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Principles of management book by harold koontz pdf

minus costs and not sought for the consequences in the formulation and implementation of the plan. The principle of planning primacy Planning is the primary prerequisite for all other management functions. Each manager action follows a planning phase. Principles Applicable to plan structure Principle of local planning If multiple people in an organization use common and consistent planning premises, business planning will be more coordinated. Principle of the policy framework If more policies, adapted to the organization, are expressed in clear terms and form and if managers understand them, the company's plans will be more coherent. Timing principle If plans are structured to provide a network of sequential derived plans, there will be greater effectiveness in achieving business goals. Principles applicable to the principle of the alternative planning process Select the plan that is the most effective and the most efficient for achieving a desired goal. Limiting factor principle Consider limiting factor in generating alternatives and selecting from alternatives. The Principle Planning activity can cover a period during which resource engagement can be clearly displayed. The principle of flexibility Building flexibility in planning is beneficial, but the cost of building flexibility must be assessed against the benefits. The navigation change manager principle must periodically check the events of the plane and redraw the planes to keep the move to the desired goal. Principle of competitive strategies In a competitive arena, it is important to choose plans in light of what the competitor will do or will not do and navigate based on what competitors are doing or not doing. Principles in relation to the purpose Principle of unity of objectives An organizational structure is effective if as a whole, and in all its part, they make it possible for individuals to achieve their objectives in contributing to the achievement of business objectives. Principle of efficiency An organizational or organizational structure efficient if it is structured to make it possible to targets by people with unintended consequences or minimum costs. Principles related to the cause of the Span of management Principle organization There is a limit to each managerial position on the number of people an individual can effectively manage. But this number is not a fixed number and will vary according to the underlying variables of the situation. Principles in the development of the structure of the organization The clearer scalar principle is the line of authority from the supreme authority for management in a company (CEO) to each subordinate position, the more effective the decision-making process and organizational communication at various levels in the organization. The principle of delegation The Authority is a tool to be able to contribute to business objectives. Therefore, the authority delegated to an individual manager should be adequate to ensure his ability to deliver the results expected of him. Principle of liability The responsibility of the subordinate to his superior for the authority received by the delegation is absolute, and no superior may shirk responsibility for the activities of his subordinate to whom he in turn delegated authority. Principle of equal authority and responsibility Exact liability for actions taken under the delegated authority may not exceed that implied by the delegated authority, nor should it be less. Principle of command unit The more an individual has a signalling relationship with a single superior, the less the problem of conflict in the instructions, and the greater the sense of personal responsibility. The level of authority Principle Maintaining the delegation of authority requires that decisions for the competence of an individual manager be made by him and not referred upwards to the organization. Principles in the departmentization of activities Principle of division of labour The better the organisational structure that reflects a classification of the tasks and activities necessary to achieve the objectives and assists their coordination through the creation of a system of interconnected roles; and the more these roles are designed to adapt to the skills and motivations of the people available to fill them, the more effective and efficient an organizational structure will be. Principle of functional definition The more a position or department has a clear definition of the expected results, activities to be undertaken, delegated organizational authority and authorities and information relations with other positions, more appropriately individual manager can contribute to the achievement of business objectives. Separation principle If an activity is designed to be a control of the activities of another service, the individual in charge of that activity cannot adequately fulfil his responsibilities if he reports to the service which activity he should evaluate. Principles in the process of Principle of balance the application of principles or techniques must be in light of the overall effectiveness of the structure in achieving business objectives. Principle of flexibility The task of managers is to ensure the achievement of objectives in the face of changing environments. The more provisions are laid down for the flexibility of the organisation of buildings, the more appropriately the organisational structure can fulfil its purpose. Principle of leadership facilitation The more an organization structure a delegation of authorities within it allows the various managers to design and maintain a performance environment, the easier it will be for managers' leadership skills. Personnel principles Principle of staff objectives The positions provided by the organisational structure must be staffed capable and willing to perform the assigned functions. Staff principle The quality of management staff can be ensured through an appropriate definition of work and its evaluation in terms of human needs, evaluation of candidates and in-service operators and appropriate training. Principle of work definition Job specifications are based on the requirements of the organisation and the provision of incentives to induce the effective and efficient performance of the tasks in question. Principle of managerial evaluation Performance must be assessed on the basis of the management action required by superiors and on the basis of the standard of practical adherence to managerial principles. Principle of open competition in promotion Managers should be selected from among the best candidates available for work, both inside and outside the company. Principle of management development The aim of managerial development is to strengthen existing managers. The most effective means of developing managers is to have the task carried out mainly by a manager's superior. Principle of universal development The company can only tolerate managers interested in their continuous development. Addressing principles related to the purpose of addressing Principle of harmony of objectives Effective directing depends on the extent to which the individual objectives of the cooperative activity are harmonized with group objectives. Principles applicable to the directing process Principle of command unit The more an individual has a signaling relationship with a single superior, the less the problem of conflict in the instructions, and the greater the sense of personal responsibility for the results. Principle of direct supervision An effective direction requires management to integrate objective methods of supervision with direct personal contact. Principle of supervision techniques Since people, tasks and the organizational environment vary, supervision techniques will be more effective if appropriately varied. Principles of delegation Principle of functional delegation Plus one or a service has clear definitions of the expected results, the activities to be undertaken, the delegated organisational authority and the authority and relationships with other positions, more appropriately responsible individuals can contribute to the achievement of business objectives. Principle of delegation for expected results The authority delegated to a single management should be adequate to ensure its ability to achieve the results expected of it. Principle of absolute responsibility No superior can escape, through delegation, responsibility for the activities of subordinates, because it is he who has delegated authority and assigned duties. Principle of equal authority and responsibility The delegated authority must be consistent with the responsibility attributed to a subordinate. Principles of control For the purpose of monitoring Principle of objective assurance The task of the control is to ensure the achievement of the objectives by detecting a potential or actual deviation from the plans early enough to allow effective corrective action. Principle of control efficiency The more control approaches and techniques detect and illuminate the causes of potential or actual deviations from plans with minimum costs or other undetected consequences, the more efficient these controls will be. Principle of control responsibility The primary responsibility for carrying out the control rests with the person responsible for implementing the plans. Principle of direct control The higher the quality of managers and their subordinates, the less the need for indirect controls will be. (The principle can be defined as a principle of reduction of controls. A superior can spend less time in control tasks if they have higher quality managers and their subordinates in their department.) Principles relating to the structure of control Principle of reflection of plans The more controls are designed to address and reflect the specific nature and structure of the plans, the more effective they will serve the interests of companies and their managers. Principle of organizational suitability The more controls are designed to reflect the place in the organizational structure where responsibility for the action is located, the easier it will be to correct the deviation of events from the plans. Principle of individuality of controls Controls must be consistent with the position, operational responsibility, competence and needs of the persons who have to interpret the control measures and exercise control. Control process Principle of standards Effective control requires objective, accurate and adequate controls. Critical point control principle Effective control requires attention to those critical factors to evaluate performance against a single plan. The exception principle The more a manager focuses its control on exceptions, the more efficient the results of this control will be. Principle of flexibility of controls If the remain effective despite failure or unexpected changes to plans, flexibility in control design is required. Principle of action Principle of action is justified only if the deviations indicated or experienced by the plans are corrected through proper planning, organization, personnel and management. Harold Koontz and Cyril O'Donnell, Principles of Management: An Analysis of Managerial Functions, 4th Ed., McGraw-Hill, New York, 1968 Harold Koontz and Cyril O'Donnell, Principles of Management: An Analysis of Managerial Functions, 2nd Ed., McGraw-Hill, New York, 1959 ____ Fayol included both material organization and organization of people in the organizational function. But he only developed in his book the organization of people. Koontz also elaborated only on the organization of people. We need principles of material organization and also resourcing follow-up principles. Principles of resourcing the organization of materials - A management function Lean Leadership Principles - Lean Management according to Narayana Rao K.V.S.S. - Lean management gives importance to both effectiveness and efficiency. Lean Manager deals with customer satisfaction and productivity/cost reduction responsibilities at the same time. Therefore, in a theoretical sense, no new principles are needed. Koontz and O'Donnell emphasized efficiency in many principles. Principle of efficiency of plans Efficiency is measured by the contribution of the plan to the objectives of the enterprise minus costs and not sought for the consequences in the formulation and implementation of the plan. Principle of efficiency of the organization An organizational or organizational structure is efficient if it is structured to make it possible for people with unintended consequences or minimum costs to achieve business objectives. Principle of control efficiency The more control approaches and techniques detect and illuminate the causes of potential or actual deviations from plans with minimum costs or other undetected consequences, the more efficient these controls will be. But still in management practice, efficiency has been neglected by managers in an attempt to get sales, market share or more production or meet deadlines. Toyota has become a glorious example of a company that has given due importance to management. He involved line managers in improving efficiency by improving cost-cutting processes and took the necessary staffs help as recommended at the time by F.W. Taylor and Harrington Emerson. Therefore, lean leadership principles are now needed to explicitly state some other principles that force managers to focus adequately on efficiency issues as well. 14 Management Principles - Henri Fayol Management Principles - Review Articles - Based on Koontz and O'Donnells Updated Book by Weirich and Kannice Kannice

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