

Nature of control

① Essential function of every mgt.  
In every level of mgt. from president to supervisor make sure that what is done will be that what is intended. the nature, scope and level of control is governed by manager exercising it. It is also determined by the authority and responsibility of mgt.

② Control implies existence of goal & plan.  
The process of control maintains predetermined objective, plan, policies & procedure etc. they will not control the result but they can control system.

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⑤ Control is checking to ascertain whether the assignment is being executed in the desired manner and taking action on the basis of related information.

③ Control is a continuous process. A manager can be successful only when he control the men & circumstances around him on regular basis. The business circumstances are also continuously changing so mgt must adopt proper technique for control.

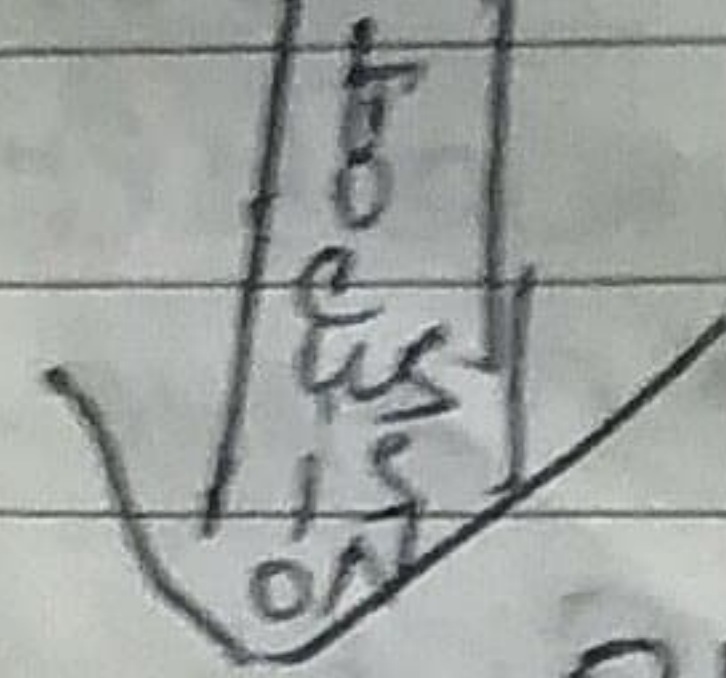
④ Control is forward looking:- It is generally said planning is looking ahead and controlling is looking back behind. But it reverse is also true. The nature of managerial control is also a forward looking because on the basis on if evaluation of past performance the future guideline can be prepared. It prevent deviation from occurring their by anticipating their occurrence and taking suitable action in advance.

⑤ Control is people oriented. The approach of managerial control is people oriented. Control is attained through people not things. It is people who achieve control or who distort planned results. Subjective attitude of people are more important than for success of control than objective figure about performance.

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feed forward control.  
anticipate problems  
eg. Pre employment drug testing  
Hire only college students.



scope of control

- 1) control over policies
- 2) " " organisation
- 3) " " Personnel
- 4) " " wage & salaries
- 5) " " costs
- 6) " " method.
- 7) " " capital expenditure
- 8) " " production.
- 9) " " R&D (Research budget in business)
- 10) " " External relation (It role of operation dept to improving the external relation.)

Types of control

2 types of managerial control.

1) organisational control. eg. std. of measurement such as profitability, ratio of assets to liabilities, sales growth measure etc.

2) operational control. eg. meeting quality standards during production process, ensuring enough supply of raw materials to maintain the output.

3) Predictive control (feedforward control) <sup>focus on human, material & financial resources</sup>

Ideally control should be anticipated problems before they actually occur. eg. A cash budget for the coming year can predict inflow & outflow of cash relating to a firm. If shortage of cash is anticipated, say, in July a bank loan can be arranged well in advance, probably in more favourable terms.

By survey of buying expectations of our customers for coming year, on this basis manager can plan of purchasing, manufacturing & inventories for coming year.

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PERT - Programme evaluation & review Technique

CPM - critical path method.

(ensure that project should be complete in time.)

(Focus on rules, regulations & behaviour)

MARCH '18

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Day 090-275 Wk-13 SATURDAY

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⑤ concurrent control. - measure enable us to take timely action before large damage takes place. For instance quality control chart used in production operation enable the com. to take immediate corrective action before additional products are produced.

⑥ historical control. They measure result after happening of event. They tell mgt. to what extent objective are are gradually accomplished. Financial and budgetary control are example of historical controls. Financial ratio can measure efficiency of the firm in many areas. (Financial Statement budgetary control & ratio analysis etc.)

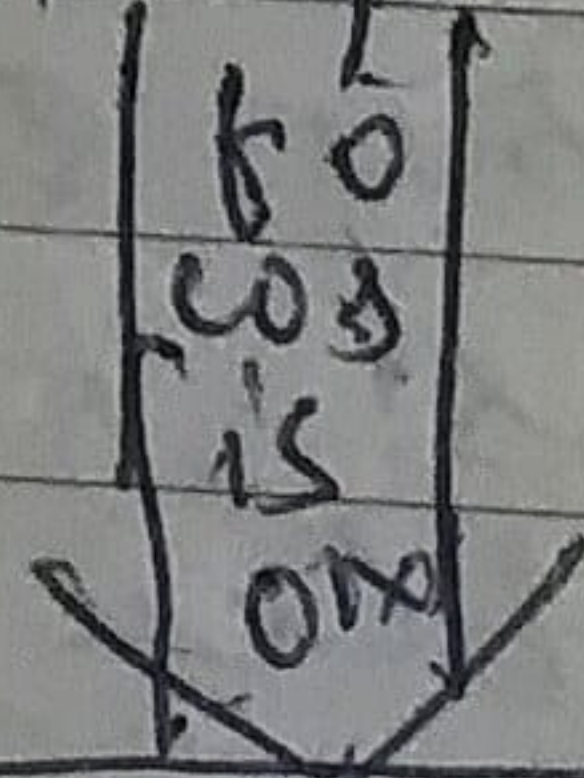
TQM

Quality environment and TQM is a managerial revolution. It encompasses many concept of value based holistic mgt. It emphasis collaboration, autonomy, self mgt, concern for others, quality of life, quality of work life, work ethics, zero defect product, active participation of employee in planning-action-control cycle, team work and so on.

concurrent control solved problems as they happen

of adaptive culture

- ② TQM
- ③ Employee self control



Ongoing process

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## Steps of Controlling

### ① Setting performance standards.

1st step is to setting performance standards on the basis of measuring actual performance. Thus, standards act as lighthouse that warn and guide ship at sea. Standards are the benchmark towards which efforts of entire organisation are directed. These standards can be expressed both in terms of qualitative and quantitative & quantitative stands.

- (a) Revenue to be earned
- (b) unit to be produced & sold.
- (c) cost to be incurred
- (d) Time to be spent spent in performing task
- (e) amount of inventories to be maintained

#### Qualitative.

- (a) improving motivational level of employee
- (b) Improving labour relation
- (c) Improving quality products.
- (d) Improving goodwill in market

### ② Measurement of actual performance

Following are the ways for measuring performance

(a) Superior prepare a report regarding the performance of an employee.

(b) Various ratios like gross profit ratio, turnover ratio, ROI, cost, current ratio etc are calculated at periodic intervals to measure company's performance.

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① Progress made in areas like marketing can be measured by considering the no. of units, increase in market share.

② Technique of sample checking is used. In this method some pieces are checked at random for quality specification.

③ Comparing Actual performance with standards  
By comparing the actual performance with standard laid down in order to find the deviation of performance in terms of unit sold in a week can be easily measured against standard output for the week.

④ Analysing deviation —

Some deviation are possible in all activities. However, the deviation in the important area of business need to be corrected more urgently as compared to deviation in insignificant area.

⑤ Critical point control →

Since it is neither easy nor economical to check each and every activity in an organisation.

The control should focus on key result areas (KRAs) which act as the critical points.

It is very essential for success of organisation. Therefore the entire organisation has to suffer if anything goes wrong at these points.

eg if an organisation increase of 7% in labour cost is more troublesome than an 18% increase in stationary expenses.

05/2018

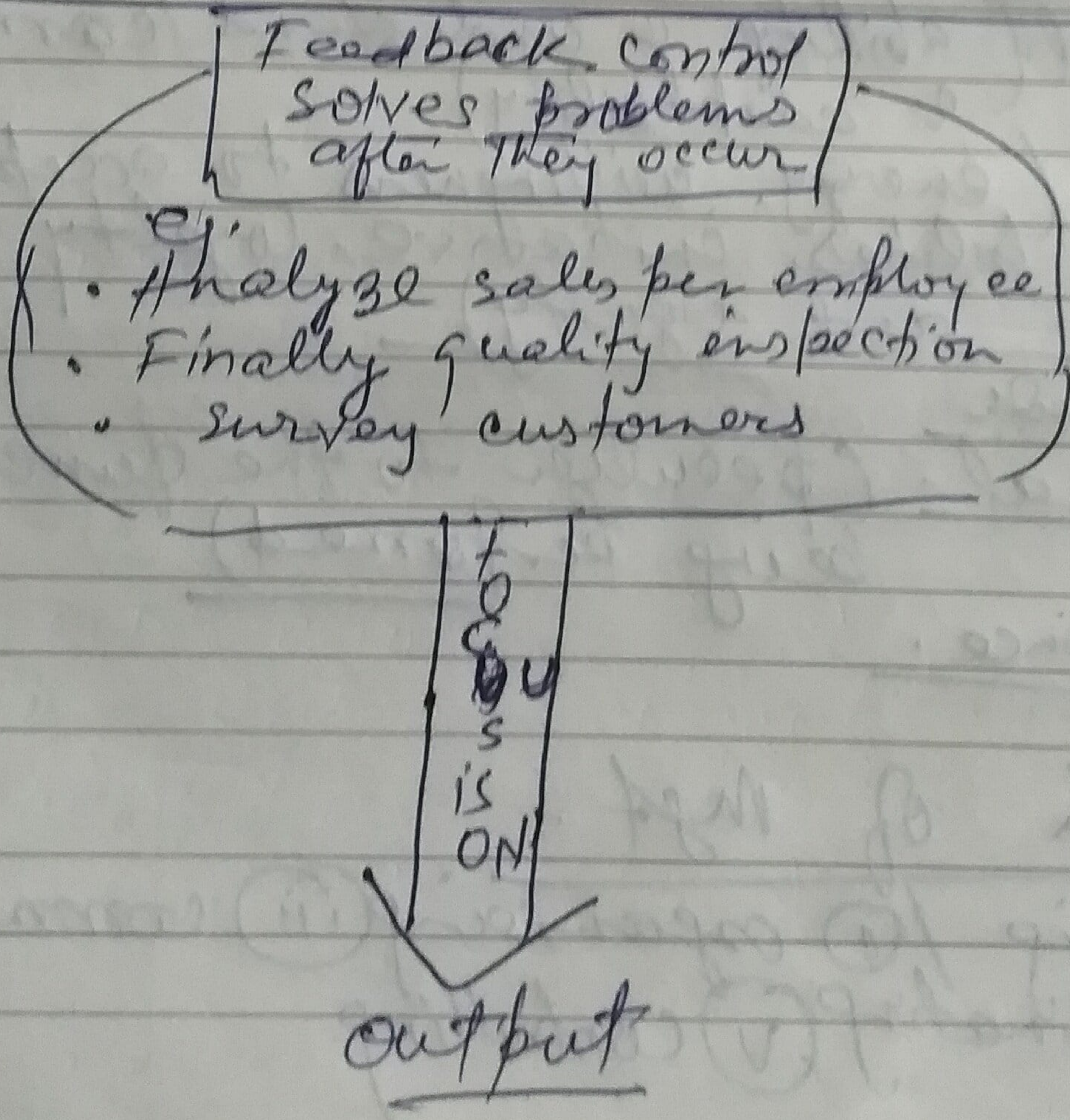
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④ Management by Exception:-

- 1. Mgt. by exception or control by exception is an important principle of mgt. control. ie An attempt to control everything result in controlling nothing.
- 2. Thus only only the important deviations which exceed the prescribed limit should be brought to the notice of mgt. If plan provide 3% increase in labor cost, deviation beyond 3% alone should be notice of the mgt.

⑤ Taking corrective action

- 1. If the deviation are within the acceptable limit, no corrective measure is required. However if the deviation exceed acceptable limits, they should be immediately brought to the notice of the mgt. for taking corrective action, specially in important areas.



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