

Unit 2

Introduction to Management

Definitions

Management

Management is the **process** of achieving goals and objectives **effectively** and **efficiently** through and with the people.

Elements of Management

Process:

ongoing functions or activities performed by people to achieve goals

Efficiency :

getting the most output from the least amount of inputs
concerned with means

Effectiveness :

completing activities so that organizational goals are attained
doing the right things”
concerned with ends

Characteristics of Management

1. Goal orientation
2. Job focus
3. Efficiency and effectiveness
4. People focus
5. Management is a process
6. Interaction with environment

Principles of Management

Division of work	Order
Authority and responsibility	Equity
Discipline	Remuneration
Unity of command	Centralization
Unity of direction	Stability of tenure of personnel
Scalar chain	Initiative
Subordination of individual interests to organizational goals	Esprit de corps

Process and Functions of Management

1

Planning

Planning is the process of setting goals, and charting the best way of action for achieving the goals. This function also includes, considering the various steps to be taken to encourage the necessary levels of change and innovation.

2

Organizing

Organizing is the process of allocating and arranging work, authority and resources, to the members of the organization so that they can successfully execute the plans.

3

Staffing

A: Staffing is the process of filling the positions in the organization and keeping them filled.
B: Staffing is the process of recruiting and selecting the right person for the right job at the right time in the right place.

4

Leading

Leading involves directing, influencing and motivating employees to perform essential tasks. This function involves display of leadership qualities, different leadership styles, different influencing powers, with excellent abilities of communication and motivation.

5

Controlling

Controlling is the process of devising various checks to ensure that planned performance is actually achieved. It involves ensuring that actual activities conform to the planned activities. Monitoring the financial statements, checking the cash registers to avoid overdraft etc., form part of this process.

Managers / Levels of Managers

A manager is a person who takes the responsibility of carrying out the the management process within an organization to achieve the organizational goals.

Top
Level
Managers
(President,
VP,
CEO)

Top level managers set the mission and goals, develop policies, evaluate the overall performance of various departments, responsible for the business as a whole and is concerned mainly with long-term planning

Middle level managers develop departmental goals, execute the policies, plans and strategies determined by top management , develop medium- term plans and supervises and coordinate lower-level managers' activities

Lower level managers take charge of day-to-day operations, is involved in preparing detailed short-range plans, execute plans of middle management , guide staff in their own subsections and keep close control over their activities

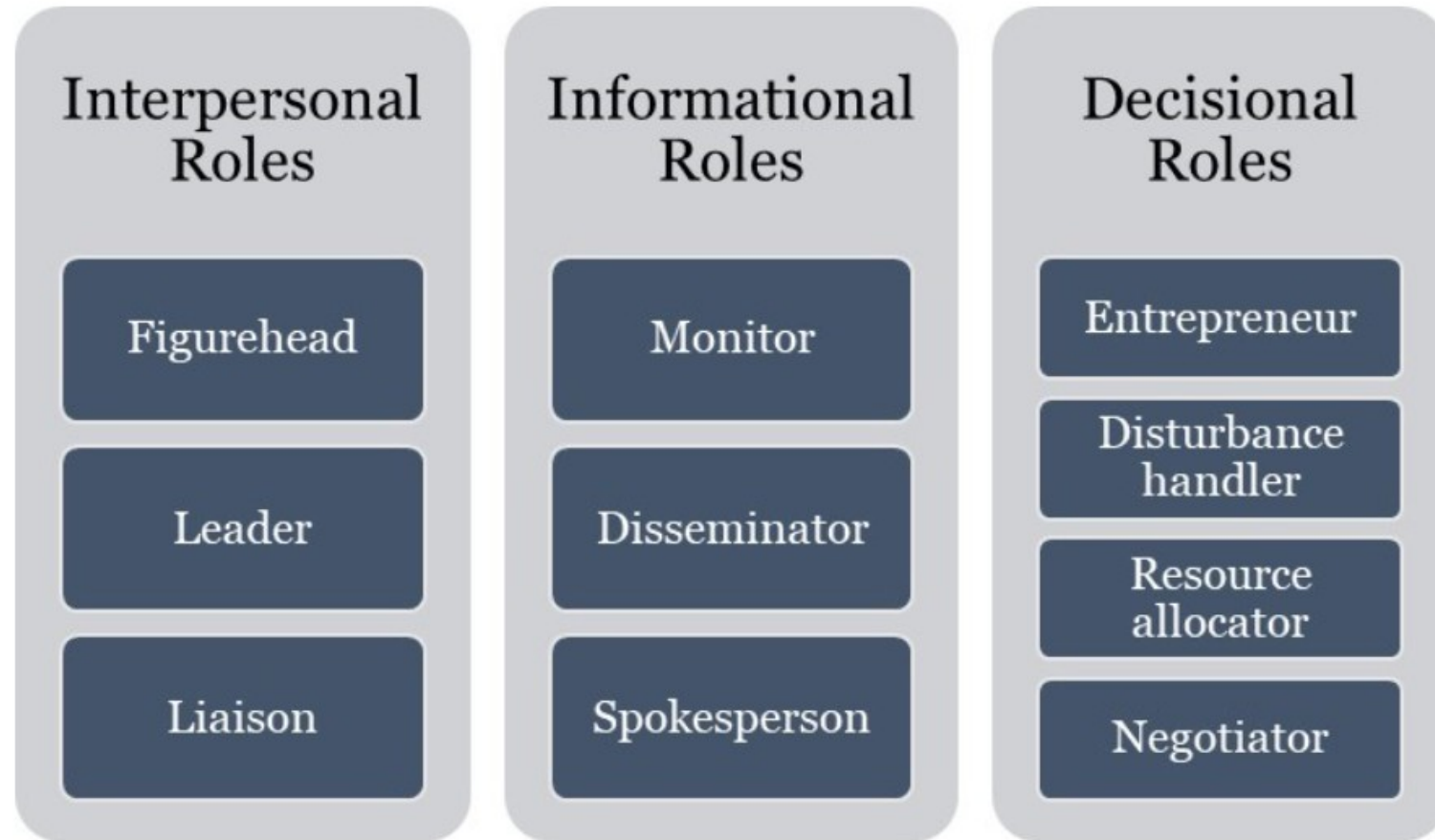
Middle
Level
Managers
(Plant
managers,
Division
managers,
Department
managers)

Lower
Level
Manager
(Foreman,
Supervisors)

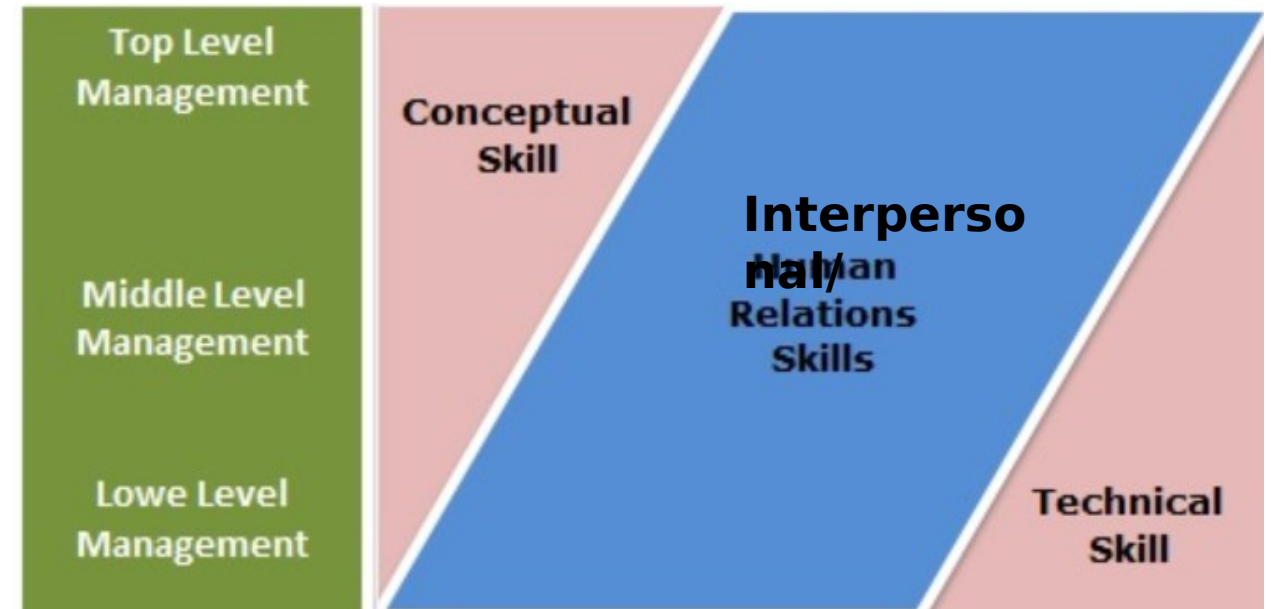
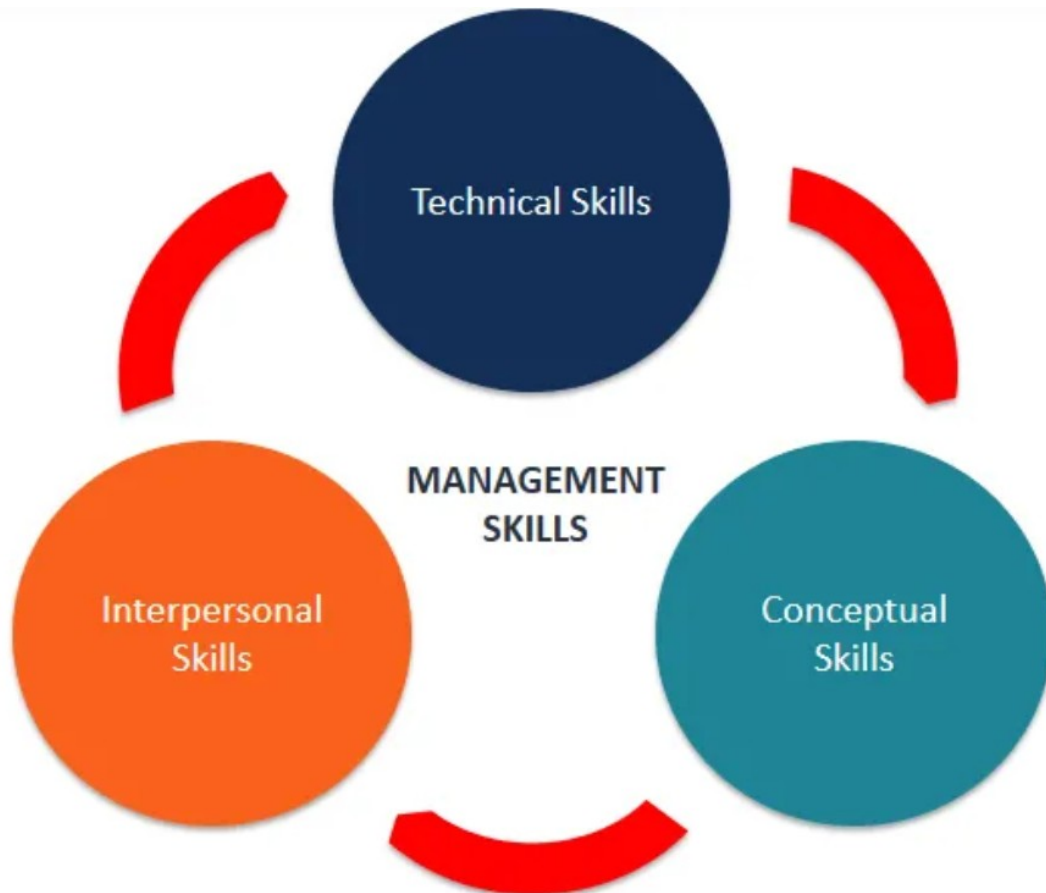
Types of Managers

- Functional Manager
- Generalist Manager
 - Staff Manager

Managerial Roles



Managerial Skills



Emerging challenges for management

1. Globalization
2. Technology
3. Quality
4. Social responsibility
5. Empowerment
6. Human Resource Management
7. Organizational Design
8. Change management
9. Learning organization