

## **Definitions of Management...Continue**

- Koontz defines management in a very simple form  
**"Management is the art of getting things done through and with the people in formally organized group"**
- McFarland defines management in more elaborate form. According to him, **"Management is defined for conceptual, theoretical and analytical purposes as that process by which managers create, direct, maintain, and operate purposive organization through systematic, coordinated co-operative human effort"**

# **Features of Management**

- In light of discussed above all definitions and discussions, following characteristics of management as process can be identified.

- 1. Organized Activities:**
- 2. Existence of Objectives:**
- 3. Relationship among Resources:**
- 4. Working with and through People:**
- 5. Decision Making:**

# **Nature of Management**

- The study and application of management techniques in managing the affairs of the organization have changed its nature over the period of time. The nature of management can be described as follows:

## **1. Multidisciplinary:**

- It draws the knowledge from various disciplines
- It integrates the ideas and concepts taken from different disciplines and presents newer concepts which can put into practice for managing the organization.
- In fact, Integration of knowledge of various discipline is the major contribution of Management and this integrated discipline is known as management.
- Therefore, the contribution on the field can be expected from any disciplines which deals with some aspects of ~~human beings~~.

# **Nature of Management**

## **2. Dynamic Nature of Principles:**

- Principle is a fundamental truth which establishes cause and effect relationships of a function.
- Based on integration and supported by practical evidences, management has framed certain principles.
- However, these principles are flexible in nature and change with changes in the environment in which an organization exists.
- Because of the continuous development in the field, many principles are being changed by new principles.
- Continuous researches are being carried on to establish principles in changing society and no principles can be regarded as a final truth.
- In fact, there is nothing permanent in the landslide of management

## Definitions of Management...*Continue*

- Therefore, unless some yardsticks are prescribed to distinguish between managerial and non managerial activities, managerial activities can not be identified.
- Total activities of an organization can be divided into two groups: Operational and managerial.
- Those activities which are of operative in nature through which actual work is accomplished such as handling machine by worker, putting materials in godown, etc.. are called as **Operational activities**.
- As against this, **non-operative activities** performed to get

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are different than first group are managerial activities.

# **Nature of Management**

## **6. Universality of Management**

### **□ Arguments against Universality**

#### **1. Management is culture bound**

- Individualism & Collectivism
- Power Distance
- Uncertainty Avoidance
- Masculinity
- Time Orientation

#### **2. Objective of an enterprise**

#### **3. Differences in Philosophies**

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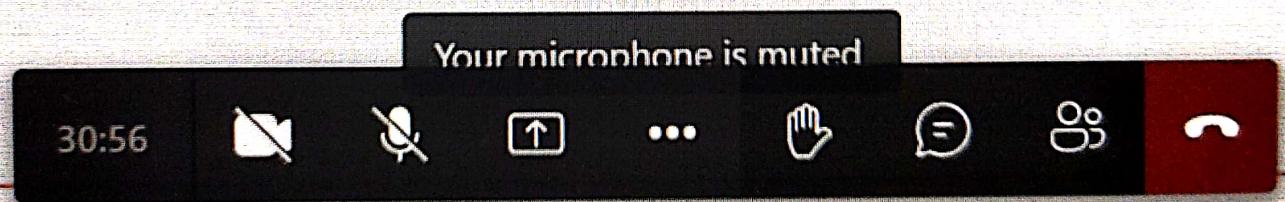


# **Nature of Management**

## **6. Universality of Management**

### **□ Arguments for Universality**

1. Management as process
2. Distinction between management fundamentals and Techniques
3. Distinction between management fundamentals and Practices



# Functions of Management

- The general approach of studying management is to treat management as a process. Management as process may involve a number of activities or elements.
- Management process suggest that all the managers in the organization perform certain functions to get things done by others.
- Management functions varies from author to author.
- **Henry Fayol**
  - Planning, Organizing, Commanding, Coordinating
- **Gullick & Urwick**
  - POSDCORB (Planning, Organizing, Staffing, Directing, Coordinating, Reporting)

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## **Nature of Management**

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### **2. Dynamic Nature of Principles:**

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# **Nature of Management**

Earlier captains of industry and managers have used intuition, hunches, commonsense, and experience in managing business.

They were not trained managers, although they were brilliant and had developed commonsense through which they have managed well.

Commonsense and Science differ in the following ways:

- CS is vague as compared to scientific knowledge
- Inconsistency often appears in CS whereas logical consistency is the basic of science.



# **Functions of Management**

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## **1. Planning**

- Determination of future courses of actions to achieve desired result
  - What one wants to achieve?
  - When to achieve?
  - How to achieve?
  - Determination of Objectives
  - Setting rules and procedures
  - Determining Project
  - Setting policies and Strategies
  - Budgeting
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# **Functions of Management**

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## **2. Organizing**

- Dividing work into convenient tasks or duties
- Grouping of such duties in the form of positions
- Grouping of various positions into Departments and Sections
- Delegating authority to each position. So, that work is carried out as planned

# **Functions of Management**

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## **3. Staffing**

- Manning various positions created by organizing process
- Preparing inventory of personnel available and Identifying the gap between manpower required and available.
- Identifying sources of recruitment, selecting people, training & developing them, fixing financial compensation, apprising them periodically, etc...
- Performed by individual manager Vs. Personnel department

# **Functions of Management**

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## **4. Directing**

- People must know, what they are expected to do in the organization.
  - Superior has to communicate to Subordinate about expected behavior.
  - Continuous responsibility of guiding & motivating them to work with zeal & enthusiasm.
  - Thus it includes communicating, motivating and leading.
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# **Functions of Management**

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## **5. Controlling**

- Identifications of actual results
- Comparisons of actual Vs. expected results by planning process
- Identifying deviations, if any.
- Taking corrective actions, so that actual match with expected results.