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# INTRODUCTION TO MANAGEMENT

## INTRODUCTION:

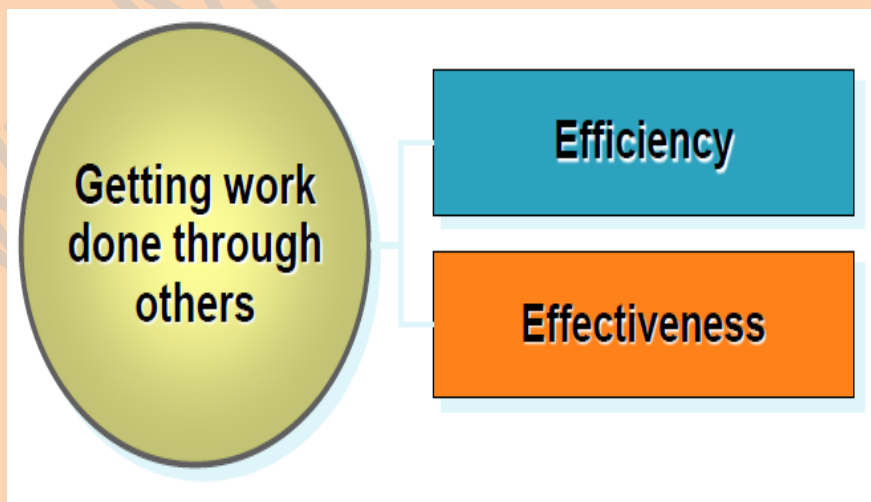
ORGANISATION: Organizations are very complex social formations, their links can't be described with only one theory.

□ Organization Theories concerns 3 levels:

- Macro: cooperation among different organization
- Mezzo: structures of the organizations, and influencing factors
- Micro: behavior of the members of the organizations, motivation, conflict etc.

## What is Management?

- The process of designing and maintaining an environment in which individuals, working together in groups, efficiently accomplish selected aims.
- Coordinating work activities so that they are completed efficiently and effectively with and through other people
- **Efficiency** is getting the most output from the least amount of inputs in order to minimize resource costs. Efficiency is often referred to as "doing things right"
- **Effectiveness** is completing activities so that organizational goals are attained and is often described as "doing the right things"



**A MANAGER** is someone who coordinates and oversees the work of other people so that organizational goals can be accomplished. It is not about personal achievement but helping others do their job. Managers may also have additional work duties not related to coordinating the work of others.

Managers can be classified by their level in the organization, particularly in traditionally structured organizations—those shaped like a pyramid .

- 1) First-line managers (often called supervisors) are located on the lowest level of management.
- 2) Middle managers include all levels of management between the first-line level and the top level of the organization.
- 3) Top managers include managers at or near the top of the organization who are responsible for making organization-wide decisions and establishing plans and goals that affect the entire organization.

- ☐ FIRST-LINE MANAGERS- often called supervisors stand at the base of the managerial hierarchy
- ☐ MIDDLE MANAGERS- heads of various departments and organise human and other resources to achieve organizational goals
- ☐ TOP MANAGERS- set organizational goals, strategies to implement them and make decisions



#### Top Managers

**Top managers hold positions like chief executive officer (CEO) or chief operating officer (COO) and are responsible for the overall direction of the organization. Top managers have the following responsibilities.<sup>19</sup> First, they are responsible for creating a context for change.**

**They are responsible for developing employees' commitment to and ownership in the company's performance. Stories abound at Southwest Airlines about Herb Kelleher's willingness to listen to his employees.**

#### Responsible for...

**Creating a context for change**

**Developing attitudes of commitment  
and ownership in employees**

**Creating a positive organizational  
culture through language and action**

**Monitoring their business environments**

### **Middle Managers**

managers responsible for setting objectives consistent with top management's goals, and planning and implementing subunit strategies for achieving these objectives.

Middle managers hold positions like plant manager, regional manager, or divisional manager. They are responsible for setting objectives consistent with top management's goals and planning and implementing subunit strategies for achieving these objectives.

One specific middle management responsibility is to plan and allocate resources to meet objectives. Another major responsibility is to coordinate and link groups, departments, and divisions within a company.

A third responsibility of middle management is to monitor and manage the performance of the subunits and individual managers who report to them.

Finally, middle managers are also responsible for implementing the changes or strategies generated by top managers.

Responsible for...

Setting objectives consistent with top management goals, planning strategies

Coordinating and linking groups, departments, and divisions

Monitoring and managing the performance of subunits and managers who report to them

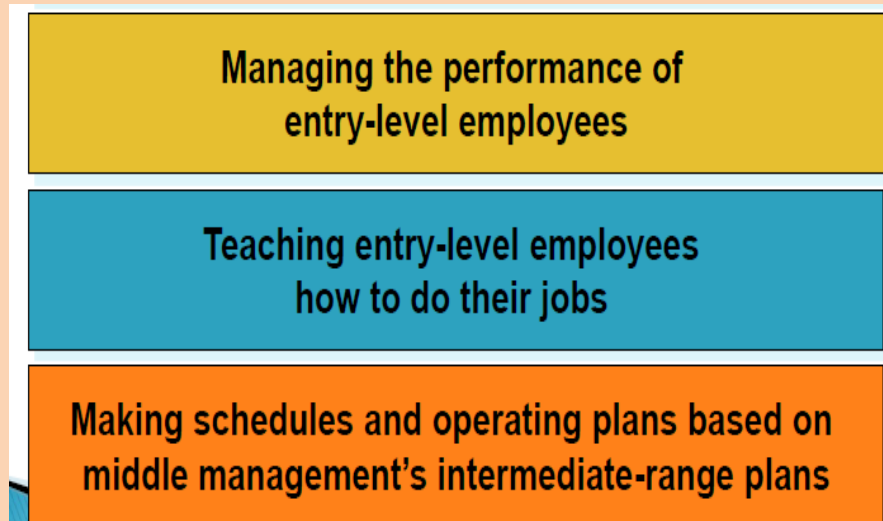
Implementing the changes or strategies generated by top managers

### **First-Line Managers**

First-line managers hold positions like office manager, shift supervisor, or department manager. The primary responsibility of first-line managers is to manage the performance of entry-level employees, who are directly responsible for producing a company's goods and services. Thus, first-line managers are the only managers who don't supervise other managers.

First-line managers also make detailed schedules and operating plans based on middle management's intermediate range plans. In fact, contrary to the long-term plans of top managers (three-to-five years out) and the intermediate plans of middle managers (six-to-eighteen months out), first-line managers engage in plans and actions that typically produce results within two weeks.

Responsible for...



## MANAGEMENT FUNCTIONS

| Classical Management Functions | Updated Management Functions               |
|--------------------------------|--|
| Planning                       | Making Things Happen                       |
| Organizing                     | Meeting the Competition                    |
| Staffing                       | Organizing People, Projects, and Processes |
| Leading                        |  |
| Controlling                    |  |

Activities like, planning, organizing, controlling, coordinating and motivating are described as the fundamental functions of “Process of Management” or “Management Process”. These are the basic five elements of Process of Management Process.

**Planning:** Planning is the first and foremost function of the management process. It is the thinking process to determine the proposed course of action, what, how, when, where and who has to perform the work or things to be done.

**Organization:** Organization as a process institutes the harmonious co-adjustment between the different factors of production as land, labor, capital of the business enterprise, so that ultimate goal is achieved.

**Staffing:** Staffing is the process of deciding the number and quality of manpower needed by an organisation. To achieve its objectives efficiently recruiting, selecting, training, developing and appraising the newly recruited as well as the existing staff is the main focus

of the unit. It can be seen as the function of 'Human Resource Manager' but at a very smaller level.

**Leading:** Directing is primarily concerned with supervision, regulation, inspiration, inspection and guidance of the activities of the employees in such a manner so as to achieve the pre determined goals of the organisation smoothly.

**Control:** Control is that process which keeps the whole system in check so that it moves as per the pre designated parameters or verifying the total movement of the business enterprise as per the plan and adopting corrective measures thereon for any deviation.

Apart from the above mentioned five elements, other two elements which are adopted by several managers are as follows:

**Motivation:** Motivation as such, deals with the human part of the system where inspiration to perform as per the objectives of the industrial or business enterprise to get the goals achieved is provided. A way to encourage the human factor to give their best for the achievement of predetermined goal.

**Coordination:** Coordination is an understood agreement to achieve predetermined goal of business enterprise utilizing all the factors of production. This lubricates all the concerned activities towards facilitation of work and achieving the desired result.

## **SCIENTIFIC MANAGEMENT**

Scientific management is defined as the use of the scientific method to determine the "one best way" for a job to be done.

The most important contributor in this field was **Frederick W. Taylor** who is known as the "father" of scientific management. Using his principles of scientific management, Taylor was able to define the "one best way" for doing each job.

### **TAYLOR'S PRINCIPLES OF MANAGEMENT**

Frederick Taylor proposed the following four principles of scientific management:

1. Replace guesswork methods with a scientific study of the tasks.
2. Select, train, and develop each worker rather than leaving them to train themselves.
3. Ensure that the scientifically developed methods are being followed.
4. Make sure the managers apply scientific management principles to planning the work and the workers actually perform the tasks.

## **HENRI FAYOL**

Henri Fayol and Max Weber were the two most prominent proponents of the general administrative approach. Fayol focused on activities common to all managers. He described the practice of management as distinct from other typical business functions.

### **Henri fayol's fourteen principles of management**

**1. Division of work.** Specializing encourages continuous improvement in skills and the development of improvements in methods. work should be divided among individuals and groups to ensure that effort and attention are focused on special portion of the task. Fayol presented work specialization as the best way to use the human resources of the organization.

**2. Authority.** The concepts of authority and responsibility are closely related. Authority was defined by Fayol as the right to give orders and power to exact obedience. Responsibility involves being accountable and is therefore naturally associated with the authority. Whoever assumes authority also assumes responsibility.

**3. Discipline.** No slacking, bending of rules. A successful organization workers. Penalties should be applied judiciously in order to encourage this common effort.

**4. Unity of command.** Each employee in an organization should receive order from a single manager.

**5. Unity of direction.** A single mind generates a single plan and all play their part in that plan. The entire organization should move forward to achieve a common objective.

**6. Subordination of Individual Interests.** When at work, only work things should be pursued or thought about.

**7. Remuneration.** Employees receive fair payment for services, not what the company can get away with.

**8. Centralization.** Consolidation of management functions. Decisions are made from the top.

**9. Scalar Chain (line of authority).** Formal chain of command running from top to bottom of the organization, like military

**10. Order.** All materials and personnel have a prescribed place, and they must remain there.

**11. Equity.** Equality of treatment (but not necessarily identical treatment)

**12. Personnel Tenure.** Limited turnover of personnel. Lifetime employment for good workers.

**13. Initiative.** Thinking out a plan and do what it takes to make it happen.

**14. Esprit de corps.** Harmony, cohesion among personnel. There should be unity among the employees.

## **Theory X**

This theory believes that employees are naturally unmotivated and dislike working, and this encourages an authoritarian style of management. According to this theory, management must firmly intervene to get things done. This style of management concludes that workers

- Disfavor working.
- Abstain responsibility and the need to be directed.
- Need to be controlled, forced, and warned to deliver what's needed.



## Theory Y

This theory explains a participative style of management, that is, distributive in nature. It concludes that employees are happy to work, are self-motivated and creative, and enjoy working with greater responsibility. It estimates that workers –

- Take responsibility willingly and are encouraged to fulfill the goals they are given.
- Explore and accept responsibility and do not need much guidance.
- Assume work as a natural part of life and solve work issues imaginatively.

## Comparing Theory X & Theory Y

### Motivation

Theory X considers that people dislike work, they want to avoid it and do not take responsibilities willingly.

While, Theory Y considers that people are self-motivated, and sportingly take responsibilities.

### Management Style and Control

In Theory X-type organization, management is authoritarian, and centralized control is maintained.

While in Theory Y-type organization, the management style is participative, employees are involved decision making, but the power retains to implement decisions.

### Work Organization

Theory X employees are specialized and the same work cycle continues.

In Theory Y, the work tends to be coordinated around wider areas of skill or knowledge. Employees are also motivated to develop expertise, and make suggestions and improvements.

### Rewards and Appraisals

Theory X-type organizations work on a 'carrot and stick' basis, and performance assessment is part of the overall mechanism of control and compensation.

Coming to Theory Y-type organizations, appraisal is also regular and crucial, but is usually a separate mechanism from organizational controls. Theory Y-type organizations provide employees frequent opportunities for promotion.

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